**CITY OF SPARTANBURG**
SOUTH CAROLINA

# CITY COUNCIL AGENDA

**City Council Meeting**
**County Council Chambers**
**366 N. Church Street**
**Monday, September 9, 2024**
**5:30 PM**

I. Moment of Silence

II. Pledge of Allegiance

III. Approval of the Minutes of the August 26, 2024 Meeting

IV. Approval of the Agenda of the September 9, 2024 Meeting

V. Public Comment
**Public Comment Forms are available inside Council Chambers on the front podium. Please turn in completed forms to the City Clerk prior to the start of the meeting.**

VI. Presentation of Proclamation Declaring September 17, 2024 through September 23, 2024 as Constitution Week
Presenter: Jerome Rice, Jr. Mayor

VII. Consent Agenda

A. An Ordinance Authorizing the City Manager to Enter Into a Development Agreement with VanRock Holdings, LLC for a Project Located at 1017 Florida Avenue, Spartanburg
Presenter: Martin Livingston, Community Development Director

VIII. Boards and Commissions Appointments-Bicycle and Pedestrian Committee
Presenter: Christie Lindsey, City Clerk

IX. Resolutions

A. A Resolution Certifying One (1) Unit as an Abandoned Building Site pursuant to the South Carolina Abandoned Building Revitalization Act, Title 12, Chapter 67, Section 12-67-100 et seq., of the South Carolina Code of Laws (1976), as amended, regarding the property located at 150 Archer Street, City of Spartanburg, Spartanburg County TMS# 7-12-10-040.00
Presenter: Robert P. Coler, City Attorney

B. A Resolution to Adopt the Agency Safety Plan Developed by SPARTA and Authorize the City Manager to Approve Updates as Necessary.
Presenter: Dennis Locke, Finance Director, City of Spartanburg

As required by the Americans with Disabilities Act, the City of Spartanburg will provide interpretive services for the City Council Meetings. Requests must be made to the Communications & Marketing Office (596-2020) 24 hours in advance of the meeting. This is a Public Meeting and notice of the meeting was posted with the Media 24 hours in advance according to the Freedom of Information

**X. Contract Award for North Spring Street Resurfacing Project**
**Presenter: Jay Squires, Public Works Director, City of Spartanburg**

**XI. Staff Updates**

**XII. City Council Updates**

**XIII. Executive Session**

**A. Executive Session Pursuant to Section 30-4-70 (a)(5) of the South Carolina Code to Discuss Matters Relating to Economic Development "Project Core" a Potential Mixed-use Development in the Downtown Area**

**B. Executive Session Pursuant to Section 30-4-70 (a)(5) of the South Carolina Code to Discuss Matters Relating to Economic Development "Project New Vision" a Potential Mixed-Income Residential Development near the Downtown Area.**

**XIV. Adjournment.**

*City Code Sec. 2-57. Citizen Appearance. Any citizen of the City of Spartanburg may speak at a regular meeting on any matter pertaining to City Services and operations germane to items within the purview and authority of City Council, except personnel matters, by signing a Citizen's Appearance form prior to the meeting stating the subject and purpose for speaking. No item considered by Council within the past twelve (12) months may be added as an agenda item other than by decision of City Council. The forms may be obtained from the Clerk and maintained by the same. Each person who gives notice may speak at the designated time and will be limited to a two (2) minute presentation.*

**City Council Meeting**
**County Council Chambers**
**366 N. Church Street**
**Monday, August 26, 2024**
**5:30 p.m.**

**(These minutes to be approved at the September 9, 2024 Council Meeting)**

**City Council met this date with the following Councilmembers present: Mayor Jerome Rice, Jr, Mayor Pro Tem Janie Salley, Councilmembers Jamie Fulmer, Ruth Littlejohn, Erica Brown, Meghan Smith and Rob Rain. City Manager Chris Story, Deputy City Manager Mitch Kennedy, and City Attorney Robert Coler were in attendance. Assistant City Manager, Kevin Limehouse, was absent. Notice of the meeting was posted with the Media 24 hours in advance according to the Freedom of Information Act. All City Council meetings are live streamed/recorded. To view the video for a complete transcript, please visit https://www.cityofspartanburg.org/city-council**

**I. Moment of Silence – observed**

**II. Pledge of Allegiance - recited**

**III. Approval of the Minutes of the August 12, 2024 City Council Meetings**
***Councilmember Smith*** *made a motion to approve the minutes as received.*
***Mayor Pro Tem Salley*** *seconded the motion, which carried unanimously 7 to 0.*

**IV. Approval of the Agenda for the August 26, 2024 City Council Meeting -**
***Mayor Pro Tem Salley*** *made a motion to approve the minutes as received.*
***Councilmember Littlejohn*** *seconded the motion, which carried unanimously 7 to 0.*

**V. Public Comment –**
*Citizen Appearance forms are available at the door and should be submitted to the City Clerk
1. **LaRaven Twitty-Spoke regarding the Passenger Center/Buses-SPARTA**
2. **Sundra Proctor Smith-Spoke on behalf of Proctor Lawn Care**

**VI. Update on AmeriCorps VISTA Program**
**Presenter: Hannah Jarrett, Vice President of Community & Collective Impact United Way of the Piemont**
Marilyn Nguyen, with the City of Spartanburg, opened the presentation by discussing her journey in the VISTA Program. Hannah Jarrett, Becca Waldorf, Jessica McMaster and Lilly Simmons all spoke about the VISTA Program and the positive impact that it has on its participants and our Community.
*Council received presentation as information only.*

**VII. Boards and Commissions Appointment-Airport Advisory Committee**
**Presenter: Christie Lindsey, City Clerk**
The City Clerk presented Council with the interview committees' recommendation, that Dr. James Dunn be reappointed to the Airport Advisory Committee.
***Councilmember Rain*** *made a motion to appoint Dr. Dunn to the board.*
***Councilmember Littlejohn*** *seconded the motion, which carried unanimously 7 to 0.*

**VIII. Ordinance**

**A. An Ordinance Authorizing the City Manager to Enter Into a Development Agreement with VanRock Holdings, LLC for a Project Located at 1017 Florida Avenue, Spartanburg. (First Reading)**
**Presenter: Chris Story, City Manager**
***Councilmember Rain*** *made a motion to approve the Ordinance as presented.*
***Councilmember Fulmer*** *seconded the motion, which carried unanimously 7 to 0.*

**IX. Staff Updates**
Chris Story gave a brief update on projects in the City to include the following:
1) He advised Council there is now an interactive map on the City of Spartanburg Website that outlines the zoning for areas in the City.
2) He answered questions from Council regarding the timeline for the Main Street projects and Morgan Square redevelopment.

**X. City Council Updates-** Each Councilmember gave updates on their activities since the previous council meeting.

**XI. Executive Session**

**A. An Executive Session to Discuss a Contractual Agreement Pursuant to Section 30-4-70 (a)(2) of the SC Code of Laws**
***Mayor Pro Tem Salley*** *made a motion to enter into executive session at 6:20p.m.*
***Councilmember Brown*** *seconded the motion which carried unanimously 7 to 0.*

**XII. Adjournment –** ***Councilmember Littlejohn*** *made a motion to adjourn the meeting. Councilmember Brown seconded the motion, which carried unanimously 7 to 0. The meeting adjourned at 6:58 p.m.*

Christie B. Lindsey

Christie B. Lindsey, City Clerk

# REQUEST FOR COUNCIL ACTION

**TO:** **Chris Story, City Manager**

**FROM:** **Bob Coler, City Attorney**

**SUBJECT:** **A Resolution to certify 150 Archer Street as an abandoned building site**

**DATE:** **September 5, 2024**

Lamar Holdings, LLC is the owner and developer of certain real property located at 150 Archer Street. Lamar Holdings proposes to rehabilitate the buildings at this location and is seeking Abandon Building Tax Credits to accomplish same. Lamar Holdings, pursuant to state law, is asking the City to certify the property as an abandoned building site. After review of the appropriate documents and information, staff has concluded that the site qualifies as such. The attached Resolution memorializes staff's conclusion that the site qualifies as an abandoned building site.

Staff recommends approval of the Resolution.

I look forward to answering any questions Council may have.

**Financial Impact**: None. The site will be approved for state income tax credits only.

**City of Spartanburg Resolution No. _____**

*Certifying one (1) Unit as an Abandoned Building Site pursuant to the South Carolina Abandoned Buildings Revitalization Act, Title 12, Chapter 67, Section 12-67-100 et seq., of the South Carolina Code of Laws (1976), as amended, regarding the property located at 150 Archer Street, City of Spartanburg, Spartanburg County TMS # 7-12-10-040.00.*

**WHEREAS,** the South Carolina Abandoned Buildings Revitalization Act (the "Act") was enacted in Title 12, Chapter 67 of the South Carolina Code of Laws (1976), as amended, to create an incentive for the rehabilitation, renovation and redevelopment of abandoned buildings located in South Carolina; and

**WHEREAS,** the Act provides that restoration of abandoned buildings into productive assets for the communities in which they are located serves a public and corporate purpose and results in job opportunities; and

**WHEREAS,** Section 12-67-140 of the Act provides that a taxpayer who rehabilitates an abandoned building is eligible either for a credit against certain income taxes, license fees or premium taxes, or a credit against local property taxes; and

**WHEREAS,** Lamar Holdings, LLC is the owner and developer of certain real property located at 150 Archer Street, Spartanburg, SC (the "Property") and is identified by the Spartanburg County Tax Map Number 7-12-10-040.00; and

**WHEREAS,** the Property is located within the city limits of Spartanburg, South Carolina; and

**WHEREAS,** Lamar Holdings, LLC, also known as the "Taxpayer," has requested that the City certify that the Property is eligible as an abandoned building site as defined by Section 12-67-120.

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SPARTANBURG, SOUTH CAROLINA, this _____ day of _____, 2024 as follows:**

Section 1. The Taxpayer has submitted to the City a request to certify that the abandoned building site was an abandoned building as defined in Section 12-67-120(1) and that the geographic area of the abandoned building site is consistent with Section 12-67-120(2), pursuant to Section 12-67-160 of the Act (the "Request to Certify").

Section 2. The City has reviewed the Request to Certify and supporting documentation, conferred with the Taxpayer, and conducted its own review of the Property.

Section 3. The City hereby certifies that (i) the abandoned building site was an abandoned building as defined by Section 12-67-120(1) of the Act, (ii) the geographic area of the

abandoned building site is consistent with Section 12-67-120(2) of the Act; and (iii) the abandoned building site will be developed by Taxpayer as one (1) Unit as defined in the Act.

Requested By:

_____ _____

Mayor

Approved By:

_____

City Manager

Approved as to Form:

_____ _____

City Attorney City Clerk

Introduced:
First Reading:

# REQUEST FOR CITY COUNCIL ACTION

**TO:** **Chris Story, City Manager**

**FROM:** **Dennis R. Locke, Finance & Budget Director**

**SUBJECT:** **SPARTA Safety Management Policy Statement**

**DATE:** **September 5, 2024**

**BACKGROUND:**

**SPARTA has developed an Agency Safety Plan (ASP), per the Federal Transit Administration (FTA) final rule 49 CFR Part 673. This rule requires the development of a uniform system of public transit safety management, called the Safety Management System (SMS). Currently Finance Director has been delegated City employee with the responsibility of oversight for SPARTA. This position will be the Accountable Executive, as specified under the new regulations.**

**Safety has always been a core value of SPARTA, and managing safety is a core business commitment for our agency. SPARTA is committed to developing, implementing, maintaining, and continuously improving our daily practices to ensure the safety of our customers, contractor employees, and the public. SPARTA will use the safety management processes to guide the prioritization of safety and allocate our organizational resources (such as people, funding, and technology} to integrate into our everyday operations. We aim to develop and support a robust safety culture and achieve the highest levels of safety performance set forth by the FTA.**

**ACTION REQUESTED:**

**Staff is request City Council approve the Safety Plan and by resolution authorized the City Manager to approve updates to the plan as necessary.**

**BUDGET AND FINANCIAL DATA:**

**N/A**

**RESOLUTION**

**TO ADOPT THE AGENCY SAFETY PLAN DEVELOPED BY SPARTA AND AUTHORIZE THE CITY MANAGER TO APPROVE UPDATES AS NECESSARY.**

**WHEREAS, the Spartanburg Area Regional Transit Agency ("**SPARTA") has developed an Agency Safety Plan (ASP) per the Federal Transit Administration's Final Rule 49 CFR Part 673 (the "Rule"). The Rule requires the development of a uniform system of public transit safety management, known as the Safety Management System (SMS); and

**WHEREAS,** safety is a core value of SPARTA and managing safety is a core business commitment of the City of Spartanburg; and

**WHEREAS,** the City desires to adopt the Agency Safety Plan set forth by SPARTA and to allow the City Manager to authorize any updates or changes as necessary to the ASP; and

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND MEMBERS OF COUNCIL OF THE CITY OF SPARTANBURG, SOUTH CAROLINA, IN COUNCIL ASSEMBLED:

Section 1. City Council approves the adoption of the Agency Safety Plan developed by SPARTA.

Section 2. City Council authorizes the City Manager to allow minor changes and modifications to the Agency Safety Plan as may be necessary or appropriate. Said minor changes and/or modifications shall be approved by the City Manager and the City Attorney. If either the City Manager or the City Attorney, or both, deem any change or modification to be more than a minor change or modification, the proposed amendment shall be presented to City Council for approval or denial.

Section 4. This Resolution shall be become effective upon the date of enactment.

DONE AND RATIFIED this 9th day of September, 2024.

_____
MAYOR

ATTEST:

_____
CITY CLERK

APPROVED AS TO FORM:

_____
CITY ATTORNEY

# City of Spartanburg

# Spartanburg Area Regional Transit Agency

# Agency Safety Plan

150 Airflow Drive
Spartanburg SC 29306

Version 2, 5/24/2024

| Version Number and Updates | | | |
|---|---|---|---|
| **Version Number** | **Section/Pages Affected** | **Reason for Change** | **Date Issued** |
| 1 | | New Document | |
| 2 | All Sections | General Document Update | 05/24/2024 |
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## 1. Transit Agency Information 673.23 (d)

| | | | |
|---|---|---|---|
| **Transit Agency Name** | Spartanburg Area Regional Transit Agency (SPARTA) | | |
| **Transit Agency Address** | 150 Airflow Drive, Spartanburg SC 29306 | | |
| **Name and Title of Accountable Executive** | Dennis Locke, Director of Finance, City of Spartanburg<br><br>The Accountable Executive meets the requirements in 49 CFR § 673.5 and §673.21(d)(1). Please see the Roles and Responsibilities of the Accountable Executive in Section 4-Safety Management Policy. | | |
| **Name and Title of Chief Safety Officer** | Luis Gonzalez, Contracted General Manager, SPARTA<br><br>The Chief Safety Officer meets the requirements of § 673.5 and §673.23(d)(2). Please see the Roles and Responsibilities of the Chief Safety Officer in Section 4-Safety Management Policy. | | |
| **Mode(s) of Service Covered by This Plan** | Fixed Route Bus | **List All FTA Funding Types (e.g., 5307, 5310, 5311)** | 5307 |
| **Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)** | Fixed Route Bus – contracted<br><br>Transit Management of Spart is contracted with the City of Spartanburg to run the day-to-day operations of SPARTA's fixed-route bus service. | | |
| **Does the agency provide transit services on behalf of another transit agency or entity?** | NO | **Description of Arrangement(s)** | N/A |
| **Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided** | N/A | | |

## System Description

The City of Spartanburg acquired the transit system from Duke Power Company on January 1, 1992. The City of Spartanburg outsourced the management of the system on July 1, 1992. Initially, SPARTA operated six routes and provided 485,000 trips annually. Subsequently, many of these routes were expanded to serve a greater portion of the Spartanburg area increasing ridership to 543,000 in 2002.

The SPARTA system was expanded to eight fixed routes in 2004. Over the last 5 years, SPARTA has added 2 Hybrid/Electric buses and 2 regular diesel buses with 3 more buses put on order in June 2015.

In 2000, SPARTA broke ground on a facility for the system. The facility, completed in May 2002, features a state-of-the-art maintenance area as well as ample space for the operations function.

In June 2001, SPARTA began construction of a downtown passenger center. The Passenger Center, which opened in July 2002, protects from the weather, a short walk from one bus to another, and a place to sit and wait for their bus. Before the construction of the passenger center, SPARTA riders transferred on the sidewalks downtown with no shelter from the weather.

SPARTA service operates eight routes Monday through Friday from 6:00 a.m. to 6:00 p.m. Saturday's four routes begin at 10:00 a.m. and end at 6:00 p.m.

Transit Management of Spartanburg, was formed to support SPARTA's fixed-route bus service delivery for the City of Spartanburg and also maintains all transit vehicles at the SPARTA facility located at 150 Airflow Drive, Spartanburg, South Carolina.

**Agency Safety Plan and Safety Management System (SMS)**

SPARTA developed this safety plan to comply with 49 CFR Part 673, the PTASP regulation. This plan also serves as an "SMS user's manual" that guides SPARTA in the successful implementation and operation of its SMS.

The FTA defines SMS as:

> "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."

Furthermore, SMS is a comprehensive, collaborative approach that brings management and labor together to build on the transit industry's existing safety foundation to control risk better, detect and correct safety problems earlier, share and analyze safety data more effectively, and measure safety performance more carefully.

SPARTA 's SMS has four distinct components, which are discussed in subsequent sections of this safety plan:

- Safety management policy
- Safety risk management
- Safety assurance
- Safety promotion

## 2. Plan Development, Approval, and Updates 673.11 (d)

| | | |
|---|---|---|
| **Name of Entity that Drafted this Plan** | Spartanburg Area Regional Transit Agency (SPARTA) | |
| **Signature by the Accountable Executive** | **Signature of Accountable Executive** | **Date of Signature** |
| | | |
| **Approval by the Board of Directors or an Equivalent Authority** | **Approval** | **Date of Approval** |
| | Spartanburg City Council | |
| | **Relevant Documentation (title and location)** | |
| | | |
| **Certification of Compliance** | **Name of Individual / Entity That Certified This Plan** | **Date of Certification** |
| | | |
| | **Relevant Documentation (title and location)** | |
| | | |

| **Annual Review and Update of the Public Transportation Agency Safety Plan 673.11 (a) (3)** |
|---|
| The Chief Safety Officer will review SPARTA's Agency Safety Plan (ASP) by July 1st of each year and update it if needed. If the CSO makes any changes to the ASP, the Accountable Executive will need to approve changes, sign the new ASP, and forward it to the Spartanburg City Council for review and approval. |

## 3. Safety Performance Targets 673.15 (a) (b)

| Safety Performance Targets | | | | | | | |
|---|---|---|---|---|---|---|---|
| The targets listed below are based on reviews of the previous five years of SPARTA 's safety performance data. | | | | | | | |
| **Mode of Transit Service** | **Fatalities (total)** | **Fatalities (per 100 thousand VRM)** | **Injuries (total)** | **Injuries (per 100 thousand VRM)** | **Safety Events (total)** | **Safety Events (per 100 thousand VRM)** | **System Reliability (VRM / failures)** |
| **Fixed Route** | 0 | 0 | 7 | 2.4 | 5.8 | 1.94 | 7,768 |

| Safety Performance Target Coordination | | |
|---|---|---|
| SPARTA's Accountable Executive shares our Agency Safety Plan, including safety performance targets, with the Spartanburg Area Transportation Study (SPATS) each year after its formal adoption by the City Council. The Accountable Executive also provides a copy of our formally adopted plan to the South Carolina Department of Transportation (SCDOT). City and SPARTA personnel are available to coordinate with SCDOT and the SPATS in the selection of SCDOT and MPO safety performance targets upon request. | | |
| **Targets Transmitted to the State** | **State Entity Name** | **Date Targets Transmitted** |
| | South Carolina Department of Transportation | 5/14/23 |
| **Targets Transmitted to the Metropolitan Planning Organization(s)** | **Metropolitan Planning Organization Name** | **Date Targets Transmitted** |
| | The Spartanburg Area Transportation Study (SPATS) is the Metropolitan Planning Organization (MPO) | 5/14/23 |

## 4. Safety Management Policy 673.23 90

### SPARTA Safety Management Policy Statement (SMPS)

May 24, 2024

SPARTA has developed an Agency Safety Plan (ASP), per the Federal Transit Administration (FTA) final rule 49 CFR Part 673. This rule requires the development of a uniform system of public transit safety management, called the Safety Management System (SMS). As the City of Spartanburg Director of Finance, I will be the Accountable Executive, as specified under the new regulations. Ultimately, I am responsible for ensuring the successful implementation of the new safety standards, which will be upheld throughout our organization.

Safety has always been a core value of SPARTA, and managing safety is a core business commitment for our agency. SPARTA is committed to developing, implementing, maintaining, and continuously improving our daily practices to ensure the safety of our customers, contractor employees, and the public. SPARTA will use the safety management processes to guide the prioritization of safety and allocate our organizational resources (such as people, funding, and technology) to integrate into our everyday operations. We aim to develop and support a robust safety culture and achieve the highest levels of safety performance set forth by the FTA.

The City of Spartanburg and SPARTA are committed to the following core capacities:

Executive Commitment to Safety—Executive Management will lead the development of an organizational culture that promotes safe operations. We will provide appropriate resources to support the SMS development by fostering and ensuring safe practices, improving procedures when needed, and encouraging effective employee safety reporting and communication.

Communication & Training—Employee engagement is crucial to a functioning SMS. Communication systems will be developed and fine-tuned to enable greater awareness of SPARTA safety objectives and performance targets. All contractor employees will be made aware of the importance of SPARTA's SMS and trained in any new or improved safety reporting procedures.

Responsibility & Accountability— The Accountable Executive, General Manager (GM), and Assistant General Manager (AGM) will be ultimately accountable for delivering safe and quality transit services and assuring that the safety risk associated with identified safety hazards is assessed and mitigated.

Employee Reporting—We will institute a safety reporting program as a viable tool for contractor employees to voice their safety concerns. All frontline staff will be responsible for utilizing this program as part of the SMS. No action will be taken against any staff member who communicates a safety condition through the SPARTA safety reporting program unless such disclosure indicates the following: an illegal act, gross misconduct or negligence, or a deliberate or willful disregard of SPARTA rules, policies, and procedures.

Performance Monitoring & Measurement—SPARTA will establish realistic measures of safety performance and safety performance targets to ensure our continuous improvement.

Review & Evaluation—SPARTA will measure its SMS performance by analyzing our key safety performance indicators, reviewing inspections, and evaluating our corrective action reports. These activities will become the basis for revising or developing safety objectives, safety performance targets, and overall ASP with the goal of continuous, effective safety improvements.

Thank you for your full cooperation in building a safer workplace for our contractor employees and customers.

Dennis Locke
Accountable Executive

## Safety Management Policy Communication 673.23 (c)

The General Manager, who leads SPARTA's SMS activities, introduced the contracted employees to SMS principles at a quarterly safety meeting. A paper copy of the Safety Management Policy Statement (SMPS) was distributed to all SPARTA contracted employees and the Spartanburg City Council. SPARTA also posted the SMPS inside operational facilities.

## Authorities, Accountabilities, and Responsibilities 673.23

**Roles and Responsibilities of the Accountable Executive**
The SPARTA Accountable Executive has ultimate responsibility for carrying out the Agency Safety Plan. The Accountable Executive has control or direction over the human and capital resources needed to develop and maintain this Agency's Safety Plan.

The Accountable Executive is accountable for ensuring that SPARTA effectively implements its SMS throughout the agency and addresses SMS substandard safety performance. The Accountable Executive is responsible for signing SMS implementation planning documents and endorsing SMS implementation team membership.

The Accountable Executive may delegate specific responsibilities, but the ultimate accountability for SPARTA's safety performance cannot be delegated and always rests with the Accountable Executive.

The SPARTA Accountable Executive's roles include, but are not necessarily limited to:

- Decision-making about human and capital resources needed to support asset management, SMS activities, and capital investments;
- Signing SMS implementation planning documents, and ensuring that SMS is effectively implemented throughout SPARTA 's public transportation system;
- Ensuring action is taken to address substandard performance in SPARTA 's SMS;
- Endorsing SMS implementation team membership, and;
- Other duties as assigned/necessary.

**Roles and Responsibilities of the Chief Safety Officer (COS) 673.11 (d)**
The CSO has the authority and responsibility for developing, implementing, and operating SPARTA 's SMS. The CSO reports directly to the Accountable Executive for matters involving SMS.

The CSO's roles include, but are not necessarily limited to:

- Developing and maintaining SMS documentation
- Maintaining all SMS-related documentation and incident files for 10 years or as FTA requires
- Directing hazard identification and safety risk assessment
- Monitoring safety risk mitigation activities
- Provide periodic reports on safety performance
- Briefing the Accountable Executive on SMS implementation progress;
- Planning safety management training
- Infectious Disease
- Other duties as assigned/necessary

SPARTA identifies and documents all the SMS-related organizational accountabilities and responsibilities of the CSO job function.

**Agency Leadership and Executive Management Roles**
Members of the City of Spartanburg and SPARTA leadership have authority and responsibility for the day-to-day implementation and operation of the agency's SMS.

SPARTA Leadership and Executive Management include:

- SPARTA CSO (General Manager)
- Assistant General Manager

The Agency Leadership and Executive Management are responsible for the following accountabilities and responsibilities of this plan. Its roles include, but are not necessarily limited to:

- Implementation and operation of SPARTA 's SMS, within the functions for which they have responsibility;
- Provide input into the allocation of resources within the functions in which they have the responsibility to accomplish the goals and objectives of the agency safety plan;
- Accountable for oversight, day-to-day operations, and maintaining compliance with the agency safety plan, within the functions in which they have responsibility;
- Modify policies consistent with the implementation of the agency safety plan;

**Key Staff Roles**

The City of Spartanburg and SPARTA key staff have the following accountabilities and responsibilities of this plan. Their roles include but are not necessarily limited to:

- The SMS-related organizational authorities and responsibilities of key staff include assisting the Accountable Executive and CSO in developing, implementing, and operating the SMS. Based on responsibilities and expertise, key staff assists in hazard identification, safety risk assessment, safety risk mitigation, safety performance monitoring, safety performance measurement, safety training, and safety communication activities.
- Key staff plays a significant role as subject matter experts in hazard identification, safety risk assessment, safety risk mitigation, and safety performance monitoring activities.
- Key staff functions that bring experience and expertise to bear on SMS activities include:
    - Dispatchers;
    - Bus Operators;
    - Vehicle Mechanics, and;
    - Appropriate City employees.
- Safety Meetings: A permanent agenda item in all safety meetings is dedicated to safety. Safety issues are discussed and documented. Hazard reports and mitigations will be shared, safety topics brought up for open discussion, further feedback solicited, and hazard self-reporting further encouraged.

## Employee Safety Reporting Program 673.23 (b)

The City of Spartanburg has established and implemented a formal safety reporting program for SPARTA contracted employees to voluntarily report any safety issues, conditions, or concerns they may see during their day-to-day delivery of transit services. This voluntary safety reporting program is separate from the City's mandatory reporting requirements for accidents and incidents.

The employee safety reporting program (ESRP) provides protections for contractor personnel who report safety issues, concerns, or conditions. The ESRP ensures that discipline will not be applied, and contractor employees have protection against reprisal or any other adverse action for reporting a safety issue, concern, or condition. Contracted personnel who report safety issues, concerns, and conditions are also generally protected under Occupational Safety and Health Administration whistleblower protections.

The ESRP also describes employee behaviors that are not protected under the program and may result in disciplinary action, such as an employee engaged in an illegal act, committed gross negligence, or deliberately or willfully disregarding regulations or procedures.

The ESRP clarifies:

- What to report, what not to report, and how to report;
- What managers should do when employees report safety concerns;
- How reports are documented; and
- How employees will receive feedback about the results of their reports.

The reporting system is simple to use and available to all SPARTA contracted personnel. The ESRP addresses the following:

- Who is responsible for developing and managing the employee safety reporting program;
- Timely response to employee safety reports.
- How the agency provides feedback to employees on the action(s) taken to address the reported safety issue, condition, or concern;
- Investigation of reported safety issues, conditions, or concerns for causal or contributing factors.
- How the transit system documents and reviews safety issues, conditions, or concerns to determine if a hazard exists; and
- If the issue is determined to be a hazard, how the hazard is then entered into the safety risk management process?

The City of Spartanburg is committed to providing feedback to contracted personnel who report a safety issue, condition, or concern. This feedback is provided either directly in a one-on-one conversation or through the safety meeting platform. The feedback addresses what, if any action, will be taken to address the reported safety issue, condition, or concern. **(673.31)**

Contracted personnel report safety issues, conditions, or concerns on the accident/incident report form, or the CSO fills out the form if contracted personnel report verbally. Dispatchers keep a hazard log to record issues, conditions, or concerns reported via radio by Bus Operators.

More detailed documentation of the ESRP is on file in the Accountable Executive's office and the CSO's office. A description of the ESRP was distributed to all current contracted personnel during the training provided on employee safety reporting. The new-hire orientation process will inform new contracted personnel of the ESRP.

## 5. Safety Risk Management 673.25

SPARTA uses the SRM process as a primary method to ensure the safety of operations, passengers, contracted employees, and vehicles. It is a process wherein hazards and their consequences are identified, assessed for potential safety risks, and resolved in a manner acceptable to SPARTA 's leadership. The SPARTA SRM process allows us to carefully examine what could cause harm, and determine whether we have taken sufficient precautions to minimize the harm, or if further mitigations are necessary.

The SRM process applies to all elements of the system, including operations, vehicle maintenance, vehicles, employee training, and supervision.

Overall, the SPARTA SRM process includes the following steps that are carried out under the guidance of the CSO with input from appropriate subject matter experts:

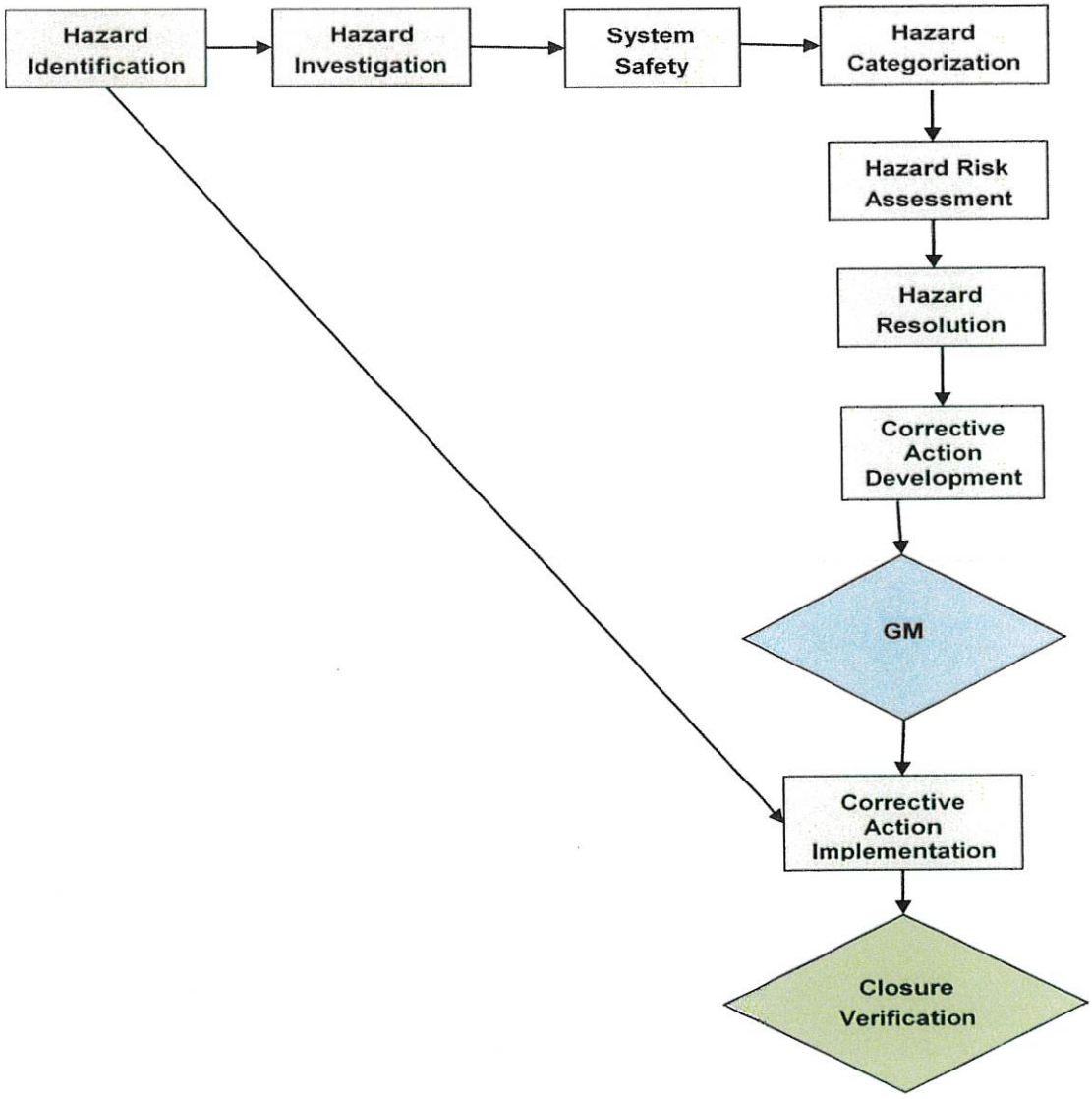
a. Identify hazards
b. Identify the potential consequences of each hazard
c. Evaluate consequences in terms of probability and severity
d. Prioritize risk using our formal risk matrix
e. Communicate prioritized risk to the Accountable Executive
f. Based on the Accountable Executive's approval, create safety risk mitigations to eliminate or reduce the effects of hazards.
g. Implement the mitigation
h. Create a strategy for monitoring mitigation effectiveness

In carrying out the SRM process, SPARTA uses the following terms:

- **Safety event** – Any accident, incident, or occurrence.
- **Hazard** – Any real or potential condition that can cause injury, illness, death, damage to/loss of facilities, equipment, rolling stock, or infrastructure belonging to SPARTA, or damage to the environment.
- **Risk** – Composite of predicted severity and likelihood of the potential effect of a hazard.
- **Risk Mitigation** – Method(s) to eliminate or reduce the effects of hazards.
- **Consequence** – An effect of a hazard involving injury, illness, death, or damage to SPARTA property or the environment.

SPARTA's overall corporate Safety Risk Management Process is documented in the Agency Safety Plan, copies of which are on file in both the Accountable Executive's and CSO's offices. Information contained in the Agency Safety Plan supports SPARTA's activities in hazard identification, safety risk assessment, and safety risk mitigation.

All SPARTA contracted employees are responsible for performing their jobs in a safe manner, which includes identifying safety risks and participating in developing and implementing effective mitigation techniques. This process for managing hazards, from identification through corrective action and closure, is illustrated by the following flowchart:




The Accountable Executive and the City of Spartanburg have responsibility for monitoring SPARTA safety risk management processes, procedures, and documentation to ensure its contractor's performance is consistent with the safety hazard identification, safety risk assessment, and safety risk mitigation processes described in this ASP.

## Safety Hazard Identification 673.25 (b)

All subsequent safety risk management activities are contingent on effectively identifying sources for hazard identification, and the processes to obtain information on hazards.

SPARTA has methods and processes to identify hazards and the consequences of the hazards. SPARTA is considered, as a source for hazard identification, data, and information provided by the City Council, the FTA, and SCDOT. SPARTA also considers the results of its asset condition assessments when performing safety hazard identification activities through its SMS. The results of the condition assessments and safety risk management activities help inform SPARTA 's determination as to whether an asset meets the state of good repair standards under 49 CFR Part 625.

The CSO is responsible for overseeing and facilitating SPARTA's hazard identification process. The CSO is also responsible for documenting identified hazards and ensuring that subject matter experts identify the potential consequences of those hazards. Information related to hazard identification and consequence determination is documented and maintained by the CSO.

The safety hazard identification process offers SPARTA the ability to identify hazards and potential consequences in the operation and maintenance of the system. Hazards are identified through a variety of sources, including:

- Employee safety reporting program;
- Review of vehicle camera footage;
- Review of monthly performance data and safety performance targets;
- Observations from supervision;
- Maintenance reports;
- Comments from customers, passengers, and third parties
- Safety Meetings;
- Results of audits and inspections of vehicles and facilities;
- Results of training assessments;
- Results of internal safety audits;
- Investigations into safety events, incidents, and occurrences, and;
- FTA and other oversight authority agencies (such as a mandatory information source).

SPARTA's transit-specific hazard identification processes include five main areas of review:

1. **Environment**
    a. Weather
    b. Road Surface Condition
    c. Visibility
2. **Transit Service Characteristics and Agency Policies**
    a. Equipment Maintenance Policies
    b. Stop Intervals
    c. Route Design
    d. Driver Scheduling
    e. Passenger Demand Schedules
3. **Operator**
    a. Experience
    b. Physical Ability
    c. Personality
    d. Psychological Condition
    e. Physical Condition
4. **Road Layout**
    a. Width
    b. Speed Limit
    c. Geometric Design
    d. Traffic Volume
    e. Capacity
    f. Parking
    g. Adjacent Lane Use
    h. Street Lighting

i. Pedestrian Volume

5. **Hazard Identification – Accident Prevention/Resolution**
   (1) Identify the Hazard
   (2) Remove the Hazard
   (3) When the Hazard cannot be removed, train for the Hazard as a "known condition"

The CSO may conduct further analysis of hazards and consequences to collect information, identify additional consequences, and inform the Accountable Executive which hazards should be prioritized for safety risk assessment. In following up on identified hazards, the CSO may:

- Reach out to the reporting party, if available, to gather all known information about the reported hazard;
- Conduct a walkthrough of the affected area, assess the possible hazardous condition/s, generate visual documentation (photographs and/or video), and take any measurements that are deemed necessary;
- Conduct interviews with employees in the area to gather potentially relevant information on the reported hazard;
- Review any documentation associated with the hazard (such as records, reports, procedures, inspections, technical documents, etc.);
- Contact other subject matter experts that may have association with or technical knowledge relevant to the reported hazard;
- Review any previously reported hazards of a similar nature; and
- Evaluate tasks and/or processes associated with the reported hazard.

Any identified hazard that poses a real and immediate threat to life, property, or the environment must immediately be brought to the attention of the Accountable Executive and addressed through the SRM process for safety risk assessment and mitigation. This signifies the CSO's belief that immediate intervention is necessary to preserve life, prevent major property destruction, or avoid harm to the environment that would constitute a violation of the Environmental Protection Agency or SCDOT environmental protection standards.

SPARTA involves subject matter experts in safety hazard identification processes by matching the experience and expertise of the individual(s) with the type of hazard to be analyzed. For example, if the hazard is operations-related, then the primary subject matter experts will be from operations; if the hazard is vehicle maintenance related, that type of hazard requires vehicle maintenance expertise and skills.

Determination of the potential consequences of hazards drives our safety risk assessment activities. Hazards in and of themselves do not cause damage. It is the consequences of hazards that cause injuries and death, destroy property, harm the environment, or impair the ability of a transit provider to deliver transit services. Subject matter experts identify the potential consequences of hazards, keeping in mind that a single hazard could have many potential consequences. Each potential consequence is identified and recorded.

## Safety Risk Assessment 673.25 (c)

SPARTA has processes to assess the safety risk associated with identified safety hazards. These safety risk assessment processes include an assessment of the likelihood and severity of the consequences of

the hazards, including existing mitigations and prioritization of the hazards, based on the safety risk.

Assessing the likelihood and severity of hazard consequences is the first step in prioritizing safety risk. SPARTA established procedures for assessing the safety risk of the consequences of identified safety hazards and prioritizing the hazards based on this safety risk. The agency assesses safety risk in terms of likelihood (the probability of a consequence occurring) and severity (the seriousness of a consequence, if it does occur). A safety risk index provides a rating system to use with a safety risk assessment matrix to prioritize safety risks. The safety risk assessment matrix helps SPARTA determine the probability and severity of consequences and allows for the prioritization of safety risks. Appendix E presents the safety risk assessment risk matrix used by SPARTA.

SPARTA chooses subject matter experts to be involved in safety risk assessment by matching the experience and expertise of subject matter experts with the type of hazard under assessment. This assessment is carried out under the guidance of the CSO using the safety risk assessment matrix.

Safety risk prioritization is linked to safety risk mitigation creation. Prioritizing our safety risk provides the Accountable Executive with the information needed to make decisions about resource application. It helps SPARTA apply its limited time, financial, and human resources to the highest priority transit safety risk.

The Accountable Executive is the ultimate decision-maker in applying resources to mitigate high-priority transit safety risks. Therefore, the CSO is responsible for communicating high-priority transit safety risks to the Accountable Executive. SPARTA defined and documented this process that includes criteria for when high-priority transit safety risks need to be elevated to the Accountable Executive.

## Safety Risk Mitigation 673.25 (d)

Developing safety risk mitigations to proactively reduce SPARTA's safety risk is the culmination of the safety risk management process. SPARTA established processes to identify mitigations or strategies necessary, as a result of its safety risk assessment activities, to reduce the likelihood and severity of its consequences. The CSO is responsible for guiding and overseeing the subject experts during the risk mitigation process at SPARTA. The Accountable Executive must approve safety risk mitigations requiring additional resources or changes in agency policy.

SPARTA established procedural steps for creating safety risk mitigations to address the potential consequences of its prioritized risk. The steps include how SPARTA determines when safety risk mitigation is necessary, and the job function(s) or position(s) that is responsible for creating mitigations. Within these procedural steps, SPARTA references any forms, to create mitigations and describes how it will record the results of this activity and where these recorded results are stored or maintained.

SPARTA understands that the goal of mitigation is to reduce assessed safety risk to an acceptable level. It is unrealistic that a transit operation can assume that it will be able to eliminate all safety risks.

SPARTA's safety risk mitigation steps include:

- Examining the consequences of hazards and their probability and severity
- Develop strategies to reduce the probability and/or severity of those consequences
- Ensure the strategy can be realistically implemented with available resources
- Turn the strategy into a mitigation plan
- Put the mitigation plan into place
- Create a plan for monitoring the effectiveness of the mitigation

After creating a safety risk mitigation, SPARTA, under the guidance of the CSO, and with the involvement of subject matter experts, develops and documents a strategy for implementing the mitigation. These implementation strategies include:

- Who is responsible for implementing the mitigation;
- Where the mitigation will reside within agency activities;
- How the mitigation will be implemented, and;
- How long implementation should take?

SPARTA needs to know that its mitigations are working. When SPARTA develops a mitigation, it also defines and documents the way the mitigation will positively impact safety performance so that it can then monitor whether that positive impact is taking place and if the mitigation is effective. Under the guidance of the CSO, the subject matter experts involved in creating a safety risk mitigation also decide on the best ways to monitor the effectiveness of the implemented mitigation by developing and documenting monitoring strategies. These strategies provide consistency in monitoring activities, regardless of whether the mitigation is implemented in operations, maintenance, or administration.

SPARTA understands that successful mitigation implementation and monitoring activities depend on having a process for how it will formally communicate mitigation and monitoring strategies to operations, maintenance, or administration staff who will implement and monitor the mitigations. SPARTA documented this process that is carried out under the guidance and facilitation of the CSO. This communication feeds cross-functional ownership in SMS processes since employees who create the mitigations may not be the same employees who implement and monitor the mitigations.

Strong documentation of safety risk mitigations feeds safety performance monitoring. SPARTA documents how safety risk mitigation activities are carried out and references any forms that it uses during safety risk mitigation activities. The completed records of safety risk mitigation activities are on file with the CSO.

SPARTA's objectives for its hazard resolution process are to:

1. Identify areas where hazard resolution requires a change in the system design, installation of safety devices, or development of special procedures.
2. Verify that hazards involving interfaces between two or more systems have been resolved.
3. Verify that the resolution of a hazard in one system does not create a new hazard in another system.

## Infectious Disease Preparedness and Emergency Response Plan 49 U.S.C. 5329 (d)

Organizational operations may be adversely affected in the event of a pandemic and should have continuity plans in place to assist in the continuance of their core business. Continuing to operate is vital to an organization's ability to remain a viable entity during times of increased threats from all hazards, manmade or natural. Since the threat to an organization's continuity of operations is great during a pandemic outbreak, it is important for SPARTA, to have an Infectious Disease Preparedness and Emergency Response Plan (IDPERP) (or annex) in place. While organizations may be forced to suspend some operations due to the severity of a pandemic outbreak, an effective IDPERP can assist an organization in its efforts to remain operational and strengthen its ability to resume operations.

## Objective

SPARTA is dedicated to the protection of its employees, facilities, and resources. We are committed to ensuring that our company can continue all aspects of its critical business processes during a pandemic and can safely resume normal operations as quickly as possible after a pandemic affects our facility(ies). We place a high priority on developing, validating, and, if necessary, implementing our company's Pandemic Plan.

## Purpose and Scope

The purpose of this IDPERP is to provide procedures, guidance, and resources to protect our employees, customers, and the general public in the event of an outbreak of infectious disease. The plan is designed to prevent, prepare, and respond to outbreaks of infectious diseases, including meningitis, tuberculosis, influenza, COVID-19, and other diseases as they arise.

The Occupational Safety and Health Act General Duty Clause, Section 5(a)(1), requires employers to provide their employees with a workplace free from recognized hazards likely to cause death or serious physical harm. This plan is designed as a good-faith effort to protect employees' health and safety and includes compliance with applicable and relevant Occupational Safety and Health Administration (OSHA) safety and health standards and regulations.

This plan and related procedures are created by SPARTA and are adaptable. It is designed to be modified on an "as needed" based on the specific circumstances, especially in the case of a pandemic

## Concept of Operations

SPARTA will monitor the severity of the pandemic and establish continuity activation triggers to address the unique nature of the pandemic threat. The IDPERP will be implemented as needed to support the continued performance of core functions. This plan is to be read in conjunction with the SPARTA continuity plan, as appropriate. It supplements the continuity plan by addressing considerations and elements specific to pandemic events and emerging infectious diseases.

### Terms and Definitions

| Term | Definition |
|---|---|
| **Active Cases** | An infectious disease that can spread from the infectious individual to others. |
| **CDC** | Centers for Disease Control and Prevention |
| **Contaminated** | Presence or the reasonably anticipated presence of infectious materials on an item or surface. |
| **Decontamination** | Use of physical or chemical means to remove, inactivate, or destroy infectious diseases on a surface or item to the point where they are no longer capable of transmitting infectious particles; the surface or item is rendered safe for handling, use, or disposal. |
| **Epidemic** | Widespread occurrence of an infectious disease in a community at a particular time. |
| **Handwashing Facilities** | A facility providing an adequate supply of running potable water, soap, and single-use towels or hot air-drying machines. |
| **Infectious Disease** | Caused by pathogenic microorganisms, such as bacteria, viruses, parasites, or fungi; the diseases can be spread, directly or indirectly, from one person to another. Infectious diseases do not include tick or insect-borne diseases. |
| **Isolation** | Separation of infected persons (or potentially infected persons) from persons who are not infected. |
| **Pandemic** | Widespread occurrence of an infectious disease prevalent over a whole country or the world. |
| **Personal Protective Equipment (PPE)** | Specialized clothing or equipment worn by an employee for protection against a hazard. General work clothes (e.g., uniforms, pants, shirts, or blouses) not intended to function as protection against a hazard are not considered to be PPE. |
| **Quarantine** | Separation and restriction of the activities of healthy persons who have been exposed to a communicable disease. The aim is to prevent transmission of the disease from potentially infected persons to healthy persons during the incubation period. |

## Terms and Definitions continued

| Term | Definition |
|---|---|
| **Risk Exposure Categories** | Worker risk of occupational exposure to infectious disease during an outbreak may vary from high, medium, or low (caution) risk. |
| | **High-exposure-risk jobs** are those with high potential for exposure to known or suspected sources of infectious disease. Employees in this category include:<br>• Healthcare delivery and support staff (e.g., doctors, nurses, and other hospital staff who must enter patients' rooms) exposed to known or suspected infectious disease patients. (Note: when such employees perform aerosol-generating procedures, their exposure risk level becomes very high.)<br>• Medical transport employees (e.g., ambulance vehicle operators) moving known or suspected infectious disease patients in enclosed vehicles.<br>Mortuary employees are involved in preparing (e.g., for burial or cremation) the bodies of people who are known to have, or suspected of having, infectious disease at the time of their death. |
| | **Medium exposure risk jobs** include:<br>• Frequent and/or close contact (i.e., within 6 feet) with people who may be infected with an infectious disease.<br>• In areas without ongoing community transmission, workers in this risk group may have frequent contact with travelers who may return from international locations with widespread infectious disease transmission.<br>In areas where there is ongoing community transmission, workers in this category may have contact with the general public, such as **public transportation employees.** |
| | **Low exposure risk (caution) jobs** are those that:<br>• Do not require contact with people known to be, or suspected of being, infected with infectious disease nor frequent close contact (i.e., within 6 feet) with the general public.<br>Employees in this category have minimal occupational contact with the public and other employees. |
| **Self-Monitoring** | Process of monitoring oneself for fever by taking one's temperature twice a day and remaining alert for respiratory symptoms (e.g., cough, shortness of breath, sore throat). |
| **Social Distancing** | Self-defense action to protect individuals from contracting a contagious disease. This action includes maintaining a distance of at least 6 feet from other workers. |

## Responsibilities

| | |
|---|---|
| **Pandemic Plan Administrator/ Corporate Staff** | 1. Develop and maintain IDPERP and any supporting documents.<br>2. Communicate the IDPERP requirements to facilities via this plan.<br>3. Assist facilities in complying with this plan.<br>4. Determine when the facilities should activate the IDPERP.<br>5. Stay abreast of guidance from federal, state, and local health agencies, and consider how to incorporate those recommendations and resources into facility-specific plans.<br>6. Identify appropriate cleaning chemicals by consulting information on the United States Environmental Protection Agency (EPA)-approved disinfectant labels with claims against emerging viral pathogens.<br>7. Review the effectiveness of the IDPERP and ensure the program satisfies the requirements of all applicable federal, state, or local requirements.<br>8. Develop an emergency communications plan (such as postings, email distribution, and/or facility-wide meetings) to update employees and answer their concerns as needed.<br>9. Develop and implement up-to-date education and training, based on the most current information provided by CDC or other health agencies, on the infectious disease risk factors and protective behaviors (e.g., respiratory etiquette and care of PPE), as needed, and the IDPERP. |
| **Facility Manager/ Facility IDPERP Facilitator** | 1. Activate the IDPERP when directed by the CEO or designee.<br>2. Determine the employees' exposure risks for routine and non-routine tasks with higher exposure risks than normal tasks covered by this procedure using a pre-job planning or job hazard/job safety analysis.<br>3. Provide new-hire, episodic, and annual training for employees.<br>4. Ensure employees receive the proper PPE and corresponding training.<br>5. Maintain training records.<br>6. Maintain appropriate amounts of hand sanitizer, PPE, etc.<br>7. Ensure regular housekeeping practices are implemented, including routine (daily or more frequent) cleaning and disinfecting of surfaces, shared tools and equipment, and other elements of the work environment. Clean and disinfect the tools, equipment, and areas following relevant CDC guidelines.<br>8. Contact the Pandemic Plan Administrator/Corporate Staff to provide suggestions for improvements to IDPERP. |
| **Employee** | 1. Understand the requirements of the IDPERP.<br>2. Use controls and/or PPE provided by the company to minimize exposure.<br>3. Notify the facility management if showing symptoms of an infectious disease. If possible, make notifications remotely such as using a radio or a cell phone.<br>4. Stay home if showing symptoms related to the infectious disease or as directed by a health care provider.<br>5. Use proper respiratory etiquette, including covering coughs and sneezes.<br>6. Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other areas of the work environment.<br>7. Report all exposure/illness incidents following the requirements of the incident/illness reporting procedure.<br>8. Contact the Facility Manager/Facility IDPERP Facilitator to provide suggestions for improvements to IDPERP. |

## Availability

| | |
|---|---|
| **Contact Person** | Luis Gonzalez, General Manager |
| **Location/Address** | 150 Airflow Dr. Spartanburg, SC 29306 |
| **Phone Number** | (864) 595-2710 |
| **Link** | lgonzalez@cityofspartanburg.org |

## Critical Business Processes

The critical business processes that must keep functioning during a pandemic include:

| **Business Process** | **Transportation Operations and Maintenance** |
|---|---|
| **Departments/Entities Affected** | Bus Operations and Maintenance |
| **Name/Titles of Contacts within Department/Entity** | Luis Gonzalez, General Manager |
| **Name/Titles of Backup(s) of Contacts** | Brian Fisher, Assistant General Manager |

In addition to critical business processes and people, the following are other critical inputs:

| **Critical Input** | **Department of Finance** |
|---|---|
| **Location** | City of Spartanburg City Hall Offices |
| **Function During Pandemic** | Fund Allocation, Payroll |

## Business Impact Analysis

SPARTA has conducted a business impact analysis to determine the effect of mission-critical system failures and employee absenteeism on the viability and operations of critical business processes.

Job titles in the organization have been evaluated for exposure determination. The following is a list of all job classifications in which all employees have occupational exposure to a pandemic virus beyond ordinary co-worker-to-co-worker transmission:

| **Job Title** | **Department/Location** |
|---|---|
| **Management** | *Office* |
| **Maintenances/Mechanics** | *Facility Wide* |
| **Bus Operators** | *Transit Operations* |
| **Dispatchers** | *Transit Operations Communications* |

Full-time, part-time, temporary, contract, and per diem employees have been considered above. For this plan site subcontractors or service providers will be treated in the same manner as employees and require the same level of training to enter and operate at our facility.
We have determined that the following scenarios are likely to result in a decrease in our capabilities to provide our products and/or services during a pandemic:

- Inability to hold gatherings such as staff meetings or training sessions to contain the virus.
- Potential public travel restrictions.
- Potential shortage of services and supplies.
- High absenteeism due to employee and employee family illnesses.
- High burnout rate due to overtime of employees not affected.
- Potential community quarantine.
- School and business closings.
- Power and communication outages.
- Employee fear and anxiety.
- Theft risks associated with a potential shortage of food, medicine, and other daily supplies.

The business impact analysis was examined via a Failure Modes and Effects Analysis (FMEA) (see Appendix G):

- Human impact (extreme (5) to very low (1)) (these include the safety, health, and psychological impacts on people during a pandemic);
- Business impact (extreme (5) to very low (1)) (these include financial, compliance, contractual, operational, image, and other impacts.)
- Property impact (extreme (5) to very low (1)) (these include property, technology, infrastructure, and environmental damage); and

SPARTA computed the total impact rating by adding the human, property, and business impact ratings. Scenario probability is the likelihood rating, including:

- Expected (5)
- Likely (4)
- Moderate (3)
- Unlikely (2)
- Rare (1)).

SPARTA computed the probable impact by adding the total impact rating to the scenario probability. The travel impact is the degree of travel restriction (high (5) to low (1)) (these include local, state, domestic, and land travel restrictions.)

The negative business impact analysis for a pandemic for SPARTA:

| Scenario 1 | Rating | Notes/Comments |
|---|---|---|
| Human Impact | | |
| Property Impact | | |
| Business Impact | | |
| Total Impact | | |
| Scenario Probability | | |
| Probable Impact | | |
| Travel Impact | | |

## Business Assessment

In the case of a pandemic incident and this plan is triggered by the CSO or their representative, at our SPARTA locations or traveler destinations, we will assess the status and impacts and determine our needs and continuity strategies

## Goals and Objectives

Based on our business impact analysis and the latest business assessment, our immediate goals and objectives for containing and recovering from a pandemic include:

- Determining the mission-critical systems and critical business processes
- Determining how long the company can be down
- Setting priorities
- Obtaining and maintaining adequate quantities of critical supplies and services
- Containing the spread of a pandemic
- Keeping critical business processes fully functional
- Keeping critical people healthy; and other goals and objectives.

Our long-term goals and objectives for planning for a pandemic include:

- Planning continuity and recovery strategies
- Eliminating and reducing further risks
- Managing people and tasks,
- Raising and managing funds,
- Other goals and objectives).

## Communication

We must have an effective way to reach employees, contractors, temporary employees, union representatives, and others working for our company to inform them of the status of the pandemic approaching or affecting our company and their responsibilities during the pandemic. Also, they must have an effective way to reach management to provide input and notify us of any needs or changes in absenteeism rates and health status. Likewise, communicating with our community and customers about our current capabilities, plans, and delays will help to reduce unnecessary tensions and fears. The audiences we have and the content and methods we use for internal and external communications are as follows:

| **Audience** | **Employees, Management Staff, and Riding Public** |
|---|---|
| **Content** | Service Information |
| **Method** | Phone, Internet, Social Media, Memorandums |
| **Procedure** | Management Controlled |

Luis Gonzalez General Manager/CSO will officially declare the dates on which our pandemic containment period begins and ends. Employees will be notified of these dates by phone and memorandum. Once briefed on the business assessment after a pandemic outbreak has occurred at SPARTA Luis Gonzalez General Manager/CSO will prepare a public statement, which may or may not be used. If necessary the CSO or his representative will communicate with the media, as well as keep records of any information released to the media. Under no circumstances shall an employee speak to the media unless authorized

# Inventory, Supplies, and Services

## Supply Chain Disruptions

Because our supply chains may become disrupted in a pandemic, we will stockpile the following critical supply inventories during the pre-pandemic stage regular supplies, soap, rubbing alcohol, towellets, facial tissue, respirators, packaged food and water, and additional technological equipment for telecommuters and teleconferencing.

# Technology

To keep critical business processes operational during a pandemic, we will need the following backed-up databases and electronic and paper documents contracts: a list of employees; payroll records; operating procedures; written Pandemic Plan; a list of personnel; proof of ownership of all property; list of equipment and products; tax records; list of computer and communication equipment at the facility; list of computer software and programs; insurance information; and facility map. Typically, vital records are those that are irreplaceable and necessary to restore critical function.
To meet the possible need to support employee telecommuting and remote customer access, we are enhancing our communications and information technology infrastructures.

## Preventive Measures

- Ensure heating, ventilation, and air conditioning filters are cleaned and/or changed regularly. This will ensure optimal air circulation and filtration.
- Encourage respiratory etiquette, including proper covering of coughs and sneezes.
- Encourage and train employees on good hygiene and infection control practices, as well as frequent and thorough handwashing. Provide employees and visitors with lavatories with hot and cold or tepid running water, hand soap or similar cleansing agents, and individual hand towels of cloth or paper (except mobile crews or normally unattended workstations). If soap and water are not immediately available, provide alcohol-based hand sanitizer containing at least 60 percent alcohol to wash hands.
- Encourage and train employees to self-monitor temperature and wellness.
- Encourage sick employees to stay home.
- Ensure that sick leave policies are flexible and consistent with public health guidance and that employees are aware of these policies.
- Talk with companies that provide your business with contract or temporary employees about required training and the importance of sick employees staying home, and encourage them to develop non-punitive leave policies.
- Do not require a healthcare provider's note for employees who are sick with acute respiratory illness to validate their illness or to return to work, as healthcare provider offices and medical facilities may be extremely busy and not able to provide such documentation in a timely way.
- Maintain flexible policies that permit employees to stay home to care for a sick family member. Employers should be aware that there may be an increase in the number of employees who may need to stay home to care for sick children or other sick family members.
- Recognize that workers with ill family members may need to stay home to care for them.
- Provide adequate, usable, and appropriate training, education, and informational material about business-essential job functions and worker health and safety, including proper hygiene practices and the use of any workplace controls (including PPE). Informed workers who feel safe at work are less likely to be unnecessarily absent.
- Be aware of workers' concerns about pay, leave, safety, health, and other issues that may arise during infectious disease outbreaks.
- Work with insurance companies (e.g., those providing employee health benefits) and state and local health agencies to provide information to workers and customers about medical care in the event of a COVID-19 outbreak.

## Implement Workplace Controls

Occupational safety and health professionals use a framework called the "hierarchy of controls" to select ways of controlling workplace hazards. The best way to control a hazard is to systematically remove it from the workplace, rather than relying on workers to reduce their exposure.
During a COVID-19 outbreak, when it may not be possible to eliminate the hazard, the most effective protection measures are (listed from most effective to least effective):

- Engineering controls
- Administrative controls
- Safe work practices (a type of administrative control)
- PPE

## Engineering Controls

Engineering controls involve isolating employees from work-related hazards. In workplaces where they are appropriate, these types of controls reduce exposure to hazards without relying on worker behavior and can be the most cost-effective solution to implement. Engineering controls for COVID-19 may include:

- Isolate anyone who is feeling ill and requires they stay home if they are exhibiting symptoms of COVID-19.
- Install high-efficiency air filters.
- Increase ventilation rates in the work environment.
- Install physical barriers, such as clear Plexiglas panels, or transparent curtains between equipment stations.
- Install a drive-through window or install hand-over boxes for delivery driver paperwork to eliminate the exchange of paperwork (or otherwise minimize density or traffic through an area).
- Provide no-touch-style trash cans in restrooms and lunchrooms.
- Provide no-touch style soap and hand sanitizer stations.
- Provide stylus pens for use on anything with buttons or touch screens.
- Devise hand-over/change-over stations for disinfecting of shared tooling or equipment.
- Require personnel to wear company-issued wristbands that notify personnel if someone is within 6 feet.

## Administrative Controls

Administrative controls require action by the worker or employer. Typically, administrative controls are changes in work policy or procedures to reduce or minimize exposure to a hazard. Examples of administrative controls for COVID-19 include:

- Conduct a risk assessment for all on-site processes and fieldwork (work performed away from the facility or office or at a client/customer site)
- Adjust manufacturing flow or staffing.
- Conduct PPE analysis to determine the required PPE and appropriate training.
- Implement cleaning schedules in every work area.
- Delineate 6 feet of space between workstations or operator areas. Tape on floors, cones with rope, or appropriate signage can be used for delineation purposes.
- Maintain a one-month supply of personal hygiene, housekeeping supplies, PPE, and other cleaning and disinfecting materials.
- Encourage workers to self-monitor their temperature and wellness before arrival to work; require sick workers to stay at home.
- Screen workers entering the workplace:
    - Ask 4-point question Go/No Go determination. If any are answered YES - isolate workers.
        - 1. Have you tested positive for Covid-19?
        - 2. Is your temperature,100.4 degrees *(temperatures will be taken before entry*) and do you have a persistent cough, shortness of breath, trouble breathing, persistent pain or pressure in your chest, or new confusion or inability to awake?
        - Other
- Minimize contact among workers, clients, and customers by replacing face-to-face meetings with virtual communications and implementing telework if feasible.
- Establish alternating days, shifts, clock-in/clock-out, and lunch/break hours that reduce the total number of employees in a facility or area at a given time, allowing them to maintain distance from one another while maintaining a full on-site work week.
- Determine essential work performed by contractors or temporary staff and postpone non-essential work activities.
- Assign two-way radios. Assign vehicles and equipment, if possible.
- Evaluate contractor pandemic preparedness and response plans and associated protocols and JSAs.
- Encourage staff to bring packed lunches to minimize interaction with the general public.

- Implement risk review procedures for both routine and non-routine tasks and activities as risks are identified (may be done as job hazard, safety, or risk analysis and should include PPE hazard assessment).
- Limit the number of people allowed at any one time in meetings, work areas, elevators, bathrooms, etc., and post instructional signs (in all relevant languages).
- Discontinue nonessential travel to locations with ongoing COVID-19 outbreaks. Regularly check CDC travel warning levels: https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html and evaluate travel risks Ensure only one employee per work vehicle
- Implement driving limitations for essential work (distance/time).
- Update job safety analyses for each work activity to include COVID-19 considerations.
- Conduct hazard identification assessments and inspections of facility and equipment before personnel report to work. (Examples would include: portable fire extinguishers, and emergency eyewash/shower stations)
- Update visitor/contractor safety briefings to include new protocols about pandemic outbreaks.
- Update new hire orientations to include new protocols about pandemic outbreaks.
- Review substance abuse testing policy covering testing for personnel who have been off work for a specified amount of time.
- Designate isolation areas.
- Conduct respiratory protection training review for those who are required to wear respirators for work activities to eliminate confusion of respirator requirements and face covering requirements.
- Conduct cross-training of workers across different jobs.
- Develop emergency communications plans, including:
    - Provide a forum for answering workers' concerns and internet-based communications, if feasible.
    - Provide workers with remote/in-house up-to-date education and training on pathogen risk factors and protective behaviors (e.g., cough etiquette and care of PPE).
    - Train workers according to their job duties on proper hygiene, PPE, cleaning and disinfecting, telecommuting, travel safety, self-monitoring, etc., and the training requirements of this procedure. Training material should be easy to understand and available in the appropriate language and literacy level for all workers. Document all training.

## Safe Work Practices

Safe work practices are types of administrative controls that include procedures for safe and proper work used to reduce the duration, frequency, or intensity of exposure to a hazard. Examples of safe work practices for COVID-19 include:

- Develop a response team.
- Lock office doors.
- Provide resources and a work environment that promotes personal hygiene. For example, provide tissues, no-touch trash cans, hand soap, alcohol-based hand rubs containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces.
- Require regular handwashing or use of alcohol-based hand rubs. Workers should always wash their hands when they are visibly soiled and after removing any PPE.
- Post handwashing signs in restrooms.
- Ensure regular **cleaning and disinfection of workspaces** following **CDC guidelines** (see **Appendix B**) and a written schedule for cleaning and method(s) of decontamination based on the tasks and activities being performed in the area.

  Establish social distancing measures based on site-specific details:
  - Prohibit hand shaking or hugging.
  - Prohibit or ensure the following are completed virtually
    - face-to-face meetings and gatherings.
    - socializing.
    - public events.
    - group training.
  - Provide an area/room large enough for people to be spread out more than 6 feet apart.
  - Prohibit shared workstations and tools.
  - Arrange workplace layouts to prevent crowding.
  - Allow or require three staggered shifts to keep employees apart.
  - Prohibit employees from eating in lunchrooms, breakrooms, cafeterias, or restaurants.
  - Allow or require staggered lunch periods.
  - Prohibit carpools.
  - Allow or require flexible hours to avoid public transportation rush hours.
  - Allow or require telecommuting for appropriate job positions.

- Implement a quarantine or isolation area for those who are or may be infected.
- Suspend recreational activities on company-owned property, including camps and vacation properties, where gatherings occur. Temporarily suspend lunch celebrations and training with carry-in meals.
- Temporarily suspend food vendors and delivery.
- Other

## Personal Protective Equipment

During an outbreak of an infectious disease, such as COVID-19, recommendations for PPE specific to occupations or job tasks may change depending on geographic location, updated risk assessments for workers, and information on PPE effectiveness in preventing the spread of COVID-19.

Examples of personal protective equipment (PPE) to be provided include:

- Gloves,
- Face shields or goggles
- Dermal protection
- Respiratory protection, such as N95 filter respirator or full-face air purifying respirator or equivalent respiratory protection when appropriate and administered by qualified personnel following a Respiratory Protection Program (29 CFR 1910.134).

A face mask (also called a surgical mask, procedure mask, or other similar terms) on a sick person should not be confused with PPE for a worker; the mask acts to contain potentially infectious respiratory secretions at the source (i.e., the person's nose and mouth).

Check the OSHA and CDC websites regularly for updates about recommended PPE.

All types of PPE must be:

- Selected based on the hazard to the worker.
- Properly fitted and periodically refitted, as applicable (e.g., respirators).
- Consistently and properly worn when required.
- Regularly inspected, maintained, and replaced, as necessary.
- Properly removed, cleaned, and stored or disposed of, as applicable, to avoid contamination of self, others, or the environment.

## Training

Information and proper communication are at the heart of pandemic planning and containment. Our goal is to ensure employee comprehension and understanding of how employees may be exposed to the pandemic virus, what their responsibilities are, and what protective measures they can take. Due to the complexity of a pandemic and the continuity and recovery process, we will provide timely up-to-date training on this plan, with particular emphasis on the following elements:

- Pandemic fundamentals including explanation of the signs and symptoms and the modes of transmission of relevant infectious diseases.
- Methods for recognizing tasks and other activities that may involve exposure to potentially infectious personnel or materials.
    - Methods to prevent or reduce exposure, including appropriate engineering controls, work practices, and PPE and their limitations:
        - PPE: include when to use PPE; what PPE is necessary; how to properly don (put on), use, and doff (take off) PPE; and how to properly decontaminate or dispose of PPE.
        - Explain the basis for the selection of PPE.
- An explanation of the elements of this plan and employee's assigned roles and responsibilities, including:
    - Information on the availability, efficacy, safety, method of administration, and benefits of available vaccines and treatments.
    - Social isolation practices.
    - The appropriate actions to take and persons to contact in an emergency involving potentially infectious materials.
    - An explanation of the procedure to follow if an exposure incident occurs, including the method of reporting the incident and the available medical follow-up actions.
    - Information on the post-exposure evaluation and follow-up for the employee after an exposure incident.
    - An explanation of the signs and labels used to convey hazards, cautions, and warnings associated with applicable disease(s).
- Hazards of the cleaning chemicals used in the workplace following OSHA's Hazard Communication standard (29 CFR 1910.1200).
- Illness reporting.
- Self-monitoring and wellness requirements.
- Risk assessment process for fieldwork.
- Healthy living practices, e.g., getting proper rest and diet.

- Sick leave, time off, and vacation policies.
- Overtime/wage policies.
- Stay-at-home issues relating to school and childcare closings, and community quarantines.
- At-home care of ill employees and family members.
- Vaccinations, declinations, quarantines, and return-to-work policies and resources.
- Notification procedures activated in a pandemic outbreak situation.
- Hotlines and websites for communicating with employees, vendors, suppliers, and customers.
- Emergency/information contacts.
- Community sources of timely/ accurate pandemic information (domestic and international).
- Employee assistance programs.
- Media relations.
- Getting to work when public transportation is shut down.
- Other

## Human Resources

Human resource policies vary by state and company size. During the COVID-19 pandemic, the federal government has provided guidelines around certain leave provisions and procedures that may apply to our site.

**Families First Coronavirus Response Act**

Applies to US employers with 500 or fewer employees.
Provides employers with tax credits for paying employees while on leave due to a COVID-19 qualifying reason. Under the Act, individuals must meet one of the following:

1. Are subject to a Federal, State, or local quarantine or isolation order related to COVID-19;
2. Have been advised by a health care provider to self-quarantine related to COVID-19;
3. Are experiencing COVID-19 symptoms and are seeking a medical diagnosis;
4. Are caring for an individual subject to an order described in (1) or self-quarantine as described in (2);
5. Are caring for a child whose school or place of care is closed (or childcare provider is unavailable) for reasons related to COVID-19; or
6. Are experiencing any other substantially similar condition specified by the Secretary of Health and Human Services, in consultation with the Secretaries of Labor and Treasury.

Two provisions under the Act determine the rate of pay an individual is entitled to under the leave program.

- Emergency Paid Sick Leave (capped at 80 hours):
  - For qualifying reasons 1, 2, and 3 employees will receive for each applicable hour the regular rate of pay up to a maximum of $511 per day, or $5,110 total over the entire paid sick leave period.
  - For qualifying reasons 4, 5, and 6 employees will receive for each applicable hour 2/3 of the regular rate of pay up to a maximum of $200 per day, or $2,000 total over the entire paid sick leave period.

**HIPAA Compliance during a Pandemic:**

- A positive COVID-19 test is considered Protected Health Information and the name of the individual should not be released.
- If a positive case is identified in the workplace Assistant General Manager will investigate the exposure of others in the workplace without disclosing the name of the individual or any personally identifiable information about the person.
- If an employer gathers travel inquiries or other health-related information (temperature, etc.) this information should be stored in a locked file cabinet in the Assistant General Manager's office from other personnel information and kept confidential.

**Temporary closures or reduction in workforce:**

Temporary closures or reductions in workforce during COVID-19 may be a necessity due to decreased orders or inability to secure adequate supplies at your work site. Under the CARES Act, employees would be eligible to apply for unemployment benefits through their state unemployment claims offices. The following table provides the ability to outline a possible reduction in force:

- Employees should follow existing procedures for opening an unemployment claim with their state unemployment offices.
- The CARES Act provides extended time over and above existing unemployment policies in respective states to assist workers during the pandemic.
- The federal government is providing the states with an additional $600 per week payment for those on unemployment benefits due to the pandemic to assist in making workers whole that have lost their positions temporarily due to the economic conditions.
- In general, unemployment payments are not granted to employees who are discharged for misconduct.
- There may be state requirements that will need to be followed in your area to ensure unemployment payments can be granted to your employees.

- Employees are not eligible to collect unemployment payments if they are receiving other forms of pay such as worker's compensation, disability, vacation/PTO pay, and other types of leave payments.
- Unemployment payments would stop when the employee is called back to their position or another position is obtained by that individual.

## Recordkeeping

All training must be documented and should be stored in a file cabinet or container with other training materials in the Assistant General Manager's office.

## Transit Employee Safety Committee 673.19

**Purpose**
For labor and management to cooperatively review safety issues including close calls, accidents/incidents, and hazards, to create an environment and culture whose impact will result in a safer workplace.

**This committee is made up of staff to include:**

- Assistant General Manager
- Bus Operator
- Administrative
- Dispatcher
- Maintenance Worker

## 6. Safety Assurance 673.27 (a)

SPARTA established processes to:

- Monitor its operations for compliance with and sufficiency of its policies and procedures;
- Ensure that it is performing maintenance consistent with its ability to safely meet its operational requirements;
- Monitor its operations to identify any safety risk mitigations that may be ineffective, inappropriate, or that were not implemented as intended;
- Conduct investigations of safety events to identify causal factors, and;
- Monitor the effectiveness of its employee safety reporting program.

SPARTA's Safety Assurance Process documents are on file in both the Accountable Executive's and CSO's offices. Information contained in the SPARTA's Agency Safety Plan supports SPARTA's activities in safety performance monitoring and measurement.

The Accountable Executive and the City of Spartanburg have responsibility for monitoring SPARTA safety assurance processes, procedures, and documentation to ensure its contractor's performance is consistent with the safety performance monitoring and measurement processes described in this ASP.

### Safety Performance Monitoring and Measurement 673.27 (b)

SPARTA has many processes in place to monitor its entire transit system for compliance with operations and maintenance procedures, including:

- Safety audits;
- Informal inspections;
- Regular review of on-board camera footage to assess drivers and specific incidents;
- Safety surveys;
- ESRP;
- Investigation of safety occurrences;
- Safety review before the launch or modification of any facet of service;
- Daily data gathering and monitoring of data relating to the delivery of service, and;
- Regular vehicle inspections and preventative maintenance.

Results from the above processes are compared against recent performance trends both quarterly and annually by the CSO to determine where corrective actions need to occur. The CSO enters any identified non-compliant or ineffective activities, including any resulting mitigations, back into the SRM process for reevaluation.

**Operations Monitoring 673.27 (b) (1)**

The CSO is responsible for ensuring and documenting the system's compliance with, and sufficiency of

its operations policies and procedures. SPARTA developed checklists and forms that it uses to drive and document its operations monitoring activities. The CSO maintains this documentation.

Monitoring of compliance with policies and procedures is carried out at the SPARTA's facilities and throughout fixed-route service delivery. The operational areas that SPARTA monitors for compliance with policies and procedures include but are not limited to:

- Bus Operator pre-trip inspections;
- Bus Operator behind-the-wheel performance;
- Bus Operator passenger assistance;
- Bus Operator emergency response, and;
- Dispatch activities.

When SPARTA's monitoring activities determine a lack of compliance with operations policies and procedures or inadequacies of those policies and procedures, it then uses this information to feed

SPARTA's hazard identification and safety risk assessment process.

SPARTA has documented:

- Job functions responsible for the different areas of field observations;
- How it will record the results of field observations;
- Where these records are stored, and;
- How it will address hazards or safety issues identified during field observations.

The City of Spartanburg and SPARTA established and documented emergency procedure checklists that the SPARTA CSO and dispatchers can readily access to help direct their response to Bus Operators who may experience an emergency during revenue service. These procedures include, but are not limited to:

- Responding to accidents and incidents;
- Evacuating a vehicle under smoke and fire conditions, and;
- Reacting to a potentially dangerous passenger and other security threats.

**Vehicle Maintenance Monitoring**

SPARTA monitors the following areas within vehicle maintenance. It documents all monitoring activities and their results:

- Adherence to preventive maintenance schedules;
- Effectiveness of corrective maintenance activities, and;
- Maintenance-related vehicle road calls.

SPARTA uses RTA Fleet Management Software to document all maintenance on transit vehicles.

**Facility Safety Inspections**

The SPARTA General Manager/CSO carries out and documents facility safety inspections, shop safety inspections, and HAZMAT inspections using SPARTA's "monthly environmental inspection report," among other inspection strategies. The results of these inspections are on file in the CSO's office.

**Field Observations of Service Delivery 673.25 (b)**
The CSO documented the processes used to conduct field observations of safety-related aspects of the following elements of service delivery:

- Bus stops,
- Bus transfer locations, and
- Fixed-route schedules and service delivery.

The CSO has overall responsibility for carrying out and documenting this monitoring activity. If deficiencies are noted during the monitoring process, these deficiencies are documented and addressed as a source of proactive hazard identification through SPARTA 's safety risk management processes. The CSO ensures all service delivery monitoring activities are documented and maintains the documentation.

**Risk Mitigation Monitoring 673.25 (d)**
The CSO has responsibility for monitoring operations to identify any safety risk mitigations that may be ineffective, inappropriate, or not implemented as intended.

Activities to monitor the effectiveness of safety risk mitigations ultimately assist SPARTA in determining whether:

- Existing mitigation is working as desired;
- Existing mitigation needs some modification to work as desired;
- Existing mitigation is not working and needs to be replaced, or;
- Existing mitigation is no longer needed.

The results of mitigation monitoring activities are made available for further safety risk management activity if needed. Mitigation monitoring documentation is on file in the CSO's office and shared with the Accountable Executive.

**Safety Event Investigation 673.25 (b) (3)**
Responsibility for SPARTA's safety event investigation process is shared by the CSO and the City of Spartanburg. Actual performance of safety event investigation, including identifying causal factors, also involves the local law enforcement who responds to accident scenes.

Safety event records provide critical baseline information to support SMS implementation, operation, and safety performance target achievement.

SPARTA, documents procedures for safety event investigation. SPARTA has safety event forms that are consistent with industry standards and used to document the result of a safety event, as well as the subsequent investigation. The safety event documentation is on file in the CSO's office and with the City of Spartanburg.

After the safety event investigation is complete, the SPARTA General Manager/CSO, working with the City of Spartanburg, determines whether a safety event was preventable or non-preventable and based on that decision, whether employees involved require discipline.

SPARTA's procedures for handling safety events include the following:

Accidents/Incidents

Accidents are considered to be any collision that occurs while an Operator is on duty. Operators are to report all accidents and collisions to Dispatch immediately upon occurrence. When reporting to Dispatch, the employee must state that he or she is reporting an accident and then answer any questions asked by Dispatch.

Additionally, an Incident Report must be completed by the Operator involved. Any vehicle defects that may have contributed to an accident shall be included in the report. Employees who fail to report an accident may be subject to disciplinary action up to and including termination. Employees must provide management with any additional accident information immediately upon request.

Incidents

Incidents with passengers involving slips and falls on or near the vehicle, fights, police action, or removal of a passenger, must be reported to Dispatch. All other incidents and occurrences out of the norm, no matter how slight, are to be reported to Dispatch and written up for management review. Operators Witnessing an Accident shall notify dispatch immediately, even though their vehicle may not be involved.

Required Courtesy Cards

In the event of an accident or an incident, Operators must distribute Courtesy Cards and then retrieve as many as possible from passengers and persons in the immediate area of the accident or incident who may have witnessed the event.

Self-Reporting

Self-reporting is also encouraged. Anyone who reports his/her violation will receive due consideration regarding disciplinary action that may be taken.

Duty to Report Law Enforcement Actions

Employees are required to report any arrests, indictments, or convictions to their immediate manager or Human Resources immediately, but no later than before the next scheduled work shift, to the extent permitted by applicable law. If the circumstances and the offense charged, in our judgment, present a potential risk to the safety and/or security of our customers, employees, premises, and/or property, such events may result in disciplinary or other appropriate action to the extent permitted by applicable law.

Operators and safety-sensitive employees are required to report all Driving Under the Influence (DUI) or Driving While Intoxicated (DWI) related charges, vehicular collisions, and any moving violation citations received in any vehicle immediately if possible, but no later than before their next scheduled work shift, consistent with applicable law.

Possible Disciplinary Actions

Infractions that lead to disciplinary action are categorized into four categories;

- Class 1-Dischargeable Offenses, the most serious and unacceptable behavior;
- Class 2-Serious violations of the performance code;
- Class 3-Secondary violations of the performance code;
- Class 4-Lesser violations of the performance code that may result in disciplinary action

depending on the circumstances or repeated violations.

Applying Disciplinary Actions

Although employment may be terminated at will by either the employee or SPARTA at any time under applicable law, without following any formal system of discipline or warning, SPARTA may exercise discretion to utilize forms of discipline that are less severe than termination. Whenever an employee is subject to discipline, the employee's work record, including violations occurring in the relevant period, is reviewed before determining the penalty.

Details of SPARTA's reporting requirements, infractions of company policy, and disciplinary actions that may be taken are described in more detail in the "Transit Management of Spartanburg Employee Handbook."

The City of Spartanburg and the CSO take the process a step further and guide the performance of causal analysis of safety events to help determine if latent organizational factors, beyond individual employee behavior, may have contributed to the event. The results of causal analysis are documented on causal analysis forms, which are on file with the City of Spartanburg and the CSO.

Results of this analysis for causal factors provide potential hazard identification information that may need to be put through SPARTA 's safety risk management process to reduce the potential risk of recurrence of a similar accident or incident.

**Employee Safety Reporting Program Monitoring 673.29 (b)**

An effective employee safety reporting program supports hazard identification. The Accountable Executive has ultimate responsibility for monitoring SPARTA's employee safety reporting program. The CSO assists in monitoring the use and effectiveness of the employee safety reporting program by contractor employees.

SPARTA has established and documented the activities it will use on an ongoing basis to monitor whether its employee safety reporting program is effective and achieving desired outcomes. Within this process, SPARTA has established criteria that will determine if the program is performing as desired. Some of the criteria include:

- Volume of reports received,
- Value of reports received,
- Response to reports received in terms of hazard identification risk assessment and risk mitigation,
- How information gathered from the employee safety reporting program is shared and communicated, and
- Timeliness and accuracy of feedback provided to employees who have reported a safety issue or concern.

Documentation on all aspects of monitoring the employee safety reporting program is on file in the CSO's office.

**Safety Performance Measurement 673.29 (b)**

The City of Spartanburg and SPARTA are committed to periodically measuring SPARTA's safety performance. This measurement includes not only using safety performance indicators to measure the achievement of safety performance targets but also how well SPARTA does in addressing safety risks

within every aspect of its service delivery. Documentation of periodic performance measurement results is on file in the Accountable Executive's and CSO's office.

## 7. Safety Promotion 673.29

SPARTA's overall corporate processes for Safety Promotion, including competencies and training and safety communication activities, are documented in the Agency Safety Plan, copies of which are on file in both the Accountable Executive's and CSO's offices. Information contained in the Agency Safety Plan supports SPARTA's activities in competencies and training and safety communication.

The Accountable Executive and the City of Spartanburg have responsibility for monitoring SPARTA's safety promotion processes, procedures, and documentation to ensure performance is consistent with the competencies and training and safety communication activities described in this ASP.

### Competencies and Training 673.29 (a)

The CSO and Assistant General Manager have the day-to-day responsibilities for the development, delivery, and documentation of all safety skill competencies and SMS training.

**Training Needs Analyses**

SPARTA periodically conducts training needs analyses to ensure that training is up-to-date and addresses critical, safety-related concerns. Training needs analyses include the following:

- Reviewing existing job descriptions;
- Identifying which positions have direct responsibility for determining when safety training is needed;
- Determining what SMS roles, responsibilities, and processes are missing from job descriptions, and;
- Updating job descriptions to reflect SMS practices.

**New-Hire Bus Operator Training Program**

SPARTA currently hires people that already have their CDL which reduces the length of new-hire training required. New-hire applicants are required to watch videos consisting of:

Smith System:
- Intersections – Among the Most Dangerous Places on Earth

The Critical Point
- Street Smart
- The Drivers E.D.G.E.

And other videos:
- NTI's System Security Awareness for Transit Employees Warning Signs
- NTI's The Mark
- The Truth About Drugs: A Documentary

Behind-the-Wheel Training

All prospective Bus Operators go out with the Assistant General Manager who reviews all switches in the vehicle and their purpose. They go over what is expected during a pre- and post-trip inspection. Before the driving test, all prospects are given turn-by-turn directions that include all routes and a review of the farebox manual.

Once the prospect has passed their driving test, they are placed with a Training Operator who shows them the proper way to drive the vehicle in service. The Training Operator is in charge of the vehicle at all times. Prospects spend two days per route with a Training Operator. The Training Operator uses a training sheet to document all aspects covered during each day.

Final Evaluation

Upon completion of the training program, before an Operator can be placed into service, they must successfully demonstrate their mastery of the skills and practices learned during the training program.

The Assistant General Manager maintains the documentation of all new-hire Bus Operator training.

**Bus Operator Refresher Training**

SPARTA presently provides periodic Bus Operator refresher training on a variety of topics. The training occurs during quarterly safety meetings or on an as-needed basis. The Assistant General Manager maintains documentation of refresher training.

SPARTA also conducts retraining of its Bus Operators for performance deficits consistent with First Transit's disciplinary and retraining standards. Retraining activities are documented.

**Dispatch Training**

Dispatchers play a critical role in identifying and responding to hazards and helping to both proactively and reactively mitigate risk. Training for SPARTA dispatchers primarily consists of mentoring, coaching, and on-the-job training.

Mentoring, coaching, and on-the-job training are very appropriate training approaches, but ones that need to be guided by a structured agenda of topics. SPARTA uses basic checklists to use during on-the-job training, coaching, and mentoring of trainees.

**Vehicle Maintenance Training**

The CSO ensures mechanics receive formal and on-the-job skill training as needed. The Assistant General Manager maintains documentation of this training.

**SMS Orientation**

A cross-functional and multi-level understanding of SMS supports all SMS-related activities. Successful SMS implementation and operation require employee involvement and ownership at every level of the agency and within every service-delivery-related function. Employees need to understand SMS; what their role is within SMS; and how they, the organization, and customers benefit from SMS success. This knowledge will nurture employee "buy-in."

SPARTA presented SMS orientation during safety meetings for all its contracted employee functions and addressed the implications of SMS for all functions. This initiative addressed SMS with experienced employees. SPARTA has also plugged information on SMS into all new-hire employee orientations. The Office Manager maintains documentation of the SMS orientations.

**Safety Risk Management Orientation for Subject Matter Experts**
Successful proactive safety risk mitigation begins with subject-matter experts who have a clear understanding of their responsibilities and the skills required to carry them out.

Employees who participate in safety risk management activities as subject matter experts need to understand how to carry out their responsibilities. The CSO makes sure that subject-matter experts are oriented on their safety risk management responsibilities, the desired outcomes of safety risk management activities, and the importance of the effort to transit safety performance.

**Orientation on Employee Safety Reporting Program**
An effective employee safety reporting program is one of the most important tools for hazard identification.

The City of Spartanburg and SPARTA 's employee safety reporting program, at a minimum, provides the following information:

- Purpose and benefits of the program;
- Guidelines on the types of safety concerns and issues employees should report;
- Reporting methods available to employees (how to report);
- Explanation of how the information will be managed and shared;
- Protections for employees who report safety concerns;
- Description of the operational behaviors that are not protected and may result in discipline, and;
- Agency's commitment to providing feedback on reported safety concerns.

Information on the employee safety reporting program is provided during safety meetings and new-hire Bus Operator training. These orientations are documented, and attendance is noted.

**Training Documentation**
Training documentation is a source of hazard identification.

Training documentation provides formal proof that employees were trained and shows that employees received timely certification and recertification in critical skill areas. Up-to-date training documentation also assists SPARTA in forecasting future training schedules.

SPARTA's training documentation includes:

- Records of training need analysis for lesson plan development;
- Curricula for initial and refresher training;
- Training schedules and records of all completed training;
- Procedures for revising training materials;
- Course assessment materials, and;
- Copies of individual employee training records.

SPARTA's records of course completion include:

- Date the training was held;
- Content covered during the training session;
- Length of the session;

- Training format, and;
- Signatures of instructor and trainee.

The Assistant General Manager maintains records of training documentation and course completion.

## Safety Communication 673.29 (b)

The Accountable Executive is ultimately responsible for ensuring the distribution and communication of safety and safety performance information to contractor employees, City Management, and appropriate job functions within the City.

Safety communication provides a foundation for building SMS processes and activities. SPARTA has ensured that contractor employees are aware of information relevant to their safety-related roles and responsibilities. This information includes explanations of changes to policies, activities, or procedures.

**Safety Meetings**
An effective employee safety meeting process provides a strong platform for safety-related communication and dialogue, identification of safety hazards, concerns, and issues, and the delivery of refresher training.

SPARTA holds quarterly employee safety meetings, which can include safety-related refresher training. Agendas for these meetings are documented.

Documentation of the safety meeting process includes:

- How often SPARTA schedules employee safety meetings;
- Job functions that are required to attend meetings;
- How SPARTA chooses topics to discuss during the meetings, and;
- How SPARTA addresses those topics within the employee safety meeting.

The Assistant General Manager maintains documentation of agendas and attendance at safety meetings.

**Organization-wide communication of Safety Hazard and Safety Risk Information**
A goal of safety risk management processes is to reduce safety risks for employees and customers. Safety-sensitive employees are always vulnerable to the consequences of safety hazards within the transit environment. Timely reporting to employees of newly identified safety hazards and the safety risks those hazards present can help reduce that vulnerability.

SPARTA has documented procedures for communicating hazards. These procedures include in-person communication with Bus Operators and Mechanics, radio communication between the dispatcher and Bus Operators, and placing memos relating to safety hazards and safety risks into contracted employees' mailboxes.

**Communication about Safety Risk Mitigations**
The CSO is responsible for informing the Accountable Executive and contracted employees about the safety risk mitigations SPARTA is putting into effect. The reasons SPARTA provides this information are:

- To tell employees that the transit agency is doing all it can to reduce risk;

- To bring attention to employee roles and responsibilities that may be affected by new mitigations.
- Informed employees are better situated to be a source of information on determining how well mitigations are working.

**Organization-Wide Communication of Agency Safety Performance**
Transit agencies implement SMS to help them continuously improve their safety performance. Communicating agency safety performance information promotes employee "buy-in" to SMS processes, thus further improving the agency's overall safety performance.

SPARTA contractor employees should have ownership of safety. The Accountable Executive periodically communicates statistics on the agency's overall safety performance to the City Council, all appropriate City employees, and contractor employees. This includes providing information on SPARTA 's status related to achieving its safety performance targets.

## Additional Information

SPARTA maintains documents that describe the programs, policies, and procedures it uses to carry out its agency safety plan. It also maintains documents not included or referenced elsewhere in this safety plan, related to the implementation of the transit agency's SMS, as well as results from SMS processes and activities.

These documents will be maintained for at least three years after their creation and made available upon request by the FTA, other federal entities, or the SCDOT. The Accountable Executive will be a primary point of contact when providing Agency Safety Plan-related information to external agencies to ensure access to these documents.

## Appendix A: Definitions

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

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

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

**Event** means any Accident, Incident, or Occurrence (see also "safety event").

**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.

**Incident** means an event that involves any of the following: A personal injury that is not serious; one or more injuries requiring medical transport; or 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, to prevent recurrence and mitigate risk.

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

**Occurrence** means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.

**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 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 method to eliminate or reduce the effects of hazards.

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

**Safety Event** means any Accident, Incident, or Occurrence (see also "event").

**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 regarding safety.

**Safety Management System (SMS)** is 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 Management System (SMS) Executive** means a Chief Safety Officer or an equivalent.

**A 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 (SRA)** is 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** is a process within a transit agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risks.

**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 sub-recipient 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 can operate at a full level of performance.

**A transit agency** is 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, to provide safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.

## Appendix B: Acronyms and Abbreviations

| Acronym or Abbreviation | Meaning |
|---|---|
| ADA | Americans with Disabilities Act |
| ASP | Agency Safety Plan |
| CEO | Chief Executive Officer |
| CFR | Code of Federal Regulations |
| CSO | Chief Safety Officer |
| ESRP | Employee Safety Reporting Program |
| FTA | Federal Transit Administration |
| MPO | Metropolitan Planning Organization |
| PTASP | Public Transportation Agency Safety Plan |
| SCDOT | South Carolina Department of Transportation |
| SMPS | Safety Management Policy Statement |
| SMS | Safety Management System |
| SPATS | Spartanburg Area Transportation Study |
| SRM | Safety Risk Management |

# Appendix C: City of Spartanburg City Council ASP Approval Documentation

## Appendix D: Certification Documentation

## Appendix E: Safety Risk Assessment Matrix

**Category 1 - Catastrophic:** operating conditions are such that human error, design deficiencies, element, subsystem, component failure, or procedural deficiencies may cause death or major system loss and require immediate termination of the unsafe activity or operation.

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

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

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

The next step in assessing the hazard is to determine the probability of it occurring. Probability is determined based on the analysis of transit system operating experience, evaluation of SPARTA safety data, the analysis of reliability and failure data, and/or historical safety data from other passenger bus systems. The following chart describes the probability categories.

| Probability of Occurrence of a Hazard | | | |
|---|---|---|---|
| **Description** | **Probability Level** | **Frequency for Specific Item** | **Selected Frequency for Fleet or Inventory** |
| Frequent | A | Likely to occur frequently | Continuously experienced. |
| Probable | B | Will occur several times in the life of the item | Will occur frequently in the system |
| Occasional | C | Likely to occur sometime in the life of an item | This will occur several times in the system |
| Remote | D | Unlikely but possible to occur in the life of an item | Unlikely but can be expected to occur |
| Improbable | E | So unlikely, it can be assumed occurrence may not be experienced | Unlikely to occur but possible |

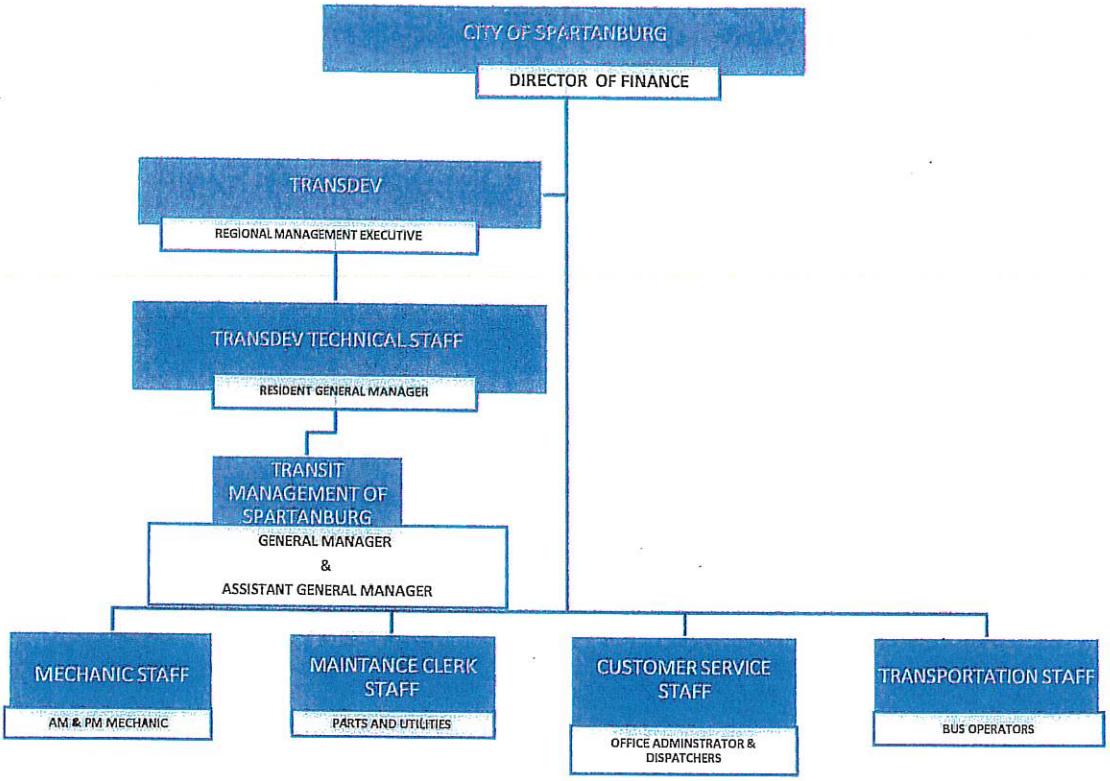
Identified hazards are placed into the following Risk Assessment Matrix to enable the decision makers to understand the amount of risk involved in accepting the hazard about the cost (schedule, cost, operations) to reduce the hazard to an acceptable level.

| Hazard Frequency | Severity Category 1 | Severity Category 2 | Severity Category 3 | Severity Category 4 |
|---|---|---|---|---|
| Frequent (A) | 1A | 2A | 3A | 4A |
| Probable (B) | 1B | 2B | 3B | 4B |
| Occasional (C) | 1C | 2C | 3C | 4C |
| Remote (D) | 1D | 2D | 3D | 4D |
| Improbable (E) | 1E | 2E | 3E | 4E |

Based on company policy and the analysis of historical data, SPARTA has made the following determinations regarding risk acceptance.

| Hazard Risk Index | Criteria by Index |
|---|---|
| 1A, 1B, 1C, 2A, 2B, 3A | Unacceptable |
| 1D, 2C, 2D, 3B, 3C | Undesirable (Management decision) |
| 1E, 2E, 3D, 3E, 4A, 4B | Acceptable with Management Review |
| 4C, 4D, 4E | Acceptable without Management Review |

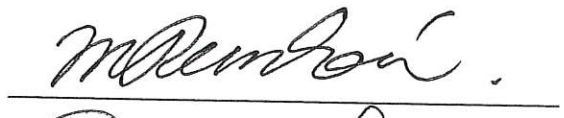
## Appendix G: Organizational Chart

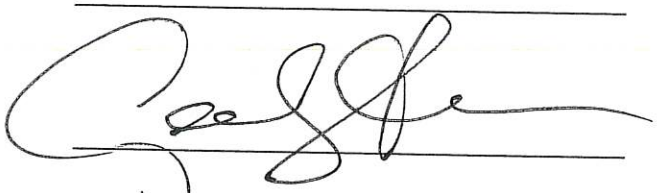


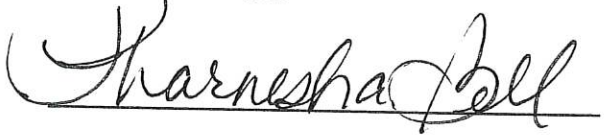
## Appendix H: Transit Employee Safety Committee Signature Documentation

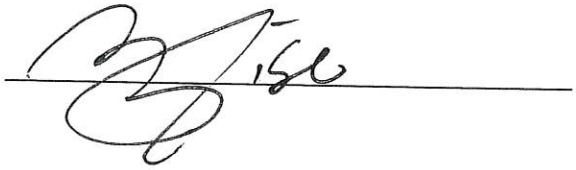
### Transit Employee Safety Committee 673.19


Bus Operator


Dispatcher


Maintenance Worker


Administration


Assistant General Manager

We acknowledge that we have participated in the input process for this plan. We have met and willingly agreed to continue to meet and put our ideals and safety concerns front and center to strengthen and ensure a Safety-First transit environment.

# REQUEST FOR COUNCIL ACTION

**TO:** Chris Story, City Manager

**FROM:** Jay Squires, Public Works Director

**SUBJECT:** North Spring Street Resurfacing

**DATE:** September 16, 2024

BACKGROUND: Staff received bids for milling & resurfacing of North Spring Street from West Main Street to St. John Street.

The following bids were received:

| | | |
|---|---|---|
| Bradley Contracting, Inc. | Wellford, S.C. | $ 59,137.50 |
| Reeves Construction Company | Duncan, S.C. | $ 322,512.50 |

Staff has reviewed the bids and the qualifications for each of these contractors. Based on that review, staff has determined that, Bradley Contracting, Inc. is the responsive low bidder. It is anticipated that it will take a week (depending on weather) to complete this project. Staff will give business & residents advance notice using door hangers and mailers. North Spring Street will be closed periodically during construction for safety reasons. A detour route will be in place for convenience while the segment of road is closed.

**ACTION REQUESTED:**

Allow staff to accept the bids and authorize the City Manager to enter a contract with Bradley Contracting, Inc. for the completion of the project.

**BUDGET AND FINANCE DATA:**

$59,137.50 to be paid from C.T.C. (County Transportation Committee) Set a Side.