

County Connection

2477 Arnold Industrial Way Concord, CA 94520-5326 (925) 676-7500 countyconnection.com

BOARD OF DIRECTORS

MEETING AGENDA

Thursday, December 19, 2024

9:00 a.m.

The Board Meeting will be held in-person

**County Connection Board Room
2477 Arnold Industrial Way, Concord, California**

Staff and members of the public may attend in-person or participate remotely via Zoom at:

<https://us02web.zoom.us/j/85399133311>

Or One tap mobile :

US: +16699006833,,85399133311# or +14086380968,,85399133311#

Or Telephone:

Dial(for higher quality, dial a number based on your current location): +1 408 638 0968

Webinar ID: 853 9913 3311

Please Note the following COVID-19 Protocols for in-person attendance:

Visitors experiencing the following symptoms of COVID-19 may not enter the building:

- Cough
- Chills
- Sore Throat
- Shortness of Breath
- Muscle Pain
- Loss of Taste or Smell
- Fever

Public comment may be submitted via email to: hill@cccta.org. Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the Board of Directors before the meeting. Comments submitted after the meeting is called to order will be included in the correspondence that will be provided to the full Board.

Oral public comments will also be accepted during the meeting in person and through Zoom* or the teleconference number listed above.

Should Zoom not be operational, please check online at: www.countyconnection.com for any updates or further instruction.

The County Connection Board of Directors may take action on each item on the agenda. The action may consist of the recommended action, a related action or no action. Staff recommendations are subject to action and/or change by the Board of Directors.

1. Call to Order/Pledge of Allegiance
2. Roll Call/Confirm Quorum
3. Public Communication
4. Consent Calendar
 - a) Approval of Minutes of Regular Meeting of November 21, 2024*
5. Report of Chair
 - a) Presentation of a proclamation honoring the Schroder family for their dedication to County Connection and public transportation in Contra Costa County
 - b) Invitation to attend the unveiling of the renaming of the County Connection Administration Building
6. Report of General Manager

Under this item, the General Manager will report on matters of relevance to CCCTA including, but not necessarily limited to, the following:

 - a) MTC Transportation Revenue Update
7. Report of Standing Committees
 - a) Marketing, Planning & Legislation Committee
 - 1) Pass2Class Report– Information Only*
(Staff will provide an update on the Pass2Class program.)
 - b) Operations & Scheduling Committee
 - 1) Monument Free Program Update – Information Only*
(Staff will provide ridership update on the Monument Free Program.)
 - 2) Choice in Aging MOU Extension*
Resolution No. 2025-17*
(The O&S Committee and Staff request adoption of Resolution No. 2025-017, authorizing the General Manager to enter a new one-year MOU enabling County Connection to reimburse CiA for their SilverRide trip costs.)
 - 3) Spring Bid Update – Information Only*
(Staff will provide an update on the upcoming service changes.)
 - 4) Approval of Revised Public Transportation Agency Safety Plan (PTASP)*
Resolution No. 2025-16*
(The O&S Committee and Staff request adoption of Resolution No. 2025-016, authorizing the General Manager to approve the revised Public Transportation Agency Safety Plan.)
8. Board Communication – (Directors are limited to providing information, asking clarifying questions about matters not on the agenda, responding to public comment, referring matters to committee or staff for information, or requesting a report to be made at another meeting.)
9. Next Meeting Date: January 16, 2025
10. Adjournment

*Enclosure

**It will be available at the time of the Board meeting.

***For Board members only

General Information

Public Comment: If you wish to address the Board, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Board and included for the official record, please include it in your email. Comments that require a response may be deferred for staff reply.

Consent Items: All matters listed under the Consent Calendar are considered by the Board to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a Board Member or a member of the public prior to when the Board votes on the motion to adopt.

Availability of Public Records: All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body, will be available for public inspection at 2477 Arnold Industrial Way, Concord, California, at the same time that the public records are distributed or made available to the legislative body. The agenda and enclosures for this meeting are posted also on our website at www.countyconnection.com.

Accessible Public Meetings: Upon request, County Connection will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least two days before the meeting. Requests should be sent to the Assistant to the General Manager, Lathina Hill, at 2477 Arnold Industrial Way, Concord, CA 94520 or hill@cccta.org. Requests made by mail must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.

Currently Scheduled Board and Committee Meetings

Board of Directors:	Thursday, December 19 at 9 a.m., County Connection Board Room
Administration & Finance:	Wednesday, December 4 at 9 a.m., County Connection Offices, 2477 Arnold Industrial Way, Concord, CA
Advisory Committee:	TBD
Marketing, Planning & Legislative:	Thursday, December 5 at 8:30 a.m., Supervisor Andersen's Office, 3338 Mt. Diablo Blvd. Lafayette, CA.
Operations & Scheduling:	Friday, December 6 at 8 a.m., City of Pleasant Hill Offices, 100 Gregory Lane, Pleasant Hill, CA

The above meeting schedules are subject to change. Please check the County Connection Website (www.countyconnection.com) or contact County Connection staff at 925/676-1976 to verify date, time and location prior to attending a meeting. This agenda is posted on County Connection's Website (www.countyconnection.com) and at the County Connection Administrative Offices, 2477 Arnold Industrial Way, Concord, California

County Connection

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CCCTA BOARD OF DIRECTORS

MINUTES OF THE REGULAR MEETING

October 24, 2024

CALL TO ORDER/ROLL CALL/CONFIRM QUORUM

Chair Kevin Wilk called the regular meeting of the Board of Directors to order at 9:00 a.m. Board Members present were Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Sos, Storer and Worth. Director Tatzin arrived after the meeting convened. Director Howard was absent.

Staff: Churchill, Sherman, Boehm, Glenn, Hill, Horta, Johnson, Jones, Longmire, Martinez, Mitchell, Sanchez, Sanderson, VanBuskirk and Voltz

PUBLIC COMMUNICATION:

Judy Barrientos, transit operator made public comment regarding driving safety with bike lanes and street parking in our service area. She wanted to voice her concerns to our city representatives in hopes that they will talk to their planning departments about this issue.

Director Tatzin arrived at 9:08 a.m.

CONSENT CALENDAR

MOTION: Director Diaz moved approval of the Consent Calendar, consisting of the following items: (a) Approval of Minutes of Regular Meeting of October 17, 2024; (b) PERS Actuarial Valuation for June 30, 2023; Rate for FY 2026. Director Hoffmeister seconded the motion, and it received the following vote of approval:

Aye: Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Sos, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Director Howard

REPORT OF CHAIR:

Chair Wilk congratulated all that ran for and won their reelections.

REPORT OF GENERAL MANAGER:

Director Hoffmeister arrived at 9:01 a.m.

PEPRA Update

Legal counsel, Julie Sherman, provided the Board with an update on the Public Employees' Pension Reform Act (PEPRA) litigation, explaining the case has been dismissed as directed by the (United States Court of Appeals

for the Ninth Circuit). She will continue monitoring developments and provide the Board with pertinent updates.

MTC Site Visit

Bill Churchill, General Manager, informed the Board that he hosted a day at County Connection with staff from MTC. We had presentations from our finance department, planning department, transportation department and the maintenance department. The day was full of educational items as well as lunch to forge a better working relationship with our staff and MTC staff. He felt that the day was truly a unique and fun experience.

Thanksgiving Feast on November 21, 2024

Bill Churchill, General Manager, reminded the Board that following today's meeting, they are all invited to enjoy our Annual Thanksgiving feast with our staff.

Holiday Party on December 14, 2024

Bill Churchill, General Manager, informed the Board that our Holiday Party is scheduled for December 14, 2024, and all are welcome to attend.

REPORT OF STANDING COMMITTEES

Administration & Finance Committee

Fiscal Year 2024 Financial Report and Audited Financial Statements

Amber Johnson, Chief Financial Officer, gave a brief background stating that County Connection's financial audit for the year ended June 30, 2024 has been completed and the Administration and Finance Committee has reviewed the statements and is recommending them for approval by the full Board of Directors. The auditor's review of the federal funding allocation data for the Federal Transit Administration is still underway and will be provided at a future meeting. There were no changes made to the quarterly income statement previously reviewed by the Board as a result of the audit.

No fiscal impact occurs because of the Board's acceptance of these reports.

MOTION: Director Noack recommend that the Board receive the final quarterly income statements and approve the audited financial statements for the year ended June 30, 2024. Director Hoffmeister seconded the motion, and it received the following vote of approval:

Aye: Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Sos, Storer, Tatzin, Wilk and Worth

No: None

Abstain: None

Absent: Director Howard

Employee Referral Pilot Program Update

Kristina Martinez, Director of Human Resources, gave a brief background stating that in November 2023, the Board of Directors approved an Employee Referral Pilot Program from January 1, 2024, through December 31, 2024. This pilot was implemented to address staffing shortages primarily in the Transportation and Maintenance departments, including the Transit Operator, Mechanic, Service Worker, and Storekeeper positions. While significant headway has been made in recruiting new employees, staff will continue to evaluate new methods to

fill open positions as normal attrition rates occur. Additionally, these efforts will be crucial to prepare for enhanced service levels, as ridership continues to improve.

The Employee Referral Pilot Program was first implemented with the administrative staff, with an option for represented employees to be included in the program upon approval by their respective union representatives. All three represented groups elected to participate in the program with the understanding of the pilot timeline and that any extension would be subject to Board approval. Over the course of the pilot, to date, County Connection has recruited twenty (20) new Transit Operators, one (1) Mechanic, and two (2) Service Workers. Of this, a total of four (4) applicants (or 17% of new hires) were referred by County Connection employees. It is anticipated that an additional one to two positions in the Mechanic ranks will be filled by the end of the year. While both the Transportation and Maintenance departments have made considerable progress over the last year, the Transit Operator position continues to be the most challenging to fill.

The original estimated cost for the pilot program was \$12,000. It is anticipated that a total of \$5,000 will be expended by the end of the pilot program on December 31, 2024, for employee referrals. These costs are covered under the existing Recruitment budget. Assuming an upward trend in the coming years, staff would estimate a cost of up to \$10,000 in each subsequent year, or about half of the vacancies, to be filled by a referral. These costs would be covered under the existing Recruitment budget.

MOTION: Director Noack recommend that the Board approve a two-year extension to the Employee Referral Pilot Program from January 1, 2025, through December 31, 2026. Director Sos seconded the motion, and it received the following vote of approval:

Aye: Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Sos, Storer, Tatzin, Wilk and Worth

No: None

Abstain: None

Absent: Director Howard

Operations & Scheduling Committee

Swiftly Software License Renewal

Pranjal Dixit, Manager of Planning, informed the Board that since Winter 2022, staff has been using Swiftly for on-time performance tracking and run time analysis. Swiftly is a cloud-based transit data platform that integrates with existing hardware on the buses to provide data analytics and visualizations.

Swiftly uses a combination of three data sources to track the real-time location of buses and calculate on-time performance and run times at every stop along each route. In addition to the General Transit Feed Specification real-time data feed and the BusTime application programming interface coming from the existing Clever Devices system, the platform also collects vehicle location data from the CradlePoint routers already installed on the buses to help fill in gaps from the other two data sources. If an operator is not logged in correctly, the platform uses the GPS data from the routers to determine which route the vehicle is on. Swiftly's algorithm can also recognize if a bus has gone off-route and resumes tracking when the bus comes back on route, thereby collecting more accurate and complete data.

In addition to having more accurate and complete data, Swiftly's On-Time Performance and Run Times modules have provided staff with a powerful set of analytical tools to help improve the reliability of County Connection's services. These tools have reduced the staff time required to analyze and develop schedule changes so staff can respond more quickly to performance issues and/or operator concerns.

Staff is currently using data from Swiftly for several current and upcoming projects. The Transit Signal Priority (TSP) project in partnership with the Contra Costa Transportation Authority and the Cities of Concord and Walnut Creek is using the data in its evaluation to measure the effectiveness of TSP technology in reducing delays and improving bus speed and reliability. In addition, County Connection recently kickstarted the Transit Corridor Study to identify bus priority improvements along four major corridors, and the analysis to determine the locations and causes for delays along those corridors will rely heavily on data from Swiftly to report vehicle speeds. Finally, bus transit priority is one of the key strategies in MTC's Bay Area Transit Transformation Action Plan, and robust data on speed and reliability will be necessary to identify potential projects and pursue future funding opportunities.

MOTION: Director Storer moved adoption of Resolution No. 2025-14, authorizing the General Manager to execute the Swiftly contract extension for eight months at a cost not to exceed \$58,000. Director Hudson seconded the motion, and it received the following vote of approval:

Aye: Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Sos, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Director Howard

Permanent One-Seat Ride Program and Memorandum of Understanding*
Resolution No. 2025-15

John Sanderson, Director of ADA & Specialized Services, explained that the pilot program was extended in April 2021, November 2022, and November 2023, while the program matured and partner agencies implemented a variety of innovations and improvements, including: streamlining customer service procedures, expanding fare payment options to include County Connection prepaid fare accounts and Tri Delta, LAVTA, and WestCat paratransit tickets, unified data management and invoicing algorithms, and procedures for reporting OSR program data to the National Transit Database.

After an extended pilot phase, the One-Seat Ride program has proven itself to be enormously beneficial for riders as well as operationally advantageous and cost-effective for the partnering agencies, when compared to the previous system of coordinated inter-operator transfer trips. Customers benefit from shorter and more comfortable origin to destination rides as well as lower fares, while One-Seat Ride partner agencies benefit from significantly greater predictability and much lower shared per-trip costs.

In consultation with the partner agencies and Legal staff, staff has prepared a draft permanent MOU to govern the One-Seat Ride program going forward. The draft MOU is based largely on the earlier pilot-phase agreements and incorporates significant changes at the request of all parties involved. Notable changes from the pilot MOUs include clarification of party roles and responsibilities, and new provisions for cost sharing and monthly reporting.

The operating costs for One-Seat Ride service will be divided between the partners based on the actual time and distance traveled in each agency's service area. However, the new MOU also includes partial support for County Connection's overhead costs associated with being the lead agency. The new MOU also includes a list of specific metrics that will be reported to the partner agencies every month – which is also expected to facilitate more detailed and timely reporting and analysis to the Board.

MOTION: Director Storer moved adoption of Resolution No. 2025-15, approving the One-Seat Ride program as a permanent program, and authorizing the General Manager to enter into an MOU with Tri Delta Transit, LAVTA, and WestCat to implement the program. Director Noack seconded the motion, and it received the following vote of approval:

Aye: Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Sos, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Director Howard

Winter Bid Update – Information Only

Pranjal Dixit, Manager of Planning, stated that ridership has been growing steadily year-over-year. This positive trend is particularly pronounced for weekend and school ridership. Weekend ridership has sustained above pre-pandemic levels for over a year, likely due in part to the expansion of the Monument Free program and shift in travel patterns. School ridership has also shown significant recovery, reaching 103% of pre-pandemic levels as of August 2024. Weekday ridership currently sits at 76% of pre-pandemic levels for local routes and 50% for express routes. Overall ridership was at 81% of pre-pandemic level in August 2024.

The Summer and Fall Bids incorporated several service adjustments to address operator suggestions and improve on-time performance. These changes primarily focused on Routes 5, 6, 10, 20, 91X, 93X, 98X, 321, and 335, with revised schedules and runtimes designed to enhance punctuality and address operator layover concerns. The service levels for the Fall bid are consistent with the proposed FY 2025 budget. This was an information item only.

Report of Advisory Committee

Ian McLaughlin, Chair of the Advisory Committee, will give a verbal update from the Advisory Committee

Ian McLaughlin informed the Board that the Advisory Committee is still meeting on a monthly basis, please give the committee a little patience as they try to implement the changes and suggestions given to the committee at the last Board meeting. We still have a few vacancies, but we are continuously moving in the right direction.

BOARD COMMUNICATION: None

ADJOURNMENT: Chair Wilk adjourned the regular Board meeting at 10:54 a.m. am.

Minutes prepared by:

Lathina Hill
Asst to the General Manager/Clerk to the Board of Directors

Date: December 01, 2024

To: Board of Directors

Date: 12/11/2024

From: Andrew Smith, Director of Planning & Marketing

Reviewed by: *AMS*

SUBJECT: Pass2Class Report

Background:

The Pass2Class Program was funded by 511 Contra Costa as part of their efforts to reduce traffic congestion and air pollution by reducing the number of cars being driven to school. Pass2Class offered free transportation to Contra Costa students on AC Transit, WestCAT, Tri Delta Transit, or County Connection, thereby encouraging the use of public transit to and from school. Applications were available from July 6 to October 14, 2024, offering each household up to two passes. Once an application was approved, passes were issued and valid for unlimited rides through October 31, 2024 on all County Connection fixed route services. WestCAT, AC Transit, and Tri Delta Transit also participate in the program, offering their own pass products.

Pass2Class Usage:

This year, 511 Contra Costa issued over 2,024 passes, which is 41 fewer passes than were sold in 2023. Pass2Class users on County Connection fixed routes totaled 48,296 trips (3,712 fewer than in 2023), with 70% of the trips being taken on 600-series school routes, 28% on local routes, and 3% on express and weekend routes. Below is a table showing a breakdown of usage in 2024 by service area and route type:

Service Area	Service Type			
	School	Local	Express	Weekend
Core	40%	13%	1%	1%
Lamorinda	22%	5%	-	-
North	-	5%	1%	-
South	8%	4%	-	-
TOTAL	70%	28%	2%	1%

Notably, Routes 601, 602, and 605, which serve Walnut Creek Intermediate School, carried close to a quarter of the total Pass2Class riders, followed by Route 606, which services Miramonte High School and Orinda Intermediate School, and which carried 17% of Pass2Class riders.

Some local routes supplement school routes serving the same corridor, including Route 10 on Clayton Rd and Route 35 in San Ramon, which when combined carried 10% of Pass2Class riders. Notably, Pass2Class ridership in the San Ramon-Danville area was lower than last year, which is likely due to the addition of Traffix bus service to the schools.

Pass2Class was promoted across social media through paid ads, at our Mobile Lobby, as well as through the school districts who shared information on the discounted passes directly with parents.

Financial Implications:

511 Contra Costa will be reimbursing County Connection at the rate of \$1.00 per ride (the same as our regular youth fare) for a total amount of \$48,926.00. All costs associated with the promotion and marketing of the program were either covered by 511 Contra Costa or included in the FY 2025 Promotions budget.

Recommendation:

None, for information only.

Action Requested:

None, for information only.

Attachments:

None

To: Board of Directors

Date: 12/11/2024

From: Pranjal Dixit, Manager of Planning

Reviewed by: AMS

SUBJECT: Monument Free Ridership Update

Background:

In July 2019, County Connection launched a free fare pilot program on three weekday bus routes serving the Monument Corridor in Concord (Routes 11, 14, and 16). These routes connect Concord BART to various destinations in Martinez, Pleasant Hill, and Walnut Creek, including other BART stations, Amtrak, and the Contra Costa Regional Medical Center. This initiative was funded by a grant from California's Low Carbon Transit Operations Program (LCTOP), which supports projects that reduce greenhouse gas emissions and benefit disadvantaged communities.

In July 2022, the program expanded to include three weekend routes on the Monument Corridor (Routes 311, 314, and 316). This expansion was made possible by additional funding and the reduced ridership impact of the COVID-19 pandemic. The success of this pilot led to the permanent expansion of the free fare program for weekend routes in December 2022.

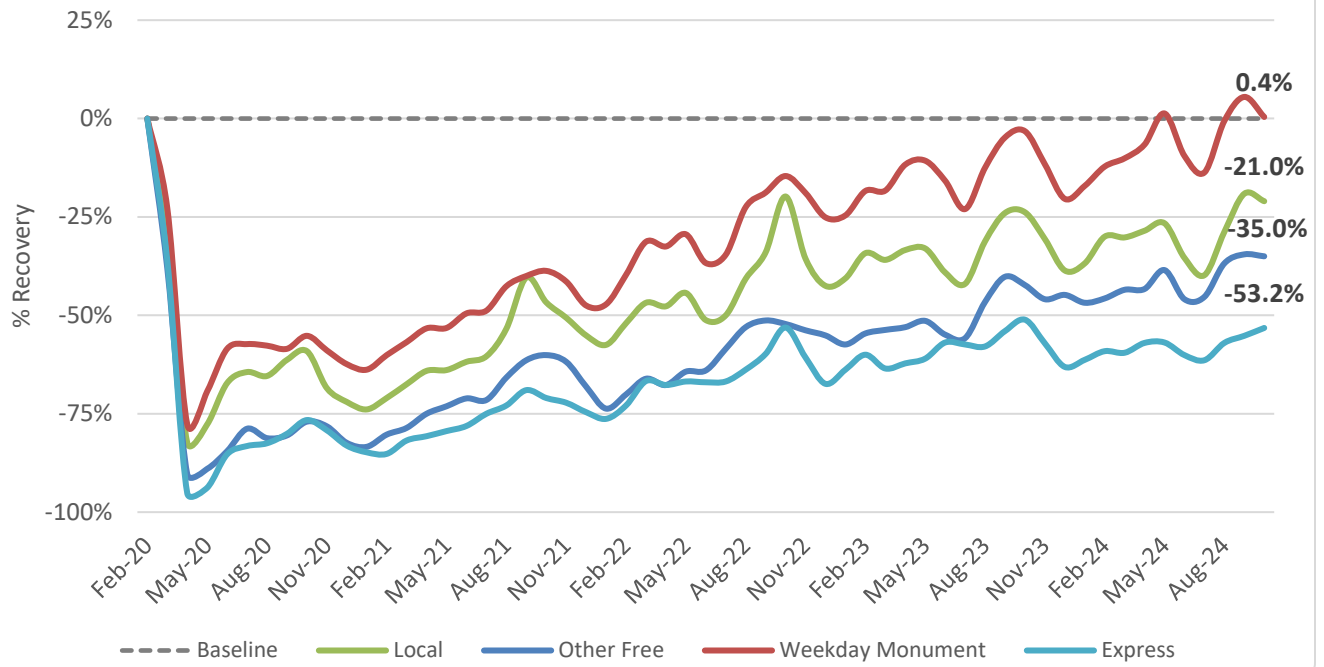
Ridership:

In March 2020, the onset of the shelter-at-home order led to a system-wide decline in ridership as businesses closed and remote work became prevalent. The pandemic exacerbated existing social inequities, as essential workers, often from low-income and minority communities, continued to rely on transit.

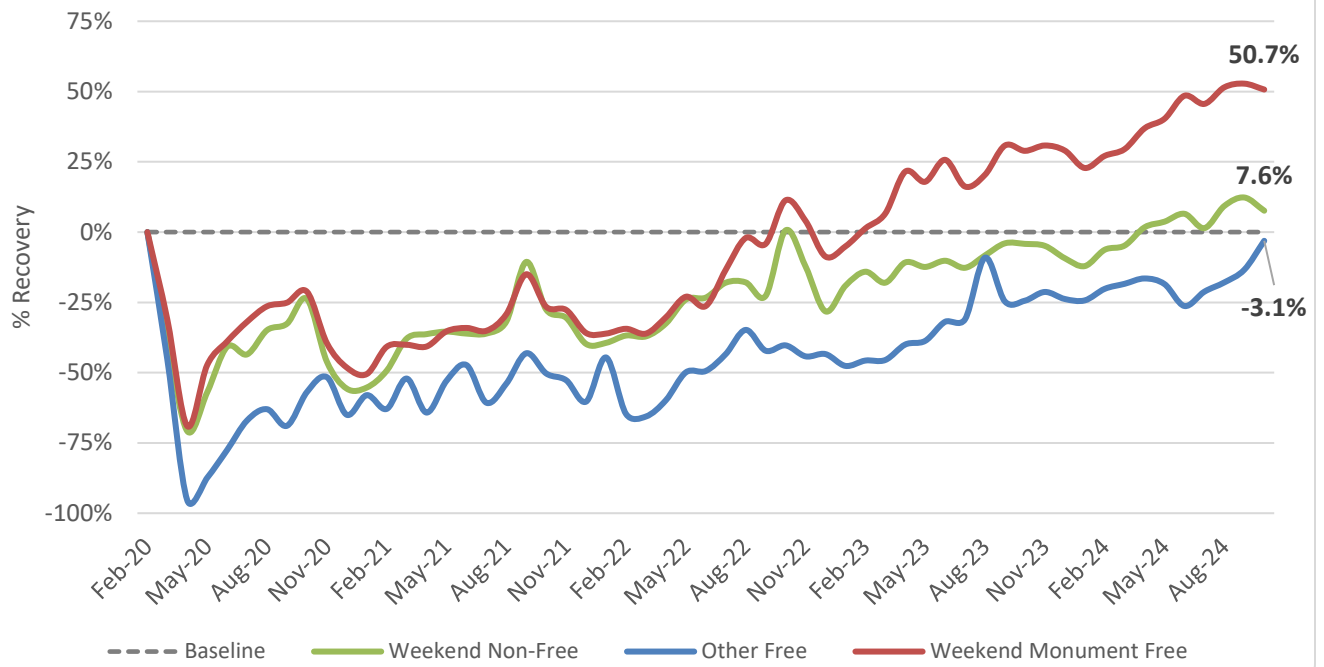
While Monument Corridor routes serving predominantly disadvantaged communities experienced a similar initial ridership drop, they have seen a more pronounced recovery compared to other fixed routes. As of October 2024, weekday ridership on Routes 11, 14, and 16 have exceeded pre-pandemic levels. In contrast, on Routes 4, 5, 7, and 99X, which are also free, weekday ridership remains at approximately 65% of pre-pandemic levels.

Post-pandemic shifts in ridership patterns have also impacted weekend service along the Monument Corridor. Routes 311, 314, and 316 have seen a 50% increase in weekend ridership over pre-pandemic levels, whereas, by comparison, weekend ridership on Route 4 is about the same as its pre-pandemic levels.

Weekday Ridership Recovery Comparison



Weekend Ridership Recovery Comparison



Title VI:

County Connection prepared a Fare Equity Analysis prior to implementing free fares on the Monument Corridor routes on a permanent basis, as required by Federal Transit Administration (FTA) regulations. The equity analyses and public hearings were conducted in March 2020 for the continuation of weekday free fares, and in December 2022 to add weekend free fares. Following these processes, the Board approved a resolution to make the free fare program permanent, contingent on continued funding availability.

Given that all six routes serve a higher proportion of low-income and minority riders compared to the system-wide average, both equity analyses concluded that the Monument Free program did not disproportionately impact minority riders or burden low-income riders.

Financial Implications:

None. County Connection intends to operate the Program as long as funding remains available through California's Low Carbon Transit Operations Program (LCTOP) or through another funding source.

Recommendation:

None, for information only.

Action Requested:

None, for information only.

Attachments:

None

To: Board of Directors

Date: 11/26/2024

From: John Sanderson, Director of ADA and Specialized Services

Reviewed by: *Ref*

SUBJECT: Choice in Aging Memorandum of Understanding

Background:

Choice in Aging (CiA), an adult social service agency accounted for about 20% of County Connection's daily paratransit trip volume, before the COVID-19 pandemic. In the summer of 2017, under the prior paratransit service contractor, CiA and its clients experienced a number of challenges related to County Connection LINK paratransit service. To address these issues, County Connection retained a consultant to make recommendations to improve communication between County Connection and CiA, and to improve service outcomes for CiA's most vulnerable clients.

One of the solutions proposed by the consultant was that County Connection and CiA work together to provide a more tailored service using an accessible Transportation Network Company (TNC) partner for the small number of CiA clients that were unable to use LINK paratransit to access the CiA program. As a result, in March 2019, the Board approved a six-month pilot project, in which Choice in Aging would retain the services of SilverRide.

In January 2022, following a nearly two-year hiatus due to the pandemic, the Board again approved a demonstration pilot project as County Connection staff worked with Choice in Aging staff to reopen and identify new passengers. The new pilot also included a same-day booking option for the first time, enabling qualified program participants to book same-day trips to CiA using SilverRide. The same-day option was intended to eliminate unforeseen no-shows to the CiA day program and gave other clients the opportunity to benefit from the program by reducing or eliminating unused program placements.

Program Update

In January 2023, the Board authorized the General Manager to enter into a one-year Memorandum of Understanding (MOU) with CiA for reimbursement of SilverRide program expenses. The Board acted again in December of 2023 to authorize a new MOU allowing County Connection to continue reimbursing CiA's program expenses through December 2024.

Staff has continued to monitor the program over the past two years. On-time performance has remained exemplary, while the anticipated decrease CiA day-program no shows due to late LINK rides has been sustained since the beginning of the program. At the same time, the CiA - SilverRide program has benefited the LINK program by reducing both trip demand and the administrative load for dispatch

during the busiest hours of the day. The proven success of the program for all parties more than justifies County Connection's continued support.

Financial Implications:

Total CiA - SilverRide program costs of slightly under \$400,000 are expected for the current Fiscal Year (FY2025) and are included in the FY2025 budget. The SilverRide per-trip price of \$36.95 falls well below the average LINK paratransit trip cost of \$74.85, observed over the past 28 months.

Recommendation:

The Operations & Scheduling (O&S) Committee and Staff recommend executing a new one-year MOU with Choice in Aging, to enable them to extend their contract with SilverRide. This will continue to provide an alternative transportation service, offered by County Connection through CiA which is safe reliable and cost effective for a vulnerable population in our service area.

Action Requested:

The O&S Committee and Staff respectfully request that the Board of Directors authorize the General Manager to enter a new one-year MOU enabling County Connection to reimburse CiA for their SilverRide trip costs.

Attachments:

Resolution No. 2025-17

RESOLUTION NO. 2025-017

**BOARD OF DIRECTORS, CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATE OF CALIFORNIA**

* * *

**AUTHORIZING NEW MEMORANDUM OF UNDERSTANDING
WITH CHOICE IN AGING**

WHEREAS, the County of Contra Costa and the Cities of Clayton, Concord, the Town of Danville, Lafayette, Martinez, the Town of Moraga, Orinda, Pleasant Hill, San Ramon and Walnut Creek (Member Jurisdictions) have formed the Central Contra Costa Transit Authority (CCCTA), a joint exercise of powers agency created under California Government Code Section 6500 et seq., for the joint exercise of certain powers to provide coordinated and integrated public transportation services within the area of its Member Jurisdictions and certain unincorporated portions of Contra Costa County;

WHEREAS, in 2019, CCCTA retained Douglas Cross Transportation Consulting to investigate, summarize and recommend best practices to improve CCCTA's Americans with Disabilities Act (ADA) paratransit services;

WHEREAS, as a result of this investigation, CCCTA's Director of ADA and Specialized Services worked in conjunction with Choice in Aging to launch a six month pilot program in June 2019 to passengers most affected by the constraints of CCCTA's ADA paratransit services, using SilverRide to provide round-trip door-through-door service for eligible Choice in Aging participants;

WHEREAS, in March 2020, the program was temporarily suspended as a result of the COVID-19 pandemic;

WHEREAS, on January 1, 2022, CCCTA and Choice in Aging entered into a Memorandum of Understanding (MOU) to resume the program by extending it for one year, during which SilverRide continued to deliver the aforementioned round-trip services;

WHEREAS, on January 1, 2023, the parties entered into a new MOU to continue the program through December 31, 2023;

WHEREAS, on January 1, 2024, the parties again entered into a new MOU to continue the program through December 31, 2024;

WHEREAS, given the success of the program, the parties wish to continue the program;

WHEREAS, the program will continue to be managed by Choice in Aging (utilizing SilverRide to provide the round-trip services) and CCCTA will provide guidance and periodic audits to ensure the program is meeting its intended goals; and

WHEREAS, staff recommends and the Operations and Scheduling Committee concurs that the Board authorize the General Manager to enter into a new MOU with Choice in Aging to continue the program for one year, commencing January 1, 2025.

NOW, THEREFORE, BE IT RESOLVED that the Central Contra Costa Transit Authority Board of Directors hereby authorizes the General Manager to execute a new MOU with Choice in Aging for a one year term, in a form approved by legal counsel, and to take all other actions necessary to give effect to this Resolution.

Regularly passed and adopted this 19th day of December, 2024 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Kevin Wilk, Chair, Board of Directors

ATTEST:

Lathina Hill, Clerk to the Board

To: Board of Directors

Date: 12/11/2024

From: Pranjal Dixit, Manager of Planning

Reviewed by: AMS

SUBJECT: Spring Bid Update

Background:

The COVID-19 pandemic necessitated significant service changes to maintain transit accessibility across the service area in response to fluctuating ridership. As businesses have reopened and more in-office work has resumed, ridership has shown steady growth. This growth has been further supported by system-wide and regional fare promotions like Monument Free, Summer Youth Pass, Pass2Class, and Clipper START.

However, despite dedicated recruitment and training efforts, a shortage of operators remains a significant barrier to expanding service levels. Additionally, continually increasing traffic congestion has necessitated frequent schedule adjustments to ensure reliable service delivery.

Ridership Trends:

Ridership has been growing steadily year-over-year as seen in Figure 1. This positive trend is particularly pronounced for weekend and school ridership, as illustrated in Figure 1. Notably, weekend ridership has exceeded pre-pandemic levels for over a year, likely due in part to the expansion of the Monument Free program and a shift in travel patterns. Meanwhile, school ridership has also shown a significant recovery, reaching 102% of pre-pandemic levels as of October 2024. Weekday ridership currently sits at 81% of pre-pandemic levels for local routes and 55% for express routes. Overall ridership was at 82% of pre-pandemic level in October 2024.

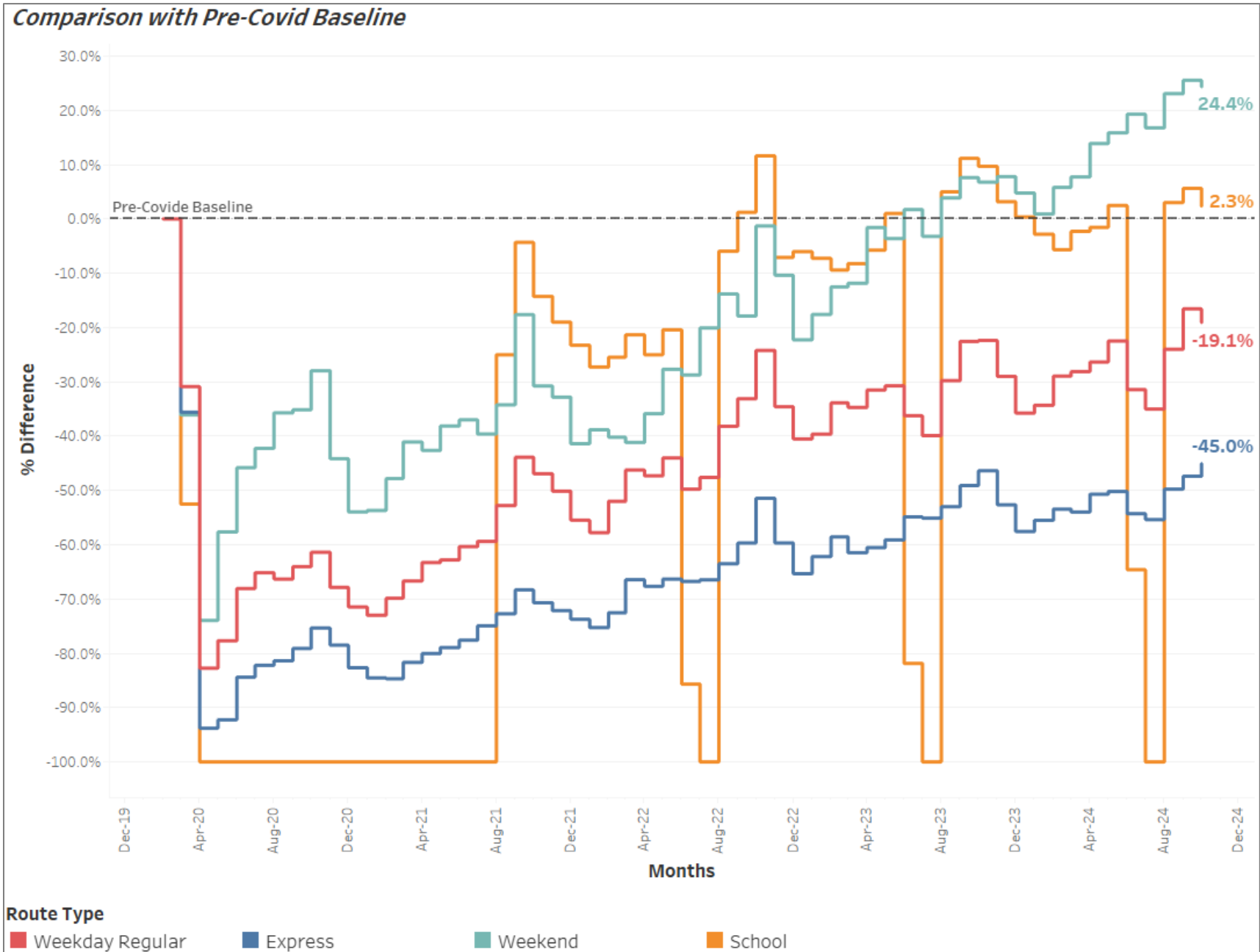
On-Time Performance Trends:

The Winter Bid included several service adjustments to improve on-time performance and address feedback from our operators. These changes primarily affected the following routes:

- Weekday Routes: 10, 17, 20, and 28 serving Concord, Pleasant Hill, and Martinez.
- Weekend Routes: 321 and 335 serving Walnut Creek, Danville, and San Ramon.
- School Routes: 601, 602, 605 serving Walnut Creek Intermediate School, and 612 serving Pine Hollow Middle School.

Compared to the Fall Bid, these routes have seen an 8.7% increase in on-time performance during the Winter Bid (from 74.5% to 81.2%). Staff will continue to monitor the performance for any future service changes.

Figure 1: Comparison with Pre-Covid Ridership



Spring Bid:

The Spring Bid, effective January 12, 2025, will introduce several service adjustments. These changes are informed by an analysis of current schedules, ridership levels, passenger feedback, operator recommendations, and resource optimization.

Weekday Adjustments:

- Routes 7, 11 and 15 that serve Concord and Walnut Creek will see schedule modifications to enhance on-time performance and operator recovery times during peak hours.
- Route 99X, which connects the North Concord BART station with the Martinez Amtrak station, will undergo route modifications due to a change in location of the VistAbility (formerly Contra Costa ARC) Commercial Support Services facility. This facility provides jobs to adults with developmental disabilities, and represents a significant portion of the ridership on this route.

School Adjustments:

- Route 623, serving Monte Vista High School in Danville, and Route 636, serving Iron Horse Middle School and California High School in San Ramon, will undergo schedule adjustments to improve on-time performance.

Weekend Adjustments:

- Routes 311 and 315, serving Concord and Walnut Creek, will undergo modifications to improve on-time performance and operator recovery times.
- Route 301, serving Walnut Creek, will be extended to Safeway in the Shadelands area, improving weekend access to grocery stores.

Financial Implications:

None. The service levels for the Spring bid are consistent with the proposed FY 2025 budget.

Recommendation:

None, for information only.

Action Requested:

None, for information only.

Attachments:

None

To: Board of Directors

Date: 12/9/2024

From:  J. Scott Mitchell, Chief Operating Officer

Reviewed by:

SUBJECT: Approval of Revised Public Transportation Agency Safety Plan (PTASP)

Background:

On July 19, 2018, the Federal Transit Administration (FTA) published the Public Transportation Agency Safety Plan (PTASP) Final Rule, which requires certain operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that include the processes and procedures to implement Safety Management Systems (SMS). County Connection's PTASP was approved and adopted by the Board of Directors at the November 2020 meeting. Per the Federal regulation 49 CFR Part 673, the PTASP must be updated and certified by the transit agency annually.

The purpose of the PTASP is to make working on and managing the bus transit system inseparable from delivering safe and "accident-free" service. This covers all the operations on property, onboard our buses, at our bus stops, and everywhere the County Connection operates. To fulfill this purpose, the plan establishes safety programs and practices that prevent accidents, injuries and illnesses; provides guidance on how to prepare for an accident or emergency and provides guidance on how to respond to hazards and incidents.

Safety Committee:

On February 17, 2022, the FTA issued a "Dear Colleague Letter" regarding changes to PTASP requirements as a result of the Bipartisan Infrastructure Law (BIL), also known as the Infrastructure Investment and Jobs Act (IIJA). One of the new requirements is for transit agencies that receive Section 5307 funding to establish a Safety Committee compliant with 49 U.S.C. § 5329(d)(5) by July 31, 2022. The Safety Committee is then required to approve an update to the agency's PTASP to incorporate the new requirements by December 31, 2022.

The Safety Committee is responsible for identifying and recommending risk-based mitigations or strategies as well as deficiencies. The Safety Committee consists of an equal number of frontline employee and management representatives. County Connection staff established and convened its first Safety Committee meeting on March 29, 2022. The Safety Committee continues to meet quarterly and oversees any revisions to the Plan.

General Directive 24-1

On September 25, 2024 the Federal Transit Administration (FTA) issued a General Directive to address the significant and continuing national-level safety risk related to assaults on transit workers. The General Directive requires each transit agency subject to FTA's Public Transportation Agency Safety Plans (PTASP) Final Rule to conduct a safety risk assessment, identify safety risk mitigations or strategies, and

provide information to FTA on how it is assessing, mitigating, and monitoring the safety risk associated with assaults on transit workers. Each transit agency serving a large urbanized area must involve the joint labor-management Safety Committee when identifying safety risk mitigations.

Over the course of the current year the Safety Committee has met and added a number of components to the PTASP that address the General Directive's goals. The new components have been added as Attachments J – N appended at the end of the PTASP document. Please refer to the attachments listed below in the updated document.

- J. Passenger Suspension Policy
- K. Sheriff Serves Your Request for a Restraining Order
- L. Workplace Violence Restraining Orders
- M. Fatigue Awareness Training
- N. Organizational Chart of County Connection

Financial Implications:

None.

Recommendation:

The O&S Committee recommend that the Board of Directors at its December 19, 2024, meeting, adopt Resolution No. 2025-16 authorizing the General Manager to formally recognize that County Connection has adopted the revised County Connection Public Transportation Agency Safety Plan (PTASP).

Action Requested:

The O&S Committee recommend that the Board of Directors at its December 19, 2024, meeting, adopt Resolution No. 2025-16 authorizing the General Manager to approve the revised Public Transportation Agency Safety Plan (PTASP).

Attachments:

Attachment 1: Public Transportation Agency Safety Plan (PTASP)

Attachment 2: Resolution No. 2025-16

Central Contra Costa Transit Authority

Public Transportation Agency Safety Plan (PTASP)

Distribution

Chairman of the Board, Kevin Wilk
General Manager, William Churchill
Chief Operating Officer, J. Scott Mitchell (Accountable Executive)
Assistant General Manager Administration, Ruby Horta
Director of Human Resources, Kristina Martinez
Chief Financial Officer, Amber Johnson
Manager of Grants and Purchasing, Kevin Finn (Chief Safety Officer)

Revised: April 11, 2022, November 15, 2022, February 2024, December 2024

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- F. Supervisor's Investigation Report
- G. Glossary
- H. Revision Log
- I. Occurrence Report Form
- J. Passenger Suspension Policy
- K. Sheriff Serves Your Request for a Restraining Order
- L. Workplace Violence Restraining Orders
- M. Fatigue Awareness Training
- N. Organizational Chart of County Connection

1 POLICY STATEMENT AND AUTHORITY

1.1 Policy Statement

The Central Contra Costa Transit Authority (County Connection) Public Transportation Agency Safety Plan (PTASP) is an operational document intended to provide guidance to all management and staff through a well-defined process to achieve and maintain safety for all transit riders, employees, and visitors to our facility and revenue vehicles. Management will review this document on an ongoing basis to ensure safe environments and provide updates as appropriate.

The mission statement for safety is:

- Safety within County Connection is our highest priority. Through the combined efforts of the Operations, Maintenance, and Administrative teams, we will provide the safest possible transportation system and ensure safe conditions.
- During the operation of our vehicles, our bus operators will always conduct themselves in a professional manner with emphasis on safety towards passengers, motorists, pedestrians, and property alike.
- To assure that traffic accidents are kept to an absolute minimum, no unsafe vehicles will be committed to service nor will physical hazards and/or unsafe practices be allowed to remain uncorrected. Safety will always take precedence.
- Through employee safety awareness, we will strive to achieve and maintain our goal of being the safest transit agency in operation.

The PTASP was prepared by the Safety and Transportation Departments, and frontline employee representatives, which have direct responsibility for overseeing all safety-related issues within County Connection. Development of this plan was in accordance with the American Public Transportation Association's "Manual for the Development of Bus Transit Public Transportation Agency Safety Plans."

Agency

County Connection was formed in 1980 as a Joint Powers Authority. County Connection assumed control of public bus service in and around Contra Costa County in the nine counties that make up the San Francisco Bay Area.

County Connection is governed by an eleven-member Board of Directors (Board) representing the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, Walnut Creek, the towns of Danville and Moraga, and the unincorporated areas of Central Contra Costa County.

County Connection's facility is located at 2477 Arnold Industrial Way, Concord, California 94520. The County Connection service area is 200 square miles. Service area population is 482,400. Annual ridership is 3.5 million (fixed route and paratransit). County Connection's fixed route service operates 25 weekday routes, 8 express routes and 7 weekend routes.

The Board hires the General Manager to be responsible to the Board for the proper administration of all affairs of County Connection and to carry out the policies established by the Board.

2 DESCRIPTION OF PURPOSE

The purpose of the PTASP is to make working on and managing the bus transit system inseparable from delivering safe and "accident-free" service. This covers all the operations on property, onboard our buses, at our bus stops, and everywhere the County Connection operates. To fulfill this purpose, the plan establishes safety programs and practices that prevent accidents, injuries and illnesses; provides guidance on how to prepare for an accident or emergency and provides guidance on how to respond to hazards and incidents. To achieve this purpose, the plan:

- Documents the County Connection commitment to safety on a system-wide basis.
- Provides a framework for implementation of safety policies and the achievement of safety goals and objectives for all personnel, passengers, contract employees, and service providers/vendors who come onto the property.
- Demonstrates compliance with Federal and State laws and local codes, ordinances and regulations.
- Sets training and performance standards to meet or exceed accepted industry safety standards on an ongoing basis.
- Establishes and manages safety activities intended to serve as countermeasures in minimizing risk and loss of resources, and to maximize the safety of the public.
- Integrates the safety function throughout the organizational structures.
- Defines organizational safety responsibilities.
- Provides for the documentation and verification of safety activities.
- Establishes evaluation activities to assure continued development and advancement of safety activities.

The link between delivering bus transit service and providing a safe work and customer environment comes from understanding and implementing a broad definition of safety throughout the organization. System safety is defined as system-wide coordination of all departments to apply operating and technical management techniques and principles to conserve life and property, prevent and reduce accidents/incidents and to maintain a safe and healthful work environment. The plan defines safety to include efforts to:

- Conserve life and property.
- Provide for the occupational safety and health for employees.
- Provide for the operational safety of passengers, employees, contractors and community members.
- Provide for community safety through education and awareness.
- Maintain safe operation interactions with other transit systems.
- Prevent accidents and injuries and reduce the frequency of safety-related incidents.
- Preserve the working condition of the property and equipment utilized in service.
- Ensure that the safety concerns of the elderly and those with disabilities are addressed.

At a minimum, safety includes driving vehicles safely, having safe working areas for all employees, having bus stops that are inviting and safe for our riders, taking safety into consideration whenever purchasing new vehicles or equipment, and in designing and building any part of the infrastructure. County Connection takes great pride in the number of accident-free miles it drives each year and is determined to make the percentage an ever-increasing percentage of our total miles driven.

3 GOALS

The overall goal of the PTASP is to identify, minimize and control safety hazards and their risks by establishing requirements, lines of authority, levels of responsibility and accountability, and methods of documentation for the organization.

- Management has the responsibility to provide the necessary safety and training of employees.
- Each employee has the responsibility to receive, understand and use the training as provided.
- In the performance of their assigned work, each employee is expected to do their work safely and follow correct operating procedures, as a condition of employment.
- Ensure that no single point of failure of equipment results in an unsafe condition.
- Promote a uniform safety philosophy and culture throughout County Connection.
- Identify and eliminate or control, when possible, hazards through the use of an established safety hazard process.
- Provide management and staff with a consolidated reference, including all current safety policies and procedures in place, for educational and accountability purposes.
- Transportation and Maintenance Departments will establish annual key performance indicators and provide a monthly status report to management and department employees.

The purpose of these goals is to minimize the exposure to hazards and unsafe conditions to personnel, property, and our customers. These goals are reflected in the planning, design, construction, operation and maintenance of the transit system.

4 IDENTIFIABLE AND ATTAINABLE OBJECTIVES

Objectives are the working elements of the PTASP, the means by which the previously stated goals are to be achieved. Unlike goals, objectives must be able to provide a meaningful framework for the day-to-day activities that provide a safe transit operation.

The primary objective of the PTASP is to develop, implement, and maintain a safety effort comprised of strategies and tactics to continually review and improve the safety performance.

- Transportations Training, Safety and First-Line Supervisors, as appropriate, shall provide safety training to all new employees and to employees with assignment changes, as appropriate.
- Transportations Training shall provide Defensive Driving training to all Transportation and Maintenance employees and to all employees who drive County Connection vehicles.
- Facility Maintenance shall provide Emergency Spill Response training to Maintenance employees.
- Transportations Training shall provide optional AED/CPR/First Aid training open to all County Connection employees.
- Transportation Department shall investigate all accidents/near-misses and or incidents for purposes of identifying and documenting causes with the aim of implementing corrective action(s) to prevent recurrence.
- Facility Maintenance shall conduct quarterly facility inspections at County Connection.
- Human Resources shall make available County Connection's Injury & Illness Prevention Program (IIPP) to all employees as part of the New Hire Orientation.
- Transportation Department shall conduct a Safe Driver Award program for Operators of revenue vehicles.
- Company-wide there is an Employee of the Quarter Award based on perfect attendance, no accidents, and no written warnings. Four employees are chosen.

Specific programs, such as the Injury & Illness Prevention Program, Hazardous Materials Business

Plan, Spill Prevention, Control and Countermeasures Plan, Storm Water Pollution Prevention Plan, Hazardous Waste Source Reduction Plan, Sludge Discharge Prevention and Contingency Plan, Right to Know Plan, Emergency Operations Center Online Guide, and the Substance Abuse Alcohol Misuse Prevention Program, have been developed and implemented for:

- Identifying and eliminating or controlling of hazards to the public, employees, and property.
- Maintaining and operating the property and equipment in a safe and effective manner.
- Providing a working environment that meets or exceeds all government and industry occupational health and safety standards and practices.
- Responding to emergency response agencies to all company-related emergencies.

The Safety Policy is established in the County Connection *Employee Safety Manual*. The safety program incorporates public, employee, and property safety to include life safety, fire loss, and loss prevention in the following programs:

- Monthly Shop Safety Meetings in Maintenance.
- Quarterly Operations and Maintenance Safety Committee Meetings.
- Training programs for all new hires.
- Annual hazardous materials training for all appropriate personnel.
- Defensive Driver training for any personnel who drive or might drive a company vehicle.
- Personnel training/testing documentation.
- Disaster preparedness and emergency response training in accordance with County Connection's Emergency Plan and facility evacuation procedures.

5 SYSTEM DESCRIPTION/ORGANIZATIONAL STRUCTURE

This section is to define both the transit system's physical characteristics, including service and performance parameters, and the organizational structure of the system.

5.1 System Description

5.1.1 History

On July 1, 1980, County Connection began service with its first route serving Walnut Creek. The change over from AC Transit to County Connection was somewhat gradual, with County Connection assuming the remainder of the service by 1982.

5.1.2 Scope of Service

The overall purpose of County Connection is to plan, develop, finance and operate a modern, coordinated system of transportation that meets local mobility demands and promotes growth and economic development for the region. County Connection provides bus transit services throughout Central Contra Costa County. County Connection also operates a paratransit service, and funds shuttles connecting to BART stations and employment centers. Currently, County Connection operates 125 buses and 63 paratransit vehicles.

County Connection works with Livermore Amador Valley Transit Authority (LAVTA) to provide coordinated paratransit services that serve both County Connection and LAVTA customers.

5.1.3 Facility, Bus Shelters and Stops

The facilities system includes all building structures, plumbing, electrical, heating and air conditioning, pavement management, lighting, parking, bus maintenance, and cleaning and fueling facilities. Four buildings are located on the facility property:

	<u>Building Square Footage</u>
#1 – Maintenance	41,853
#2 – Administration	17,526
#3 – Bus Wash/Fuel Island	7,437
#4 – Paratransit	10,064

County Connection maintains 1,288 bus stops. Anodized aluminum and glass passenger shelters are provided at 164 bus stops within Contra Costa County. Shelters are located at transfer points, shopping centers, hospitals, BART stations and park and ride lots. Many of these shelters are provided by Outfront Media, which places ads in them, as well as maintains them.

Within Contra Costa County, significant trip generators include the eight BART stations served, as well as Diablo Valley College and Bishop Ranch. Other destinations include Sun Valley Mall, San Ramon Transit Center, St. Mary's College, Mitchell Drive Park & Ride, Martinez Amtrak Station, ACE Pleasanton, and Broadway Plaza.

County Connection also has several partnerships with local jurisdictions, major employers, and business districts to provide shuttle bus service, which primarily operate during the morning and evening weekday peak periods and is offered for free to the general public with fares being subsidized by the employers they serve and various granting partners.

Ridership and operating statistics are monitored monthly. County Connection implements new run books in January, June, August, and November. At these times, new service and schedule modifications can be introduced. Service modifications may include route expansions, consolidations, alterations or deletions. Minor adjustments and fine-tuning of running times are also made at these times.

County Connection fixed-route buses are wheelchair accessible. Reduced fares, as well as designated front seating, are provided for customers with disabilities and the elderly. Paratransit service is available for those unable to use fixed-route bus service as established by the Americans with Disabilities Act (ADA).

County Connection works with local jurisdictions to ensure wheelchair access at bus stops. Benches, shelters, curb cuts and other bus stop improvements are prioritized for areas where large numbers of elderly and persons with disabilities wait for the bus. County Connection is committed to continuing special training for bus operators and customer service representatives.

5.1.4 Maintenance

The Maintenance Department is managed by the Chief Operating Officer who is responsible for the maintenance oversight of the entire fleet of 125 revenue vehicles and 20 non-revenue service support vehicles, such as sedans, pickups, and forklifts. To assist the Chief Operating Officer, there is a Director of Maintenance and a Manager of Maintenance. Our Buyer is responsible for parts and inventory control. Maintenance has an authorized workforce of 27 employees. Standard shifts are eight hours. Mechanic support is provided as follows:

- 1st Shift consists of mechanics who report to work at 4:00 a.m. and work to 12:30 p.m.
- 2nd Shift consists of mechanics who report to work at 7:00 a.m. and work to 3:30 p.m.
- 3rd Shift consists of mechanics who report to work at 12:30 p.m. and work to 9:00 p.m.
- 4th Shift consists of mechanics who report to work at 3:30 p.m. and work to 12:00 a.m.
- Saturday consists of one mechanic who reports to work at 1:30 p.m. and works to 10:00 p.m.
- On Sunday a Mechanic VI is on call.

Mechanics are responsible for preventative maintenance inspections, general repairs, engine and transmission repairs, brake repairs and other repairs. Maintenance crews also are responsible for repairing items noted on the Daily Bus Operator Vehicle Safety Report, handling road calls, and repair of minor defects. Maintenance strives for the best-suited candidates for Mechanic I to Mechanic VI levels. As for the individuals, they develop a win-win situation with increases in mechanics' knowledge and current technological depth. There is a total of 14 mechanics.

The Service Worker shifts are from 4:00 a.m. to 12:00 a.m. Monday through Friday. One Service Worker works on Saturdays 1:30 p.m. to 10:00 p.m. Service Workers are primarily involved in the servicing (fluid levels and refueling) and cleaning of the fleet of revenue vehicles. The total number of Service Workers is 11.

There are two Storekeepers. Their shifts cover from 7:00 a.m. to 11:00 p.m.

5.1.5 System Modifications

Modifications are made to the systems as conditions warrant during ongoing re-evaluations of Operations and Maintenance standard operating procedures. This process is detailed in the Standard Operating Procedure (SOP) #M-1. System modifications applicable to Maintenance are monitored through this same process, complimented by in-house Maintenance Campaign Bulletins.

5.1.6 Organizational Structure

County Connection operates through departments under the direction of the General Manager.

The General Manager is responsible for directing and overseeing all activities and for providing support to the Board of Directors, the Operations Department, and the Maintenance Department.

The Assistant General Manager Administration provides management assistance to departments and is responsible for Human Resources. This position is also responsible for the shuttles programs, paratransit services, ADA services pursuant to the requirements of the Americans with Disabilities Act (ADA), quality assurance, intelligent transportation systems, and service scheduling and planning.

The Finance Department is responsible for financial accounting and reporting, capital budgeting, operational budgeting, payroll and vendor disbursements, investments and cash management, debt management, revenue control, purchasing, contract administration, risk management, and information technology.

The Planning, Grants and Marketing Department is responsible for fare media, customer service, marketing, sales, advertising, distribution services, public information, media relations, legislative activities and community outreach.

County Connection is governed by an eleven-member Board of Directors. The Board meets once a month to determine overall policy for County Connection. Meetings are open to the public. Agendas are available online approximately one week before the meetings. Members of the public are invited to attend the Board meetings and address the Board on transportation issues directly during the "Public Comment" portion of the meeting.

Directors serve on standing and ad hoc committees of the Board to review Company matters and make recommendations to the Board. These committees usually meet once a month and include:

- Administration & Finance
- Marketing, Planning & Legislative
- Operating & Scheduling

Input to the Board comes from multiple sources including a Citizens Advisory Committee (CAC). The CAC members represent Contra Costa County's bus riders, multimodal transit riders, and community at large. The CAC members, appointed by the Board, meet bi-monthly and advise the Board on aspects of County Connection policy.

5.1.6.1 Lines of Communication from Safety Within County Connection

Communication from Safety to the General Manager utilizes two channels. The primary channel is through the Chief Operating Officer/COO. The secondary channel is directly to the General Manager for critical, time-sensitive distribution. The Chief Safety Officer (Kevin Finn) can report relations directly to the General Manager.

6 HAZARD IDENTIFICATION/RESOLUTION PROCESS

The purpose of this section is to describe County Connection's formal manner of hazard identification and resolution, how to ensure that all hazards are adequately addressed, and the resolution process itself is properly documented.

6.1 Hazard Identification

The objective of hazard identification activities is to define those conditions and faults, which have the potential for causing an accident. Employees are asked to use the Hazard Identification Report Form found at the end of this section.

The actual hazard identification process includes the use of various sources of information including the input of Operations and Maintenance personnel such as:

- Observation of work practices, work areas and equipment for obvious or potential unsafe conditions
- Periodic facility inspections
- Worker safety suggestions or complaints
- Reports of hazards by employees
- Accident or near-miss investigations
- Post-accident analysis

County Connection provides all employees with both verbal and written means to communicate with management and the Safety Department concerning potential hazards or unsafe conditions. State law protects reporting unsafe conditions or practices. The District will investigate any report or question as required by California Labor Code section 6401.7 or California Code of Regulations Title 8 Section 3203 and advise the employee who reported such information and the workers affected by the results of all ensuing investigations.

6.1.2 Facility Work Orders

All County Connection employees may submit an email to Facilities requesting a wide range of services from moving heavy objects such as furniture or boxed documents, to reporting unsafe physical situations to be resolved, such as buckled carpeting or exposed wiring. System users receive reply emails alerting them 1) that their work order has been logged, 2) when it has been

assigned and to whom, and 3) when the work has been completed.

6.1.3 Injury & Illness Prevention Program (IIPP)

County Connection's Injury & Illness Prevention Program or IIPP can be found in the *Employee Safety Manual*, which is maintained by the Human Resources Department. A copy of the IIPP is available to employees and/or any member of the public on the County Connection website. It may also be provided upon request in writing by the employee to the IIPP Administrator. It includes instructions on reporting hazards and a copy of the Hazard Identification Report Form. All employees are encouraged to bring all known hazards to the attention of both management and the Chief Safety Officer. In accordance with State law, employees may report hazards anonymously as well. (See attached Employee Report Form.)

6.1.4 Service Change Request (SCR)

A "Service Change Request" or SCR is completed by bus operators to document operational and safety issues of concern with regard to runs, routes, schedules, stops, tree trimming, on-time performance, and other such related matters. They are categorized as "Suggestion, Normal Business, or Urgent Business" by the bus operator who then enters the report online. The report is forwarded to the appropriate department for review and response.

6.1.5 Operator Incident Report

An "Operator Incident Report" is completed by bus operators who wish to report passenger interaction issues, or any incident that needs to be communicated to the Manager. Unusual incidents and events not covered under the Service Change Request form, or unresolved maintenance issues. The bus operator who completes the form then gives the document to the Transportation Dispatcher, who then routes it to the Transportation Manager for review, evaluation and processing.

6.1.6 Incident Report

An Incident Report is completed by Dispatch or Maintenance to report concerns about work conditions or events regarding Company personnel, physical property, or passenger issues affecting, or being affected by, our buses. Incident Reports are routed to the Chief Operating Officer or Director of Transportation for review and evaluation.

6.1.7 Safety Committee Meetings

Safety Committee Meetings are joint management-labor quarterly meetings for the purpose of discussion and resolution of safety issues affecting employees, or the riding public.

6.1.8 Shop Safety Meetings

Shop Safety Meetings are held once a month across all shifts within the Maintenance Department. Employees may bring up new safety items during the meetings or request the items to be added to future meeting agendas. Copies of the "Shop Safety Meeting" are distributed to the Chief Operating Officer, and include the officiating managers name, the date and shift holding the meeting, discussion topics, and also serves as the meeting's sign-in sheet in accordance with "Maintenance Safety."

6.1.9 Operator's Inspection Report

The "Operator's Inspection Report" is handed to each Bus Operator before they drive a bus off property. These reports are used daily for the recording of all pre-trip and post-trip inspection findings by the employee assigned to operate each individual bus for all or part of their work shift verifying that the bus is safe and roadworthy. All items found to be defective either prior or during operation of the bus must be reported on the "Operator(s) Defects Report." (See Section 9.1 for Operator(s) Defects Report procedures.) The Operator's Inspection Report is turned into Dispatch

at the end of their shift. These daily vehicle inspection procedures are documented in "Vehicle Inspection Procedure."

6.1.10 Radio Control Dispatch

The Radio Control is located in the Administration Building inside of Operations. Dispatchers perform the dispatching duties to direct-operated bus service. The Radio Control operates Monday through Sunday, 3:00 a.m. till 12:00 a.m., and weekends 5:30 a.m. till 10:30 p.m.

Radio Control and Dispatchers utilize radio and phone communications systems, which are recorded lines; thus, all hazard reports are captured and can either be addressed by the Radio Controllers/Dispatchers or forwarded to the Manager for review and evaluation as appropriate.

6.2 Hazard Categorization

For those hazards that are not addressed by the various procedures, an ad hoc committee is to be convened by the department director most affected by the hazard identified and included in this section is a method for categorization of all identified hazards. Hazards are normally categorized in terms of severity and probability of occurrence. For the probability of occurrence, the following categories are employed; Frequent, Probable, Occasional, Remote, Improbable and Design Resolved. For severity of event consequences, the analysis uses Catastrophic, Critical, Marginal, Negligible. Each aspect will be represented in a matrix to determine the required disposition.

6.2.1 Hazard Severity

Hazard severity is defined as a subjective measure of the worst credible mishap resulting from personnel error, environmental conditions, design inadequacies or procedural efficiencies for system, subsystem, or component failure or malfunction, and is categorized as follows:

Hazard Severity Categories

<u>Description</u>	<u>Category</u>	<u>Definition</u>
CATASTROPHIC	I	Death, system loss, severe environmental damage, or complete and extended disruption of service.
CRITICAL	II	Severe injury, severe occupational illness, major system environmental damage, or major disruption of service.
MARGINAL	III	Minor injury, minor occupational illness, or less than minor system, environmental damage, or less than minor disruption of service.
NEGLIBIBLE	IV	Less than minor injury, occupational illness, or less than minor system, environmental damage, or less than minor disruption of service.

Disruption of Service refers to a disruption resulting from reported damage to equipment, facilities, and/or other property as a result of a collision, or any event that is not addressed through routine Operations' practices or procedures.

6.2.2 Hazard Probability

Hazard probability is defined as the probability that a specific hazard will occur during the planned life expectancy of the system element, subsystem or component. It can be described subjectively in potential occurrences per unit of time, events, population, items or activity. A qualitative hazard probability may be derived from research, analysis, and evaluation of safety data from the operating experience historical safety data from similar systems. An example of hazard probability ranking is shown in the following:

Hazard Probability Levels

<u>Description</u>	<u>Level</u>	<u>Specific Item</u>	<u>Fleet/Inventory</u>
FREQUENT	A	Likely to occur frequently.	Continuously experienced.
PROBABLE	B	Will occur several times in the life of an item.	Will occur frequently.
OCCASIONAL	C	Likely to occur sometime in the life of an item.	Will occur several times.
REMOTE	D	Unlikely, but possible to occur in the life of an item.	Unlikely but can reasonably be expected to occur.
IMPROBABLE	E	So unlikely it can be assumed occurrence may not be experienced.	Unlikely to occur, but possible.

6.2.3 Hazard Resolution

Once a hazard is identified, an analysis is performed to define its potential severity and probability of occurrence as defined in the previous two sections. 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. Procedures have been established for resolution of potential hazards. Once the supervisor receives a report of a potential hazard from anyone at the facility, the supervisor shall report the hazard to their respective Director, who shall notify the Chief Safety Officer when circumstances are outside pre-established response procedures. The Chief Safety Officer will notify the Chief Operating Office and the General Manager as appropriate.

Each hazard will be categorized. For the probability of occurrence, the following categories are employed; Frequent, Probable, Occasional, Remote and Improbable. For severity of event consequences, the analysis uses; Catastrophic, Critical, Marginal and Negligible. Each aspect will be represented in a matrix to determine the required disposition.

Hazard Risk Assessment Index and Hazard Rating Table charts show which actions need to be taken as follows:

<u>Frequency of Occurrence</u>	Hazard Risk Assessment Index			
	<u>Catastrophic (I)</u>	<u>Critical (II)</u>	<u>Marginal (III)</u>	<u>Negligible (IV)</u>
FREQUENT	IA	IIA	IIIA	IVA
PROBABLE	IB	IIB	IIIB	IVB
OCCASIONAL	IC	IIC	IIIC	IVC
REMOTE	ID	IID	IIID	IVD
IMPROBABLE	IE	IIE	IIIE	IVE

Hazard Rating Table

<u>Risk Category</u>	<u>Hazard Risk Index</u>	<u>Acceptance Criteria</u>
1	IA, IB, IC, IIA, IIB, IIIA	Unacceptable
2	ID, IIC, IID, IIIB, IIIC	Undesirable
3	IE, IIE, IIID, IIIE, IVA, IVB	Acceptable with review
4	IVC, IVD, IVE	Acceptable without review

6.2.4 Hazard Closure

The close out process is the most critical of the safety management process. The responsible manager(s), depending on the subject matter, are responsible for arranging follow-up action. The responsible manager shall also ensure that appropriate internal budgeting, cost, and capital project prioritizing are initiated, as required by the hazard resolution. If system design standard revisions are warranted, or changes and additions to long-term capital maintenance and improvement programs are needed, these shall be reviewed through the Configuration Management process.

County Connection Hazard Identification Report Form

Date of report:

Date hazard discovered:

Submitted by (please sign and print):

Signature

Print

Phone: (____) _____

Cell: (____) _____

Are you a County Connection employee? Yes No (circle one)

Describe hazard:

What is exact location of hazard?

What are consequences of hazard?

Has hazard harmed anyone or damaged anything already?

Your suggestions for minimizing or abating the hazard:

Route this form to 1) Your direct supervisor, 2) Chief Safety Officer, 3) Keep copy for yourself.

7 ACCIDENT/INCIDENT REPORTING & INVESTIGATION

All accidents and any related injuries must be reported immediately. An accident report is an official document and must be completed accurately with sufficient detail. In the event of a vehicular accident involving revenue service, the Operator must contact Radio Control/Dispatch immediately who will then send out a Dispatch supervisor to the scene. Injured employees may be sent to a physician, industrial clinic or hospital depending on the time of day and or the type of injury. As soon after the accident as possible, the supervisor must document the facts of the accident and recommend suitable corrective action to prevent recurrence. In the cases of preventable accidents, or non-preventable accidents based on equipment failure, either the supervisor or Accountable Executive (Scott Mitchell) can request the accident report be forwarded for Hazard Identification and Resolution.

The following list outlines the adopted Standard Operating Procedures related to County Connection's response in the event of a vehicular collision:

- Dispatch: Vehicular Collision/Accident Investigation
- Dispatch and Training: Vehicle Accident Retraining
- Operators: Bus Operator Accident Reporting Procedures
- Maintenance: Revenue Vehicle Brake Inspection After Accident

8 FACILITIES INSPECTIONS

Our facilities inspections are detailed in our FTA Facilities Equipment and Maintenance Plan. In summary, the goal of the maintenance program is to enhance quality, sustain safety, and maintain good state of repair of the district's facility in addition to minimize service interruptions and reduce operating and maintenance costs.

Preventative maintenance cycles are developed for a number of pieces of equipment as well as for all park and rides, bus stops, and shelters. Each piece of equipment is assigned an equipment number and facility ID location. In most cases, the original equipment manufacturer (OEM) manufacturer's recommendations are followed; in other cases, the established intervals are either longer or shorter than the OEM recommendations. When deviations from the OEM recommendations occur, research and data collection are used to develop the appropriate maintenance cycle.

The Facility Superintendent schedules and monitors facility inspections. Work orders are generated daily using an electronic maintenance management system for specific equipment or areas of the facility.

Inspection intervals/cycles range from daily to annual, with several being as long as triennial. Most equipment is scheduled for monthly, quarterly, semiannual, and annual inspections. Facilities inspections include all operating, maintenance and administrative structures.

The following is a list of facilities/specialized equipment with specific safety-related characteristics and their individual inspection schedule:

8.1 Employee Safety

- Air Compressors: tested monthly, State certification every five years.
- Automated External Defibrillators: inspected monthly.
- Elevators in Administration, Maintenance and Paratransit Buildings: inspected monthly.
- Emergency Generators: tested weekly.
- First Aid Kits: stocked monthly.
- Forklifts: inspected monthly, serviced annually.

- Ingress/Egress: checked daily.
- Overhead Piping: checked daily.
- Overhead Cranes: inspected quarterly, full system inspection annually.
- Underground Hoist: inspected quarterly.
- Uninterrupted Power Supply (UPS) in Administration Building: tested annually.

8.2 Fire Protection Equipment

- Fire Alarms: tested quarterly.
- Fire Extinguishers: serviced annually, tags checked monthly.
- Full Fire Extinguishing System: test every five years.
- Fire Hose Cabinets: tested annually.
- Panels: test semi-annually.
- Sprinkler System: flow test quarterly.

8.3 Environmental

8.3.1 Storm Water Outfall

- Rainy Season: visual check monthly, water samples four times.
- Underground Storage Tanks: continuous monitoring, weekly self-test, annual system test.
- Secondary Containment: continuous electronic monitoring test 3 years.
- Leak Detection Equipment: functional test annually.

8.3.2 Other

- Bus Shelters: debris removed once per week and cleaned monthly.
- Bus Wash: inspected daily, cleaned out quarterly.
- Heating, Ventilation, Air Conditioning Systems (HVAC): serviced quarterly.

8.4 Emergency Preparedness

- Rider Scrubber: inspected weekly, serviced monthly.
- Power Generators (Gen 1 and Gen 2): inspected monthly, serviced every 6 months.
- Yard Carts: inspected monthly, serviced annually.

9 MAINTENANCE AUDITS/INSPECTIONS

The Maintenance Department is responsible for the maintenance of 125 fixed-route buses.

9.1 Preventative Maintenance (Operator(s) Defects Report)

The first and most frequent type of preventative maintenance inspection performed is the daily Operator Defect Card (Operator(s) Defects Report). This inspection is performed before the bus departs the yard AM and PM. All daily Operator Defect Cards are picked up by Maintenance twice a day and reviewed. If a defect is noted on the daily Operator Defect Card, a maintenance work order detailing the defect is created and work order number is written on the Operator Defect Card. The maintenance work order is then assigned to a mechanic for appropriate corrective and testing action.

The Maintenance Department has an effective preventive maintenance program based on major and minor vehicle inspections, which are outlined and updated through the CIMS Maintenance Program and governing Standard Operating Procedures (SOP). These preventive maintenance inspections are performed at specific mileage intervals and are consistent with the original equipment manufacturer (OEM) recommended service intervals, APTA standards and/or with industry best practices. The mileage between inspection intervals is computer tracked, providing management with a report on the mileage since the previous inspection. The mileage information

is based on hubodometer readings, which are captured every night in the service lane by the Service Workers.

The Preventive Maintenance Inspection consists of:

- "A" Inspections – Support vehicles, 4,500 miles or every 6 months.
- "B" Inspections – Refers to preventive maintenance inspections performed on buses at 6,000 miles.
- "C" Inspections – are major preventive maintenance performed on buses at intervals in order and in continuous repeating cycle.

Major inspections such as "C" are developed specifically for each sub-fleet, e.g., Gillig low-floor, Gillig Hybrid, Gillig electric, etc. In addition, there is a comprehensive preventive maintenance and inspection program for all major components/accessories such as air conditioning unit, wheelchair lift/ramp, engine emission system, camera, radio, and automatic passenger counter.

All major component/accessories inspections are performed every B and C inspection. Preventive maintenances are performed at intervals that meet or exceed FTA's 85% scheduled on-time performance.

All major preventive maintenance inspections are scheduled from the daily Preventive Maintenance Due report on CIMS. A maintenance work order is created and assigned to a mechanic with the appropriate preventive maintenance checklist. The vehicle undergoes a complete safety inspection and system's check of exterior, interior, undercarriage, engine compartment, wheelchair ramp, air conditioning unit, and major components followed by a road test. Lubrication of the chassis, checking and changing of all prescribed fluids/filter also is performed. The mechanic performing the inspection records all defects found on the preventive maintenance CIMS work order program in accordance with the corresponding categories; exterior, interior, undercarriage, engine, air conditioning and wheelchair ramp.

Upon completion of the preventive maintenance inspection, a separate work order is generated for the repair of all preventive maintenance defects. The repair work order is generated by management and assigned to a mechanic for repair. All defects are repaired prior to returning the bus to revenue service. No repairs are deferred.

Maintenance has a quality assurance program for the preventive inspection process. The Chief Operating Officer requires the Director of Manager and the Manager of Maintenance to spot check and sign off on the quality of the preventive maintenance inspections. Maintenance measures and reports monthly, the number of preventive maintenance inspections, mileage intervals between inspections, and fleet service calls to confirm the inspection program is effective.

County Connection's preventive maintenance program is designed, monitored, and executed to meet and exceed the fleet performance reliability of 6,000 miles between service calls.

9.2 General Repair (Unscheduled Repairs)

Repairs on buses are initiated in several ways:

- First, a repair can be initiated in response to an Operator Defect Card. Daily Operator Defect Cards are forwarded to Maintenance for review daily. If a defect is noted on the Operator Defect Card, a maintenance work order detailing the defect is created. The maintenance work order is then assigned to a mechanic for repair.

- Second, a work order can be initiated by a Service Worker who cleans and services the buses. When a bus is driven through the service lane, if a vehicle defect is noted, it will be noted on the Fuel Island Report, then the Director or Manager will generate a maintenance work order detailing needed repairs and assign it to a mechanic.
- Third, a work order can be initiated in response to a service call. A work order is issued for all service calls. The corrective actions and/or repairs are documented accordingly. Maintenance tracks service calls by bus number, date, and type of service call. This information is then captured in the Road Call Report, which is generated each day if a road call occurs. This information is accumulated on a monthly basis and forwarded to the Chief Operating Officer.
- Fourth, a work order can be initiated by a supervisor quality control check or reported as found damage by a Mechanic or Service Worker at any time.
- Fifth, a work order can be initiated in response to a transit safe complaint.

Maintenance operations/activities span six days a week. From Monday through Saturday, County Connection has multiple shifts covering 20 hours. While on Saturday, there is one shift. Sunday is on-call.

The flow of work through the shop is coordinated by the Director of Maintenance and Manager of Maintenance. Day shift performs most of the defect and major repairs, and brake inspections. Swing shift performs most of the Operator Defect Card and brake inspections, and the majority of preventive maintenance inspections in progress. The goal is to meet morning pull-out and to provide additional support throughout the day.

Maintenance has a computerized work order system. The work order lists pertinent vehicle information, date, supervisor who created it, defect and shop. The repairs made, the amount of time spent performing them, parts used, and the employee who performed the work are documented on the computerized work order form. Completed work orders are signed off by the Director and Manager and then filed.

9.3 Fleet Owner Inspection and Maintenance Station License

Pursuant to California Code of Regulations Title 13 Section, Article 3, Section 619 et seq., Maintenance facilities are licensed by the California Highway Patrol enabling County Connection, as fleet owners, to operate inspection and maintenance stations to certify their vehicles are in compliance with applicable provision of:

- California Code of Regulations Title 13 – Motor Vehicles
- The State of California Vehicle Code
- Display official stickers on their vehicles as evidence of certification

This license is non-transferable and any change in ownership or control of the licensed activity shall require a new license.

In addition, the California Highway Patrol conducts annual inspections, consisting of random inspections of vehicles, maintenance records, and other records. See Section 11 (Training and Certification Review/Audit.) The State of California inspector then issues a "Safety Compliance Report/Terminal Record Update."

9.4 Maintenance Standard Operating Procedures

The following is a list of Standard Operating Procedures adopted by County Connection related to vehicle maintenance:

- Maintenance, Minor "A" Inspection Procedures
- Maintenance, Brake Inspection After Accident
- Maintenance, Preventive Maintenance Transit Buses
- Maintenance, Inspection and Maintenance Station

In addition to the above procedures, the Director also writes and adopts "Maintenance Campaign Bulletins" and "Maintenance Technical Bulletins", which are generated on a variety of vehicle maintenance-related issues as needed.

10 RULES/PROCEDURES REVIEW

To ensure safe and efficient operations, all safety-sensitive County Connection employees are trained to perform their jobs according to formally developed and authorized rules and procedures pertaining to specific job functions. One of the most important functions of County Connection is to ensure that rules and procedures are appropriately developed, controlled, distributed, and periodically reviewed. Department Directors are tasked with ensuring these requirements are met.

Immediate changes to work plans, rules and procedures take the form of Operational Notices, Campaign Bulletins, Maintenance Technical Bulletins, and Notices to Operators. Longer term procedural changes are incorporated into the Standard Operating Procedures. These governing documents are dated, issued by indicated authority, serialized and archived, and reside in accessible areas for employee review. Master copies of these documents reside in the Director of Transportation and Maintenance offices.

10.1 Process Changes

10.1.1 Operational Notice

Operational Notices issued by the Chief Operating Officer take precedent over all other instruments and communications. Similarly, Director-issued Notices supersede SOPs, Rules, prior Notices, Campaign Bulletins, and Maintenance Technical Bulletins. A safety notification would be issued as an Operational Notice. Through an annual review process, applicable information is incorporated into SOPs or Rules.

10.1.2 Campaign Bulletin

This document defines a specific operational project and associated work order for the Transportation or Maintenance departments. These bulletins are issued on authority of Director of Maintenance.

10.1.3 Maintenance Technical Bulletin

This document addresses a specific fleet or sub-fleet problem, the identified solution, and specific work instructions. These bulletins are issued on authority of Director of Maintenance.

10.1.4 Notice of Operators

This document is prepared by staff, generally a Transportation Supervisor, and is issued on authority of Managers. These usually address specific operational technical details, such as a re-routing and bus stop closures.

10.1.5 Standard Operating Procedures

Internal procedures and practices are put into writing and adopted in accordance with Standard Operation Procedure (SOP) #M-1. This document defines the process concerning how SOPs are regularly reviewed and updated, validated, or eliminated, and how new SOPs are created.

10.2 Rules

The Transit Operators Training Manual is re-issued upon review and revision by the Training Department. The final product is submitted to the Chief Operating Officer for review and approval. Once approved, the revised Rulebook is posted to the network drive for "read only" access, and copies distributed to the workforce. To clearly define and communicate critical safety and security concerns, a section of the Rulebook called "Safety" lists all such rules. These are the most critical rules operating personnel must know and obey.

The controlling documents described above define the way we safely and efficiently conduct business. Unauthorized variation from these instructions constitutes a disciplinary infraction and subjects the offender to investigation and possible progressive disciplinary action. Professional management and correction of compliance issues ensures reliable adherence to controlling documentation requirements.

10.3 Employee Performance Management Evaluation Process

The Performance Management Process utilizes differentiating competencies and related behaviors as a focal point in performance appraisals. These are behavioral goals in the sense we are asking supervisors to work with direct reports to identify 2-3 competencies and related behaviors to support agreed upon performance goals. While there is a specific competency titled "Technical/Professional Expertise", there is not one titled "Safety." As we continue to follow our Safety Management System (SMS) format, safety responsibilities are every employee's responsibility.

11 TRAINING AND CERTIFICATION REVIEW/AUDIT

11.1 Training

Proper qualifications of operating and maintenance personnel are an important part of a safe transit environment. The County Connection Operations Training Department maintains all training documentation and records. Full-time instructors are certified by the Transportation Safety Institute (TSI), a division of the Federal Transit Administration (FTA) and under the U.S. Department of Transportation (USDOT), and the Department of Motor Vehicles Employer Testing Program (ETP). An adjunct staff of qualified Bus Operators, known as Bus Operator Trainers, who are also certified US DOT TSI, assists in completing training assignments when demand exceeds departmental capacity. At least one instructor is certified by the American Red Cross to conduct First Aid/CPR/AED training.

11.2 Bus Operator Training

11.2.1 New Bus Operators

New Bus Operators receive up to six calendar weeks of training under US DOT certified instructors. All Instructors and Bus Operator Trainers are fully certified trainers, and all training hours are certifiable on a DMV Transit Driver Training Record form DL 260. (The DL 260 document is completed by the employer to ensure proper yearly hours are given to holder of a Verification of Transit Training (VTT) card.)

The hours trainees receive are both classroom and behind the wheel as outlined in the TSI training guidelines using TSI PowerPoint slides, TSI Instructor manuals and TSI participant manual augmented with specific material from County Connection. County Connection's materials include SOPs, County Connection's equipment (buses) and other information exclusive of County Connection. Additionally, the U.S. DOT, Federal Motor Carrier Safety Administration (FMCSA) Entry-Level Driver Training (ELDT) Minimum Federal Curricula Requirements mandate specific training topics and procedures for Class B with Passenger Endorsement licensing. All training and

materials provided are consistent with TSI and USDOT FMCSA best practices.

A typical training day consists of both classroom and behind the wheel training as outlined in the TSI Behind the Wheel training guidelines. The ratio of trainees to instructors is no more than 1-to-4 trainees with the goal of a 1-to-2 ratio.

A series of County Connection quizzes and three written tests will be administered during the training program. Trainees are held to a passing standard of 70% on these quizzes and tests. Instructors review, individually, all incorrect answers with the trainee, and the instructor and the trainee must initial the correct answers.

Two written exams for the ELDT are also administered during the training program. Trainees are held to a passing standard of 80% per ELDT requirements. Instructors review, individually, all incorrect answers with the trainee, and the instructor and the trainee must initial the correct answers.

The exam timeline (timelines may vary):

- A. Three operational/safety quizzes within the first 40 hours of training.
- B. Three operational/safety quizzes and Test 1 between hours 40 and 80 of training.
- C. ELDT Operational Procedures and Practices Theory Assessment Exam between 40 and 80 of training.
- D. Four operational/safety quizzes and Test 2 between hours 80 and 120 of training.
- E. One operational/safety quiz, Test 3 and the Mid-term Exam will be administered between hours 120 and 160 of training.
- F. Safety Critical Knowledge and Proficiency exams are taken concurrent with the mid-term exam. The passing standard is 100% on all Safety Critical exams. Trainees will be allowed one repeat.
- G. ELDT Passenger Endorsement Procedures and Practices Theory Assessment Exam between hours 120 and 160 of training.
- H. Bus operator trainees who possess a Commercial Learner's Permit (CLP) are required to pass the DMV Employer Testing Program (ETP) Vehicle Inspection, Basic Control Skills Test and Driving Performance Evaluation Test. The passing standard for all DMV tests will be in accordance with the DMV Employer Testing Program guidelines. Testing will be administered between hours 120 and 160 of training.
- I. Bus operator trainees who possess the appropriate Class A-P/B-P Commercial Driver License (CLD) are required to pass the DMV Vehicle Inspection and Basic Control Skills test to qualify for certification by County Connection. The passing standard for all DMV tests will be in accordance with the DMV Employer Testing Program guidelines. Behind the wheel driving performance will be evaluated throughout the training program.
- J. The Final exam will be administered by or during the final week of training.

There is an accelerated training program for new hires that have previous transit driving experience. These new hires will receive up to four weeks of training. However, new hires receiving this accelerated training must pass all written tests. Training includes but is not limited to:

- Policies, Procedures, Rules, and Regulations
- Drug-Free Workplace
- Air Brakes System
- Bus Pre-Trip and Post-Trip Inspections
- Bus Maneuvers
- Defensive driving principles and techniques

- Proper positioning of the bus for Left and Right Turns
- Use of Mirrors
- Customer Relations
- Bus Accident Procedures and Reporting of Accidents
- Americans with Disabilities Act Requirements
- Fare Structure
- Communicating with Limited English Proficiency Customers
- Active Shooter Training
- De-Escalation principles and techniques

New Bus Operators must demonstrate proficiency on all vehicle sub-fleets they will operate. All classroom and behind-the-wheel training is recorded and filed on weekly training log sheets. Weekly training logs are reviewed by the department manager are transferred to a DMV Transit Driver Training Record Form DL 260, a Department of Education Training Record Form T-02 and the ELDT DMV California Commercial Driver Behind The Wheel Certification Form 1236. The manager meets with trainees midway into the training program, reviews their progress and makes recommendations as necessary. A final performance review for each new hire is conducted with the manager, or designee, before the new hire is allowed to graduate.

An instructor who is a certified DMV Examiner and in good standing with the California Employer Testing Program administers the Driver's Performance Evaluation Test following the California Department of Motor Vehicles guidelines. The test score sheets are retained as part of the driver's training record, and a DMV Certificate of Driving Skill form DL 170, is issued to the successful operator trainee. Trainees then exchange the ELDT Form 126 and DMV Form DL 170 for a Commercial Class B-P driver's license, and the DMV Form DL 260 for a Verification of Transit Training Certificate (VTT) at a local DMV office.

11.3 Verification of Transit Training for Bus Operators

Experienced Bus Operators are provided annually with a minimum of 8 hours refresher training on:

- Passenger Interaction Skills
- Americans with Disabilities Act
- Approved Pre- and Post-Trip Inspection Procedures
- Vehicle Accident Reduction Skills
- Fleet Safety, Defensive Driving Skills, Railroad Crossings and Bus Stops
- Fitness for Duty
- Drug and Alcohol Testing
- Emergency Evacuation Procedures
- Active Shooter Training
- De-Escalation principles and techniques

11.4 Vehicle Collision Retraining

Following a vehicle collision that the Director of Transportation has graded "preventable," Bus Operators train with a certified instructor to explore methods of preventing reoccurrence. Hours of retraining vary according to the nature of the collision. Typically, 4 to 8 hours is spent on retraining.

11.5 Extended Leave Training

All Bus Operators who return to work from extended leave (more than 30 calendar day's absence, regardless of the reason for the absence) are retrained to verify the employee can perform their driving assignment to the appointed standard. Typically, up to 8 hours is spent on retraining.

11.5.1 Specialized Training

Specialized training is performed on a request basis to help Bus Operators with their individual performance skills.

11.5.2 Vehicle Accident Reduction Program

An ongoing program in mitigating vehicle preventable collisions consists of:

- An active ride check program to uncover deficient driving habits.
- Follow up training to address deficiencies uncovered during ride checks.

11.6 Safety Focus Campaign

Utilizes posters, seat drops, PowerPoint displays and field contacts to promote safe driving and workplace practices and other management tools of the Safety Management System (SMS).

11.7 Data Analysis

Analysis of collision data (preventable and non-preventable) and proactive awareness and mitigating risk through a proactive Safety Management System.

11.8 Mechanic Training

New mechanics receive 280 to 320 hours of training with certified instructors, which includes:

- Policies and Procedures.
- 8 hours on forklift training and work area orientation.
- Hazardous Materials "First Responder" training pursuant to California Code of Regulations Title 8 Section 5192.
- 80 hours on vehicle orientation; driving in and around the shop area, bus stalls, and bus yard.
- 20 hours behind-the-wheel training on the road before undertaking the DMV Pre-Trip, Skills Test, and Driver's Performance Evaluation drive test.
- 80 hours mechanic training to include core elements: Shop Safety and Procedures, and Air and Brake Systems (for Mechanics I-VI).
- 40 hours training on Heating, Ventilation, Air Conditioning Systems (for Mechanics V and VI).

Mechanics who possess a Commercial Learner's Permit (CLP) are required to pass the DMV Employer Testing Program (ETP) Vehicle Inspection, Basic Control Skills Test and Driving Performance Evaluation Test. The passing standard for all DMV tests will be in accordance with the DMV Employer Testing Program guidelines. Mechanics then exchange the ELDT DMV Form 1236 and the DMV Form DL 170 for a Commercial Class B-P driver's license at a local DMV office.

Mechanics who possess the appropriate Class A-P/B-P Commercial Driver License (CLD) are required to pass the DMV Vehicle Inspection and Basic Control Skills test to qualify for certification by County Connection. The passing standard for all DMV tests will be in accordance with the DMV Employer Testing Program guidelines. Behind the wheel driving performance will be evaluated throughout the training program.

11.9 Bus Maintenance Training

Upon delivery of new vehicles, mechanics undertake training provided by the vehicle manufacturer or component representative. Mechanics are selected for training based on job classification and shift coverage. County Connection contracted personnel (i.e., Transdev U.S., Inc.) also are invited to attend and participate in the equipment training.

The County Connection Maintenance training program consists of shop safety, repair skills, diesel engine tune up, basic electrical, Multiplex and charging systems, diesel electronic controls and

after-treatment, air systems and brakes, hydraulic braking systems, steering and suspension systems, automatic transmission, radio system, sub-systems, and HVAC. Classes are actively reviewed to make sure they are up to date with current fleet and industry trends.

11.10 Service Worker Training

Service Workers receive 200 hours of training with certified instructors, which include:

- 16 hours learning District policies and procedures.
- 8 hours on forklift training and work area orientation.
- 8 hours Hazardous Materials "First Responder" training pursuant to California Code of Regulations Title 8 Section 5192.
- 40 hours on vehicle orientation; driving in and around the shop area, bus stalls, and bus yard.

Service workers who possess a Commercial Learner's Permit (CLP) are required to pass the DMV Employer Testing Program (ETP) Vehicle Inspection, Basic Control Skills Test and Driving Performance Evaluation Test. The passing standard for all DMV tests will be in accordance with the DMV Employer Testing Program guidelines. Service workers then exchange the ELDT DMV Form DL 1236 and the DMV form DL 170 for a Commercial Class B-P driver's license at a local DMV field office.

Service workers who possess the appropriate Class A-P/B-P Commercial Driver License (CLD) are required to pass the DMV Vehicle Inspection and Basic Control Skills test to qualify for certification by County Connection. The passing standard for all DMV tests will be in accordance with the DMV Employer Testing Program guidelines. Behind the wheel driving performance will be evaluated throughout the training program.

11.11 Verification of Transit Training

Pursuant to California Vehicle Code Section 12804.6, eight hours of annual training is provided by County Connection certified instructors to all bus operators. Subject matter is mandated by the California Department of Motor Vehicles and is listed in section **11.3 Verification of Transit Training for Bus Operators**. Training is classroom based and can include behind the wheel training. All hours are documented on DMV Form DL 260 and DoE Form T-02.

All Operators are required to possess a valid DMV form DL 260A "California Verification of Transit Training Document" (VTT) as a requirement of employment. This is verified by a monthly license check.

11.12 Certification Review/Audit

11.12.1 Pull Notice Program

Pursuant to the State of California Vehicle Code Section 1808.1, County Connection maintains the required program elements and submits to annual inspections by the California Highway Patrol to verify compliance regarding participation in the Department of Motor Vehicles' Pull Notice Program. The purpose of this program is to enable County Connection to verify that each employee in a "Safety-Sensitive" function has a driver's license that has not been suspended or revoked, verify traffic violation point count, and whether the employee has been convicted of a violation of Section 23152 or 23153 of the California Vehicle Code. Human Resources will notify the appropriate managers of any pull notices from DMV.

11.12.2 Employer Testing Program

Pursuant to the State of California Vehicle Code Section 15250, County Connection sustains all the requisite program elements, and all required records are maintained on file in the Training Department for inspection and verification. Selected County Connection instructors have participated in the DMV Commercial Driving Performance Evaluation Training. Plus, our Operations Training Department submits to annual on-site inspections and/or audits by the California Department of Motor Vehicles to verify our compliance with the DMV's Employer Testing Program (ETP). The DMV inspection can consist of examination of records such as the DMV Form DL 65 ETP Part I "ETP CDL Pre-Trip Inspection and Skills Evaluation Score Sheet" and DMV Form DL 65 ETP Part II "ETP CDL Driving Performance Evaluation Score Sheet."

11.13 Human Resources Training

11.13.1 Training Policy Established

Human Resources has established policies that cover the following:

- Training enrollment
- Travel authorization – for training
- Pay during travel and training
- Tuition reimbursement
- Performance management

11.13.2 New Hires / Contractors / Vendors

- New Hire Orientation – All employees, including Operators, receive 6 hours of employee orientation upon hire. Topics covered are Information Systems Orientation, Time and Labor, Employee Relations Orientation, and Human Resources Policies and Procedures.
- Contractors/Consultants – Occasionally we have no contractors providing training at County Connection.
- Vendors – Currently employees can apply to external vendor training providers to take training upon approval of manager and Human Resources.
- Training – County Connection also registers employees in workshops that are offered to employees for a fee. County Connection employees can also participate, upon approval of their supervisor, in external vendor training or certification programs through the County Connection continuing education program.

11.13.3 On-the-Job Training

Human Resources encourages departments to utilize on-the-job training. All supervisors and employees are encouraged to hold a Career Discussion. The manager is available for employee development consulting.

11.13.4 Coordination of Inter-Departmental Safety Record Training

County Connection has mandatory safety and security training for employees.

11.13.5 Computer-based Training

We currently have an online training vendor to provide Sexual Harassment training as mandated by the State of California every two years for managers.

Employees requiring computer-based skills training, e.g., MS Office Suite – Word, Excel, etc., are encouraged to attend external training resources or to attend internal workshops.

11.13.6 Training Tracking

We currently do not have a training system that would automatically assign or track completed training at County Connection.

11.13.7 Vendor Training Evaluation

Final evaluations on workshops are collected and provided to external vendors or internal trainers as a way to track overall satisfaction by participants.

12 EMERGENCY RESPONSE PLANNING, COORDINATION, TRAINING

12.1 Emergency Conditions

Abnormal and emergency conditions may develop that interfere with efficient passenger movement. An emergency may involve fire, smoke, collision, power failure, structural damage to facilities or infrastructure, or other circumstances.

12.2 Emergency Procedures

Procedures have been developed and incorporated into the Emergency Plan, which is located in Director's offices and the Facility Maintenance office, and the Operator Rulebook and other documents for the safety of passengers during an emergency event.

12.3 Emergency Management Program Activities

The Emergency Plan details emergency planning, preparedness, and response capabilities. The Chief Safety Officer is responsible for the periodic review of this plan and emergency procedures with all affected departments and external agencies, as appropriate, and as required as a result of evaluations of drills and actual incidents.

Both Operations and Maintenance have been prepared to continue services for light search and rescue and First Aid supplies even after the main buildings sustain heavy damage. The trailers are equipped with a generator capable of providing alternative power in the event of electrical failure. See Section 8 (Facilities Inspections) of this document for a listing and inspection schedule of the types of equipment and capabilities County Connection maintains.

Dispatch vehicles have installed Ethernet WiFi to stay in connection with the fleet through mobile laptop.

The Emergency Plan contains instructions on what do to in case of an earthquake. There's a section for All Employees and a section for Dispatch providing instructions for how to respond during an emergency, as well as emergency telephone numbers and logs for tracking equipment and personnel. There is Emergency Preparedness outlining operational aftermath procedures in the event of a large-scale disaster.

12.4 Fixed-Route and Paratransit Contractors

The Contractor providing Paratransit services on behalf of County Connection is required to follow prescribed emergency response procedures specified in their respective Scopes of Work. In case of emergencies, all vehicles carry onboard a copy of "Emergency Preparedness" instructions. Operators ensure its presence via their daily pre-trip inspections. Operators are instructed to follow these instructions and report their status via two-way radio or phone communication. Dispatchers report and receive instructions from the Paratransit Department who is part of County Connection's Emergency Operations Center (EOC) structure.

12.5 Mutual Aid Agreement

County Connection participates in a Mutual Aid Agreement, which has been made among transit agencies in the Bay Area through the Metropolitan Transportation Commission (MTC).

12.6 Emergency Drills and Exercise

Emergency preparedness drills are planned and conducted to ensure the:

- Adequacy of emergency plans and procedures
- Readiness of personnel to perform under emergency conditions
- Effective coordination between emergency response agencies

County Connection is a member of the MTC Transit Response Planning Committee for the purpose of contributing to the planning and taking part in the execution of the MTC Training and Exercise Plan. The Training and Exercise Plan is administered by MTC in conjunction with Bay Area transit operators, California Office of Emergency Services, California Department of Transportation, and San Francisco Bay Area Water Emergency Transportation Authority. All exercises referenced in the Training and Exercise Plan and coordinated by MTC will meet minimum Homeland Security Exercise and Evaluation Program requirements and comply with both Federal Emergency Management Agency guidelines and the National Incident Management System.

12.7 Alternative Emergency Communication

The MTC has set up a satellite phone system to be used throughout the San Francisco Bay Area in the event of an emergency, such as an earthquake. There is a test of the system on the first Wednesday of each month. Participants in the system include Bay Area Counties Office of Emergency Services, public transit districts, the California Highway Patrol, and the MTC. Each year the MTC also distributes the participating organization list, which includes a contact name, office phone number, email address, and satellite identification number. The satellite phone test is conducted at 9:15 a.m. on the first Wednesday of each month. MTC will lead the call, with Bay Area Rapid Transit (BART) police department as a backup.

12.8 Coordination with External Emergency Agencies

The Safety Department serves as the liaison between police and fire jurisdictions and emergency response agencies. The Chief Operating Officer serves as the liaison with law enforcement agencies.

13 SYSTEM MODIFICATION DESIGN REVIEW AND APPROVAL PROCESS

Transit systems are in a constant state of acquisition, with new equipment, system expansion and modification, and system rehabilitation requiring constant design and procurement efforts. Ongoing acquisitions and procurement can be more critical than initial design for many reasons. Coordination and compatibility with the existing system, construction efforts under operating conditions and testing and break-in phases must all be managed as part of the ongoing system safety effort. Equally important is the Safety Certification process, a detailed, documented approval process with specifics of sign-off requirements and exception capability.

County Connection utilizes professional consulting services (e.g., general engineering contractor) to provide design of system modifications including various optional solutions. An internal technical review panel made up of a variety of staff as appropriate, provide review of the designs and recommend approval through the necessary processes. A contractor(s) is hired through the contract and procurement process and the project is managed, through acceptable completion, by the Facility Maintenance Department.

13.1 System Modification to Equipment or Stock

Changes to equipment and stock are forwarded by the Director of Maintenance to the Chief Operating Officer for authorization. Campaign Bulletins communicate such changes to Maintenance personnel. Complex design changes such as electrical or structural, come from the original equipment manufacturer (OEM). County Connection relies on the OEM engineer(s) for review of such design changes prior to authorization of the Chief Operating Officer.

13.2 Safety Certification of Stock

Bus acceptance procedures are part of the new bus procurement. The responsibility of project management for all stock will be the Chief Operating Officer, or their designee, and occur in the approximate following order:

- Pre-built meetings between the OEM, bus maintenance contract administrator, and Chief Operating Officer occur after award of contract.
- As part of the procurement process for electric buses, the Chief Operating Officer coordinates and plans the charging infrastructure needs and requirements with the Facilities Superintendent. This coordination includes power requirements, sign assessment and existing infrastructure viability, charger requirements, and an operational charging management plan.
- Onsite "live production" inspections occur on the OEM's premises with sign-off by the Director of Maintenance.
- The Chief Operating Officer is responsible for including the Operations Training Department in the review of the operating characteristics of the new buses (e.g., dash layout, mirror positioning, and location of controls).
- Upon delivery of new buses to County Connection, there is an acceptance procedures inspection with the OEM and a defect list is created.
- For electric buses, bus chargers include a separate acceptance procedure. For electric buses, the charging infrastructure testing and operational functionality include oversight from the Maintenance and Facility Maintenance Departments, OEMs, power providers, and third-party contract specialists.
- Preparation for revenue service and in-house retrofit/modifications (e.g., programming, fareboxes, and system).
- The OEM provides signoff on brakes. The Director of Maintenance will validate such signoffs.
- Technical training supplied by both the OEM and the bus manufacturer (e.g., buses by Gillig, transmission by Voith, air conditioning by Thermo King, diesel engine by Cummins).
- Operations training personnel attend "Train-the-Trainer" training.
- Ready for revenue service.
- In-house training for Maintenance mechanics.

13.3 System Modification to Facilities

The Facilities Maintenance Department manages major facility improvement projects, from the earliest planning phase through the design and construction phases. Good design and construction planning require coordinated reviews from the user departments, including Maintenance, Transportation, and Safety. On large or more complex projects, consulting engineer and architects who provide professional design and construction services assist the project manager. Major projects, such as the electrification of the bus fleet, are reviewed and approved by the local planning, building and fire departments.

14 SAFETY DATA ACQUISITION/ANALYSIS

One of the most important services the Safety Department provides for County Connection is the collection, maintenance, and distribution of safety data relative to system operations. This data includes information gathered from within the system on various operating events relative to safety.

Analysis of this system specific data can be used to determine trends and patterns in system operation. Used as part of the hazard resolution process, data collection and analysis can be used to identify hazards before they cause accidents by such techniques as trend analysis, and thus becomes a vital component of effort to improve system performance not only in respect to safety, but also in overall delivery of service to the riding public.

14.1 Executive Summary Report

Lists the following information:

14.1.1 Vehicle Accidents

- Running totals and subtotals of all accidents and preventable accidents for the current calendar year and each of the previous two years, broken down by Transportation and Maintenance.
- A descriptive paragraph describing the categories of preventable accidents for the current month the report was issued.
- The average number of miles traveled between preventable accidents.
- A description of all preventable and non-preventable accidents based on type of accident broken down by the current year and each of the previous three calendar years.
- A description of the current month's preventable accidents broken down by employee type (operator, maintenance, other) and place of origin.
- A description of all preventable accidents during the current month broken down by days of the week they occurred.
- A description of all preventable accidents broken down by month of occurrence for the current calendar year and each of the previous three years.
- A description of the percent change on a monthly basis of the year-to-date preventable accident totals for the current year as compared to the previous calendar year.

14.2 Preventable and Non-Preventable Accidents Reports

This report shows all preventable and non-preventable accidents for each individual bus operator and maintenance employee for the previous 24 months from the date of the report and the date of the last preventable and non-preventable accident prior to the two-year reporting period.

14.3 Passenger Falls Report

This report lists the following information for each passenger fall from the current month, the previous months of the current calendar year and the previous calendar year:

- Name of Operator
- Date of fall
- Fall type
- Bus number
- Route
- Base of origin

15 INTER-DEPARTMENTAL/INTER-AGENCY COORDINATION

Communication between departments is conducted primarily through staff meetings, memorandums, emails, and topic specific task forces.

To date, we have worked with every department across the organization to create detailed organizational charts to help people identify position specific roles and responsibilities. These organizational charts are intended to be used as a quick reference to help individuals find the right person to discuss business related questions.

Emergency Response Agency coordination is discussed in full in Section 12 (Emergency Response, Planning, Coordination, Training) of this document. See also Section 13 (System Modification Design Review and Approval Process) of this document.

15.1 Director and Manager Positions

Assistant General Manager – Administration, Ruby Horta

Purpose: Provide leadership to the Administration Department and directs its activities to realize County Connection's goals and objectives as they relate to the functions of human resources, marketing and customer service, management information systems, and service planning and ADA/Specialized Services.

Chief Operating Officer, J. Scott Mitchell

Purpose: Provide leadership to the Transportation and Maintenance Department's functions such that County Connection's goals and objectives, as they relate to the functions of transportation, equipment and facilities maintenance, stores and procurement.

Chief Financial Officer, Amber Johnson

Purpose: Provide leadership to the Finance Department's functions such that County Connection's goals and objectives, as they relate to financial activities, can be realized.

Director of Transportation, Yvette Glenn

Purpose: Provide leadership to the Transportation Department's activities such that County Connection's goals and objectives, as they relate to transportation activities to ensure quality service and service delivery.

Director of Human Resources, Kristina Martinez

Purpose: Plans and carries out policies relating to all phases of human resources activity by performing the following duties personally or through subordinate supervisors.

Director of Planning & Marketing & Innovation,

Purpose: Responsible for the development of innovative strategies to utilize emerging technologies and innovations in the transportation industry to provide safe, efficient and accessible transportation services.

Director of Maintenance, Marcel Longmire

Purpose: Provide leadership to the Maintenance Department and direct its activities to realize County Connection's goals and objectives as they relate to the functions of effective maintenance services on County Connection vehicles.

Director of IT, Chan Saechao

Purpose: Directs and coordinates activities of workers engaged in computer operations. To act as a technical, analytical, administrative, and managing resource to the IT, Scheduling, and Service Analysis sections such that the department's goals and objectives can be realized.

Manager of Human Resources,

Purpose: Provide management and leadership in activities as they relate to recruitment, performance management, employee development and other special programs.

Director of ADA and Specialized Services, John Sanderson

Purpose: Manages service contracts within the guidelines set forth by the Board of Directors and state/federal law. Manages day-to-day operations and performance of through contract monitoring.

Manager of Accessible Services, Rosa Noya

Manager of Accounting, Karol McCarty

Purpose: Responsible for all areas relating to financial reporting. This position is responsible for developing and maintaining accounting principles, practices and procedures to ensure accurate and timely financial statements.

Manager of Training, Sophia Martinez-Morris

Purpose: The Training Manager is responsible for proper training of designated employees, developing, establishing and promoting the maintenance of a safe, accident free and healthy working environment.

Manager of Transportation, Aline Carroll and Miguel Duenas

Purpose: Manages and coordinates the Transportation Department's activities, as directed by the Director of Transportation, such that the department's goals and objectives can be realized.

Manager of Marketing & Communications, Ryan Jones

Purpose: Responsible for oversight and development of County Connection's marketing, public information, customer service, and outreach programs and activities.

Manager of Planning, Pranjal Dixit

Purpose: Assists in the development of innovative strategies to utilize emerging technologies and innovations in the transportation industry. Provides management support to customer service and marketing personnel.

Chief Service Scheduler, Don Avelar

Purpose: Responsible for oversight and development of County Connection's long range, short range, and capital planning, provision of technical, analytical and management support to the Scheduling section of Operations, and supervision of data analysis personnel enable County Connection to provide quality transit service, which responds to community and passenger needs.

Facilities Superintendent, Steve Muhlestein

Purpose: Under general direction of the Chief Operating Officer, plans, directs and performs the maintenance and repair of assigned County Connection facilities and equipment, supervises department employees.

Manager of Maintenance, Bruce Voltz

Purpose: Under the general direction of the Director of Maintenance and Chief Operating Officer, this position plans, organizes, directs, and coordinates the activities of Mechanics and Service Workers to ensure efficient, safe, secure and effective maintenance services.

Manager of Grants and Purchasing, Kevin Finn

Purpose: Plans, manages and coordinates the purchase of materials, equipment and services for County Connection. Supervises Purchasing and Materials Department. Manages disbursements of Grants and Grant Reporting Requirements. Writes and manages Request for Proposals and contracts.

16 CONFIGURATION MANAGEMENT

Managing all components of the County Connection system including hardware, software, rules, procedures, training programs, information and documentation related to infrastructure, facilities, equipment and operations and maintenance to ensure that they possess the required safety characteristics and that documentation reflects those characteristics accurately.

Configuration management is the process that ensures, as much as possible, that all property, equipment, and systems design elements are documented as to configuration, accurately and completely. That any changes to an individual subsystem, or a fleet- or inventory-side change is recorded on as-built drawings and addressed in training courses, maintenance manuals and procedures in a timely and effective manner. The process includes procedures for authority to make configuration changes, the process for incorporating these changes into all appropriate documentation and the process for ensuring that all necessary units are formally made aware of such changes.

16.1 Configuration Management of Equipment and Stock (Reference Section 5.1.5 System Modifications)

- Vehicle acceptance originates in Maintenance. The Maintenance Department will document and maintain all records related to the useful life cycle of all equipment and stock and will also provide oversight to any changes that fall within the scope of the program.
- As-built documents are filed in Maintenance Department. All modifications are documented.
- All modifications are properly documented and available to all personnel supporting maintenance and repair.
- New County Connection assets arrive in a quality status that is documented and prearranged.
- Campaign Bulletins originate in Maintenance to document equipment changes, modifications or adjustments. Campaign Bulletins are forwarded by the Director of Maintenance to be approved for issuance by the Chief Operating Officer.
- Service Bulletins document maintenance procedures, inspections or maintenance service. Their content is originated by the original equipment manufacturer to address specific subsystem issues. Availability to review changes in configuration for any and all providers of asset maintenance.
- Technical Bulletins make adjustments to Maintenance procedures.

16.2 Configuration Management of Facilities

The Chief Operating Officer is responsible for all new construction projects and facility improvements. The Facility Superintendent is responsible for all associated support equipment and owned facilities, which include all building structures, plumbing, electrical, heating and air conditioning, pavement, lighting, parking, bus fueling facility, and bus wash. All functional areas coordinate with all other departments to emphasize acceptable levels of safety in the design or new equipment, facilities, and construction specifications.

17 EMPLOYEE SAFETY PROGRAM

Incorporated herein specifically by portion and by overall reference, this program manual outlines the policies, objectives, responsibilities, investigative procedures, communications policies, and all safety, hazard and occupational injury and illness report forms and includes the following articles:

17.1 Safety Procedures/Requirements

- Service Support Vehicle Requirements – Reporting Accidents and Qualified Drivers
- Reporting Revenue Vehicle Accidents
- No-Smoking Regulations

- Reporting Occupational Injuries/Illnesses
- Hazard Communication
- Portable Fire Extinguishers
- Bloodborne Pathogens
- Emergency Action Plan
- Injury & Illness Prevention Program
- Ergonomics
- Supervisor/Manager Responsibilities in Health & Safety
- First Aid Kits and Automated External Defibrillators (AEDs)

17.2 Incentive Programs

To begin in 2023:

- Safe Driver Award Program – Bus Transportation
- Safe Worker Award Program – Bus Maintenance

The department standard operating procedures for vehicular collision/accident investigations are documented in Section 7 (Accident/Incident Reporting & Investigation) of this document.

18 HAZARDOUS MATERIALS PROGRAMS

County Connection operates a facility that is required to maintain environmental permits. Section 5.1.3 (Facility, Bus Shelters and Stops) of this document describes this facility in detail.

County Connection complies with all current regulations for the storage, handling and disposal of hazardous materials through trained facility staff and a licensed hazardous materials contractor. Specifically, the Facilities Department handles disposal of used batteries and fluorescent lights.

For the safety of our employees, copies of the Safety Data Sheets (SDS) for all our regulated materials in use at County Connection are maintained by the Facility Maintenance Department and are available to all employees.

The permit documents County Connection is required to maintain with regard to the storage of regulated materials are the “California Hazardous Materials Inventory Reporting Form” (i.e., Hazardous Materials Business Plan), and the “Spill Prevention Control and Countermeasure Plan” (SPCC).

Storage of hazardous materials is regulated and monitored by Contra Costa Health Services, Department of Environmental Health & Hazardous Materials Programs.

The documentation for the “Annual Report for Storm Water Discharges Associated with Industrial Activities” and the “Storm Water Pollution Prevention Plan” (SWPPP) make up our “General Industrial Activities Storm Water Permit.” This documentation is submitted to the California State Water Resource Control Board.

19 DRUG AND ALCOHOL ABUSE PROGRAMS

County Connection has a strong commitment to all employees to establish programs promoting high standards of responsibility to the public and reliable performance. We are committed to providing an alcohol and drug-free workplace, to provide a safe and productive work environment, and to maintain the public’s trust and confidence in our transportation services. The purposes of these programs are to help prevent accidents, injuries, incidents, and losses resulting from alcohol and drug issues. County Connection also provides an Employee Assistance Program and

encourages employees to seek professional assistance anytime personal problems, including alcohol or drug dependency could adversely affect their ability to perform their assigned duties or endanger their coworkers.

Pursuant to Title 41 United States Code Section 701 et. Seq., The Drug-Free Workplace Act of 1988 and Title 49 Code of Federal Regulations Part 655, Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations, County Connection has developed Section 209 (Substance Abuse Program) in the Employee's Handbook. The administration and maintenance program requirements for this program is handled by the Human Resources Department.

20 CONTRACTOR SAFETY COORDINATION

20.1 Fixed Route and Paratransit Contractor Oversight

Contractors providing services for County Connection must follow the safety rules, procedures and directions outlined in the PTASP document. To ensure the contractors understanding and to demonstrate their commitment to the PTASP, the contractor (Transdev U.S., Inc.) has become a signatory to the PTASP.

Transdev U.S., Inc. ensures the assets are receiving timely and proper maintenance. Ratings include defects based on eighteen (18) categories rated "A" for major concerns requiring immediate attention and rated "B" for defects that do not require immediate attention; both are averaged and compared to previous inspections to gauge the contractor's maintenance schedule adherence. In addition, engine oil transmission and coolant fluid samples are taken and analyzed to ensure that engines are running at their best. The information is compiled into a formalized report that details the findings and compares stats with past audits. The report is sent to Transdev U.S., Inc. for review and then forwarded to the Chief Operating Officer for review.

As contractors are on-site at County Connection facility performing work, County Connection staff monitors their schedule (check-in and check-out), ensures proper identification (badges, uniforms, etc.) are in place, and performs a safety briefing to monitor their work through completion with Maintenance Department staff. Contractor's insurance is verified through County Connection's contracts and procurement staff.

The Maintenance staff performs semi-annual inspections of the operations of the Contractor during County Connections inspections. The Director of Maintenance or their designee performs an onsite review of maintenance records and vehicle condition inspections. Audits are conducted per the contractual stipulations. A report is compiled and submitted to the Chief Operating Officer for review.

Contracted Services are monitored by our Director of Accessible Services regarding the performance of contracted shuttles and paratransit services throughout the service area. The manager assists with analysis and evaluation of inspection data and contractor-prepared reports and provides information relative to observed or anticipated difficulties in meeting contractual goals and performance standards.

In addition, staff meets with the Contractor on a month or bi-weekly schedule to review performance and compare contract stipulations. Operational issues are also covered. Contracts staff provides suggestions and recommendations to help alleviate any concerns at hand.

Staff also monitor customer complaints. Staff also periodically travels to locations and conducts assessments for safety and usability. A response is generated once inter-departmental consensus is reached as to who the appropriate respondent should be.

20.1.1 Paratransit Service

In January 1990, County Connection assumed responsibility for Public Paratransit Service in Central Contra Costa. County Connection provides service for passengers with mobility impairments through a contract with Transdev U.S., Inc. The Contractor provides curb-to-curb service, as well as limited door-to-door service, seven (7) days a week. Individual trips are scheduled up to seven days in advance in accordance with ADA regulations. Annual operator/vehicle records and vehicle inspections for the service provider fall under the California Highway Patrol (CHP). Staff review the CHP terminal inspection reports after each completed inspection.

20.2 Fixed Route and Paratransit Contractors

County Connection currently provides an in-person eligibility process procedure for ADA paratransit service. At this time the number of registered ADA clients in Central Contra Costa County is 4,545.

The Contractor providing purchased transportation on behalf of County Connection is required to follow Emergency Response procedures specified in their respective Scopes of Work. In case of emergencies, all employees adhere to "Emergency Preparedness" instructions. Operators ensure its presence via their daily pre-trip inspections. Operators are instructed to follow these instructions and report their status via two-way radio or phone communication. Dispatchers report and receive communication from Paratransit, which is part of County Connection's Emergency Operations Center (EOC) structure. Every six (6) months, the Director of Maintenance conducts a series of inspections of contracted services.

20.3 Capital Projects and Construction Contractor Safety

County Connection's construction contracts include standard general conditions and special provisions that outline requirements for the following:

- Supervision and construction procedures
- Permits and licenses
- Oversight by the Contractor
- Construction schedule
- Work site maintenance
- Access to the work sites
- Subsurface excavations
- Trench excavation safety plan
- Hazardous chemical and wastes
- Public safety
- Emergencies

21 CONSTRUCTION SAFETY REQUIREMENTS

21.1 Description

- A. This Section includes specifications for construction safety requirements. In addition to these requirements, the Contractor shall comply with Federal and State OSHA, ANSI and all other applicable safety standards. When a discrepancy exists, the more restrictive requirement shall apply.
- B. Satisfactory performance under this specification will not relieve the Contractor of responsibility for safety.

The Contractor and/or subcontractor(s) shall at all times observe safe practices and comply with applicable codes, rules and regulations of Federal, State and local agencies having jurisdiction. The Contractor shall ensure that service technicians are properly trained and equipped to safely perform contract work and act in compliance to Contractor's Injury & Illness Prevention Program (IIPP), Code of Safe Practices, and Contractor's project related work safety manual/documents.

21.2 Safety Requirements and Deliverables

- A. The Contractor shall furnish a copy of firm's Injury & Illness Prevention Program (IIPP) pursuant to OSHA standards and California Code of Regulations, reference CCR, Title 8, Section 3203. This document may be furnished in print or electronic (PDF) format and shall be provided in advance of County Connection's Notice to Proceed.

The required elements of the IIPP program are:

1. Responsibility
 2. Compliance
 3. Communication
 4. Hazard Assessment
 5. Accident/Exposure Investigation
 6. Hazard Correction
 7. Training and Instruction
 8. Recordkeeping
- B. The Contractor shall provide a safe work area for its employees and those of County Connection. When unsafe conditions do exist, immediate corrective action(s) and preventive measures are required. The Contractor shall furnish a copy of firm's Code of Safe Practices pursuant to California Code of Regulations, Title 8, Section 1509. This document may be furnished in print or electronic (PDF) format and shall be provided in advance of County Connection's Notice to Proceed.

21.3 First Aid and Worker Safety

- A. Employees shall receive prompt first aid care when injured.
- B. The Contractor shall provide employees with applicable First Aid and Personal Protective Equipment (PPE) supplies and related training.
- C. Contractor's personnel shall utilize PPE, which may include, but not be limited to, the following:
1. Safety hard hats
 2. Safety hearing protection
 3. Safety eye protection
 4. Safety shoes
 5. Respiratory protection

21.4 Emergencies and Emergency Procedures

- A. In the event of an emergency, Contractor's IIPP will include the following procedures:

1. Identify the person responsible for handling an emergency.
 2. Establish teams for handling each type of emergency.
 3. Identify the person responsible for making emergency calls (preferably the ranking supervisor present).
 4. Require conspicuously posted list of emergency phone numbers, along with information to be transmitted.
- B. Following an emergency, the Contractor shall:
1. Secure the area as expediently as possible.
 2. Contact County Connection's Facilities Superintendent immediately.
 3. Provide to County Connection's Facilities Superintendent, and to applicable agencies, an account of the nature of the emergency.

21.5 Specific Requirements

- A. **Work Practices:** The Contractor shall be responsible for employees working safely and use the appropriate personal protective equipment. A qualified supervisor/worker shall monitor work conditions and conduct daily safety briefings, which are to be documented daily and shall be provided upon request to a County Connection designee. This applies equally to applicable subcontractor(s) as utilized by the Contractor.
- B. **Work Areas:** Upon arrival to County Connection's facilities, Contractor's personnel shall inspect the immediate job site to recognize and eliminate jobsite hazards and unsafe conditions. As needed, applicable traffic-control devices shall be utilized in accordance with federal, state, and local regulations to regulate, warn, and guide traffic at work site.
- C. **Accident Investigations:** The Contractor shall conduct an accident investigation whenever an accident or near miss, with major potential for a loss, occurs at County Connection facilities and/or upon request by County Connection. Relative data regarding each incident shall be compiled on forms and completed within 24 hours. The forms shall provide verification of related facts and be accompanied by recommendations noting specific corrective action(s) and preventive measures to preclude the occurrence of similar accidents/incidents. Copies shall be submitted to County Connection's Facilities Superintendent.
- D. **Record Keeping and Reporting:**
1. Maintain an injury and illness log with accurate monthly man-hours.
 2. Obtain the same log and form from all subcontractors.
 3. Upon request from County Connection, the Contractor shall document its periodic employee Safety Meetings pursuant to the IIPP. Contractors shall record/document the meeting dates, topics, employee attendance and any subsequent action(s) to address safe workplace practices and requirements.
- E. **Electrical Work:**
1. The Contractor's employees shall have a lockout/tagout program in writing and implemented procedure for eliminating risk of hazardous energy sources.

2. All Contractor's electrical equipment and related wiring, connections and/or hook-ups, shall be in accordance with the NFPA 70 and California Building Standards Title 24, Part 3.
3. The Contractor's employees shall conduct applicable equipment-grounding conductor procedures that meet NEC requirements

22 PROCUREMENT

System safety extends to include the routine procurement of supplies, materials, and equipment. Within County Connection procedures are in place to preclude the introduction into the transit environment of unauthorized hazardous materials and supplies, as well as defective or deficient equipment and replacement parts.

22.1 Maintenance Contract Administrator

It is the responsibility of the Chief Operating Officer to develop the technical specifications and contract documents for the materials and services required to support the Maintenance Department's Capital and Operating budget programs. Specifically, this position:

- Writes/reviews technical specifications for bus equipment, purchased or to be purchased, on contracts funded by capital grants.
- Works with capital administration, contracts and procurement, Operations and Maintenance personnel, Operations training, and the Safety Committee to ensure that technical specifications for contracts are adequate, responsive, and correct.
- Develops technical provisions and warranty specification in accordance with Federal, State and local laws and County Connection policies.
- Administers quality assurance program.
- Acts as liaison to contract vendors, engineering and other staff elements for capital purchases such as bus equipment, alternative fuels, and radio configuration equipment.
- Monitors vendors to ensure compliance with contracts and agreements.
- Compose, update, and research technical bulletins, campaign bulletins, and standard operating procedures to improve quality of service on capital equipment related items.

22.2 Warranty Administrator

Maintenance management is responsible for the Maintenance Department's quality assurance and warranty activities as related to the procurement of replacement parts, services, and equipment; and the internal/external repair practices/procedures in the maintenance of heavy-duty transit buses and support vehicles/equipment. Specifically, this position:

- Plans, organizes, and coordinates the Warranty Control Program.
- Develops, implements, and administers a Quality Insurance Program to be used in the procurement of replacement parts, services, and equipment.
- Reviews for approval, new products and parts for "Approved Equal" status assuring minimum quality standards are maintained. Initiates and monitors in-use testing, if required, as a method of determination.
- Coordinates failure analysis of parts and/or equipment under warranty. Advises management of trends or unsafe conditions and recommends corrective action.
- Monitors vendors to ensure compliance with warranty agreements.
- Acts as liaison to external vendors, manufacturers, technical engineers and others.

23 ALTERNATIVE FUELS & SAFETY

County Connection is an active participant in the procurement and operation of zero emission buses. County Connection is committed to evaluate the best possible technology that will provide performance, reliability, cost effectiveness, and cleaner emissions. With new developments and ever-increasing research, County Connection is well positioned to take advantage of the next

evolution of technology.

In 2009, nine diesel-hybrid buses were placed into service. In combination with the diesel-hybrid buses, clean diesel buses have reduced fuel consumption, noise, and greenhouse gases. In 2016, County Connection purchased four electric buses. In 2017, four more electric buses were added to the fleet. The electric buses have a range of approximately 180 miles and have charging stations at the Walnut Creek BART station and the facility. Due to the high voltage, unique personal protective equipment is required. Original equipment manufacturer requirements and procedures for charging and maintaining these buses are designed and installed.

24 OPERATING ENVIRONMENT AND PASSENGER FACILITY MANAGEMENT

Bus stop planning and design is a joint effort of Planning, Transportation, Maintenance, and other local public agencies. Elements considered during the planning, design and construction phases include location, spacing, site planning, sidewalk, landing pads, bus stop length, shelters, benches, lighting, amenities, signing, traffic engineering, turnouts, roadway design, property encroachments, and ADA requirements.

To provide for a safe operating environment for both our buses and customers when planning locations for bus stops and passenger amenities, County Connection has Orange County Transportation Authority's OCTA Bus Stop Safety and Design Guidelines.

Shelters are primarily located at transfer points, shopping centers, hospitals, BART stations, and park and ride lots. County Connection works with the local jurisdictions to identify locations for shelters and benches based on a variety of factors such as boarding activity, right-of-way availability, and passenger requests. There are 116 free standing benches system wide. County Connection maintains 1,288 bus stops. Passenger shelters are provided at 164 bus stops in the County District. Many of these shelters are maintained by Outfront Media, which places ads in them, as well as maintains them. Repairs to shelters are performed by Facility Maintenance in an emergency only.

25 SECURITY

It is the objective of County Connection to provide secure and reliable service to its passengers, minimizing vandalism and property destruction associated with County Connection's vehicles and facilities, and provide a safe and secure workplace for employees.

System Security Program Plan Preparedness Plan (SSEPP)

The SSEPP was a prevention-oriented approach to security emphasizing the importance of identifying potential threats and areas of vulnerability, developing approaches that will minimize those threats and vulnerabilities, and demonstrating a clear and pro-active approach to security.

The SSEPP was replaced with a *System Security Plan (SSP)*. The SSEPP contained classified "Sensitive Security Information" (SSI), and therefore cannot be shared openly with every employee and contractor, yet it contained non-security information that everyone should have access to. County Connection adopted an "SSI" policy and instituted an SSI program explaining what SSI is, who is responsible for the program and how to gain access to any SSI document.

County Connection maintains a contract with Guardian Security Agency. They provide services including but not limited to:

- Patrol services for up to 24 hours a day 365 days year.
- All management oversight associated with providing security enforcement services.
- All activities associated with personnel.

- Response to high priority calls for service.
- Conduct investigations.
- Maintenance of all records, reports, and required/related documents.
- Maintenance and management of the property/evidence function.
- Fulfill duties and responsibilities.
- Select, train and obtain the necessary certification for security use of single purpose duties.

Except as otherwise specifically set forth in the Agreement, the services shall only encompass the duties and functions of the type coming within the jurisdiction of and customarily rendered by the statutes of the State of California and the regulations adopted by County Connection and Board of Supervisors.

25.1 Information Technology (IT)

IT staff secures the camera system and badge system. They also produce badges for all employees and contractors.

25.1.1 Payment Card Industry (PCI) Compliance

County Connection is currently compliant with Payment Card Industry-Data Security Standard (PCI DSS) 3.1. Information security standards are designed to ensure that we maintain a secure environment to process and store information.

- Clipper Card system used at BART and buses can add money from a bank card through a card reader to the server using WiFi.
- Vulnerability scans and bi-annual penetration test.
- There are application, database, and file system backups (two on site). One backup is Amazon cloud AWS.
- Data retention and protection.
- Good Mobile Messaging for containing corporate information on smartphones.
- Call recording.
- Badging system updated November 2019. BRIVO is the name of the hardware.
- Wide Area Network used for Closed Circuit Television feeds from various areas.
- Automatic Vehicle Location (AVL) – Maintain IT security and infrastructure for AVL.
- Securities vulnerabilities – Regular notifications and other sources are received and reviewed; corrective/preventive actions are taken as needed.
- Disaster recovery.
- Disaster recovery for Exchange server to prevent single point of failure.
- Backups are replicated to disaster recovery site to prevent any data corruption or in case of any disaster at the office.

25.1.2 Network

- Defense in depth – Multiple layers of security control for critical systems access control lists.
- Perimeter security.
- Access control server – Access control management and compliance.
- Outlook email – Email security appliance provides advanced threat prevention, blocks spam and viruses, and enables corporate email policy enforcement.
- Amazon Web – Web security appliance, URL filtering and reputation filtering.
- Emergency Responder Mitel system and its enhanced 911 functionality.

26 INTERNAL SAFETY AUDIT, CONTROL AND UPDATE PROCEDURES

The internal safety audit program determines compliance with County Connection's safety policies, rules, regulations, standards, codes, procedures and assigned system safety activities

and requirements as prescribed within the Public Transportation Agency Safety Plan (PTASP). The details below are included in the "Internal Public Transportation Agency Safety Plan Audit Procedures."

The Accountable Executive must ensure all 26 elements of the PTASP are audited at least once every year. Or, if an accident/incident occurs, a document review may be done.

A meeting with management of the department to be audited and the Accountable Executive will occur prior to the audit being conducted so that audit expectations are known, and the department management is aware of the criteria of the audit.

26.1 Internal Safety Audit Process

The Accountable Executive has established an internal safety and audit program to measure the effectiveness of the PTASP in achieving the objectives of the Plan and compliance with its requirements. Program requirements include the following:

- A process to ensure adequate on-the-job safety surveillance during system maintenance, operation, and modification.
- A process to determine compliance with management safety policies as contained in PTASP.
- A process to determine compliance with operating rules, regulations, standards, codes, and procedures.
- A process to recommend specific corrective action plans to eliminate or minimize the effects of any deviations from compliance.
- A process to audit design process for future construction.

26.2 Audit Responsibility

The Accountable Executive is responsible for ensuring that the required audits are conducted. This preserves the independent nature of the audit process since other organizational units are primarily involved with implementation of the audit items. Other organizational units are required to cooperate with the Accountable Executive in the conduct of audits.

26.3 Audit Schedule

Audits will be announced in advance by the Accountable Executive to ensure the full support and participation of each department. An audit will be conducted at least every year, or more often as required. The audit may include the use of unannounced inspections and spot audits as determined by the Accountable Executive. Spot audits will be an ongoing part of the audit program.

26.4 Audit Content

The Accountable Executive will cause the following functions to be addressed in the audit:

- Facility inspections, maintenance audits and inspections.
- Reviews of rules and procedures, training and certification, emergency response planning coordination and training system.
- System modification review and approval process.
- Safety data acquisition and analysis.
- Interdepartmental and interagency coordination.
- Configuration of management.
- Employee safety programs.
- Hazard materials programs.
- Drug and alcohol abuse programs.
- Contractor safety.
- Procurement.

A list of items to be audited will be developed by the Accountable Executive in advance of this audit, including checklists that address both quantitative and qualitative aspects of performance. The Accountable Executive will provide organizational units with time to produce documentation related to checklist items.

26.5 Audit Reporting

The Chief Safety Officer will submit the audit checklist including findings, conclusions, and recommendations directly to the Accountable Executive.

26.6 Audit Objectives and Techniques

Internal safety audits provide a mechanism for determining the effectiveness of the PTASP and an assessment of the implementation maturity level of Program elements.

26.6.1 The Objectives of the Internal Safety Audit Program Include:

- Verify safety programs have been developed/implemented in accordance with the PTASP requirements.
- Assess effectiveness of the PTASP.
- Identify PTASP deficiencies.
- Identify potential hazards in the operational system and weaknesses in the PTASP.
- Verify prior corrective actions are being tracked for closure.
- Recommend improvements to the PTASP.
- Provide management with assessment of status and adequacy of PTASP.
- Assure continuing evaluation of safety-related programs, issues, awareness and reporting.

26.6.2 The Internal Safety Audit Program Encompasses All Aspects of Auditing Including:

- Responsibilities
- Planning
- Scheduling
- Checklists
- Audit Performance
- Notifications
- Reporting
- Corrective Action Plans
- Closeout of Findings

26.6.3 Major Issues and Activities Involved in Performing the Internal Safety Audit Include:

- Examination of documentation
- Analysis of safety data and information
- Observation of equipment, facilities and in-process tasks
- Evaluation of system operation and employee workplace
- Interviews with management and staff

26.6.4 During the Audit, the Safety Auditor Should Have Authority to:

- Access records and facilities
- Issue reports
- Recommend corrective action plans

26.6.5 Examples of Departmental Documentation Include:

- Maintenance procedures
- Training manuals
- Proceedings of meetings
- Equipment specifications
- Rules and regulations of each department
- Management program plans

26.6.6 Examples of District-Wide Documentation Include:

- Public Transportation Agency Safety Plan
- Standard Operating Procedures
- Emergency Procedures
- Configuration Management Plan
- Hazardous Materials Management Plan
- Employee Handbook
- Safety Rules
- Drug and Alcohol Abuse Program
- Hazard Identification Procedures
- Accident and Incident Procedures
- "As Built" System Drawings
- Process Specifications

26.6.7 Examples of Historical-Type Documentation Include:

- Hazard Analysis
- Accident Investigations
- Audit Reports
- Surveys
- Test Results
- Logbooks
- Supervisor Reports
- Files
- Maintenance Inspection Reports and Repair Reports
- Safety Data Sheets

26.7 Audit Completeness

While the audit process usually relies on the concept of spot-checking of sample areas being audited for compliance with internal procedures and requirements, it should not contain any surprises or unexpected events. All departments involved need to know when audits will be conducted and how they will examine departmental documents. While ongoing inspections may be conducted on an unannounced basis, actual audits should be done on a coordinated basis, with full management support. The following minimum audit components must be prescribed as part of the documented audit procedure.

26.7.1 Audited Department Must Know When to Expect Audits

Audits must be scheduled so that they are as unobtrusive as possible. Unannounced inspections or spot audits must be approved as part of the overall audit process with concurrence of general management.

26.7.2 Checklists of Items to be Studied Must be Prepared in Advance

When necessary, audited departments should be given time to produce necessary documentation.

This does not preclude spot check of individual records, such as maintenance records or personnel qualification records; however, the cooperative nature of the audit process must be maintained.

26.7.3 Documentation of a Formal Nature of All Aspects of the International Audit Process Must be Maintained

26.7.4 Follow-Up or Corrective Action in a Summary of Recommended Corrective Actions, if any, Must be Included in the Audit

Corrective action plans approved by management must then be formally tracked for compliance.

26.8 Follow-Up Action Plans

Departments and other organizational units are sponisible for implementing their respective approved recommendations and corrective action plans within the established time frames. Future audits will determine compliance with this requirement.

26.9 Documentation and Checklists

The Accountable Executive will maintain audit documentation. These records will be maintained in accordance with County Connection's Record Retention policy.

Where applicable, checklists will be used to assure completeness of the audit. Checklists for specific functions or locations may be used, or a generic checklist may be used.

26.10 Base Inspection Audits

The Chief Operating Officer is responsible for the semi-annual Base Inspections. The Audit Team includes but is not limited to:

- Chief Operating Officer
- Director of Maintenance
- Director of Transportation
- Chief Safety Officer

26.11 Base Inspection Reporting

All findings on an exception basis are documented and submitted to the Chief Operating Officer as "Base Inspections."

26.12 Revisions to the Public Transportation Agency Safety Plan (PTASP)

The Chief Safety Officer will have the responsibility to incorporate any required changes into the PTASP and then re-distribute the reviewed PTASP.

27 INJURY & ILLNESS PREVENTION PROGRAM (IIPP) RESPONSIBILITIES

27.1 General Manager

The General Manager is responsible for overseeing that the IIPP is implemented. Duties include, but are not limited to:

- Ensuring all Executive staff, Directors and managers actively support the IIPP.
- Providing an appropriate environment and funds necessary to maintain an effective and compliant safety program.

27.2 Executive Staff

Under direction of the General Manager, it is the responsibility of the Assistant General Manager, Chief Operating Officer, and Chief Finance Officer to support, encourage and champion an environment that encourages a safe and healthy work environment. Executive staff shall ensure

that all Directors and their respective departments actively support the IIPP. Individuals reporting dangerous conditions or shedding light on unhealthy practices and behavior should not be discouraged from doing so.

27.3 Directors

Directors share in the responsibility in supporting, encouraging, and providing an environment that encourages a safe and healthy work environment. Directors are responsible for delegating to their managers and/or supervisors the responsibility of implementing the IIPP and all its activities.

27.4 Managers and/or Supervisors

Managers and/or supervisors have the responsibility of providing a safe place to work including facilities, equipment, standards and procedures, adequate supervision and recognition for a job done properly. They are responsible for training all of their employees to perform their jobs properly and safely. They teach, demonstrate, observe, and enforce compliance with established safety standards.

27.5 IIPP Administrator (Director of Safety & Training)

The Director of Safety & Training position has been designated as County Connection's IIPP Administrator and is the individual responsible for the implementation, maintenance, and ensuring this policy is kept up to date. The IIPP Administrator will be identified in all internal and external communications regarding County Connection's IIPP. If the IIPP Administrator position is vacant, Kristina Martinez, Manager of Human Resources will be designated as the interim IIPP Administrator. Kristina Martinez can be reached at (925) 680-2031 or kmartinez@cccta.org.

27.6 Employees

Employees have the responsibility of performing their tasks properly and safely. They are to assure themselves that they know how to do the job properly and ask for additional training or assistance when they feel there is a gap in their ability, knowledge, or training. They should never undertake any task, job, or operation unless they are able to perform it safely.

28 COMPLIANCE

A. Management Responsibility

Management is responsible for ensuring that organizational safety and health policies are clearly communicated and understood by employees. Directors, managers and supervisors are expected to enforce the rules fairly and uniformly.

B. Employee Responsibility

All employees are responsible for using safe work practices, for following directives, policies and procedures, and for assisting in maintaining a safe work environment.

C. Employee Recognition

Employees, who make a significant contribution to the safety program, as determined by their supervisors, receive written acknowledgment that is filed in the employees' personnel files.

D. Employee Training

Employees are trained on safety concerns as needed.

E. Employee Correction

Employees who fail to follow safe work practices and/or procedures, or who violate organizational rules or directives, are subject to disciplinary action, up to and including termination.

Supervisors correct safety violations in a manner considered appropriate by organizational management.

Notwithstanding the above, the organization reserves the right to correct in any fashion it deems appropriate, including the right to terminate immediately an employee for a safety violation.

29 COMMUNICATION

29.1 Two-Way Communication

Management recognizes that open, two-way communication between management and staff on health and safety issues is essential to an injury-free, productive workplace. County Connection fosters open and robust communication regarding safety between all levels of the agency. This starts with fully promulgating the safety policy to all employees. County Connection uses notices, posters, bulletins, electronic display to ensure all employees are aware of the agency's and their own safety commitments and requirements.

In addition, the Safety Department supports all other departments in ensuring safety messaging and awareness are communicated effectively within each department. Employees are required and encouraged to report hazards, take responsibility for safety in their tasks and work areas, educate themselves on safety in addition to formal training, and attend safety briefings, trainings, activities and events.

Finally, all levels of the agency are required, through formal and informal communications, to ensure safety information is disseminated throughout the agency. This Plan sets forth the requirements for both the formal and informal reporting that supports our Safety Management System (SMS).

A. The Organization's System of Communication

The following system of communication is designed to facilitate a continuous flow of safety and health information between management and staff in a form that is readily understandable.

1. An orientation program is given to all new employees and includes a review of the IIPP and a discussion of policy and procedures that the employee is expected to follow. All new employees are directed to County Connection's website to view the IIPP.
2. The transit system has safety meetings where safety is openly discussed by all present. All involved employees are expected to attend and are encouraged to participate in discussion.
3. Maintenance has implemented a monthly Safety Committee Meeting comprised of both representatives from management and employees.
4. At times when a general safety topic applies to all employees, everyone is expected to attend meetings where such topics are discussed.
5. From time to time, written safety notifications are posted throughout all transit system facilities and included in the transit system's employee newsletter.

6. Other methods of communicating pertinent health and safety information are used as they are identified.

Communication throughout the Agency consists of:

1. Safety Meetings
2. Topic-specific videos, posters, bulletins addressing risk-prioritized defensive driving and injury prevention topics
3. Safety Campaigns
4. Local Management Communications
5. Intranet Communications
6. Safety Posters and Bulletins
7. Electronic Display

30 SAFETY SUGGESTIONS AND HAZARD REPORTING

- A. All employees are encouraged to inform their supervisors, or other management personnel of any matter that they perceive to be a workplace hazard, or a potential workplace hazard. They are also encouraged to report suggestions for safety improvement. This reporting can be done orally or preferably in writing. If done in writing, the notification may be given directly to the supervisor, the IIPP Administrator, or other management personnel.
- B. If employees wish to report anonymously a hazard, safety suggestion, or other safety problem, they can complete a form entitled *Report of Unsafe Hazardous Conditions*, not filling in their name.
- C. No employee shall be retaliated against for reporting hazards or potential hazards, or for making suggestions related to safety.
- D. Management reviews all suggestions and hazard reports.

31 HAZARD IDENTIFICATION AND EVALUATION

Inspection of the workplace is our primary tool used to identify unsafe conditions and practices. While we encourage all employees to continuously identify and correct hazards and poor safety practices, certain situations require formal evaluation and documentation.

31.1 Safety Inspections

Internal facility inspections (to include safety issues) are conducted quarterly. Hazards found are corrected on the spot or recommendations are submitted for future corrections.

31.2 Additional Inspections

Inspections are also conducted in accordance with Cal-OSHA requirements:

- A. Whenever new substances, processes, procedures or equipment present a new safety or health hazard.
- B. Whenever management/supervision become aware of a new or previously unrecognized hazard, either independently or by receipt of information from an employee.
- C. Whenever it is appropriate to conduct an unannounced inspection.

32 INJURY/ILLNESS INVESTIGATION

32.1 Investigation

All accidents resulting in injury or property damage, however slight, including *near misses*,

are investigated to determine the primary and contributing causes. This investigation is completed within seven working days of the initial report. This information is documented and analyzed to assist in obtaining corrective actions to prevent similar accidents from occurring in the future.

The responsibility to see that this investigation is performed rests with the IIPP Administrator when the event occurs either in the administrative offices or in operations. Management in maintenance fulfills this obligation for facility and vehicle maintenance staff.

32.2 Reporting

All facts, findings, and recommendations are documented on an accident investigation report. Management reviews accident investigation reports with a view towards determining adequacy of corrective action.

33 CORRECTION OF HAZARDS

When a hazard exists, it is corrected on a timely basis based on the severity of the hazard. If imminent danger exists to any employees, management and supervision remove these employees from the danger at once, and personnel who are provided with the necessary safeguards correct the hazard.

34 SAFETY PERFORMANCE MONITORING AND MEASUREMENT

County Connection has established activities to:

- Monitor the Transit Agency system for compliance with, and sufficiency of, the agency's procedures for operations and maintenance.
- Monitor Transit Agency operations to identify hazards not identified through the Safety Risk Management process (per 49 CFR §673.25).
- Monitor Transit Agency operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.
- Investigate safety events to identify causal factors; and monitor information reported through any internal safety reporting programs.

Management of Change

County Connection has established a process for identifying and assessing changes that may introduce new hazards or impact safety performance. If County Connection determines a change may impact its safety performance, then County Connection will evaluate the proposed change through its Safety Risk Management process.

Continuous Improvement

County Connection has established a process to assess its safety performance. If County Connection identifies any deficiencies as part of its safety performance assessment, then County Connection will develop and carry out, under the authority of the Chief Operating Officer, a plan to address the identified safety deficiencies.

34.1 Performance Monitoring and Measurement

A. Accident Investigation

All employees and contractors are expected to comply with County Connection's accident and incident reporting procedures and use the forms prescribed. Roles, responsibilities, and accident reporting thresholds are outlined in the procedure, including accident notification, reporting, and investigation throughout the organization. The level of investigation required is dependent on the seriousness of the event.

Each accident/incident is investigated as specified in the County Connection Occurrence Report Form. The Occurrence Report Form complies with 49 CFR Part 672 and 673, State Safety Oversight Rule for bus incidents/accidents.

B. Accident/Incident Investigation and Reporting Criteria

County Connection must make reports available to DOT and the MPO regarding accidents/incidents. The Safety Manager conducts internal accident investigations on its behalf, unless otherwise notified.

All investigations conducted by County Connection will follow the Accident Investigation Plan.

DOT/MPO may participate in the investigation process when it is conducting the investigation on DOT's behalf. If DOT elects to address an investigation of accidents or incidents, County Connection may also conduct an independent investigation.

C. Internal Notification of Accidents/Incidents and Unacceptable Hazards

In the instance where an accident or incident occurs, the Supervisor or frontline employee will notify their Supervisor that an accident/incident has occurred. The Supervisor will provide the time of the occurrence, the location, and any other important details. The Emergency Notification Group includes the notification to the established appointed contacts at the location.

D. Notification of Accidents and Incidents to External Agencies

Recordable accidents tracked by County Connection and made available to DOT, MPO and FTA:

1. Fatality (occurring at the scene or within 30 days following the accident);
2. One or more persons requiring immediate medical treatment away from the scene of the accident
3. One or more vehicles incurring disabling damage and needing to be towed from the scene of the accident as result of the accident.

Job related employee fatalities shall be reported to OSHA within 8 hours of occurrence. In-patient hospitalization, amputation, or eye loss shall be reported within 24 hours.

Pursuant to the NTD Safety and Security Reporting Manual, **substantial damage** is defined as damage to any involved vehicles, facilities, equipment, rolling stock, or infrastructure that:

1. Disrupts the operations of the transit agency
2. Adversely affects the structural strength, performance, or operating characteristics of the vehicle, facility, equipment, rolling stock, or infrastructure, requires towing, rescue, on-site maintenance, or immediate removal prior to safe operation.

Substantial damage excludes damage limited to:

1. Cracked windows;
2. Dents, bends, or small puncture holes in the body

E. Accident/Incident Reporting and Documentation

Each bus investigation conducted on behalf of DOT must be documented in a final report that includes a description of investigation activities, findings, identified causal factors, and a corrective action plan, if applicable. All accident reports must follow the requirements established in the

Accident Investigation Plan. At its discretion, and as specified in its accident investigation plan, County Connection may separate its investigation report into two parts:

1. Description of investigation activities, investigation findings, and determination of the most probable cause and additional contributing causes; and
2. Recommendations to prevent recurrence, including a corrective action plan, which implements the recommendations.

County Connection prepares written accident and unacceptable hazardous condition reports on standard forms. Such written reports are maintained. Reports contain the most probable cause, other contributing causes, corrective action plans, and a schedule for implementing corrective actions.

The status investigation reports at a minimum shall include:

1. Minutes of any meeting held by a local safety ad hoc reportable event investigation committee or contractor;
2. Disclosure of any immediate corrective actions of planned or completed principal issues or items currently being evaluated; and
3. Overall progress and status of the investigation.

Written reports are filed for all occurrences that fall into the category of an accident, incident, or injury. The Safety Manager files a monthly statement of all accidents, incidents, unacceptable hazardous conditions, and tracks open corrective action items through completion.

In addition, County Connection maintains a file of the annual safety performance report in a format available for review by DOT at any time during an investigation. The report shall be prepared and a full briefing on the known circumstances of the event, status of County Connection's investigation and investigation activities.

Reports and records of accident investigations submitted to DOT by County Connection as well as related reports and records produced by both DOT and County Connection, will be treated as confidential information, and will not be released without concurrence by both DOT and County Connection.

F. Safety Data Acquisition

County Connection has the responsibility to monitor the safety performance of operations. The Chief Safety Officer is responsible for compiling and analyzing all safety data to determine if safety performance meets established safety goals. This data includes injuries to passengers, contractor personnel, public; potentially hazardous equipment failures; unacceptable hazardous conditions, and rules as well as procedure violations. A closed-loop reporting system for identifying and monitoring safety-related items has been established. To close out each incident, safety verification activities and results are reviewed and audited by the General Manager and reviewed by the Safety Manager. The Safety Manager is responsible for providing safety data to the General Manager for review. The Safety Manager monitors Safety Key Performance Indicators utilizing several tools and provides monthly progress updates to the General Manager.

Tracking of hazard related data is used to identify trends. These trends are further analyzed and/or investigated to determine causal factors. Tools available to the Safety Manager include Risk-Based Analysis, Monthly Performance reviews, EVR data, and data analysis and trends.

The Safety Manager is responsible for information regarding accidents, incidents, hazardous conditions, and operations, which are obtained from different reporting mechanisms. These include but are not limited to: Accident/Injury Reports and Investigations, Incident Reports, Daily Operations Summaries, Operator, and Supervisor Reports; Employee/Occupational Injury reports,

mining of maintenance data, analysis of vehicle records, and procurement contracts.

G. Internal Audits

The purpose of internal system safety audits is to perform an official evaluation of accomplishments, problems, and trends related to safety and to evaluate the effectiveness of the implementation of the Agency Safety Plan. The Safety Manager is responsible for the direction of the safety reviews and audits of its contractors to determine performance related to the Safety goals and objectives.

Organizational functions subject to the safety audit process include:

- Facility inspections
- Maintenance audits/inspections
- Review of rules, standard operating procedures, special bulletins, and orders
- Review of training/re-certification programs
- Emergency response planning, coordination, training
- Configuration Management
- Systems modifications (review and approval)
- Safety data analysis
- Employee safety programs
- Hazardous materials program
- Interdepartmental safety goals and objectives
- Occupational safety and health programs
- Contractor safety
- Procurement and specification engineering
- Drug and Alcohol Testing Program
- Any aspect or responsibility as outlined in this document

County Connection and contractors are subject to safety audits. The critical nature of certain operations requires rigorous development of reviews and audits. These include training, maintenance, and operations activities. Both periodic and no-notice inspections are undertaken to address all aspects of the activity including documentation, practices, and compliance with the Agency Safety Plan and other requirements. The Safety Manager reviews training, practices, and procedures to correct deficiencies identified during the performance of audits or other safety activities, including inspections and emergency drills.

H. Safety Audit Process

The Safety Manager is responsible for the management of the Internal Safety Audit Program. All County Connection employees and contractors are required to cooperate fully with Safety and Security personnel. Executive and senior managers ensure their areas participate fully in the safety audit process.

I. Integrity of the Process

To maintain the integrity of the review process, an external audit team is used to conduct safety audits. The Safety Manager does not perform audits/reviews of those functions and elements for which it is directly responsible to implement. No team member shall audit a function or activity for which they are responsible.

J. Auditing Cycle

The Internal Safety Audit Process is intended to be an ongoing, continuous safety review process.

Over a three-year period, all elements of the ASP must be audited at least once. The Internal Safety Audit Process is intended to be an ongoing, continuous safety review process. It is intended that at least 2 components of the ASP will be audited per year. The schedule is revised as necessary to accommodate schedules for auditors and the audited divisions.

The Audit Schedule presented in this section is as follows:

- Year 1
 - 1. Full SSPP (expected to be the last SSPP Audit)

- Year 2
 - 1. Safety Promotion
 - a. Training Program
 - b. Safety Communication

 - 2. General Requirements
 - 3. Safety Policy
 - a. Safety Management Policy
 - b. Employee Safety Reporting
 - c. Key Management & Responsibilities

- Year 3
 - 1. Risk Management
 - a. Risk Management
 - b. Safety Hazard Identification Safety Risk Assessment
 - c. Safety Mitigation
 - d. Safety Assurance:
 - e. Performance Monitoring and Measurement
 - f. Management of Change
 - g. Continuous Improvement

An annual audit schedule must be developed, reviewed, maintained and updated to ensure all elements are reviewed during the three (3) year audit cycle.

The Safety Manager notifies the division/organization a minimum of 30 days in advance of a scheduled safety audit.

K. Checklists and Performance of Safety Audits

The checklists include the elements on which the department will be audited. Checklists are prepared during the review of the Agency Safety Plan section, documents referenced in the Agency Safety Plan section, previous audits, and corrective actions.

Pre-audit and post-audit conferences are held by the audit team with the entity being audited. The safety audits are comprised of record reviews, interviews, field observations, and inspections and measurements to verify the accuracy of documentation and spot inspections of facilities and equipment to verify compliance with the Agency Safety Plan, procedures, codes, and regulations.

L. Rule Compliance

All County Connection employees and its contractors are responsible for the prevention of accidents, identification of hazards, and resolution of such hazards. Reports of all accidents, incidents, occurrences, deficiencies, near misses and defects will be maintained by the Manager of the appropriate department.

County Connection is assigned the responsibility for the safe operation of vehicles. Responsibilities include:

- Preparation and implementation of safe operating policies, plans, rules and procedures.
- Development of safety policies, plans, rules, and procedures for safe operation and maintenance.
- Personnel are annually re-trained in the proper performance of all applicable safety-related rules and procedures that cover their specific job function.
- Ensure the number of hours worked during a seven-day period does not exceed DOT limits.
- Ensure the number of consecutive days worked does not exceed DOT limits.
- Employees are provided copies of safety and emergency rules, procedures, and policies that affect them.
- Monitoring adherence to safety-related operating and maintenance policies, plans, rules and procedures through periodic in-service evaluations using the "Observation Report Form" by County Connection Supervisors or a Manager. All deficiencies are reported, in written form, for review, re-instruction, or re-training. Supervisor Driver Evaluations, and rule conformance frequency shall follow the requirements outlined in Employee Qualifications & Rule Book.
- When necessary, performance coaching or re-instruction training for Supervisors is performed by County Connection. Supervisors are expected to comply with all rules and enforcement thereof, as they apply to the management of bus service and the management of personnel. Additionally, Supervisor skills are assessed annually from participation in the driver Recertification Program.
- Personnel, whose safety record requires follow-up, additional training or discipline, including discharge, are identified through maintenance of records.
- County Connection will be required to develop a preventive maintenance schedule, for each system hardware element, which is designed to maintain system safety. Reported deficiencies and defects in equipment and facilities are corrected and monitored to assure satisfactory resolution. Only equipment known to be free of safety-related defects are placed into service.

35 TRAINING

35.1 Initial On-The-Job Training

When an employee first starts to work, a manager or supervisor trains the employee in all aspects of safety. This training is completed to ensure the new employee knows how to recognize the hazards of the work environment and the required safety procedures to mitigate those hazards.

The manager/supervisor conducts this training and documents it by using the *Employee Safety Training and Meeting Report* or similar form. The manager or supervisor and the employee sign the form when the training is completed. The form then becomes a permanent part of the employee's personnel file.

35.2 Specific Organizational-Wide Training

A. Disaster Preparedness

This training includes the organization's disaster preparation structure and how the employee fits into the structure, i.e., what the employee is to do under specific circumstances, such as fire, earthquake, medical emergency, and bomb threat.

B. First Aid, AED, CPR, and Bloodborne Pathogen Training Designated employees receive first aid, AED, CPR, and bloodborne pathogen training.

35.3 Retraining

Reasons for retraining include change of job assignment, change of operations or materials, observation of poor work habits, or update of training methods.

35.4 Specialized Training

A. Management/IIPP Administrator:

1. Determine safety-training needs.
2. Implement new training programs.
3. Evaluate the effectiveness of these programs.

B. In addition, training is provided whenever:

1. New substances, processes, procedures or equipment pose a new hazard and there is a lack of skill or knowledge to deal with the situation.
2. Management, supervision, the IIPP Administrator become aware of a previously unrecognized hazard and there is a lack of skill or knowledge to deal with the hazard.

C. Accident Prevention:

1. Training and Education – Providing knowledge and skills necessary to identify hazards.
2. Safety Regulations and Compliance – Adhering to specific standards for safe working environments.
3. Maintenance & Inspection – Ensuring the equipment is regularly inspected and properly maintained.

D. Right Turn and Left Turn:

1. Signal early – Use the signal in advance for an intended turn. Check blind spots (due to their size).
2. Positioning (Right Turn) – Move to the proper lane and position the commercial vehicle closer to the right curb or edge of the road.
3. Positioning (Left Turn) – Position the commercial vehicle in the appropriate lane to make a left turn. Be aware of lane markings and dedicated left-turn lanes.
4. Plan for the turn – Assess the size of the intersection and plan the turn accordingly.
5. Be aware of pedestrians – Check crosswalks and prepare to yield the right of way.

E. Bus Stop:

1. Signal early – Indicate your intention to stop by activating your signal well in advance.
2. Check mirrors and blind spots – Before initiating the stop, check all your mirrors to know the traffic conditions.
3. Move to the Right Lane – If possible, move the bus to the right lane, aligning it to the curb or designated service stop area. Ensure that the bus is close enough to the curb if possible.

4. Monitor Passenger Activity – Make sure passengers board and alight safely. Provide assistance to passengers with mobility challenges as needed.

Mirror Usage:

1. Adjustment before driving – Adjust mirrors to provide the broadest possible view.
2. Regular mirror checks – Periodically check mirrors to make sure they remain adjusted.
3. Side mirrors and convex – Monitor traffic and check mirrors before changing lanes and making turns. Use the convex mirror to monitor your blind spots.
4. Stay informed – Continuously scan mirrors to stay knowledgeable of the traffic around you.

36 SAFETY PERFORMANCE TARGETS

Implementation of a Measurement & Evaluation System

The transit system reviews selected results and activities to ascertain whether its efforts are being successful and asks: why are we doing better? and/or why are we doing worse? The transit system uses a frequency rate to compare itself from one time period to another. The frequency rate is calculated by using the following equation:

$$\text{Fleet frequency rate} = \frac{\# \text{ of accidents} \times 100,000}{\# \text{ of miles driven}}$$

The result is a rate that equals *the number of accidents that the system has sustained for every one hundred thousand miles driven.*

Safety Performance Targets

Accidents – Total number of reportable accidents and rate per total vehicle revenue miles over a year. Analyzing the factors that relate to accidents is a significant step in developing actions to prevent them.

Injuries – Total number of reportable injuries and rate per total vehicle revenue miles over a year. Analyzing the factors that relate to injuries is a significant step in developing actions to prevent them.

Falls – Total number of all reportable falls and rate per total vehicle revenue miles over a year. Tracking and then reducing fall events will support efforts to reduce falls.

Fatalities – Total number of reportable fatalities and rate per total vehicle revenue miles over a year. As an agency we must understand the factors involved in each fatality to prevent further occurrences.

System Reliability – Distance between major mechanical failures. This is a measurement of how well a fleet of transit vehicles are maintained and operated.

36.1 Accidents

Total number of reportable accidents and rate per total vehicle revenue miles:

	<u># of Accidents</u>	<u>Miles Driven</u>	<u>Frequency Rate</u>
2022:	35	3,080,151	1.13
2023:	24	2,980,935	.80

36.2 Injuries

Total number of reportable passenger injuries (not including falls) and rate per total vehicle revenue miles:

	<u># of Injuries</u>	<u>Miles Driven</u>	<u>Frequency Rate</u>
2022:	4	3,080,151	.12
2023:	9	2,980,935	.30

36.3 Falls

Total number of reportable falls and rate per total vehicle revenue miles:

	<u># of Falls</u>	<u>Miles Driven</u>	<u>Frequency Rate</u>
2022:	34	3,080,151	1.10
2023:	38	2,980,935	1.27

36.4 Fatalities

Total number of reportable fatalities and rate per total vehicle revenue miles:

	<u># of Fatalities</u>	<u>Miles Driven</u>	<u>Frequency Rate</u>
2022:	0	3,080,151	0
2023:	1	2,980,935	.03

36.5 System Reliability

Distance between major mechanical failures:

	<u># of Major Road Calls</u>	<u>Miles Driven</u>	<u>Frequency Rate</u>
2022:	114	3,080,151	3.70
2023:	86	2,980,935	2.88

37 SAFETY PERFORMANCE TARGET COORDINATION

County Connection will transmit safety performance targets to Caltrans' division of Rail and Mass Transit and to the Metropolitan Transportation Commission (MTC). Safety performance targets will be transmitted to Caltrans and the MTC thirty (30) days after initial Board approval of the Safety Plan. The targets will be transmitted annually to MTC and Caltrans by September 30 to assist in their planning process for the future and identifying investment priorities for upcoming transit projects.

Targets Transmitted to the State: Caltrans

Upon approval of Plan and annually by September 30.

Targets Transmitted to the Metropolitan Planning Organization: Metropolitan Transportation Commission

Upon approval of Plan and annually by September 30.

This 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.

APPROVED BY:



Chief Operating Officer, Accountable Executive

12/9/2024
Date

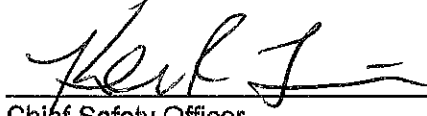
Board Chairman/Designee

Date

RECOMMENDED BY:

General Manager, Safety Management System Executive

Date



Chief Safety Officer

12-09-2024
Date

PTASP CHANGES

2024

PTASP

APPENDIX A

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
Cal-OSHA Serious Injury/Illness Reporting Requirements

What to report to Cal-OSHA upon learning of a serious occupational injury or illness.

Within eight (8) hours of learning of an occupational injury or illness that involves death or serious injury (see the transit system's employee Injury & Illness Prevention Program (IIPP) regarding conducting accident investigations), the IIPP Administrator is required to provide the following information to Cal-OSHA at 925-602-6517*:

1. Time and date of accident.
2. Employer's name, address and telephone number.
3. Name and job title, or badge number of person reporting the accident.
4. Address of site of accident or event.
5. Name of person to contact at site of accident.
6. Name and address of injured employee(s).
7. Nature of injury.
8. Location where injured employee(s) was (were) moved to.
9. List and identity of other law enforcement agencies present at the site of accident.
10. Description of accident and whether the accident scene instrumentality has been altered.

*This telephone number is for the Cal-OSHA Enforcement Unit Region 2 office located at 1465 Enea Circle, Building E, Suite 900, Concord, CA 94520.

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APPENDIX B

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY
EMPLOYEE REPORT FORM**

Use of this Form

Please use this form whenever you have something to report regarding a safety matter. Your report may be based on your observation of an unsafe practice, an unsafe condition, a problem associated with managerial policies and/or procedures or some other matter. *It is the policy of Central Contra Costa Transit Authority that employees will not be retaliated against for submitting a safety report.* Our goal is to eliminate accidents and your help is what it is all about. Please feel free to use additional sheets of paper to describe fully your identified problem and suggestion.

Identified Problem and Suggestion

Name of Employee Submitting Suggestion (optional*): _____

Telephone Number (optional*): _____

*If you provide your name and telephone number, you will be kept informed as to the status of your suggestion. Without this information, it will not be possible to keep you updated.

Complete Description of Identified Problem – If the problem is based upon a specific circumstance, please include the date and time that you saw it:

Description of Suggestion(s) - What changes do you recommend to correct the problem?

Signature of Employee (optional)

Date

* * *

Investigative Response

Employee Submitting Report: Please Do Not Write in this Section.

Name of Person Investigating Problem and Suggestion: _____

Results of Investigation - What was found?

Recommended Steps to Correct the Identified Problem - The recommendations may be the same as the employee who submitted this form.

Signature of Investigator

Date

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APPENDIX C

CENTRAL CONTRA COSTA TRANSIT AUTHORITY

Employee Safety Training and Meeting Report

Use of this Form

1. All safety training programs and meetings (including tailgates) conducted for transit system employees, are documented on this form.
2. The completed form is distributed and filed as follows:

a. Training Programs

- 1) One copy is filed with the master training file for each course. The master file includes this form, the training course curriculum, all training handouts, and anything else that pertains to the training program.
- 2) If appropriate, one copy is given to the Human Resources Department where the following information is retrieved and inserted into each attendee's personnel file on the transit system's *Record of Training Form*:

a) Name of employee	d) Training subject
b) Employee's department	e) Whether a certificate was issued
c) Date of training	

b. Safety or Tailgate Meetings

This form is filed with the master meeting file for each safety or tailgate meeting. The master file includes this form, the safety or tailgate meeting agenda, all safety or tailgate meeting handouts and anything else that pertains to the safety or tailgate meeting.

Was Program a Training Program? (Yes / No)		Was Program a Safety or Tailgate Meeting? (Yes / No)
Training/Safety or Tailgate Meeting Subject(s):		
Certificate Issued (circle answer): Yes No		
Training/Meeting Date:	Training Instructor/Meeting Leader Name(s):	
Description of Training Provided or Safety or Tailgate Meeting Topic:		
Course or Meeting Handouts (attach to this form):		

Attendance Roster

<u>Employee Name (print)</u>	<u>Employee Name (signature)</u>	<u>Employee's Department</u>

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APPENDIX D

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
NEW EMPLOYEE SAFETY ORIENTATION CHECKLIST

Use of this Form

1. All new employees receive general safety orientation training. All such safety training is documented on this form.
2. The completed checklist is filed in each new employee's personnel file.
3. Check off that each topic has been covered.
4. Both the person who conducts the orientation and the employee sign and date that the orientation training has been completed.

<u>Orientation Topics</u>	<u>Check When Completed</u>
1. Review of the transit system's <i>Injury & Illness Prevention Program</i> – The instructor conducts a detailed review of this document with the employee. The employee receives a copy of the IIPP and signs for it using the receipt designed for the purpose.	_____
2. Review of those aspects of the transit system's <i>Employee Emergency Plan</i> that pertains to the employee.	_____
3. Review of the employees' right-to-know about hazardous substances in their work environment and provision of information about the transit system's <i>Hazardous Waste Training Program</i> , available in their departments.	_____
4. Review of specific accident prevention tips of the most common types* of employee accidents to be avoided.	_____
4.a. *Back injury prevention	_____
4.b. *Slip, trip and fall prevention	_____
4.c. *Cut prevention	_____
4.d. *Electrical shock prevention	_____
4.e. *Driving accident prevention	_____
4.f. *Ergonomics-related injury/illness prevention	_____
5. Summary of information covered.	_____

Date of Orientation

Instructor Name (Printed)

Employee Name (Printed)

Instructor Signature

Employee Signature

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APPENDIX E

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
Safety Inspection Form/Action Plan

Location: _____

Page 1 of _____

Facility Inspected: _____

Name of Inspector(s): _____

Date of Inspection: _____

Date of Report: _____

of items corrected from previous inspections: _____ out of _____

of items uncorrected from previous inspections: _____

of items uncorrected in this inspection: _____

of items corrected on the spot in this inspection: _____

of total items remaining uncorrected in this report: _____

Number (%) of total items uncorrected by priority:

Priority I (Urgent): _____ (_____ %)

Priority II (Necessary): _____ (_____ %)

Priority III (Desirable): _____ (_____ %)

Report Recipients: _____

For information regarding this inspection, please contact: _____

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
Safety Inspection Form/Action Plan

Location: _____

Page 2 of _____

TC	P	\$	Item No. Yr-Mo-Day	Observations	Recommendations	Current Status

Key

TC: Check this column when the action is corrected

P: Priority (I-Urgent, II-Necessary, III-Desirable)

\$: Estimated amount to correct (L = \$0 to \$250, M = \$251 to \$1000, H = \$1001 +, T = Time Only)

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APPENDIX F

Central Contra Costa Transit Authority

SUPERVISOR'S INVESTIGATION REPORT (Occupational Injury or Illness)

Time is of the essence. Please be as complete and concise as possible. If you need additional space, please use additional sheets of paper and note the paragraph number and letter. The information you provide should help prevent a similar occupational injury or illness in the future.

1. WHO:
- 1.a. Name of Injured Employee: _____
- 1.b. Department/Division: _____
- 1.c. Date of Hire: _____

1.d. Normal Occupation of Employee (Job Classification):

1.e. Name(s) of Witness(es):

2. WHEN:
- 2.a. Date of Incident: ____/____/____
- 2.b. Time of Incident: _____AM _____PM

- 2.c. Date Reported to You: ____/____/____
- 2.d. Time Reported: _____AM _____PM

- 2.e. Did Employee Leave Work Due to Incident? ____Yes ____No
- 2.f. Did Employee Return to Work? ____Yes ____No
If Yes, When (Date and Time): ____/____/____ _____AM _____PM

3. WHERE: (Describe Where the Incident Happened):

4. WHAT:

4.a. Describe the Injury or Illness, such as cut, strain, fracture, skin rash:

4.b. What Part of the Body was Affected, such as back, left wrist, right eye, lungs:

4.c. What was employee doing when injured? (Be specific by identifying tools, equipment or materials being used.) Use additional paper, if necessary.

5. HOW AND WHY: Did any of the following factors have anything to do with how and why the incident occurred? If you answer YES or PARTLY, please provide further information. Do whatever you need to do to determine whether these factors were involved.

Factors	Yes	Partly	No
a. Lack of knowledge or skill			
b. Error			
c. Lack of (or incorrect) policies, procedures, rules			
d. Lack of (or insufficient) safety training			
e. Too many demands and/or pressures			
f. Lack of sufficient number of people to do the work			
g. Hazards			
h. Insufficient, improper, or unrepaired equipment and/or tools			
i. Incorrect design of facilities, equipment, materials			
j. Inattention			
k. In a hurry			
l. Anything else?			

6. PREVENTABILITY:
 In your opinion, was this incident preventable? (Circle your answer): Yes No Why?

7. 7.a. What is the LOSS SEVERITY POTENTIAL? (Circle your answer): Major
 Serious Minor
 7.b. What is the PROBABLE RECURRENCE RATE? (Circle your answer): Frequent
 Occasional Rare

8. CORRECTIVE ACTION: What actions have or will be taken to prevent a recurrence?

	<u>Expected Completion Date</u>	<u>Actual Completion Date</u>
a.		
b.		
c.		

9. 9.a. Investigating Supervisor's Name (Print): _____
 9.b. Title: _____
 9.c. Investigating Supervisor's Signature: _____
 9.d. Date: _____

10. File a copy in the employee's personnel file and any other investigation files.

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APPENDIX G

GLOSSARY

<u>TERM</u>	<u>DEFINITION</u>
ADA	American with Disabilities Act. Passed in 1990, this federal legislation calls on public transit systems to make their services fully accessible and to underwrite a parallel complementary network of paratransit service.
Accident	An unforeseen, unintended event or occurrence resulting in injury, death, contact, or property damage.
BART	Bay Area Rapid Transit District provides heavy rail public transit service in San Francisco, San Mateo, Alameda, and Contra Costa counties.
DOT	Department of Transportation. At the federal level, a cabinet agency with responsibility for highways, mass transit, aviation and ports; headed by the Secretary of Transportation.
FTA	Federal Transit Administration. Agency of the United States Department of Transportation that provides federal transit financing, policy, and programs.
Fixed Route	Public transit service that operates on a regular basis over a predefined route at predefined times and published in a public timetable (e.g., bus and rail).
Hazard	Any real or potential condition that can cause injury or death, or damage to or loss of equipment or control.
Hazard Analysis	An analysis performed to identify hazardous conditions for the purpose of their elimination or control.
Incident	An unforeseen event or occurrence that does not result in injury, death, contact, or property damage.
Paratransit	Transportation service required by the ADA for individuals with disabilities who are unable to use fixed-route service.
Public Transit	Provision of general transportation service by a public agency to the public on a regular and continuing basis.
Revenue Service	The operation of a transit vehicle in scheduled service for the use of passengers.
Risk Management	An element of the system safety management function that evaluates the safety effects of potential hazards considering acceptance, control, or elimination of such hazards with respect to expenditure or resources. (The feasibility of hazard elimination must be considered in light of financial, legal, and human considerations.)
Safety Critical	Safety Critical is a designation placed on a system, subsystem, element, component, device, or function denoting that satisfactory operation of such is mandatory to assurance of patrons, personnel, equipment, or facility safety. Such a designation dictates incorporation of special safety design features.
SDS	Safety Data Sheets (SDS) replace Material Safety Data Sheets (MSDS).

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APPENDIX H

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APPENDIX I

Complete as it applies to your property, or note N/A

OCCURRENCE REPORT FORM

License No. 2702735

TYPE OF OCCURRENCE (Circle One)		Collision	Passenger	Incident Observation
Member	Date of Occurrence	Time	Report Number	Occurrence Type
Full Name of Employee		Employee Badge Number		___ Full Time ___ Part Time
Social Security No.		Date of Birth		Hire Date
Occurance On (Street/Roadway/Avenue, etc.)		At or Between		City
Transit Vehicle Identification Number	Was Transit Vehicle Damaged? ___ Yes ___ No	Line	Route No.	Run No.
General Direction (eastbound, etc.)	Weather Condition (clear, fog, etc.)	Condition of Roadway		
Bus On Time?	Minutes Late	Number of Passengers	Number of Courtesy Cards Obtained	

Description of Accident: For additional information use extra report form.

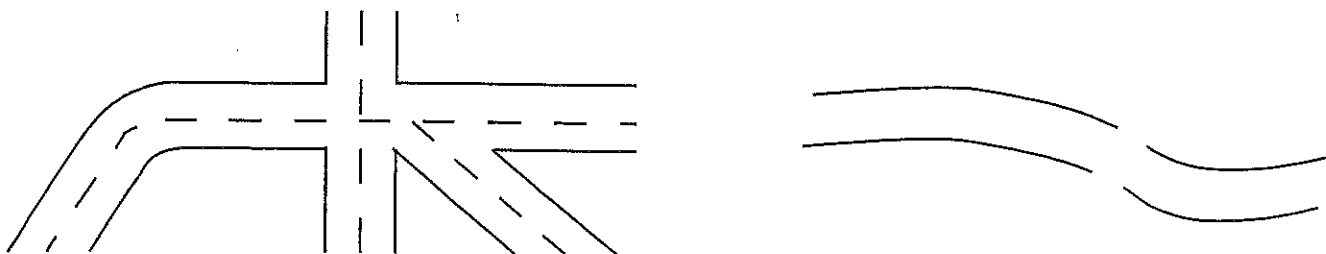
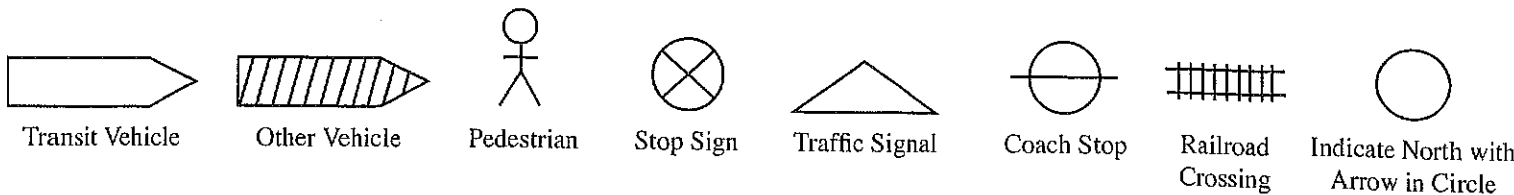
Brief Summary: _____

Describe in Detail: _____

Date of Report	Employee Signature	Time Stamp	Initials
	Indicate Classification: ___ Operator ___ Student ___ Other		

TRAFFIC DIAGRAM (IMPORTANT) Draw complete diagram of where and how occurrence happened using symbols shown below. Show street names and indicate direction of travel of vehicle involved.

Show points of contact on vehicles with a check (✓). Indicate path of vehicle(s) **BEFORE** collision with a solid line (_____) and **AFTER** the collision with a broken line (- - - - -).



Police at Scene of Occurrence? Yes No		Report No.	City		Indicate Each Square with Y - Yes or N - No													
Road Supervisor? Yes No		Road Supervisor's Name	Badge Number	Photographs? Yes No	Ambulance Requested	Claimed Injuries	Apparent Injuries	Passenger	Pedestrian	Other Vehicle	Approximate Age							
PERSONS INJURED OR PROPERTY INVOLVED																		
	Name	Address & Telephone		City								Zip						
1																		
2																		
3																		
4																		
5																		
6																		
7																		
8																		
9																		
10																		

PASSENGER OCCURRENCE				PEDESTRIAN OCCURRENCE			
Was Person Boarding	If a Fall Give Location	If Crime	Was Person In				
Exiting	Front Steps	Fare Evader	Crosswalk				
Onboard	Front Platform	Struck Pass.	Loading Zone				
At Front Door	Aisle Seat	Struck Op.	Rear Doors				
At Rear Door	Rear Platform	Damaged Bus	Jay Walker				
Struck by Door	Rear Steps	Theft	Direction				
	Wheelchair Ramp	Other	Other				
Did person contact transit vehicle in fall? Yes No				If pedestrian not in crosswalk, how far from crosswalk _____ feet.			
Distance of transit vehicle entrance/exit from curb _____ feet.							
Or fall was _____ feet from transit vehicle.							

OTHER VEHICLE INFORMATION			
Registered Owner	Address	State/City/Zip	Telephone
Driver	Address	State/City/Zip	Telephone
Vehicle License No. & State	Driver's License No. & State	Type & Make of Vehicle	
No. of Persons in Vehicle	Damage to Vehicle or Property	Insurance Carrier & Policy No.	

MUST BE FILLED OUT FOR ALL OCCURRENCES (PASSENGERS - TRAFFIC - PEDESTRIAN)

MOTION OF TRANSIT VEHICLE: Check proper item

Standing	Running	Speed bus was traveling: _____ MPH	Was there any unusual motion of Transit Vehicle? Yes No
Starting	Straight		
Stopping	Curve		

Motion of Vehicles Involved:	Transit Vehicle	Other Vehicle
Estimated Speed When Danger First Noticed	M.P.H.	M.P.H.
Estimated Speed At Time Of Occurrence	M.P.H.	M.P.H.
Distance from Point of Occurrence When Danger First Noticed	Feet	Feet
Distance Traveled After Occurrence	Feet	Feet
If At Night, Were Street Lights On? Yes No		
If At Controlled Intersection, What Color Were Traffic Lights?	E/B W/B N/B S/B	
Describe Damage to Transit Vehicle		
Condition of Equipment - Circle Defective Items - Steps Floors Doors Seats Brakes Other		
Describe Defects -		
Were Defects Reported Prior to Occurrence? Yes No To Whom?		
Noted on Operator's Report of Defects? Yes No		

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APPENDIX J

Passenger Suspension Policy

SUBJECT: Service Suspension for Certain Conduct on County Connection Non-Paratransit Vehicles and/or Facilities

POLICY: The Central Contra Costa Transit Authority ("County Connection") has a commitment to provide quality and non-discriminatory public transportation within the County Connection service area. When a passenger engages in suspendable conduct as defined below, County Connection may deny service and/or access to County Connection facilities to those passengers in accordance with the procedures specified in this policy.

Criteria for Suspension of Service from Bus or Transit Facilities

The following conduct (hereinafter referred to as "Suspendable Conduct") will subject a County Connection passenger to suspension, including immediate removal where appropriate, and/or suspension from County Connection buses and/or transit facilities:

1. Verbal or physical abuse of County Connection employees, or passengers.
2. Behavior that presents a danger to the health, safety or welfare of the offending passenger, other passengers, or a County Connection employee. Such behavior includes conduct which is violent, seriously disruptive, or criminal as defined by the California Penal Code.
3. Urinating, defecating, vomiting, spitting or inappropriately discharging of bodily fluids on transit property.
4. Soliciting, advertising, selling or distributing goods or services on transit property, except as authorized by County Connection or its agents.
5. Harassing or abusing a County Connection employee or passenger because of that person's race, nationality, sexual orientation or other protected classifications.
6. Disruptive conduct of passengers temporarily unable to care for themselves due to illness or intoxication (alcohol, drugs, or other intoxicating substances), which interferes with the safe and smooth operation of the system.
7. Smoking or carrying a lighted or smoldering pipe, cigar, cigarette, electronic cigarette, nicotine delivery systems or using any tobacco products on County Connection properties not designated as tobacco use areas.
8. Carrying any flammable liquid, explosive, acid or other article or material likely to cause harm to others.

9. Intentionally obstructing or impeding the flow of transit vehicles, passenger traffic, hindering or preventing access to transit vehicles or stations, or unlawfully interfering with the provision or use of public transportation services.
10. Intentionally disturbing others by engaging in loud, boisterous, raucous, unruly, or harassing behavior that is harmful and intimidating to County Connection employees or other passengers.
11. Destroying, defacing, or otherwise damaging property of County Connection. Willfully tampering with, removing, displacing, injuring, or destroying any part of any facility or vehicle of County Connection.

Procedures for Service Suspension

Service may be suspended and the passenger may be removed from the bus if a passenger engages in Suspendable Conduct. Based upon the seriousness of the passenger's conduct, County Connection's prior experiences with the passenger and, taking into account information presented by the involved passenger, County Connection will determine the length of the suspension, not to exceed thirty (30) days.

A Notice of Suspension will, if possible, be mailed to the offending passenger. If service of the Notice of Suspension on the passenger cannot be accomplished by regular mail, County Connection may use other methods of obtaining service on the passenger, including hand delivery.

Within five (5) days from receipt of notification of suspension a passenger may present information seeking relief from a suspension by contacting the Director of Transportation at County Connection headquarters located at 2477 Arnold Industrial Way, Concord, California. Information concerning the passenger's right to present opposing information will be included in the Notice of Suspension.

County Connection reserves the right to pursue all remedies at law, including but not limited to, enlisting the services of local law enforcement, petitioning the Superior Court for a temporary restraining order and/or seeking a permanent injunction in appropriate cases.

DATE OF ADOPTION: January 21, 2016

County Connection Passenger Code of Conduct
(Original Version)

For An Enjoyable Ride...

- DO NOT DISTRACT THE OPERATOR – Your safety is in their hands.
- No smoking, use of electronic cigarettes, eating or drinking on the bus.
- Personal electronic devices can only be used with earphones.
- Animals other than service animals must be in a suitable container.
- There is space for two mobility devices on each bus. Dispatch will be alerted if this is insufficient, and patrons will be advised of service alternatives.
- Strollers must be in the folded position during transport, or stored so aisles are not blocked. Children must be held by the guardian.
- Priority seating is available for senior and disabled patrons. The operator may ask ambulatory riders to move if a senior or disabled patron boards.
- Vandalism is a crime. Persons caught vandalizing the bus will be prosecuted to the full extent of the law.
- Disruptive behavior may result in removal from the bus or arrest.
- Any passenger violating any of the rules will be refused service.

TO: (>Click: Enter Name>)

DATE:

FROM: Yvette Glenn
Director of Transportation

SUBJ: Passenger Suspension/Termination
Warning Letter

This occurrence has been reviewed and determined to be:

- First Incident
- Second Incident
- Third Incident or More

<u>Date</u>	<u>Location</u>	<u>Time</u>	<u>Type</u>	<u>Case #</u>
-------------	-----------------	-------------	-------------	---------------

(>Click: Enter>)

Suspension/Termination based on the following reasons:

Disruptive Passenger Conduct

- Potential Service Suspension
- Service Suspension/Termination
- GM 's Service Suspension/Termination

Offensive behavior conduct

- Any illegal activity
- Violence or threats of violence
- Displaying a weapon
- Unwelcome physical contact
- Damaging another's property or the bus
- Shouting, profanity, and unruly behavior
- Use of drugs or alcohol on the bus
- Being intoxicated from the use of drugs or alcohol
- Spitting or relieving oneself on the bus
- Failure to comply with GPTMD "Rules of the road" after notice of violation

Based on the conduct and damages described above, you are suspended from riding any County Connection bus for thirty (30) days effective:

Appeal Process:

Passengers who have been issued a suspension or termination of service have the right to appeal the decision. Any passenger having received notice of Suspension/Termination may call County Connection at (925) 676-1976 to obtain a suspension appeal form.

c: General Manager
ATU 1605 (2)
Field File
Personnel File



SUSPENDED PASSENGER
APPEAL FORM

SUSPENDABLE CONDUCT POLICY

The Central Contra Costa Transit Authority ("County Connection") has a commitment to provide quality and non-discriminatory public transportation within the County Connection service area. There are occasions, however, when customer behavior seriously disrupts or endangers the health and safety of our employees and other members of the public who use our services. When this occurs, it may be necessary to deny County Connection service and/or access to County Connection facilities to those customers in accordance with the criteria and procedures specified in this policy.

APPEALING SUSPENSIONS or EXCLUSIONS

A suspended or excluded passenger may appeal the decision with the Director of Transportation.

Appeals must be in writing and be delivered to the attention of County Connection's Director of Transportation within five (5) days of the imposition of the suspension or exclusion.

County Connection
Attention: Director of Transportation
2477 Arnold Industrial Way
Concord, CA 94520-5326
Phone: (925) 680-2023
Fax: (925) 687-7471

Describe the specific reason(s) for your appeal of the suspension or exclusion. You may attach additional sheets of paper if more room is needed to thoroughly explain your appeal.

Signature: _____

Date: _____

Full Name:		Telephone:	
		() -	
Street Address:		Apt. #	
City:	State:	Zip:	

PTASP

APPENDIX K

Sheriff serves your Request for a Restraining Order

After you get a court date, you must have someone give a copy of your court papers to the person you need protection from. This is called **serving papers**. A sheriff or marshal may be able to do it for you, but you can also choose someone else to serve for you. Serving the papers lets the other side know that a case was filed, what they can do next, and what they can't do (if there's a temporary restraining order).

Before you start

To ask the sheriff to serve your papers, you must have an address or location for the other side (restrained person). If the other side is in jail, the sheriff can serve them. If the other side is in prison in California, prison staff, not the sheriff, will serve your papers. Follow the instructions by the California Department of Corrections and Rehabilitation for serving someone in prison.

What if I don't want the sheriff to serve my court papers? ▼

You can also hire a professional process server or ask someone you know to be your server.

If you want someone you know to serve your papers, they must be both:

- 18 or over
- Not part of your case

You can't serve your papers yourself. Think about safety when choosing your server. [Go here for step-by-step instructions](#) for how to have someone else, not the sheriff, serve your court papers.

It's important to have the restrained person served as soon as possible. Once they are served, the police can arrest them for violating the order. Service is also important because it will give the judge the power to consider granting you a long-term restraining order, that could last up to five years. Without service, the court can only grant you a temporary restraining order. Service can be a hard step to complete and make take multiple tries. At your court date, the judge can give you more time, if you need it.

For your case to move forward, you need to have your court papers served, even if the judge did not grant you a temporary restraining order.

How to serve your Request for Restraining Order

Fill out form SER-001

Request for Sheriff to Serve Court Papers (form SER-001)

Use this form to ask the sheriff to serve the other side with your court papers.

Tips for completing the form:

- Location of person (item 4): The sheriff will try to serve the person at the address you give. If you have more than one address (like a work address and a home address) you can list **both** (in item 4a and 4b) and write the hours that the person will be at each address.
- Type of court papers you are serving (item 5a): In this section, write "civil harassment restraining order."
- Court hearing (item 5c): Give the court date listed on the form CH-109, #3.
- Deadline for service (item 5d): To figure out your deadline, first look at form CH-109, #6 to see how many days the judge listed. Subtract the number of days from the court hearing date on CH-109, #3. For example, if your court date is June 10 and the court ordered you to serve the other side at least 5 days before your court date, then your deadline is June 5.

Contact the sheriff or marshal as soon as you can. It may take them a couple of weeks to attempt service.

2

Gather all your court papers

You will need to give the sheriff a copy of your court papers, which will include a copy of:

- o Form CH-109
- o Form CH-100
- o Form CH-110, if granted by the judge
- o Form CH-120 (leave blank- this is for the other side to complete if they want to)
- o Form CH-120-INFO
- o Form CH-250 (leave blank)

Check page 2 of form CH-109 to see if the judge ordered you to serve any other forms on the other side.

3

Give your papers to the sheriff

You can give your papers to the sheriff in person or electronically. Contact the sheriff's office for more details on how to turn in your papers. In Trinity county, contact the marshal for service.

Can someone else turn in my papers to the sheriff? ✓

Yes, you can have someone else turn in your papers for you. Make sure you complete and sign form SER-001 (and SER-001A if it applies to your situation). Even if someone turns in the form for you, list your name in item 2, and you or your lawyer must sign the form.

Pay a fee, if needed

You do not have to pay a fee to the sheriff if:

- The judge granted you a fee waiver (look at form FW-003) or
- Item 11a is checked on form CH-110 that you got back from the court.

If the judge did not grant you a fee waiver for service or if 11a is not checked on form CH-110, you will have to pay the sheriff \$45 for this service.

Get paperwork back from the sheriff

The sheriff should give you paperwork after they serve (or try to serve) your forms

If the sheriff was able to serve your forms

An officer will complete a **Proof of Service form**. This form shows the court that the other side was served and will allow the court to move forward with your case.

If the sheriff was unable to serve your forms

They may complete a form that says they were unsuccessful and will give dates and times they tried to serve the other side. Sometimes this form is called a *Declaration of Due Diligence*.



Check-in with the sheriff, if you have not received paperwork from them. It is important that you check with the sheriff to see if they were able to serve the other side by your deadline. If they did not serve the other side by the deadline, you will need to reschedule your court date. Learn more about [how to reschedule your court date](#).

Once you get your paperwork

1. Make sure the original proof of service or declaration of due diligence form gets filed with the court. If there is a stamp on the upper right-hand corner of the form, this means it was already filed and you **do not** need to file it with the court.
2. Bring a copy of the form to your court date.

If you were granted a **Temporary Restraining Order (form CH-110)**, once the other side (restrained person) is served, they can be arrested for violating your restraining order.

PTASP

APPENDIX L

Workplace Violence Restraining Orders

Court Document(s) Required:	<p>Order to Show Cause and Temporary Restraining Order (Workplace Violence) (form WV-120), Petition of Employer for Injunction Prohibiting Violence or Threats of Violence Against Employee (form WV-100), Response to Petition of Employer for Injunction Prohibiting Violence or Threats of Violence Against Employee (form WV-110) any additional documents attached to the order and Fee Waiver Order (if applicable).</p>
Letter of Instructions	<p>Provide the name and address (work or home) of the person to be served and any hazards the serving officers may encounter, such as weapons, dogs, outstanding warrants, etc. Provide a physical description of the person to be served as well as any identifying marks (scars, tattoos, etc.). Provide a photograph if available. The petitioner or, if represented by an attorney, the petitioner's attorney must sign and date the letter of instructions.</p>
Time for Service	<p>Restraining/Protective Orders must be served five days prior to the hearing unless time is shortened by the court per Code of Civil Procedure § 527.6(g).</p>
Manner of Service	<p>Personal Service is Required</p>
Fee	<p>\$30.00 unless Sheriff's fees are waived by court ordered Fee Waiver.</p> <p>\$30.00 if unable to serve or cancelled.</p>

Proof of Service	If service is completed by Civil Unit Deputies, Sheriff's Records will be verbally notified of the personal service. Civil Unit staff will send Proof of Service to the court and a copy is mailed to the petitioner. The court will then send a copy of the proof of service to Sheriff's Records to update the entry into the Domestic Violence Restraining Order System or DVROS. If service is not made, the restraining order and a Not Found/No Service report explaining the reason for non-service is generated by Civil Unit staff and sent to the court and mailed to the petitioner.
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[[Click here for a Sample Letter of Instructions - Form A](#)]

[[Click here for Blank Proof of Service WV 130 and Response WV 110 Forms](#)]

What is Required Checklist:

- \$30.00 fee unless court ordered Fee Waiver attached waiving Sheriff's fees.
- Original letter of instructions signed and dated by the plaintiff's attorney or the plaintiff (if the plaintiff does not have an attorney).
- Order to Show Cause and Temporary Restraining Order (Workplace Violence) (form WV-120)
- Petition of Employer for Injunction Prohibiting Violence or Threats of Violence against Employee (form WV-100)
- Response to Petition of Employer for Injunction Prohibiting Violence or Threats of Violence Against Employee (form WV-110)

GENERAL PROCESS INSTRUCTIONS TO CONTRA COSTA COUNTY SHERIFF

_____ vs _____

COURT: _____ CASE NO. _____

The Sheriff of Contra Costa County is hereby instructed to serve personal (or substitute service when applicable) the civil process indicated below:

- Claim of Plaintiff & Order Claim of Defendant Order to Show Cause
 Order of Examination Summons & Complaint Order After Hearing
 Summons / Petition – Marriage Summons / Complaint Unlawful Detainer
 Landlord / Tenant – 3/30 Day Notice OSC / Temporary Restraining Order
 Summons (Jury) Other: _____

* _ * _ * _ * _ * _ * _ * _ * _ *
PERSON (S) BUSINESS (ES) TO BE SERVED - Name: _____

Home Address: _____

City & Zip Code: _____ Phone: _____

Employer: _____ Address: _____

City & Zip Code: _____ Phone: _____

Additional Address: _____

Best Time To Contact: (Home) _____ (Business) _____

Physical Description: _____

Vehicle (s) Description: _____

Other Information: _____

* _ * _ * _ * _ * _ * _ * _ * _ *
RETURN OF SERVICE SHALL BE DIRECTED - NAME: _____

ADDRESS: _____

CITY & ZIP CODE: _____

DAY TIME - TELEPHONE NUMBER: _____

DATE: _____ SIGNATURE: _____

PTASP

APPENDIX M

Fatigue Awareness Training

1. New Hire Class

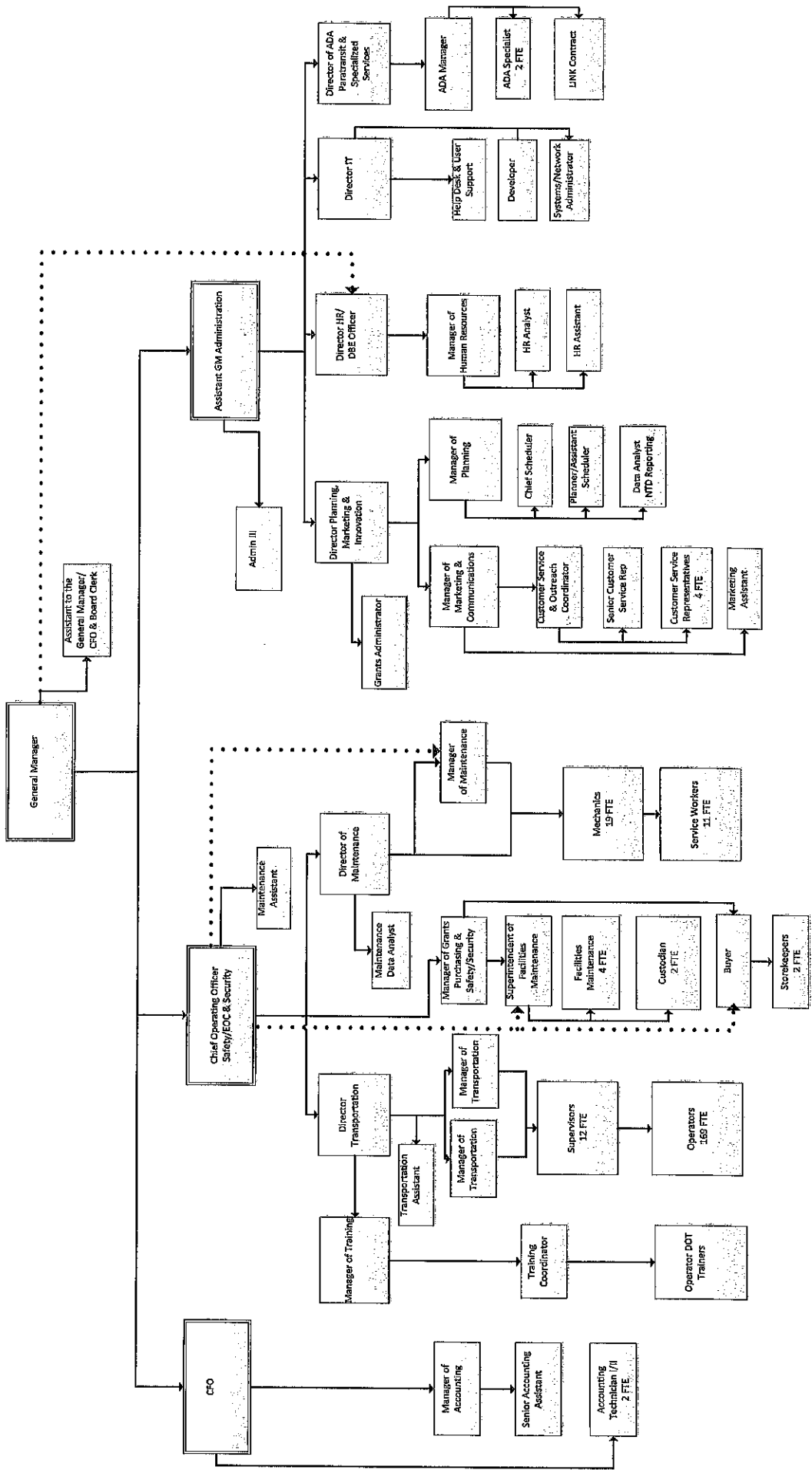
- TSI: Power Point Fatigue Awareness for Transit Employees
 - The trainer reviews questions and answers
- Fatigue Awareness & Sleep Apnea Test
- Administered Fatigue Awareness & Sleep Test
- Drowsy Driver Video
- Training Manual
 - Customer Relations
 - 1-1 through 1-8
- Bus Operations and Bus Maneuvers
 - Be aware of your own limits.
 - Your Attitude and your Ability

2. VTT Class

- During a quarter of each year, the Fatigue Awareness is part of the curriculum.
 - TSI: Power Point Fatigue Awareness for Transit Employees
 - The trainer reviews Questions and answers
 - Fatigue Awareness & Sleep Apnea Test
 - Administered Fatigue Awareness & Sleep Test
 - Drowsy Driver Video

PTASP

APPENDIX N



PTASP
REVISION LOG

<u>Revision Date</u>	<u>Person Making Change</u>	<u>Change(s) Made</u>	<u>Page</u>
<u>12-7-22</u>	<u>Rashida Kamara</u>	<u>Add Rosa Noya</u>	<u>31</u>
<u>1-9-24</u>	<u>Trisha Rogers</u>	<u>Add John Sanderson</u>	<u>30</u>
<u>1-9-24</u>	<u>Trisha Rogers</u>	<u>Add Dawud Brewer</u>	<u>cover,</u> <u>30</u>
<u>1-10-24</u>	<u>Trisha Rogers</u>	<u>System Reliability #'s</u>	<u>55</u>
<u>1-17-24</u>	<u>Michelle Mayers</u>	<u>Accident, Injury, Falls, Fatality Numbers</u>	<u>55</u>
<u>2.22.24</u>	<u>Scott Mitchell</u>	<u>Additions to Specialized Training</u>	<u>54</u>
<u>2.23.24</u>	<u>Trisha Rogers</u>	<u>Kristina Martinez's title</u>	<u>30 & 45</u>
<u>2.28.24</u>	<u>Julie Sherman</u>	<u>a lot of small changes</u>	<u>multiple</u>
<u>12.3.24</u>	<u>Miguel Duenas</u>	<u>Add Attachments:</u>	<u>Attachment</u>
<u>))</u>	<u>))</u>	<u>- Sheriff serves your Request for a Restraining Order</u>	<u>Attachment</u>
<u>))</u>	<u>))</u>	<u>- Workplace Violence Restraining Orders</u>	<u>Attachment</u>
<u>))</u>	<u>))</u>	<u>- The Service of Restraining Protective Orders</u>	<u>Attachment</u>
<u>))</u>	<u>))</u>	<u>- Fatigue Awareness Training</u>	<u>Attachment</u>
<u>12.9.24</u>	<u>Ruby Horta</u>	<u>New Chairman</u>	<u>Cover</u>
<u>12.9.24</u>	<u>Ruby Horta</u>	<u>Delete Appendix M</u>	<u>2</u>
<u>12.9.24</u>	<u>Ruby Horta</u>	<u>Add date</u>	<u>Appendix J</u>
<u>12.9.24</u>	<u>Ruby Horta</u>	<u>Revise Org Chart</u>	<u>Appendix N</u>
<u>12.10.24</u>	<u>Kevin Finn</u>	<u>Change #3 from IID to IIID</u>	<u>13</u>

PTA SP
REVISION LOG

<u>Revision Date</u>	<u>Person Making Change</u>	<u>Change(s) Made</u>	<u>Page</u>
<u>3-15-21</u>	<u>Finance Dept.</u>	<u>New Insurance Co.</u>	<u>Attachment</u>
<u>3-16-21</u>	<u>Trisha Rogers</u>	<u>Add Network Security</u>	<u>40</u>
<u>1-27-22</u>	<u>miguel Duenas</u>	<u>Revised Training Sections</u>	<u>20-24</u>
<u>1-28-22</u>	<u>miguel Duenas</u>	<u>Miscellaneous</u>	<u>10, 11, 23, 46, 47</u>
<u>3-28-22</u>	<u>Joe Tating</u>	<u>Revised Training Section</u>	<u>20-23</u>
<u>3-29-22</u>	<u>miguel Duenas</u>	<u>"Monthly" deleted (change to Quarterly)</u>	<u>6</u>
<u>3-29-22</u>	<u>miguel Duenas</u>	<u>Sentence deleted</u>	<u>10</u>
<u>4-11-22</u>	<u>Trisha Rogers</u>	<u>Pranjal new mgr. of Planning</u>	<u>31</u>
<u>11.15.22</u>	<u>Ruby Horta</u>	<u>add ADA to her job title.</u>	<u>30</u>
<u>11.15.22</u>	<u>Ruby Horta</u>	<u>Add Ryan Jones</u>	<u>31</u>
<u>11.15.22</u>	<u>Ruby Horta</u>	<u>Add Pranjal Dixit</u>	<u>31</u>
<u>11.15.22</u>	<u>Ruby Horta</u>	<u>Add LAVTA to 5.1.2</u>	<u>6</u>
<u>11.15.22</u>	<u>Melody Reeks</u>	<u>Re-word 5.1.3</u>	<u>6</u>
<u>11.15.22</u>	<u>Ruby Horta</u>	<u>Re-word 5.1.6</u>	<u>8</u>
<u>11.15.22</u>	<u>Ruby Horta</u>	<u>Change Safety Task Force to Safety Committee</u>	<u>10</u>
<u>11.15.22</u>	<u>Steve Makhlestain</u>	<u>Change S.F. Regional to CA State - Sec. 18</u>	<u>33</u>
<u>11.15.22</u>	<u>Melody Reeks</u>	<u>Delete para. Contract Svcs.</u>	<u>34</u>
<u>11.15.22</u>	<u>Ruby Horta</u>	<u>Re-word Sec. 24</u>	<u>39</u>
<u>11.15.22</u>	<u>Kevin Finn</u>	<u>29.1.A.1 Re-word</u>	<u>46</u>
<u>11.15.22</u>	<u>Trisha Rogers</u>	<u>5.1.4 times and numbers updated</u>	<u>7</u>
<u>11.15.22</u>	<u>Kristina Martinez</u>	<u>Section 4 re-worded</u>	<u>5</u>
<u>11.15.22</u>	<u>Kristina Martinez</u>	<u>Sec. 6.1.3 re-worded</u>	<u>10</u>
<u>11-21-22</u>	<u>Trisha Rogers & Michelle Mayers</u>	<u>Numbers, miles and Frequency Rates</u>	<u>55</u>
<u>12-2-22</u>	<u>Rashida Kamara</u>	<u>Title Changed</u>	<u>31</u>

RESOLUTION NO. 2025-16

**BOARD OF DIRECTORS, CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATE OF CALIFORNIA**

* * *

**APPROVING REVISED COUNTY CONNECTION
PUBLIC TRANSPORTATION AGENCY SAFETY PLAN**

WHEREAS, the County of Contra Costa and the Cities of Clayton, Concord, the Town of Danville, Lafayette, Martinez, the Town of Moraga, Orinda, Pleasant Hill, San Ramon and Walnut Creek (Member Jurisdictions) have formed the Central Contra Costa Transit Authority (CCCTA), a joint exercise of powers agency created under California Government Code Section 6500 et seq., for the joint exercise of certain powers to provide coordinated and integrated public transportation services within the area of its Member Jurisdictions and certain unincorporated portions of Contra Costa County;

WHEREAS, on July 19, 2018, the Federal Transit Administration (FTA) published the Public Transportation Agency Safety Plan (PTASP) Final Rule that requires certain transit operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants (49 U.S.C. § 5307) to develop a PTASP that includes the processes and procedures to implement a Safety Management System (SMS);

WHEREAS, as an operator of a public transportation system that receives Federal financial assistance under Title 49 of the United States Code Chapter 53, CCCTA is required to develop and adopt a fully compliant PTASP;

WHEREAS, on November 19, 2020, CCCTA's Board of Directors approved the County Connection PTASP;

WHEREAS, on February 17, 2022, the FTA issued a Dear Colleague Letter regarding changes to PTASP requirements as a result of the Bipartisan Infrastructure Law (BIL), also known as the Infrastructure Investment and Jobs Act (IIJA);

WHEREAS, transit agencies that receive Section 5307 funding are required to establish a Safety Committee compliant with 49 U.S.C. § 5329(d)(5);

WHEREAS, CCCTA created its Safety Committee, consisting of an equal number of frontline employees and management representatives, which convened its first meeting on March 29, 2022 and continues to meet quarterly and oversees any revisions to the PTASP;

WHEREAS, on September 25, 2024, the FTA issued a General Directive to address the significant and continuing national-level safety risk related to assaults on transit workers, which requires transit agencies to conduct a safety risk assessment, identify safety risk mitigations or strategies, and provide information to the FTA on how it is assessing, mitigating, and monitoring the safety risk associated with assaults on transit workers;

WHEREAS, the Safety Committee added new components to the PTASP to address the General Directive's goals, including the Passenger Suspension Policy, Sheriff Serves Your Request for a Restraining Order, Workplace Violence Restraining Orders, The Service of Restraining/Protective Orders, Fatigue Awareness Training, and Organizational Chart of County Connection; and

WHEREAS, staff recommends and the Operations and Scheduling Committee concurs that the Board approve, and authorize the General Manager to sign, the revised PTASP.

NOW THEREFORE BE IT RESOLVED that the Central Contra Costa Transit Authority Board of Directors hereby approves the revised County Connection Public Transportation Agency Safety Plan and authorizes the General Manager, or designee, to sign the revised County Connection Public Transportation Agency Safety Plan and take any actions necessary in furtherance of this Resolution.

Regularly passed and adopted this 19th day of December, 2024, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Kevin Wilk, Chair, Board of Directors

ATTEST:

Lathina Hill, Clerk to the Board