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**Transit Commission  
Agenda  
November 18, 2020**

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**PLEASE TAKE NOTICE** that there will be a meeting of the Eau Claire Transit Commission on Wednesday, November 18, 2020 at 6:00 p.m. virtually through online meeting systems and will be available to the public via Webex using a computer, tablet, or smartphone (Webex app required) or telephone (audio only), using the link or dial-in number:

**September Transit Commission Connection Info**

*Event Address for Attendees:*

<https://eauclairewi.webex.com/eauclairewi/onstage/g.php?MTID=ebf8ab6107d771d456e553e15f0c350ed>

*Audio Only:* +1-408-418-9388      *Access Code:* 146 055 5535

- 1. Call to Order**
- 2. Roll Call**
- 3. Reading and approval of minutes of the past meeting on October 21, 2020**
- 4. Open Public Comment Period for Items that do not appear on this Agenda noted as Public Hearings or Items for Public Discussion**
- 5. Public Hearings and Discussions**
  - A. Transit Development Plan Draft Adoption Recommendation to council
  - B. Public Transportation Agency Safety Plan Recommendation to council
- 6. Other Business Agenda items**
- 7. Discussion and Direction**
  - a. Ridership and Revenue Reports
  - b. 2<sup>nd</sup> Quarter Complaint Report
  - c. Work Plan for 2021
  - d. Manager's Report
    - i. Transfer Center Project Update
    - ii. 2021 Budget Update
    - iii. RFP for Bus Technology and Fare Collection Update
    - iv. COVID-19 Actions update
- 8. Adjournment**

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Bob Schraufnagel, Chairperson  
c: News Media



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Transit Commission  
Minutes  
October 21, 2020

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1. **Call to Order at 6:02PM**
2. **Roll Call**
  - a. **Members Present In-Person: Bob Schraufnagel, Rose Fowler**
  - b. **Members Present Virtually: Jeremy Gragert, Joshua Clements, Kelly Austin**
  - c. **Members Absent:** Georgia Eaton, Cheryal Keisler, Chandler Lorentz, Trenton Phillipi
  - d. **Others Present:** Mark Quam, CVTA; Joe Kapper, SRF Consulting; Jacob Knight, SRF Consulting
3. **Reading and approval of minutes of the past meeting on September 16, 2020**
  - a. Motion to approve by Commissioner Austin, seconded by Commissioner Fowler. All votes in favor, minute approved as submitted.
4. **Open Public Comment Period for Items that do not appear on this Agenda noted as Public Hearings or Items for Public Discussion**
  - a. None
5. **Public Hearings and Discussions**
  - A. Transit Development Plan Draft Presentation
    - a. Kapper and Knight reviewed the plan
    - b. Discussion and Questions: -
      - i. Council Member Gragert suggested a sixth summary point referring to filling Gaps in Service.
      - ii. Regarding the On-Demand-
        1. Council Member Gragert asked if the area could be expanded for the ¼ service? Mr. Kapper cautioned against too great of an expansion, but that it would be a local decision.
        2. Commissioner Austin inquired about how far in advance a ride request could be made. Mr. Kapper explained that also would be a local decision but some systems allow for subscription (regular reoccurring trips) to be scheduled.
        3. Commissioner Austin asked if there would be additional cost to the customer for this service? Mr. Knight – another local decision. Some systems do, others don't.
        4. Council Member Gragert asked if consideration should be made regarding the overlapping Route 71 area on Birch Street. Mr. Knight- that is a good observation and should be addressed when establishing the parameters.
      - iii. Regarding Altoona Service
        1. Commissioner Clements asked if it is correct that Altoona residents would see the bus more frequently. Mr. Knight- yes, but it would be traveling in opposite directions.
        2. Commissioner Clements commented that the route design does address areas that have been identified as areas of importance from city leaders.
        3. Council Member Gragert asked if the River Prairie Development would be served on both sides of River Prairie Road for both the inbound and outbound routes. Mr. Knight confirmed.
        4. Mr. Quam asked what would be the contingency if the Altoona City Council doesn't agree to fund. Mr. Kapper – there are some other alternatives to consider.



5. Commissioner Clements asked that costing be included in the presentation to the Altoona Planning Commission.
  6. Commissioner Austin Noted that if the Altoona route becomes a full hour, the West Clairemont route would need to change. Mr. Kapper replied that it would be linked with a different ½ route.
  - iv. Regarding Scenarios
    1. Council Member Gragert noted that frequency on Fairfax would be reduced if Route 5 is eliminated.
    2. Council Member Gragert noted some discrepancies in the scenario presentations. Mr. Kapper thanked the councilmember for identifying them and he will correct for the final draft.
  - v. Regarding Funding
    1. Mr. Quam asked if the report would suggest development of RTA's for funding purposes.
    2. Mr. Quam inquired as the opportunity for County involvement. Mr. Wagener explained the approach regarding any kind of regionals connections.
  - vi. Marketing
    1. Gragert noted that the marketing section seemed to be lacking in detail.
    2. Gragert suggested adding recommendations regarding the materials used by ECT. Kapper noted that this was not a focus of the scope, but some high-level recommendations can be included in the final draft report.
- 6. Other Business Agenda items**
- a. None.
- 7. Discussion and Direction**
- a. Ridership and Revenue Reports - none
  - b. Manager's Report
    - i. Transfer Center Project Update – Mr. Wagener gave a brief update.
- 8. Adjournment** – Meeting adjourned at 8:12PM on a motion by Commissioner Clements and second by Council Member Gragert.



**City of Eau Claire- Eau Claire Transit**

# Public Transportation Agency Safety Plan

**49 CFR 673.11(d)**

A State must draft and certify a Public Transportation Agency Safety Plan on behalf of any small public transportation provider that is located in that State. A State is not required to draft a Public Transportation Agency Safety Plan for a small public transportation provider if that agency notifies the State that it will draft its own plan. **In each instance, the transit agency must carry out the plan.** If a State drafts and certifies a Public Transportation Agency Safety Plan on behalf of a transit agency, and the transit agency later opts to draft and certify its own Public Transportation Agency Safety Plan, then the transit agency must notify the State. The transit agency has one year from the date of the notification to draft and certify a Public Transportation Agency Safety Plan that is compliant with this part. The Public Transportation Agency Safety Plan drafted by the State will remain in effect until the transit agency drafts its own Public Transportation Agency Safety Plan.

# PUBLIC TRANSPORTATION AGENCY SAFETY PLAN for EAU CLAIRE TRANSIT

## TRANSIT AGENCY INFORMATION

<b>Transit Agency</b>	<b>Name</b>		<b>Address</b>
	Eau Claire Transit		910 Forest St, Eau Claire, WI 54703
<b>Accountable Executive</b>	<b>Name</b>		<b>Title</b>
	Thomas Wagener		Transit Manager
<b>Chief Safety Officer</b>	<b>Name</b>		<b>Title</b>
	Josslyn Barnes		Driver Supervisor
<b>Mode(s) of Service Covered by This Plan:</b>		<b>List All FTA Funding Types (e.g., 5307, 5337, 5339):</b>	
Fixed Route, Paratransit ADA Service		5307, 5339	
<b>Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)</b>			
Fixed Route (DO), Paratransit ADA Service (CS)			
<b>Does the agency provide transit services on behalf of another transit agency or entity?</b>	<b>Yes</b>	<b>No</b>	<b>Description of Arrangement(s)</b>
		X	
<b>Transit Agency(ies) or Entity(ies) for Which Service Is Provided</b>	<b>Name</b>		<b>Address</b>

## PLAN DEVELOPMENT, APPROVAL, AND UPDATES

<b>Signature by the Accountable Executive</b>	<b>Name</b>		<b>Date of Signature</b>
	<b>Signature</b>		
<b>Approval by Board of Directors (or Equivalent)</b>	<b>Approving Entity</b>		<b>Date of Approval</b>
	Transit Commission		
	<b>Signatures</b>		
	Chair:		



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## DEFINITIONS AND ACRONYMS

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The following definitions may be used throughout this document, and correspond to the definitions provided in 49 CFR 673.5.

**Accident** means an “event”, as defined below, that involves any of the following:

1. A loss of life,
2. A report of a serious injury to a person,
3. A collision of public transportation vehicles, or
4. An evacuation for life safety reasons.

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

**Chief Safety Officer** means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

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

**Event** means an “accident”, as defined above, or “incident” or “occurrence” (each as defined below).

**FTA** means the Federal Transit Administration, an agency within the United States Department of Transportation.

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

**Incident** means an “event” (as defined above), that involves any of the following:

1. A personal injury that is not a serious injury,
2. One or more injuries requiring medical transport, or
3. Damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

**Investigation** means the process of determining the causal and contributing factors of an “accident”, “incident”, or “hazard” (each as defined here), for the purpose of preventing recurrence and mitigating risk.

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

**Occurrence** means an “event” (as defined above), without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.

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

**Performance measure** means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

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

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

**Risk** means the composite of predicted severity and likelihood of the potential effect of a hazard.

**Risk mitigation** means a method or methods to eliminate or reduce the effects of hazards.

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

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

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

**Safety performance target** means a Performance Target related to safety management activities.

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

**Safety risk assessment** means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.

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

**Serious injury** means any injury which:

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

**Small public transportation provider** means a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

**State** means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

**State of good repair** means the condition in which a capital asset is able to operate at a full level of performance.

**Transit agency** means an operator of a public transportation system.

**Transit Asset Management Plan** means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.

CFR	-	Code of Federal Regulations
CSO	-	Chief safety officer
FTA	-	Federal Transit Administration
MAP-21	-	Moving Ahead for Progress in the 21st Century
NTD	-	National Transit Database
PTASP	-	Public transportation agency safety plan
SGR	-	State of good repair
SMS	-	Safety management system
SOP	-	Standard operating procedure
TAM	-	Transit asset management
U.S.C.	-	United States Code

# BACKGROUND

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The Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21) Act grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive regulatory framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21 requires certain recipients of FTA Chapter 53 funding to develop and implement a Public Transportation Agency Safety Plan (PTASP).

In addition to greater safety oversight responsibilities, MAP-21’s grant of expanded regulatory authority puts FTA in a position to provide guidance to transit agencies that strengthens the use of safety data to support management decisions, improves the commitment of transit leadership to safety, and fosters a culture of safety that promotes awareness and responsiveness to safety risks. The framework to this approach is called a safety management system (SMS), which moves the transit industry towards a more holistic, performance-based approach to safety. The SMS framework has been adopted by FTA in its National Public Transportation Safety Plan (“national safety plan”).

The PTASP for **EAU CLAIRE TRANSIT** supports and is consistent with an SMS approach to safety risk management. SMS is an integrated collection of policies, processes, and behaviors meant to ensure a formalized, proactive, and data-driven approach to safety risk management. The aim of an SMS is to increase the safety performance of transit systems by proactively identifying, assessing, and controlling safety risks. The approach is meant to be flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the basic requirements of MAP-21. The PTASP for **EAU CLAIRE TRANSIT** addresses the following elements, outlined in **Table 1** (below):

<input type="checkbox"/> <b>Safety Management Policy Statement:</b>	A policy statement establishing senior management commitment to continual safety improvement, signed by the executive accountable for the operation of the agency and the board of directors.
<input type="checkbox"/> <b>Document Control:</b>	A description of the regular annual process used to review and update the plan including a timeline for implementation of the process.
<input type="checkbox"/> <b>Core Safety Responsibilities:</b>	A description of the responsibilities, accountabilities, and authority of the accountable executive, the key safety officers, and key members of the safety management team.
<input type="checkbox"/> <b>Safety Training Program:</b>	A description of the comprehensive safety training program for agency staff that ensures that staff are trained and competent to perform their safety duties.
<input type="checkbox"/> <b>Safety Risk Management:</b>	A description of the formal processes the agency uses to identify hazards, analyze and assess safety risks, and develop, implement and evaluate risk controls.
<input type="checkbox"/> <b>Safety Risks:</b>	A description the most serious safety risks to the public, personnel and property.
<input type="checkbox"/> <b>Risk Control:</b>	A description of the risk control strategies and actions that the agency will undertake to minimize exposure of the public, personnel and property to hazards, including a schedule for implementing the risk control strategies and the primary entity responsible for each strategy.
<input type="checkbox"/> <b>Safety Assurance:</b>	A list of defined safety performance indicators for reach priority risk and associated targets the agency will use to determine if it is achieving the specified safety goals.
<input type="checkbox"/> <b>Desired Safety Outcomes:</b>	A description of desired safety outcomes for each risk using the measurable safety performance indicators established.

**Table 1: Elements of a Public Transportation Agency Safety Plan (PTASP)**

# 1 SAFETY POLICIES AND PROCEDURES

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## 1.1 COMMITMENT TO SAFETY

**EAU CLAIRE TRANSIT** will maintain an active safety management system (SMS) that encourages the open sharing of information on all safety issues. We expect our employees to report their safety concerns to agency management. No employee will be asked to compromise safety to “get the job done.”

Our overall safety objective is to proactively manage safety hazards and their associated safety risk, with the intent to eliminate unacceptable safety risk in our transit operations.

To that end, we will continuously examine our operations for hazards. We will establish a non-punitive employee safety reporting program, train staff on safety management, document our findings and safety risk mitigations, and strive for continuous improvement of our safety performance.

As required by the Federal Transit Administration (FTA), we have established annual safety performance targets to help us measure the safety of our transit service. In addition, to address our overall safety objective, we will conduct hazard identification workshops with all frontline, supervisory, and management personnel during this calendar year. We also will work to increase the annual number of voluntary reports received from employees by 10 percent and actively track our safety risk mitigations. To ensure we meet this objective, our safety department will report out each quarter to our entire agency on the number of:

- Hazard identification workshops carried out in the quarter;
- Number and type of hazard reports received per employee in the quarter, versus the same quarter last year; and
- Number and type of safety risk mitigations implementation in the quarter.

Ultimate responsibility for safety at **EAU CLAIRE TRANSIT** rests with the Accountable Executive.

Responsibility for making our operations safer for everyone lies with each one of us – from executive management to frontline employees.

## 1.2 ANNUAL PTASP REVIEW AND UPDATE

**EAU CLAIRE TRANSIT** management will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At minimum, annual self-certification will consist of both the Accountable Executive and Chair of the Transit Commission signing and dating this document.

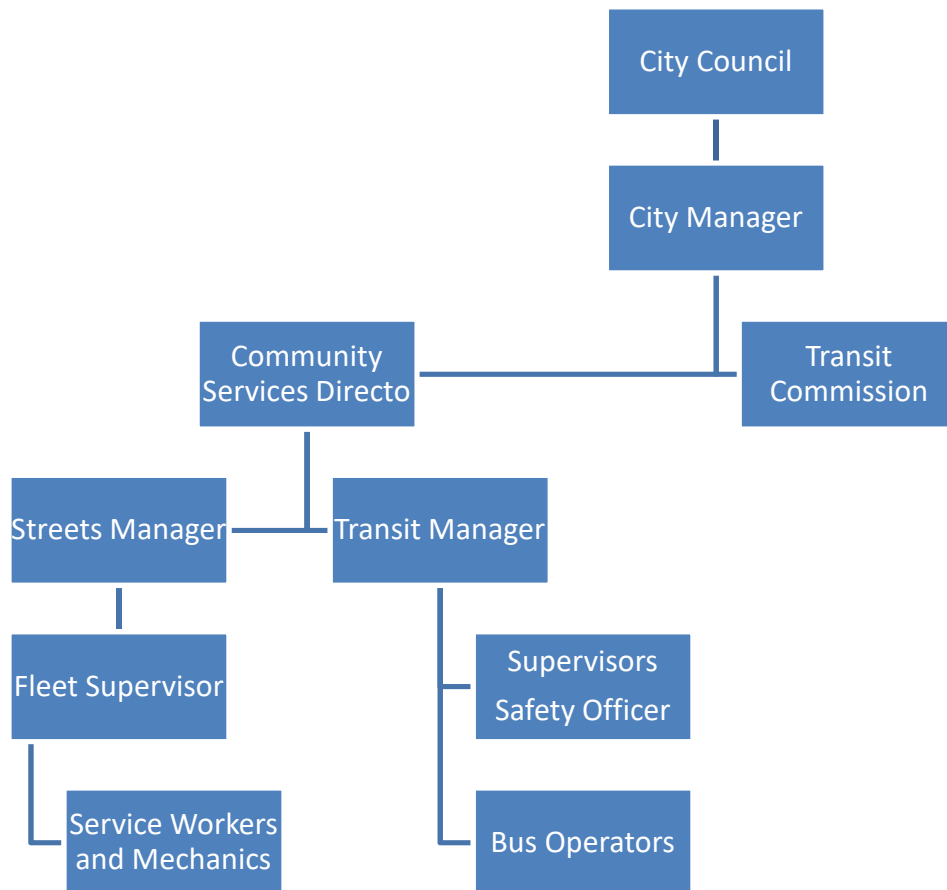
Annual review of the PTASP will be conducted by **EAU CLAIRE TRANSIT** on January 31 of each calendar year. Necessary updates outside the annual update window may be handled as PTASP addenda. Reviews of the PTASP and any subsequent updates, addenda, adoption, and distribution activities will be documented in the Activity Log at the beginning of this document.

### 1.3 ORGANIZATION STRUCTURE AND SYSTEM SAFETY RESPONSIBILITIES

The Transit Manager has the ultimate responsibility for **EAU CLAIRE TRANSIT**'s implementation of its PTASP and **EAU CLAIRE TRANSIT**'s Transit Manager has the overall responsibility of safe and secure operations of **EAU CLAIRE TRANSIT** and contract service operators. Each employee is required to carry out specific system safety responsibilities, depending on the employee's position, in compliance with the PTASP.

The information provided in the Staff Safety Roles and Responsibilities table (Appendix A) describes each position and general system safety responsibilities, and the agency's reporting structure.

## City of Eau Claire Organizational Chart



## 2 SAFETY RISK MANAGEMENT

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### 2.1 HAZARD IDENTIFICATION

Establishing an effective hazard identification program is fundamental to safety management at **EAU CLAIRE TRANSIT**. Hazard identification can be reactive or proactive in nature: safety event reporting, incident investigation, and trend monitoring are essentially reactive; other hazard identification methods proactively seek feedback through data collection, observation, and day-to-day operations analysis. Common hazard identification activities include:

- Safety assessments
- Trend monitoring
- Hazard and safety event reporting (with causal factor analysis)
- Safety surveys
- Safety audits
- Evaluating customer suggestions and complaints

The number of near-misses, known as accident precursor data, is significantly greater than the number of accidents for comparable types of events. The practice of reporting and learning from accident precursor data is a valuable complement to other hazard identification practices. To be successful, hazard identification must take place within a non-punitive and just safety culture. **EAU CLAIRE TRANSIT** employs systematic safety improvements by discovering and learning of potential weaknesses in the system's safety.

#### 2.1.1 *Non-Punitive Reporting Policy*

**EAU CLAIRE TRANSIT** is committed to the safest transit operating standards practicable. To achieve this, it is imperative that **EAU CLAIRE TRANSIT** have uninhibited reporting of all safety events that may compromise safe operations. To this end, every employee is responsible for the communication of any information that may affect the integrity of transit safety. Such communication must be completely free of any form of reprisal.

**EAU CLAIRE TRANSIT** will not take disciplinary action against any employee who discloses a safety event. This policy shall not apply to information received by **EAU CLAIRE TRANSIT** from a source other than the employee, or that involves an illegal act, or a deliberate or willful disregard of rules, regulations, or agency policies or procedures.

**EAU CLAIRE TRANSIT**'s method of collection, recording, and disseminating information obtained from transit safety reports has been developed to protect, to the extent permissible by law, the identity of any employee who provides transit safety information.

### 2.2 SAFETY RISK ASSESSMENT

Once a hazard has been identified, **EAU CLAIRE TRANSIT** will conduct an assessment to determine the potential consequences. Factors to be considered are the likelihood of occurrence, the severity of the consequences (should there be an occurrence), and the level of exposure to the

hazard. **EAU CLAIRE TRANSIT** will assess risks subjectively by experienced personnel using a risk assessment matrix. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will continue to be monitored. If the risks are unacceptable, steps will be taken by **EAU CLAIRE TRANSIT** to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

## 2.3 SAFETY RISK MITIGATION

The assessment process may indicate that certain hazards have an acceptable level of risk, while others require mitigation to an acceptable or tolerable level. **EAU CLAIRE TRANSIT** will further manage risk by completing a **Hazard Assessment Log (Appendix E)** that can help prioritize safety risks. The level of risk can be lowered by reducing the severity of the potential consequences, likelihood of occurrence, exposure to that risk, or by some combination.

In general, **EAU CLAIRE TRANSIT** will take the following safety actions to mitigate risk – these actions can be categorized into three broad categories, including:

- 1. Physical Defenses:**

These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g. traffic control devices, fences, safety restraining systems, transit controls/signals, transit monitoring systems, etc.)

- 2. Administrative Defenses:**

These include procedures and practices that mitigate the likelihood of accident/incident (e.g. safety regulations, standard operating procedures, personnel proficiency, supervision inspection, training, etc.)

- 3. Behavioral Defenses:**

These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians; factors outside the control of the agency (e.g. the *Zero in Wisconsin* campaign)

## 2.4 SAFETY RISK PRIORITIZATION

Once a hazard has been identified and the risk level assessed, **EAU CLAIRE TRANSIT** will prioritize safety risks.

Eau Claire Transit will use the Prioritized Risk Log found in Appendix F to develop and track identified risks in order to continually reduce risks associated with operating the system. The prioritized risk log will be established from the Hazard Assessment Log found in Appendix E referenced in section 2.3.

# 3 SAFETY ASSURANCE

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All accidents are investigated by an Eau Claire Transit Supervisor. Depending on the severity of the accident, the Supervisor will:



1. After the initial report of the accident by the operator (by dispatch radio or cell phone) report to the scene of the accident to determine what assistance is required. (Note: EMT and PD services may have already been dispatched depending on the operator’s initial report.
2. Ensure that all personnel are safe.
3. Ensure that the operator is collecting contact information from all potential witnesses. (An accurate number of those onboard the vehicle will be obtained at this time.)
4. Decide as to whether a post-accident drug test is required. If required, begin the process of obtaining assistance for replacement.
5. Take pictures from sufficient angles and perspectives so as to be able to reconstruct the accident to the extent possible.
6. Complete a summary report as is included in Appendix H – Report Samples.
7. Decide with the assistance of other staff as need as to the causation of the accident.

Safety assurance provides the necessary feedback to ensure that the SMS is functioning effectively and that **EAU CLAIRE TRANSIT** is meeting or exceeding its safety objectives. Safety assurance requires a clear understanding of how safety performance will be evaluated, or in other words, what metrics will be used to assess system safety and determine whether the SMS is working properly. Having decided on the metrics by which success will be measured, safety management requires embedding these metrics in the organizational culture and encouraging their use for ongoing performance improvement.

### 3.1 DEFINING SAFETY GOALS AND OBJECTIVES/OUTCOMES

Setting safety goals and objectives is part of strategic planning and establishing safety policy for **EAU CLAIRE TRANSIT**. Clearly defining safety goals is the first part in creating a safety performance measurement system.

**Safety goals** are general descriptions of desirable long-term impacts. For example, a general safety goal might be:

*“Foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.”*

**Safety objectives or outcomes** are more specific statements that define measurable results. For example, a specific safety objective for the goal stated above might be:

*“Establish regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators and maintenance personnel.”*

The safety objective/outcome will then be measured by defining specific performance metrics, including a baseline and target, that **EAU CLAIRE TRANSIT** will determine is reasonable.

### 3.2 DEFINING SAFETY PERFORMANCE MEASURES

Performance measurement is the regular systematic collection, analysis, and reporting of data that track resources used, work produced, and whether specific outcomes were achieved. In other words, it is a tool to quantify and improve performance, and engage and communicate with **EAU CLAIRE TRANSIT** staff and external stakeholders.

The two core functions of performance measurement include monitoring and evaluating progress. Performance can be measured in terms of inputs, outputs, outcomes, and efficiency, among many other criteria.

**EAU CLAIRE TRANSIT** will utilize these basic principles of performance measurement, including:

- Stakeholder involvement and acceptance
- Focus on agency goals and activities
- Clarity and precision
- Creditability and robustness
- Variety of measures
- Number of measures
- Hierarchy of measures
- Forward-looking measures
- Integration into agency decision-making
- Timely reporting
- Understand agency specifics, including context and scale of operations
- Realism of goals and targets

### 3.2.1 *Metrics*

System safety data can be collected through a variety of sources, including:

- Near miss information
- Accident investigation reports (with causal factor analysis)
- Internal safety audits (or reviews)
- Safety committee meetings
- Injury reports (including occupational injury)
- Safety event reports (including accidents, incidents, and occurrences)
- System monitoring (including testing and inspection records)
- Hazard management program

This safety data will be analyzed and used for development of key safety performance indicators and targets.

**EAU CLAIRE TRANSIT** will initially focus on areas based on data delivered to the National Transit Database (NTD), as the following:

- **Fatalities**
  1. Total number of reportable fatalities

- 2. Rate of reportable fatalities per total vehicle revenue miles
- **Injuries**
  - 3. Total number of reportable injuries
  - 4. Rate of reportable injuries per total vehicle revenue miles
- **Safety Events**
  - 5. Total number of reportable safety events
  - 6. Rate of reportable safety events per total vehicle revenue miles
- **System Reliability**
  - 7. Mean distance between major mechanical failures

These safety performance measures are used to select improvement targets for these four measures and for each mode of transit, in order to encourage improvements and monitor the safety performance of delivering transit services. In addition **EAU CLAIRE TRANSIT** will select additional performance measures and targets, both leading and lagging, to insure continual improvement of our SMS.

**EAU CLAIRE TRANSIT** will make its safety performance measures improvement targets available to applicable state agencies and metropolitan planning organizations (MPOs), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets will be adopted into local Transportation Improvement Plans (TIP) or TIP amendment.

**EAU CLAIRE TRANSIT** and the City of Eau Claire are represented on the MPO's quarterly Technical Advisory Committee (TAC) and the MPO council. **EAU CLAIRE TRANSIT** participates in decisions involving transportation safety in the MPO's region. The MPO for the City of Eau Claire metropolitan area is the West Central Wisconsin Regional Planning Commission.

The safety data collected from the above sources will be analyzed for potential safety impacts. Identified areas of concern are reported to appropriate personnel in the form of specific project reports, memos, and recommendations from the safety committee.

Records of system safety data are maintained for a minimum of three years. Certain information, such as safety certification backup documentation is maintained by **EAU CLAIRE TRANSIT**'s document control process. In addition to safety data, **EAU CLAIRE TRANSIT** maintains other data and documentation of activities required by the PTASP. Distribution of safety-related reports and data is accomplished through the **EAU CLAIRE TRANSIT'S** safety committee.

### 3.3 MONITORING PERFORMANCE AND EVALUATING RESULTS

Once safety goals, objectives/outcomes, and measures have been defined, they can be organized into a **Safety Performance Matrix (Appendix G)** or **Safety Performance Outline (Appendix F)**. Organizing information, particularly in a matrix, will allow **EAU CLAIRE TRANSIT** to continuously monitor safety performance and evaluate results. **EAU CLAIRE TRANSIT** will evaluate safety performance and update documentation at least semi-annually.

**EAU CLAIRE TRANSIT** will use the following methods to monitor its system's compliance with operations and maintenance procedures:

- Outside Safety audit conducted by the City of Eau Claire’s insurance carrier for liability (currently Transit Mutual Insurance Company.)
- Ride along evaluations
  - announced by Eau Claire Transit Staff
  - unannounced by Insurance Carrier
- Annual Internal review by Eau Claire Transit Safety Team.

The hazard logs for **EAU CLAIRE TRANSIT** will be reviewed semi-annually by the Safety Team in order to identify safety risk mitigations and assess their effectiveness.

### 3.4 INTEGRATING RESULTS INTO AGENCY DECISION-MAKING PROCESSES

**EAU CLAIRE TRANSIT** is committed to using the data collected and information learned to inform decision-making and instill positive change. The main objective is the continuous improvement of transit system safety. When performance goals are not met, **EAU CLAIRE TRANSIT** will work to identify why such goals were not met and what actions can be taken to minimize the gap in achieving defined goals. However, when goals are easily achieved, action will be taken to exceed expectations and re-establish a reasonable baseline.

Uses of performance results include:

- Focus attention on performance gaps and trigger in-depth investigations of what performance problems exist
- Help make informed resource allocation decisions
- Identify needs for staff training or technical assistance
- Help motivate employees to continue making program improvements
- Support strategic planning efforts by providing baseline information for tracking progress
- Identify best practices through benchmarking
- Respond to elected officials and the public’s demand for accountability

### 3.5 SUSTAINING A SAFETY MANAGEMENT SYSTEM

In order to sustain the SMS, **EAU CLAIRE TRANSIT** will ensure that particular processes are employed to instill an organizational foundation. Examples of actions taken to sustain the SMS include:

- **Create measurement-friendly culture:**  
All staff, including senior managers, should be actively engaged in creating measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers will also lead by example and utilize performance metrics in decision making processes.
- **Build organization capacity:**  
Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis, and setting goals. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.

- **Reliability and transparency of performance results:**  
The SMS will be able to produce and report its results, both good and bad. Performance information should be transparent and made available to all stakeholders. Messengers should be protected to preserve the integrity of the measurement system. The focus should be on opportunities for improvement rather than allocating blame.
- **Demonstrate continuous commitment to measurement:**  
Visible commitment to using metrics is a long-term initiative. **EAU CLAIRE TRANSIT** will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results, such as including transit safety and performance measurement as a standing agenda item at city council and county board meetings.

## 4 SAFETY PROMOTION

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### 4.1 SAFETY PROMOTION, CULTURE, AND TRAINING

**EAU CLAIRE TRANSIT** believes safety promotion is critical to the success of an SMS by ensuring that the entire organization fully understands and trusts its safety policies, procedures, and structure. Further, safety promotion involves establishing an organizational and workplace culture that recognizes safety as a core value, training employees in safety principles, and allowing open communications of safety issues.

#### 4.1.1 *Safety Culture*

Positive safety culture must be generated from the top. The actions, attitudes, and decisions at the policy-making level must demonstrate a genuine commitment to safety. Safety must be recognized as the responsibility of each employee, with the ultimate responsibility for safety resting with the Accountable Executive. Employees must trust that they will have management support for decisions made in the interest of safety, while also recognizing that intentional breaches of safety will not be tolerated.

The primary goal of safety promotion at **EAU CLAIRE TRANSIT** is to develop a positive safety culture that allows the SMS to succeed. A positive safety culture is defined as one which is:

#### **A. An Informed Culture**

- Employees understand the hazards and risks involved in their areas of operation
- Employees are provided with the necessary knowledge, training and resources
- Employees work continuously to identify and overcome threats to safety

#### **B. A Just Culture**

- Employees know and agree on what is acceptable and unacceptable behavior
- Human errors must be understood, but negligence and willful violations cannot be tolerated

#### **C. A Reporting Culture**

- Employees are encouraged to voice safety concerns and to share critical safety information without the threat of punitive action
- When safety concerns are reported, they are analyzed, and appropriate action is taken

#### **D. A Learning Culture**

- Learning is valued as a lifetime process beyond basic-skills training
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety
- Employees are updated on safety issues by management, and safety reports are fed back to staff so that everyone learns the pertinent lessons

**EAU CLAIRE TRANSIT** will utilize its Safety team, which consists of operators, mechanics and senior staff to ensure that this culture will be promoted and maintained. In addition, the division's safety team will communicate with the All City Joint safety team to coordinate those safety issues that rely on other divisions and departments within the City.

#### *4.1.2 Training*

During the initial implementation of an SMS, specific training will be required for all employees and contract staff, to explain the agency's safety culture and describe how **EAU CLAIRE TRANSIT's** SMS works. The Chief Safety Officer is the resource person for providing a corporate perspective on **EAU CLAIRE TRANSIT's** approach to safety management.

**EAU CLAIRE TRANSIT** will employ the following training as part of its SMS.

##### **A. Initial Safety Training for All Staff**

1. Basic principles of safety management including the integrated nature of SMS, risk management, safety culture, etc.
2. Corporate safety philosophy, safety goals and objectives, safety policy, and safety standards
3. Importance of complying with the safety policy and SMS procedures, and the approach to disciplinary actions for different safety issues
4. Organizational structure, roles and responsibilities of staff in relation to safety
5. Transit agency's safety record, including areas of systemic weakness
6. Requirement for ongoing internal assessment of organization safety performance (e.g. employee surveys, safety audits, and assessments)
7. Reporting accidents, incidents, and perceived hazards
8. Lines of communication for safety managers
9. Feedback and communication methods for the dissemination of safety information
10. Safety promotion and information dissemination

##### **B. Safety Training for Operations Personnel**

1. Unique hazards facing operational personnel
2. Seasonal safety hazards and procedures (e.g. winter operations)
3. Procedures for hazard reporting
4. Procedures for reporting safety events (accidents and incidents)
5. Emergency procedures

##### **C. Safety Training for Management**

1. Principles of the SMS
2. Management responsibilities and accountabilities for safety

3. Legal issues (e.g. liability)

**D. Training for the Safety Officer**

1. Familiarization with different transit modes, types of operation, routes, etc.
2. Understanding the role of human performance in safety event causation and prevention
3. Operation of the SMS
4. Investigating safety events
5. Crisis management and emergency response planning
6. Safety promotion
7. Communication skills
8. Performing safety audits and assessments
9. Monitoring safety performance
10. National Transit Database (NTD) safety event reporting requirements

## APPENDICES

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Appendix A – Staff Safety Roles and Responsibilities

Appendix B – Safety Assessment and System Review

Appendix C – Facility Safety and Security Assessment

Appendix D – Risk Assessment Matrix

Appendix E – Hazard Identification and Risk Assessment Log

Appendix F – Prioritized Safety Risk Log

Appendix G – Safety Performance Matrix

Appendix H – Safety Performance Outline

Appendix I – Sample Forms

## APPENDIX A

# Eau Claire Transit STAFF SAFETY ROLES AND RESPONSIBILITIES

<b>Completed by: Thomas Wagener</b>	<b>Date: November 1, 2020</b>
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Position Title	Name of Staff Member	Position Description	Safety Responsibilities
Accountable Executive	<b>Thomas Wagener</b>	<p>49 CFR § 673.5 – Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the PTASP; responsibility for carrying out the agency’s TAM Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency’s PTASP, in accordance with 49 U.S.C. § 5329(d), and the agency’s TAM Plan in accordance with 49 U.S.C. § 5326.</p>	<ul style="list-style-type: none"> <li>Ultimate responsibility for carrying out the PTASP</li> <li>Responsibility for carrying out the TAM Plan</li> <li>Control or direction over the human and capital resources needed to develop and maintain both plans</li> <li>Ensuring the agency’s SMS is effectively implemented throughout the system</li> <li>Ensuring action is taken, as necessary, to address substandard performance in the agency’s SMS</li> <li>May delegate specific responsibilities, except ultimate accountability for the agency’s safety performance, which always rests with the Accountable Executive</li> </ul>
Chief Safety Officer	<b>Lyn Barnes</b>	<p>49 CFR § 673.5 – Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency’s chief executive officer, general manager, president, or equivalent officer.</p> <p>A Chief Safety Officer (CSO) for a small public transportation provider (as defined in Part 673) may serve in capacities (operational or maintenance) unless the agency ceases to be a small public transportation provider or operates a rail transit system.</p>	<ul style="list-style-type: none"> <li>Is adequately trained</li> <li>Responsibility for safety</li> <li>Reports directly to agency’s Accountable Executive</li> <li>Authority and responsibility for day-to-day implementation and operation of agency’s SMS</li> </ul>
Transit Supervisor	<b>Ange Norgaard, Lyn Barnes, Tina Deetz</b>	Supervisors are responsible for communicating the transit agency’s safety policies to all employees.	<ul style="list-style-type: none"> <li>Maintains a safe working environment</li> <li>Adheres to all safety policies and procedures</li> <li>Full knowledge of all standard and safety operating procedures</li> <li>Ensures that drivers make safety a primary concern when on the job</li> <li>Listens and acts upon any safety concerns raised</li> <li>Immediately reports safety concerns to the CSO/SM</li> <li>Provides leadership and direction to employees during security incidents</li> <li>Handles minor non-threatening rule violations</li> <li>Defuses minor arguments</li> <li>Determines when to call for assistance</li> <li>Responds to fare disputes and service complaints</li> </ul>



			<ul style="list-style-type: none"> <li>• Responds to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance</li> <li>• Completes necessary security related reports</li> <li>• Takes photographs of damage and injuries</li> <li>• Coordinates with all outside agencies at incident scenes</li> </ul>
Bus Operator	<p><b>Steve Adams, Roger Beaver, Will Bryant, Jon Carlson, David Dunn, Brenda Fredrickson, Patti Freezy, Lisa Fuentes, Gary Gruen, Kyle Hanson, Tonya Jenneman, Bill Johnson, Jennifer Krkljes, Matt Mai, Belay Mamo, Theresa McGeorge, Mike Mundell, Nate Nispel, Bonnie Nyseth, Florian Skwierczynski, Mike Steinke, Joshua Sudbrink, Dean Wilcziek, Devin Wold</b></p>	<p>Drivers are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies.</p>	<ul style="list-style-type: none"> <li>• Maintains a safe working environment</li> <li>• Adheres to all safety policies and procedures</li> <li>• Takes charge of a hazard incident scene until the arrival of supervisory or emergency personnel</li> <li>• Collects fares in accordance with agency policy</li> <li>• Familiar with <b>TRANSIT AGENCY</b> Employee Manual and Procedures</li> <li>• Attempts to handle minor non-threatening rule violations</li> <li>• Responds verbally to complaints</li> <li>• Attempts to defuse minor arguments</li> <li>• Determines when to call for assistance</li> <li>• Maintains control of the vehicle</li> <li>• Reports all safety incidents to Supervisor on duty</li> <li>• Completes all necessary safety related reports</li> </ul>
Maintenance	<p><b>Scott Jensen, George Clausen</b></p>	<p>Mechanic performs major running repairs of buses. Fully qualified and completely capable of repairing, maintaining, and rebuilding all parts of all equipment.</p>	<ul style="list-style-type: none"> <li>• Maintains a safe working environment</li> <li>• Adheres to all safety policies and procedures</li> <li>• Responsible for repair of vehicle components, including engine and transmission rebuilds</li> <li>• Conducts all levels of inspections</li> <li>• Assists in all aspects of repair and maintenance work</li> <li>• Makes bus assignments (if needed)</li> <li>• Makes road calls</li> <li>• Tire changes and repairs</li> <li>• Brake relines</li> <li>• Driver reported defects</li> <li>• Supervises bus-washing activities</li> </ul>

Maintenance Support	<b>Brandon Lechleitner, Kyle Herman</b>	Combination Service workers perform light mechanical duties and inspect buses for leaks or other potential problem indicators on a daily basis.	<ul style="list-style-type: none"><li>• Maintains a safe working environment</li><li>• Adheres to all safety policies and procedures</li><li>• Inspects buses for damage, leaks, rust or fault indications</li><li>• Assigns bus fleet to routes and adjusts as needed</li><li>• Makes road calls</li><li>• Reports defects to mechanic staff</li></ul>
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**APPENDIX B**

**Eau Claire TRANSIT  
SAFETY ASSESSMENT AND SYSTEM REVIEW**

<b>Completed by: Lyn Barnes</b>	<b>Date: 10/22/2020</b>
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<b>SECTION</b>	<b>REVIEW QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>
<b><i>Safety Policies:</i></b>	• Are all safety policies up to date and reviewed?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is a Public Transit Agency Safety Plan (PTASP) or any other System Safety Plan written for the transit system?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is the Drug and Alcohol Policy current and up to date?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b><i>New Hire Employee Files:</i></b>	• Was there a structured interview conducted and documented?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is the offer of employment documented in writing?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is there a pre-employment drug screen?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is there a pre-employment physical exam?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are safety sensitive responsibilities outlined in the job description?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is there a completed Substance Abuse Policy and Drug Free Workplace Policy Acknowledgement form?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is there a Current Policies and Procedures Acknowledgement Form?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b><i>Post Hire Employee Files:</i></b>	• Is a current employee roster available?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are the employee files maintained by the transit system?	<b>X</b>		<input type="checkbox"/>
	• Do existing employee files contain:	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Background check?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Previous employer request form?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Verification of current driver's license and CDL?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Current MVR?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ PARS Reports?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Current copy of physical exam certificate?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Signed Substance Abuse Policy Acknowledgement?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Drug and Alcohol Testing Record with COC and authorization forms?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Record of annual supervisor ride checks and evaluations?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b><i>Education and Training:</i></b>	• Are operator certifications current and up to date?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Have managers completed Safety Management Systems (SMS) training?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are employees familiar with OSHA topics, including:	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>

	➤ Hazard Communication?	X	<input type="checkbox"/>	<input type="checkbox"/>
	➤ Emergency Action Planning?	X	<input type="checkbox"/>	<input type="checkbox"/>
	➤ Bloodborne Pathogens?	X	<input type="checkbox"/>	<input type="checkbox"/>
	➤ Lockout/Tagout?	X	<input type="checkbox"/>	<input type="checkbox"/>
	➤ Personal Protective Equipment (PPE)?	X	<input type="checkbox"/>	<input type="checkbox"/>
	➤ Injury Prevention Planning?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Have all safety sensitive employees received Drug and Alcohol Training?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do new mechanics receive classroom training?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do existing mechanics receive ongoing training?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Safety Meetings:</b>				
	• Is there an active Safety Committee at the transit agency?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are safety meetings held on a regular basis?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are safety meetings and sign in sheets documented, with publically posted agendas and minutes?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do senior managers attend safety meetings?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do vehicle operators attend safety meetings?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do mechanics attend safety meetings?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Incident and Accident Investigation Procedures:</b>				
	• Are policies in place dictating which incidents are reported and which are not?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are incident report forms kept on board the vehicle?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are accident reports completed for all situations?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are incident/accident reports used as pre-accident training material?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are incident/accident reports used as post-accident training material?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are incident/accident reports used to identify potential hazards and analyzed in a Risk Assessment Matrix (RAM)?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are incident/accident photos taken?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Substance Abuse:</b>				
	• Is there a current and updated Drug and Alcohol Policy?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do all staff members understand the Drug and Alcohol Policy?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Is random testing being completed?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Is reasonable suspicion testing being completed?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Facility and Shop Inspections:</b>				
	• Are monthly facility inspections conducted as scheduled?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are facility inspection forms completed properly?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are unsafe conditions or acts, regarding the facility corrected and documented?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are fire extinguishers up to date with annual servicing requirements?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are fire extinguishers inspected on a annual basis?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are routing inspections of the fire extinguishers documented?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are eye wash stations available with unobstructed access?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are eye wash stations inspected on a scheduled basis?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Is machine guarding in place?	X	<input type="checkbox"/>	<input type="checkbox"/>





**APPENDIX C**

**EAU CLAIRE TRANSIT  
FACILITY SAFETY and SECURITY ASSESSMENT**

<b>Completed by: Lyn Barnes</b>	<b>Date: 10/22/2020</b>
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<b>SECTION</b>	<b>REVIEW QUESTIONS</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>
<b>Buildings and Facility Grounds:</b>	• Are facility grounds randomly and frequently patrolled?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are daily security sweeps conducted?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are smoke/fire/carbon monoxide detectors provided and working?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are distribution and number of keys known and controlled?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are all keys labeled as "DO NOT DUPLICATE"?	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>
	• Are all unoccupied areas locked and secured?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lighting:</b>	• Is entire perimeter of facility properly illuminated?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is lighting mounted at approximately second story level?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are lights provided over all entrance doors?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is lighting provided in staff parking areas?	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>
<b>Entrance Doors and Windows:</b>	• Are all doors:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Built of commercial grade with metal framing?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Outside hinges hidden and protected from vandalism?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Provided with a commercial grade, one-sided lock?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ Provided with push "panic" bar releases?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	➢ In case of breakage or opening are all windows and doors connected to a central station alarm?	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>
<b>Electronic Surveillance:</b>	• Is the entire perimeter of facility protected by a CCTV system?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is this system monitored by management and/or a security company?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is this system always on or activated by motion sensors?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Non-Employee Access:</b>	• Is access restricted to persons without proper credentials and clearance?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are supply deliverers required to show proper I.D. and sign-in a log book?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are all non-employees accompanied and/or observable at all times?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Surrounding Environment:</b>	• Are there other non-City/County buildings connected to the facility that may be vulnerable to unauthorized	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>

	entry to City/County property?			
	• Are all utility components (power transformers, back-up generators) protected and secured from vandalism or attack?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are all outdoor storage areas adequately lighted and secured?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Material Storage:</b>				
	• Are all hazardous and flammable materials properly identified?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are all materials properly labeled, stored, and secured?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Forms and Written Plans:</b>				
	• Are emergency numbers (police, fire, ambulance, FBI) current and prominently displayed at each phone?	X		<input type="checkbox"/>
	• Is a Chain of Command and emergency call list prominently displayed?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are employees trained and checklists provided on how to handle a physical threat or incident called in on the phone?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Evacuation Plan/Procedures</b>				
	• Are there evacuation plans for this facility?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are staff members trained on this plan?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are assembly areas and alternate assembly areas identified, validated and coordinated with the County Emergency Management Office?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Have the primary and alternate assembly areas, evacuation sites, and evacuation routes been verified and coordinated with all appropriate agencies?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Has the Emergency Evacuation Plan been reviewed, coordinated, and briefed to staff as appropriate?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Training:</b>				
	• Is an orientation program in place for each new staff member?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do all staff members receive safety and security training appropriate to their position and level of responsibility?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are periodic safety and security training and briefings completed with staff?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Do all new staff members receive briefings on the City/County Evacuation Plan, the Disaster Preparedness Plan, and other security policies and procedures?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Administrative Procedures:</b>				
	• Is a record of emergency data on file for each staff?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Have incident reporting format and procedures been established and staff briefed on them?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are all incident reports treated with confidentiality and transmitted by secure means to the appropriate City/County department?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Are background checks conducted and verified on all prospective new hires?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Cash Handling and Transfer:</b>				
	• Has a secure method for receipt, transfer and storage of cash been established and have appropriate staff members been trained on them?	X	<input type="checkbox"/>	<input type="checkbox"/>
	• Is cash transported by at least two individuals with cash divided between them?	<input type="checkbox"/>	X	<input type="checkbox"/>
	• Do all staff members understand that in the event of a robbery they should never risk their lives to protect cash or other valuables?	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fire and Electrical Safety:</b>				
	• Are fire extinguishers installed in all appropriate locations?	X	<input type="checkbox"/>	<input type="checkbox"/>



	• Are smoke and heat detectors installed, at least one on each floor?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Is a first aid kit present and maintained?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are all electrical devices, outlets, circuit breakers and cords free of damage that may pose a shock hazard?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Are all electrical circuit, gas, and telephone boxes, if accessible from the outside, locked to prevent tampering?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	• Do any non-employees have access from outside the building to any fire escapes, stairways, and/or the roof?	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>
	• Are all outdoor trash containers and storage bins located away from the building in the event of a fire?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>

# APPENDIX D - SRM MATRIX and WORKBOOK

The tabs in this workbook relate to section 2.3 – Risk Mitigation, in WisDOT's ASP template. The workbook contains the following:

## **SRM-SA Terms**

Guide to terms used in SRM and SA processes.

## **Safety Risk Management (SRM) Risk Register**

Sample risk register, used to associate identified hazards (and existing mitigations) that are being tracked to their associated risk level, as determined by your agency. Includes columns for planned implementation dates for proposed mitigations, department(s) responsible for mitigation implementation, and contact person(s).

## **Safety Assurance (SA) Tracker**

Sample hazard tracker, used to track identified hazards and mitigations as determined by your agency. Includes columns for safety performance targets impacted, department(s) responsible for mitigation implementation, and the means by which a hazard/mitigation is being monitored.

## **Severity Matrix**

Sample matrix for rating severity; includes criteria for each rating.

## **Likelihood Matrix**

Sample matrix for rating likelihood/frequency; includes practical examples for each rating.

## **Risk Assessment Matrix**

Sample combined severity/likelihood matrix, used by your agency to assess each identified hazard for its risk to your transit system.

With respect to prioritization of safety risk mitigations, the template and appendices do not provide a process or criteria for determining the level of safety risk associated with each hazard - that is for each transit agency to assess and develop. The included matrices can help formalize the process.

For additional guidance in this area, consider reviewing FTA's Sample Safety Risk Assessment Matrices for Bus Agencies:

<https://www.transit.dot.gov/regulations-and-guidance/safety/public-transportation-agency-safety-program/sample-safety-risk>

It provides a structured approach for addressing the requirements to "establish methods or processes to assess the safety risks associated with identified safety hazards" (§ 673.25(c)).

# SAFETY RISK MANAGEMENT / SAFETY ASSURANCE - GUIDE TO TERMS

ELEMENT	DESCRIPTION	EXAMPLE
<b>Hazard</b>	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.	The hazard in FTA's participant guide scenario is the out of calibration wheel balancer.
<b>Type of Hazard</b>	Classification used to help organize identified hazards to support an agency's data management and hazard prioritization activities. The three (3) main types of hazards include: Organizational (shortcomings in the organizational processes), Technical (the condition of the equipment, facilities, and infrastructure), and Environmental (the natural environment).	FTA's example hazard in the scenario is a technical hazard, as it pertains to an agency's equipment, rolling stock, infrastructure, and facilities.
<b>Identification date</b>	The date the hazard was identified through agency means. This information can be used for evaluating the effectiveness of safety risk management activities by providing a starting point to see how long the agency takes to analyze and mitigate the hazard.	
<b>Identification source</b>	How the hazard was identified. This information can provide insight into the effectiveness of the safety data sources available to the agency and can help identify items for improvement.	In FTA's scenario, the hazard was identified by a safety specialist upon reviewing the Safety Event Investigation Report.
<b>Date of analysis</b>	The date the hazard was analyzed. This information can be used for evaluating the efficiency of the analysis process and determine if certain hazards are more challenging to analyze than others.	
<b>Worst credible potential consequence(s)</b>	The effect of a hazard involving injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.	The worst credible potential consequence for the hazard in FTA's scenario is a collision resulting in death, permanent injury, or destruction of property, with damage (losses over \$1,000,000).
<b>Existing mitigations (hard or soft)</b>	The controls already existing within the agency to mitigate the potential consequence(s) of the hazard.	<b>Pre-Trip Inspection:</b> Bus operators are required to check tires for excessive wear as part of their pre-trip inspection. <b>Routine Bus Maintenance and Inspections:</b> Tires are inspected and replaced as part of the agency's regular maintenance and inspection program. <b>Wheel Balancer Calibration:</b> SOP governs the calibration of the wheel balancer.
<b>Severity of consequences</b>	Quantified effect of the potential consequence(s) of the hazard in the delivery of transit services and/or supporting activities, taking into account existing mitigations.	In FTA's scenario, the severity was identified by looking at historical data from the agency.
<b>Likelihood of consequences</b>	Quantified probability that the potential consequence(s) of the hazard materialize, taking into account existing mitigations. Calendar days, weeks, months, years, or decades are often used as time periods to support assessments of likelihood in safety risk assessment.	
<b>Safety risk index</b>	Tolerability of the potential consequence(s) of the hazard, taking into account existing mitigations. It is the primary parameter for deciding priorities in the allocation of resources.	Combining the likelihood and severity of the potential consequence results in a risk rating.
<b>Further Mitigation action</b>	Additional controls that the agency needs to incorporate to mitigate the potential consequence(s) of the hazard if the safety risk exceeds tolerability criteria.	
<b>Revised safety risk index</b>	Safety risk index that meets the tolerability criteria, following incorporation of additional controls to mitigate the potential consequence(s) of the hazard.	
<b>Revised safety risk index date</b>	The date the revised safety index was determined. This information can be used to evaluate the efficiency of the analysis process and determine if certain hazards are more challenging to analyze than others.	
<b>Department responsible for mitigation</b>	Agency department (or other subdivision) tasked with the implementation of the additional controls to mitigate the potential consequence(s) of the hazard.	
<b>Estimated implementation date</b>	The date the mitigation(s) are expected to be implemented. This information is used to track the completion of mitigations and identify any potential resources or other concerns.	
<b>Contact person</b>	Primary point of contact within the department responsible for mitigation with other departments involved in safety risk management.	
<b>Consequence</b>	Effect of the hazard in the delivery of transit services and/or supporting activities, carried over from safety risk management section.	
<b>Safety performance indicator (SPI)</b>	Parameter selected to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
<b>Safety performance indicator (SPI) value</b>	Quantification of the parameter selected to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
<b>Safety performance target</b>	Projected improvement over the SPI value resulting from the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
<b>Timeframe</b>	Information for evaluating the effectiveness of safety performance monitoring and measurement activities.	

<b>Monitoring means</b>	Resources and activities to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
<b>Department responsible for monitoring mitigation effectiveness</b>	Agency function primarily tasked with monitoring and measuring the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	







# Sample Safety Risk Assessment Matrix

## Severity Categories

Description	Severity Category	Criteria
<b>Catastrophic</b>	<b>1</b>	<p>Could result in one or more of the following:</p> <ul style="list-style-type: none"> <li>Death</li> <li>Multiple serious injuries requiring hospitalization</li> <li>Irreversible environmental impact</li> <li>Monetary loss equal to or exceeding \$1,000,000</li> </ul>
<b>Critical</b>	<b>2</b>	<p>Could result in one or more of the following:</p> <ul style="list-style-type: none"> <li>Serious injury requiring hospitalization</li> <li>Reversible significant environmental impact</li> <li>Monetary loss equal to or exceeding \$250,000 but less than \$1,000,000</li> </ul>
<b>Marginal</b>	<b>3</b>	<p>Could result in one or more of the following:</p> <ul style="list-style-type: none"> <li>Injury requiring medical treatment beyond first aid that may result in one (1) or more lost work day(s)</li> <li>Reversible moderate environmental impact</li> <li>Monetary loss equal to or exceeding \$10,000 but less than \$250,000</li> </ul>
<b>Negligible</b>	<b>4</b>	<p>Could result in one or more of the following:</p> <ul style="list-style-type: none"> <li>Injury requiring first aid</li> <li>Minimal environmental impact</li> <li>Monetary loss less than \$10,000</li> </ul>



# Sample Safety Risk Assessment

Likelihood Levels		
Description	Level	Individual item
<b>Frequent</b>	<b>A</b>	Likely to occur often in the life of an item.
<b>Probable</b>	<b>B</b>	Will occur several times in the life of an item.
<b>Occasional</b>	<b>C</b>	Likely to occur sometime in the life of an item.
<b>Remote</b>	<b>D</b>	Unlikely, but possible to occur in the life of an item.
<b>Improbable</b>	<b>E</b>	So unlikely, it can be assumed occurrences may not be experienced in the life of an item.

# ment Matrix

<b>System or Vehicle Fleet</b>
Continuously experienced. Potential consequence may be experienced more than once in 40,000 vehicle revenue miles (VRM).
Will occur frequently. Potential consequence may be experienced once per 40,000 to 480,000 VRM.
Will occur several times. Potential consequence may be experienced once per 480,000 to 4,800,000 VRM.
Unlikely but can reasonably be expected to occur. Potential consequence may be experienced once per 4,800,000 to 44,400,000 VRM.
Unlikely to occur, but possible. Potential consequence may be experienced less than once per 14,400,000 VRM.

# Sample Safety Risk Assessment Matrix

Risk Assessment Matrix				
Severity	Catastrophic 1	Critical 2	Marginal 3	Negligible 4
Likelihood				
Frequent - A	HIGH - 1A	HIGH - 2A	HIGH - 3A	MEDIUM - 4A
Probable - B	HIGH - 1B	HIGH - 2B	MEDIUM - 3B	MEDIUM - 4B
Occasional - C	HIGH - 1C	MEDIUM - 2C	MEDIUM - 3C	LOW - 4C
Remote - D	MEDIUM - 1D	MEDIUM - 2D	LOW - 3D	LOW - 4D
Improbable - E	LOW - 1E	LOW - 2E	LOW - 3E	LOW - 4E



**APPENDIX F**

**EAU CLAIRE TRANSIT  
PRIORITIZED SAFETY RISK LOG**

This form is used to organize identified safety risks facing EAU CLAIRE TRANSIT. The log should be updated frequently to demonstrate continual progress towards risk reduction through mitigation strategies. A timeline is used to highlight projected completion dates.

<b>Completed by: INSERT REVIEWER NAME</b>	<b>Last Updated: INSERT DATE</b>
---	----------------------------------

Priority	Risk Description	Planned Mitigation Strategies	Outcomes of Planned Mitigation Strategies	Responsible Staff	Timeline	Status
1	Non-compliance with agency maintenance protocol	<ul style="list-style-type: none"> <li>• Introduce compliance monitoring</li> <li>• Effective supervision including work compliance assessment</li> <li>• Competency assessments</li> <li>• Maintenance policy to reinforce need for compliance</li> </ul>	•	<ul style="list-style-type: none"> <li>• Safety Assurance</li> <li>• Line Manger</li> <li>• Maintenance Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Begin January 2020</li> <li>• Complete August 2020</li> </ul>	Open
2		•	•	•	•	
3		•	•	•	•	
4		•	•	•	•	
5		•	•	•	•	
6		•	•	•	•	
7		•	•	•	•	
8		•	•	•	•	
9		•	•	•	•	
10		•	•	•	•	

Eau Claire Transit Commission  
 Monthly Ridership Report  
 September 2020

	Monthly			YTD Ridership		
	2019	2020	% Change	2019	2020	% Change
Full Cash Fare	3,270	0	-100.0%	29,883	8,253	-72.4%
Full Fare Tickets	2,597	0	-100.0%	24,023	7,555	-68.6%
\$1.50 Fare	16	0	-100.0%	380	411	8.2%
Student Cash Fare	612	0	-100.0%	7,036	1,358	-80.7%
Student Fare Tickets	79	0	-100.0%	1,170	117	-90.0%
1/2 Cash Fare	1,395	0	-100.0%	12,919	3,030	-76.5%
Reduced Fare Tickets	739	0	-100.0%	6,088	1,519	-75.0%
Monthly Pass	7,401	0	-100.0%	89,351	20,454	-77.1%
\$45 Pass	585	0	-100.0%	3,785	1,566	-58.6%
Half Fare Pass	11,857	0	-100.0%	111,617	30,282	-72.9%
CVTC Pass	455	0	-100.0%	4,891	1,104	-77.4%
Day Pass	2,187	0	-100.0%	27,318	6,094	-77.7%
MAX Pass	2,165	0	-100.0%	19,112	7,949	-58.4%
Non-UWEC Ridership	33,358	0	-100.0%	337,573	89,692	-73.4%
UWEC	28,154	9,217	-67.3%	257,668	87,516	-66.0%
Total	61,512	9,217	-85.0%	596,800	177,208	-70.3%
Community Table	241	0		1,794	789	-56.0%
Paratransit	2,710	2,257	-16.7%	25,618	18,854	-26.4%
Free	547	29,799	5347.7%	8,770	155,063	1668.1%
Pool	0	0		2,485	0	-100.0%
Library	0	0		2,143	0	-100.0%
Transfer	3,494	0	-100.0%	35,666	9,593	-73.1%
Total	68,504	41,273	-39.8%	673,276	361,507	-46.3%
Evening Ridership	2,680	2,095	-21.8%	30,419	16,733	-45.0%
Saturday Ridership	4,035	3,410	-15.5%	39,877	28,646	-28.2%
Miles of Service-Day	59,512	50,559	-15.0%	459,029	432,491	-5.8%
Passenger / Mile-Day	1.11	0.77	-29.9%	1.40	0.80	-43.1%
Hours of Service-Day	3,932	3,658	-7.0%	31,227	30,789	-1.4%
Passenger / Hour-Day	16.74	10.71	-36.0%	20.59	11.20	-45.6%
Miles of Service-Eve.	8,242	8,242	0.0%	72,362	65,937	-8.9%
Passenger / Mile-Eve.	0.33	0.25	-21.8%	0.42	0.25	-39.6%
Hours of Service-Eve.	565	565	0.0%	4,955	4,867	-1.8%
Passenger / Hour-Eve	4.74	3.71	-21.8%	6.14	3.44	-44.0%
Saturday	4	4	0.0%	39	38	-2.6%
Weekday School	20	21 *	5.0%	100	70	-30.0%
Weekday Non-school	1	1	0.0%	94	126	34.0%

\*Blended learning. Students in person 2 days/week, virtual 3 days/week.

Eau Claire Transit Commission  
 Monthly Ridership Report  
 October 2020

	Monthly			YTD Ridership		
	2019	2020	% Change	2019	2020	% Change
Full Cash Fare	3,477	2,290	-34.14%	33,360	10,543	-68.40%
Full Fare Tickets	3,035	1,702	-43.92%	27,058	9,257	-65.79%
\$1.50 Fare*	84	33	-60.71%	464	444	-4.31%
Student Cash Fare	625	256	-59.04%	7,661	1,614	-78.93%
Student Fare Tickets	47	20	-57.45%	1,217	137	-88.74%
1/2 Cash Fare	1,294	930	-28.13%	14,213	3,960	-72.14%
Reduced Fare Tickets	699	277	-60.37%	6,787	1,796	-73.54%
Monthly Pass	9,319	4,178	-55.17%	98,670	24,632	-75.04%
\$45 Pass	689	251	-63.57%	4,474	1,817	-59.39%
Half Fare Pass	13,062	7,942	-39.20%	124,679	38,224	-69.34%
CVTC Pass	509	112	-78.00%	5,400	1,216	-77.48%
Day Pass	1,939	1,432	-26.15%	29,257	7,526	-74.28%
MAX Pass	3,104	455	-85.34%	22,216	8,404	-62.17%
Non-UWEC Ridership	37,883	19,878	-47.53%	375,456	109,570	-70.82%
UWEC	34,314	11,056	-67.78%	291,982	98,572	-66.24%
Total	72,197	30,934	-57.15%	668,997	208,142	-68.89%
Community Table	336	277	-17.56%	2,130	1,066	-49.95%
Paratransit	3,145		-100.00%	28,763	18,854	-34.45%
Free	724	3,702	411.33%	9,494	158,765	1572.27%
Pool	0	0		2,485	0	-100.00%
Library	0	0		2,143	0	-100.00%
Transfer	3,919	2,414	-38.40%	39,585	12,007	-69.67%
Total	80,321	37,327	-53.53%	753,597	398,834	-47.08%
Evening Ridership	3,056	1,810	-40.77%	33,475	18,543	-44.61%
Saturday Ridership	3,657	3,542	-3.14%	43,534	32,188	-26.06%
Miles of Service-Day	58,228	61,352	5.37%	517,256	493,843	-4.53%
Passenger / Mile-Day	1.33	0.58	-56.37%	1.39	0.77	-44.69%
Hours of Service-Day	4,124	4,359	5.69%	35,351	35,147	-0.58%
Passenger / Hour-Day	18.73	8.15	-56.51%	20.37	10.82	-46.88%
Miles of Service-Eve.	9,530	9,530	0.00%	81,892	75,467	-7.85%
Passenger / Mile-Eve.	0.32	0.19	-40.77%	0.41	0.25	-39.89%
Hours of Service-Eve.	654	654	0.00%	5,609	5,520	-1.58%
Passenger / Hour-Eve.	4.67	2.77	-40.77%	5.97	3.36	-43.72%
Saturday	4	5	25.00%	43	43	0.00%
Weekday School	20	20 *	0.00%	120	90	-25.00%
Weekday Non-school	3	2	-33.33%	97	128	31.96%

\*Blended learning. Students in person 2 days/week, virtual 3 days/week.

# Eau Claire Transit System

## Operating Revenues

Report Date: September 30, 2020

% of Year Expired: 75.0%

	Prior Year		Current Year		% of Budget
	2019 Budget	2019 Y-T-D	2020 Budget	2020 Y-T-D	
Full Fare Cash	\$ 73,000	\$ 52,308	\$ 70,000	\$ 14,646	20.9%
Full Fare Pass	\$ 122,000	\$ 116,000	\$ 170,000	\$ 47,180	27.8%
Full Fare Tickets	\$ 47,800	\$ 35,136	\$ 50,000	\$ 13,044	26.1%
Day Pass	\$ 51,700	\$ 20,674	\$ 27,000	\$ 5,475	20.3%
Total Full Adult Fares	<u>\$ 294,500</u>	<u>\$ 224,118</u>	<u>\$ 317,000</u>	<u>\$ 80,345</u>	25.3%
Income-Qualifying Cash	\$ 1,900	\$ 569	\$ 1,000	\$ 624	62.4%
Income-Qualifying Pass	\$ 5,400	\$ 5,625	\$ 8,000	\$ 2,340	29.3%
Total I-Q Fares:	<u>\$ 7,300</u>	<u>\$ 6,194</u>	<u>\$ 9,000</u>	<u>\$ 2,964</u>	32.9%
Reduced Fare Cash	\$ 15,000	\$ 10,996	\$ 15,000	\$ 2,621	17.5%
Reduced Fare Pass	\$ 70,000	\$ 64,737	\$ 90,000	\$ 28,402	31.6%
Reduced Fare Tickets	\$ 7,800	\$ 7,257	\$ 10,000	\$ 2,235	22.4%
Total Reduced Fares	<u>\$ 92,800</u>	<u>\$ 82,990</u>	<u>\$ 115,000</u>	<u>\$ 33,258</u>	28.9%
Student Fare Cash	\$ 21,000	\$ 8,793	\$ 11,000	\$ 1,704	15.5%
Student Fare Tickets	\$ 1,900	\$ 2,085	\$ 2,200	\$ 288	13.1%
Student MAX Pass	\$ 21,200	\$ 29,375	\$ 40,000	\$ 7,750	19.4%
CVTC Student Pass	\$ 11,800	\$ 4,000	\$ 7,500	\$ 1,820	24.3%
UW - Eau Claire	\$ 389,000	\$ 396,000	\$ 400,000	\$ 329,507	82.4%
Pool/Library	\$ 7,000	\$ 625	\$ 8,500	\$ -	0.0%
Total Student Fares	<u>\$ 451,900</u>	<u>\$ 440,878</u>	<u>\$ 469,200</u>	<u>\$ 341,068</u>	72.7%
Paratransit Co-Pay	\$ 175,000	\$ 68,730	\$ 101,500	\$ 43,305	42.7%
Agency Fare	\$ 180,500	\$ 134,283	\$ 209,000	\$ 51,186	24.5%
Local Reimbursement	\$ 3,200	\$ 527	\$ 1,100	\$ 83	7.6%
State PT Assistance	\$ 61,900	\$ 62,450	\$ 61,500	\$ 68,547	111.5%
Total Paratransit	<u>\$ 420,600</u>	<u>\$ 265,989</u>	<u>\$ 373,100</u>	<u>\$ 163,121</u>	43.7%
Federal Assistance	\$ 1,787,100	\$ 1,209,167	\$ 1,813,000	\$ -	0.0%
State Assistance	\$ 1,402,900	\$ 1,460,579	\$ 1,487,000	\$ 1,375,113	92.5%
EC County Assistance	\$ 134,800	\$ 95,984	\$ 132,700	\$ 54,872	41.4%
Altoona Assistance	\$ 67,900	\$ 34,559	\$ 70,300	\$ 31,582	44.9%
Total Assistance	<u>\$ 3,392,700</u>	<u>\$ 2,800,289</u>	<u>\$ 3,503,000</u>	<u>\$ 1,461,567</u>	41.7%
Advertising	\$ 52,000	\$ 56,838	\$ 71,400	\$ 15,703	22.0%
Vending Commission	\$ -	\$ 3,074	\$ 4,000	\$ 3,174	
Gifts & Donations	\$ -	\$ -	\$ -	\$ -	
Other Penalties	\$ -	\$ -	\$ -	\$ 36	
Miscellaneous	\$ 1,000	\$ 4,022	\$ 600	\$ 1,167	194.5%
General Fund - Operations	\$ 1,106,000	\$ 864,599	\$ 1,182,100	\$ 886,575	75.0%
Sale of Capital Assets	\$ -	\$ -	\$ -	\$ 8,547	
Fund Balance Applied	\$ -	\$ -	\$ 17,500	\$ -	
Fund Balance Used for CII	\$ -	\$ -	\$ -	\$ -	
Total Other	<u>\$ 1,159,000</u>	<u>\$ 928,533</u>	<u>\$ 1,275,600</u>	<u>\$ 915,202</u>	71.7%
<b>TOTAL REVENUES</b>	<u><u>\$ 5,818,800</u></u>	<u><u>\$ 4,748,989</u></u>	<u><u>\$ 6,061,900</u></u>	<u><u>\$ 2,997,525</u></u>	49.4%



# Eau Claire Transit System

## Operating Expenses

9Report Date: September 30, 2020

% of Year Expired: 75.0%

	Prior Year		Current Year		
	2019 Budget	2019 Y-T-D	2020 Budget	2020 Y-T-D	% of Budget
Admin Wages	\$ 300,500	\$ 205,767	\$ 313,400	\$ 227,410	72.6%
Admin OT Wages	\$ 12,000	\$ 1,440	\$ 12,000	\$ 474	4.0%
Admin Benefits	\$ 211,239	\$ 134,330	\$ 262,836	\$ 168,189	64.0%
Operator Wages	\$ 1,414,400	\$ 915,944	\$ 1,384,000	\$ 784,034	56.6%
Operator OT Wages	\$ 23,000	\$ 93,401	\$ 23,000	\$ 132,467	575.9%
Operator Benefits	\$ 687,355	\$ 477,979	\$ 721,836	\$ 389,530	54.0%
Shop Wages	\$ 266,900	\$ 187,923	\$ 278,600	\$ 177,687	63.8%
Shop OT Wages	\$ 23,800	\$ 46,195	\$ 23,800	\$ 36,709	154.2%
Shop Benefits	\$ 124,206	\$ 103,134	\$ 164,427	\$ 96,258	58.5%
Total Payroll	<u>\$ 3,063,400</u>	<u>\$ 2,166,112</u>	<u>\$ 3,183,900</u>	<u>\$ 2,012,757</u>	63.2%
Printing & Binding	\$ 15,300	\$ 5,855	\$ 7,500	\$ 8,156	108.7%
Advertising & Marketing	\$ 30,000	\$ 15,919	\$ 28,000	\$ 20,185	72.1%
Custodial	\$ 17,900	\$ 14,243	\$ 17,900	\$ 9,495	53.0%
Security	\$ 33,200	\$ 23,096	\$ 33,200	\$ 23,442	70.6%
Utilities	\$ 12,200	\$ 6,471	\$ 8,800	\$ 6,345	72.1%
Ins & Admin Charges	\$ 177,000	\$ 138,213	\$ 167,800	\$ 147,105	87.7%
Misc. Services	\$ 377,300	\$ 275,386	\$ 323,600	\$ 253,273	78.3%
Total Services	<u>\$ 662,900</u>	<u>\$ 479,182</u>	<u>\$ 586,800</u>	<u>\$ 468,002</u>	79.8%
Office Supplies	\$ 4,400	\$ 971	\$ 3,300	\$ 1,354	41.0%
Uniforms & Clothing	\$ 12,200	\$ 3,995	\$ 11,700	\$ 8,313	71.1%
Gas	\$ 2,700	\$ 765	\$ 1,500	\$ 478	31.9%
Diesel Fuel	\$ 419,400	\$ 202,673	\$ 381,500	\$ 132,899	34.8%
Motor Oil	\$ 20,500	\$ 10,508	\$ 17,000	\$ 9,742	57.3%
Tires	\$ 38,300	\$ 34,183	\$ 55,000	\$ 18,002	32.7%
Supplies	\$ 274,800	\$ 461,696	\$ 310,900	\$ 288,193	92.7%
Tool/Shop	\$ 7,500	\$ 9,349	\$ 9,100	\$ 14,762	162.2%
Equip Purchase	\$ -	\$ -	\$ 2,500	\$ -	
Misc. Materials/Supplies	\$ 4,900	\$ 1,677	\$ 2,100	\$ 9,696	461.7%
Total Materials/Supplies	<u>\$ 784,700</u>	<u>\$ 725,817</u>	<u>\$ 794,600</u>	<u>\$ 483,440</u>	60.8%
Purchased Transp.	\$ 1,314,200	\$ 717,924	\$ 1,314,200	\$ 479,526	36.5%
Paratransit Cer	\$ 68,000	\$ 39,914	\$ 72,000	\$ 44,194	61.4%
Total Paratransit	<u>\$ 1,382,200</u>	<u>\$ 757,838</u>	<u>\$ 1,386,200</u>	<u>\$ 523,720</u>	37.8%
Unfund Pen	\$ 37,900	\$ 28,425	\$ 37,900	\$ 28,425	75.0%
Loss on Disp of Equip	\$ -	\$ -		\$ -	
Capital Purchases	\$ -	\$ -		\$ -	
Depreciation	\$ -	\$ -		\$ -	
Other Charges/Adj	\$ -	\$ -		\$ -	
Total Other	<u>\$ 37,900</u>	<u>\$ 28,425</u>	<u>\$ 37,900</u>	<u>\$ 28,425</u>	75.0%
<b>TOTAL EXPENSES</b>	<u><u>\$ 5,931,100</u></u>	<u><u>\$ 4,157,375</u></u>	<u><u>\$ 5,989,400</u></u>	<u><u>\$ 3,516,343</u></u>	58.7%

# Complaint Report

July 1 - September 30, 2020

## Summary

Complaint Type & Count	Unfounded	Total
Rude 1	1	0
Missed Pickup 1	1	0
Driving Habit 0	0	0
Other 1	0	1
<b>Total 3</b>	<b>2</b>	<b>1</b>

Date	Complaint Type	Method	Description	Action Taken	Unfounded
14-Jul	Rude	Phone	Caller alleged that the bus driver did not lower (kneel) the bus for them to remove their bicycle from the rack and was very rude and disrespectful to them.	Video showed that the driver did not kneel the bus, but was very polite when confronted by the passenger about it. Supervisor reminded driver to kneel for riders to remove their bikes, but thought the driver handled themselves very well in the circumstance.	X
24-Jul	Missed Pickup	Phone	Caller claimed they were waiting at the bus stop sign and the bus drove directly past them without stopping.	Video showed the caller was not at the sign when the bus drove by but nearby sitting in the shade. Driver would not have known they were waiting for the bus and thus acted appropriately. Supervisor followed up with caller to review the stop policy.	X
24-Sep	Other	Email	A frequent rider emailed with concern about a driver not wearing a mask while on the bus.	At the time that this complaint was filed, we had a policy exempted drivers who wore eyeglasses from wearing a mask while they were driving. That policy has since been adjusted to require that drivers wear masks at all times while in the bus or outdoors within 6 ft of others.	



## MANAGER'S REPORT

NOVEMBER 18, 2020

### TRANSFER CENTER PROJECT UPDATE

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We are currently on schedule to begin construction on the temporary site by March 30, 2020. We are trying to make the layout to be similar to what will be at the new Transfer Site so that driver's and passengers will have the opportunity to get used to the new method of transferring. The development agreement with Merge is still underway. Preliminary costs have been established and they are higher than what was budgeted. We are working with finance to see how to address this. LHB has been working closely with Slingshot (Merge's architect) to coordinate the project.

### 2021 BUDGET

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The City Council adopted the 2021 budget at their meeting on November 10<sup>th</sup>. The budget included an amendment introduced by Councilmember Gragert to reduce the income qualifying fare from \$1.50 to \$.85 and to reduce the income qualifying monthly pass from \$45 to \$25. I have included in your packet the written comments received by the council from the public hearing. I understand that at least two individuals from the public also spoke in favor of the amendment. I will now be entering transit's application for Operating assistance with the State of Wisconsin. We will find out the amount of funding some time in May of 2021.

### RFP FOR BUS TECHNOLOGY AND FARE COLLECTION UPDATE

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The technical specifications for the RFP have been completed. The preliminary independent cost estimate gives a good indication that we can keep the project within budget. The next steps are to finalize the language so that we meet all the federal requirements for procuring the new systems.

## COVID-19 ACTIONS UPDATE

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One operator is currently on leave because of the virus. Contact tracing did not require any other operators to be isolated. Operators continue to sanitize buses once an hour or every 45 minutes depending on the route being operated. We will be reducing staff at CMF again because of the current spike in cases in the community. People will have to schedule appointments in advance to receive service at CMF. The UWEC has announced that all classes will be virtual after the Thanksgiving break. I have asked the UWEC if they wish to maintain the same level of service since the campus will remain open. This has yet to be decided.