GOLDEN GATE BRIDGE
HIGHWAY & TRANSPORTATION DISTRICT

Agenda Item No. (4)

To: Transportation Committee/Committee of the Whole
Meeting of November 19, 2026

From: Beverly Wong, Senior Operations Analyst, Bus Division
Paul McClelland, Director of Fleet & Facilities, Bus Division
Denis J. Mulligan, General Manager

Subject: **APPROVE UPDATES TO THE AGENCY SAFETY PLAN FOR GOLDEN GATE TRANSIT**

Recommendation

The Transportation Committee recommends that the Board of Directors approve updates to the Agency Safety Plan (ASP), revision 6.0 dated November 2026, for Golden Gate Transit (GGT), in compliance with the Federal Transit Administration's (FTA) Public Transportation Agency Safety Plan (PTASP) Rule.

This matter will be presented to the Board of Directors at its November 20, 2026, meeting for appropriate action.

Summary

The FTA adopted the PTASP Rule in 2018, requiring certain operators of public transportation systems that receive federal financial assistance to adopt comprehensive safety plans in accordance with FTA rules and regulations. The PTASP is applicable to the Golden Gate Bridge, Highway and Transportation District's (District) bus service, but not its ferry service. These safety plans must be annually reviewed to comply with evolving FTA regulations and Federal laws. The Board of Directors adopted GGT's initial ASP on October 23, 2020, and approved updates to the ASP in subsequent years.

Staff has completed their annual review of the ASP and identified updates to reflect operational, contractual, and procedural updates. There have been no changes to the PTASP regulations since the Board of Directors approved updates to the ASP in 2025.

The following are the main updates to GGT's ASP this year:

1. **GGT Organizational Structure (Appendices B and H)**

    a. Updated the GGT Bus Organizational Structure in Appendix B to reflect the reclassification of the Director of Safety & Training to Manager of Transit Training.

b. Updated the ASP and the Safety Responsibilities Matrix in Appendix H to reflect the revised organizational structure and position title.
c. Clarified the Safety Responsibilities Matrix in Appendix H to reflect existing resource support roles.

2. Scope and System Description (Section II)

a. GGT Bus System Description/Bus Service: Updated the number of fixed routes from 11 to 9. Annual ridership increased from 3.1 million to 3.2 million across regional and local services that include GGT, Marin Transit, and Bay Area Rapid Transit (BART) Early Bird Express in Fiscal Year 2026.
b. Intergovernmental Agreements: Modified the number of Marin Transit local fixed routes from 4 to 5.
c. Park and Ride Lots (Appendix D): Updated the Park-and-Ride information to reflect increased parking capacity at Pohono, from 54 to 75; Downtown San Rafael, from 59 to 88; and Petaluma South, from 43 to 87.

3. Safety Performance Targets (Section VI)

a. Revised safety performance targets for both bus and paratransit modes.
b. Updated targets using a three-year rolling average of NTD-reportable data and aligned applicable targets with the Safety Risk Reduction Program (SRRP).

4. Updates to Current Information

a. Bus Safety Committee (Section 1.3.6): Developed Standard Operating Procedure (SOP) 3300-03 to document the Safety Committee's composition, responsibilities, and operations, and incorporated a reference to the SOP into the ASP.
b. Bus Operator Training (Section 4.1.1): Reduced the New Hire Bus Operator Training program from 11 weeks to 8-10 weeks.
c. GGT Facilities List (Appendix F): Updated to include the onsite medical modular building at Division 1 in San Rafael.

5. Clarification of Existing Safety Processes

a. Employee Reporting Program (Section 1.4): Clarified documentation and follow-up of employee-reported safety concerns.
b. Safety Risk Mitigation (Section 2.4): Clarified existing roles and processes for safety risk mitigation under the SRRP.
c. Safety Performance Monitoring and Measurement (Section 3.1): Clarified the process for addressing safety performance targets that are not met, including evaluation of associated safety risks and incorporating the appropriate mitigations into the ASP.

The updated ASP (revision 6.0 dated November 2026) was signed by the General Manager as the Accountable Executive on August 28, 2026, and approved by the Safety Committee on September

17, 2026. Next, the Board of Directors will need to approve the ASP.

Attachment 1 contains the redlined version of GGT's ASP with new charts and maps. Attachment 2 is the final version of the entire document without redlines.

Fiscal Impact

There is no fiscal impact at this time.

Attachments:
1. Redline Pages of the Agency Safety Plan (version 6.0 dated November 2026) for Golden Gate Transit
2. Final Clean Version of the Agency Safety Plan (version 6.0 dated November 2026) for Golden Gate Transit

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GOLDEN GATE BRIDGE®
HIGHWAY & TRANSPORTATION DISTRICT

Golden Gate Transit

1011 Andersen Drive
San Rafael, CA 94901-5318

Agency Safety Plan

Final Draft

November 2026

Revision 6.0

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Approvals

Paul McClelland GGT, Director of Fleet & Facilities SMS Executive	Date
Kellee Hopper GGBHTD, Deputy General Manager- Administration & Development	Date
Denis J. Mulligan GGBHTD, General Manager Accountable Executive	Date
Bus Safety Committee	Date
Board of Directors	Date

Revision History

Revision Number	Revision Date	Description	Document Number
6.0	November 2026	Updated GGT Bus Organizational Structure changes – Appendix B, Safety Roles & Responsibilities - Appendix H, and position title changes throughout ASP. Updated to reflect service changes in Section II, Appendices D & E. Revised safety performance targets; Added Safety Risk Reduction Program targets – Section VI, Appendix G; Updated to reflect the most current information - GGT Bus System Description; Emergency Preparedness and Response Plan-Section V; Bus Safety Committee-Section 1.3.6; Bus Operator Training-Section 4.1.1; Appendices C & F. Clarification to existing processes - Employee Reporting Program-Section 1.4; Safety Risk Mitigation-Section 2.4; Safety Performance Monitoring and Measurement-Section 3.1	
5.0	October 2025	Updated to reflect service changes in Section II, Appendices D & E. Updated to reflect the most current information - GGT Bus System Description, GGT	

		Committees in Section II, Section 4.3.1; Minimize Exposure to Infectious Diseases -Section 2.4.1; Revenue Fleet Vehicles (add Contingency Vehicle Fleet) – Appendix C. Clarification to existing terminology and processes – Acronym, Section 1.4, Section 2.2.2; Investigation Procedures-Accident and Assault – Section 3.2.2; Safety Responsibilities - Appendix H Board of Directors Approved on October 24, 2025 Resolution No. 2025-069	
4.0	November 2024	Incorporated PTASP requirements and National Safety Plan Changes –Order for adopting the ASP - Approvals; New Acronyms & Definitions; ASP Annual Certification – Section IV; Update Safety Performance Measures and Targets – Section VI, Appendix G; Update Safety Management Policy – Section 1.1, Appendix A; Expand role of Bus Safety Committee – Section 1.3.6; Add near-misses in the Employee Reporting Program – Section 1.4; New sources of Hazard Identification - Section 2.2.1; Safety Risk Assessment – Section 2.3; Risk Reduction Program for Safety Risk Mitigation – Section 2.4; Safety Assurance – Section 3.0; Competencies and Training – Section 4.1; Safety Communication and Outreach – Section 4.3.	

		Updated GGT Bus Organizational Structure changes – Appendix B, Safety Roles & Responsibilities - Appendix H, and position title changes throughout ASP. Updated to reflect service change - increase of one additional route - Section II, Appendices D & E. Updated to reflect the most current information - GGT Bus System Description, GGT Committees in Section II; Bus Operator Training Section 4.1.1; Appendices C, D & E. Board of Directors Approved on November 15, 2024 Resolution No. 2024-072	
3.0	October 2023	Modified due to changes in personnel and responsibilities – SMS Executive changed from Deputy General Manager - Bus Division to Director of Fleet & Facilities – page iii, Sections IV, VII, 1.1, 1.3.2, 2.1, Appendices A, B & H. Included Updated to reflect changes in operating service for Marin Transit based on recent service reconfiguration – Section II. Added Pre-Trip Inspection training to include newly installed fire extinguishers, updated to reference the Workforce Investment Network Partnership program - Section 4.1.	

		Clarification to D1, D2, D3 diesel fuel tank capacity – Section II; updated to reflect the most current information - GGT Bus System Description, GGT Committees in Section II; Section 4.1.4; Appendices C, D & E. Board of Directors Approved on October 27, 2023 Resolution No. 2023-062	
2.0	October 2022	Incorporated Bipartisan Infrastructure Law Changes to PTASP requirements – Safety Committee approved updates to ASP – Section IV; Risk Reduction Program – Section 2.4; Strategies to Minimize Exposure to Infectious Diseases – Section 2.4.1; Assaults – Sections VI, 3.2; De-escalation training – Section 4.1. Added TSA Reporting requirements for potential threats or significant security concerns – Section 3.2.3. Updated GGT Bus Organizational Structure changes – Appendix B, Safety Roles & Responsibilities - Appendix H, also made changes to position titles referenced in the ASP to reflect the new titles. Updated to reflect service changes - increase of one additional route & routes renumbered - Section II, Appendices D & E; Added Bus Safety Risk Assessment Committee in ASP, Section II, and Appendix H; Clarification to existing processes – Section II.-	

		Intergovernmental Agreements; Updated Appendix C to reflect most current information. Board of Directors Approved on October 28, 2022 Resolution No. 2022-084	
1.0	October 2021	Updated to reflect decrease in service levels due to COVID pandemic - Section: II, Appendices D & E; Added Bus Division Mentor and Apprenticeship Programs, GGT Safety Newsletter - Sections: 4.1.1, 4.3.2; Clarification to existing processes - Section: II. GGT Committees, VI., 1.3.4, 3.2 3.2.2, Appendix G & H; Updated Appendix C to reflect most current information. The General Manager informed the Board of Directors of the District's annual update of the ASP at the October 22, 2021, regular meeting of the Board of Directors, and as further described in the written Report of the General Manager in the agenda materials for that meeting.	
0.0	October 2020	Initial Version Board of Directors Approved on October 23, 2020 Resolution No. 2020-081	

Acronyms

Acronym	Definition
AAR	After Action Report
ACA	Advisory Committee on Accessibility
ADA	Americans with Disabilities Act
AE	Accountable Executive
APTA	American Public Transportation Association
ASP	Agency Safety Plan
BART	Bay Area Rapid Transit
BPAC	Bus Passengers Advisory Committee
BRT	Bus Rapid Transit
CAP	Corrective Action Plan
CARB	California Air Resources Board
CDC	Center for Disease Control and Prevention of the United States Department of Health and Human Services
CFR	Code of Federal Regulations
DGM	Deputy General Manager (for GGBHTD Bus Division or GGT)
DMV	Department of Motor Vehicles
EMAC	Emergency Management Advisory Committee
EMP	Emergency Management Plan
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
FTA	Federal Transit Administration
GGB	Golden Gate Bridge
GGBHTD	Golden Gate Bridge, Highway and Transportation District
GGF	Golden Gate Ferry
GGT	Golden Gate Transit (GGBHTD Bus Division)
GM	General Manager (for GGBHTD)
HAZCOM	Hazardous Communications
HMP	Hazard Management Program
HML	Hazard Management Log
ISA	Internal Safety Audits
KPI	Key Performance Indicators
MAP-21	Moving Ahead for Progress in the 21st Century
MCTD	Marin County Transit District

Acronym	Definition
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MTC	Metropolitan Transportation Commission
NIMS	National Incident Management System (Federal)
NTD	National Transit Database
NTSB	National Transportation Safety Board
OSHA	Occupational Safety Health Administration
PMI	Preventive Maintenance Inspections
PPE	Personal Protective Equipment
PTASP	Public Transportation Agency Safety Plan-*final rule*
RTP	Regional Transportation Plan
SA	Safety Assurance
SDS	Safety Data Sheet
SEMS	Standardized Emergency Management System (California)
SME	Subject Matter Expert
SMP	Safety Management Policy
SMS	Safety Management System
SMS-IP	Safety Management System-Implementation Plan
SOP	Standard Operating Procedures
SP	Safety Promotion
SPCC	Spill Prevention Controls and Countermeasures
SRL	Safety Risk Log
SRM	Safety Risk Management
SRRP	Safety Risk Reduction Program
SRTC	San Rafael Transit Center
SRTP	Short-Range Transportation Plan
SSCP	Safety and Security Certification Plan
SSI	Sensitive Security Information
SWPP	Storm Water Pollution Prevention Plan
TIP	Transportation Improvement Plan
TrAMS	Transit Award Management System
TSA	Transportation Security Administration
TSOC	Transportation Security Operations Center
TVA	Threat and Vulnerability Analysis

Acronym	Definition
USC	United States Code
VRM	Vehicle Revenue Miles
WIN	Workforce Investment Network

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 transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.

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

Administrator means the Federal Transit Administrator or the Administrator's designee.

Agency Safety Plan (ASP) means a formal document developed by a rail, bus, or multi-modal transit agency that defines its Safety Management System (SMS) processes and procedures and meets the regulatory requirements of the Public Transportation Agency Safety Plan (PTASP) final rule at 49 CFR Part 673.

Assault means a violent physical or verbal attack. A threat or attempt to inflict offensive physical contact or bodily harm on a person that puts the person in immediate danger of or in apprehension of such harm or contact (Merriam-Webster). For reporting purposes, the NTD defines assault as "an unlawful attack by one person upon another." Assault in the broader context of transit service refers to physical contact, or attempts to make physical contact, and verbal threats.

Assault on a transit worker means, as defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.

Chief Safety Officer (CSO) means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in Part 673, or a public transportation provider that does not operate a rail fixed guideway public transportation system. SMS Executive will serve as Chief Safety Officer.

Direct Recipient means an entity that receives Federal financial assistance directly from the Federal Transit Administration.

Emergency means, as defined under 49 U.S.C. 5324, a natural disaster affecting a wide area (such as a flood, hurricane, tidal wave, earthquake, severe storm, or landslide) or a catastrophic failure from any external cause, as a result of which the Governor of a State has declared an emergency and the Secretary has concurred; or the President has declared a major disaster under section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5170).

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

Event means an Accident, Incident, or Occurrence.

Fatality means a death that results from an event, and that occurs within 30 days after the date of the event.

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

Golden Gate Bridge, Highway and Transportation District (GGBHTD-the District) means a special district of the State of California which operates and maintains the Golden Gate Bridge and two unified public transit systems – Golden Gate Transit and Golden Gate Ferry – connecting the counties of Marin, Sonoma, San Francisco, and Contra Costa. The District provides these public services under authority of California State Law.

Golden Gate Transit (GGT) means the bus and paratransit public transportation Division of GGBHTD.

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 a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

Injury means any harm to persons as a result of an event that requires immediate medical attention away from the scene.

Investigation means the process of determining the causal and contributing factors of a safety event or hazard, for the purpose of preventing recurrence and mitigating safety risk.

Joint labor-management process means a formal approach to discuss topics affecting transit workers and the public transportation system.

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.

Near-miss means a narrowly avoided safety event.

NTSB means the National Transportation Safety Board, an independent Federal agency.

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

Operator of a public transportation system means a provider of public transportation.

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

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

Potential Consequence means the effect of a hazard.

Public transportation means, as defined under 49 U.S.C. 5302, regular, continuing shared-ride surface transportation services that are open to the general public or open to a segment of the general public defined by age, disability, or low income; and does not include: (1) Intercity passenger rail transportation provided by the entity described in 49 U.S.C. chapter 243 (or a successor to such entity); (2) Intercity bus service; (3) Charter bus service; (4) School bus service; (5) Sightseeing service; (6) Courtesy shuttle service for patrons of one or more specific establishments; or (7) Intra-terminal or intra-facility shuttle services.

Public Transportation Agency Safety Plan (PTASP) Rule means the Federal regulation that requires transit agencies to adopt Safety Management System (SMS) principles and methods. Agencies document their SMS through the development of a formal Agency Safety Plan (ASP) document; as required by 49 U.S.C. 5329(d) and based on 49 Part 673 and a Safety Management System.

Public Transportation Safety Certification Training Program means either the certification training program for Federal and State employees or other designated personnel who conduct safety audits and examinations of public transportation systems and employees of public transportation agencies directly responsible for safety oversight, established through interim provisions in accordance with 49 U.S.C. 5329(c)(2), or the program authorized by 49 U.S.C. 5329(c)(1).

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

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

Safety Assurance (SA) 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 Committee means the formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329 and 49 C.F.R. part 673.

Safety event means an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities for the management of safety.

Safety Management System (SMS) means the formal, 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 hazards and safety risk.

Safety Management System (SMS) Executive means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer.

Safety Management System-Implementation Plan (SMS-IP) means a documented manual that describes the planned implementation actions for a transit agency to achieve a mature SMS and vibrant Safety Culture.

Safety performance target means a quantifiable level of performance or condition, expressed as a value for the measure, related to safety management activities, to be achieved within a specified time period.

Safety Promotion (SP) 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 means the composite of predicted severity and likelihood of a potential consequence of a hazard.

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

Safety Risk Management (SRM) means a process within a transit agency's safety plan for identifying hazards and analyzing, assessing, and mitigating the safety risks of their potential consequences.

Serious injury means any injury which:

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

Safety risk mitigation means a method or methods to eliminate or reduce the severity and/or likelihood of a potential consequence of a hazard.

Safety set-aside means the allocation of not less than 0.75 percent of assistance received under 49 U.S.C. 5307 to safety-related projects eligible under 49 U.S.C. 5307.

Safety Risk Management (SRM) process means a process focused on the systemic management of safety risk resulting from technical systems that change over time. SRM continuously monitors the effectiveness of mitigations and decision-making regarding priorities in allocating safety resources.

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

State of Good Repair means the condition in which a capital asset is able to operate at a full level of performance.

State Safety Oversight Agency means an agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and (k) and the regulations set forth in 49 CFR part 674.

Subrecipient means an entity that receives Federal transit grant funds indirectly through a State or a direct recipient.

Transit agency means an operator of a public transportation system that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.

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

Transit worker means any employee, contractor, or volunteer working on behalf of the transit agency.

Transportation Security Administration (TSA) means an agency in the United States Department of Homeland Security that has authority over the security of transportation systems within and connecting to the United States.

Transportation Security Operations Center (TSOC) is where TSA connects with the Department of Homeland Security, Federal Aviation Administration, FBI and other law enforcement and security agencies to analyze and monitor security-related operations, incidents and crises in aviation and all surface modes of transportation.

I. Foreword

The Golden Gate Bridge and Highway District was formed under the authority of the Golden Gate Bridge and Highway District Act of 1923. In 1928 it was incorporated as a Special District of the State of California as the entity established to design, construct, finance, and operate the Golden Gate Bridge (GGB). Construction of the GGB began in 1933, which opened in 1937.

In 1969, the California State Legislature passed Assembly Bill 584 authorizing the Golden Gate Bridge and Highway District to develop a transportation facility plan for implementing a mass transit program in the U.S. Highway 101 Golden Gate Corridor. The Golden Gate Bridge and Highway District was then renamed the Golden Gate Bridge, Highway and Transportation District (GGBHTD or District) to reflect its new commitment to providing public transportation.

Golden Gate Transit (GGT) is a Division within the District. While minimizing unsafe conditions in GGT's transportation system and facilities is the responsibility of each employee, they are first and foremost the responsibility of GGT's management. GGT is fully committed to providing a safe work environment and safe vehicles, systems, and facilities.

The Federal Transit Administration's (FTA) final rule, 49 CFR Part 673, Public Transportation Agency Safety Plan, became effective on July 19, 2019, requiring applicable transit agencies, such as GGT, to establish an Agency Safety Plan (ASP) meeting the requirements of 49 CFR Part 673 by July 19, 2020. The ASP must, at a minimum:

1. Be signed by the Accountable Executive and approved by the Agency's Board of Directors or an Equivalent Authority.
2. Document the processes and activities related to Safety Management System (SMS) implementation.
3. Include performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.
4. Address all applicable requirements and standards set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.
5. Establish a process and timeline for conducting annual reviews and updates of the ASP.
6. Include or incorporate by reference an emergency preparedness and response plan or procedures that address, at a minimum, the assignment of employee responsibilities during an emergency, and coordination with Federal, State, regional, and local officials with roles and responsibilities for emergency preparedness and response in the transit agency's service area.

GGT has developed this ASP in compliance with 49 CFR Part 673 to meet the above requirements. GGT's ASP requires annual review and revision (as necessary) and subsequent approval by the District's General Manager and its Board of Directors. Each of the GGT department management teams holds responsibility for implementing and assuring the success of the ASP.

II. Scope and System Description

The ASP applies to the GGT regional bus services affected by the planning, design, procurement, testing, operation, and maintenance of its bus transit systems. Safety issues affecting any unit within the bus division of the District are managed in accordance with the procedures outlined in the ASP. GGT's *Safety Management Policy Statement* (**Appendix A**) articulates the District General Manager's commitment to the agency's Safety Management System (SMS) and the implementation of this ASP.

GGBHTD Mission Statement

The GGBHTD's mission statement defines the purpose for which the District was created and is stated as follows:

> *"The mission of the Golden Gate Bridge, Highway and Transportation District (District) is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor."*

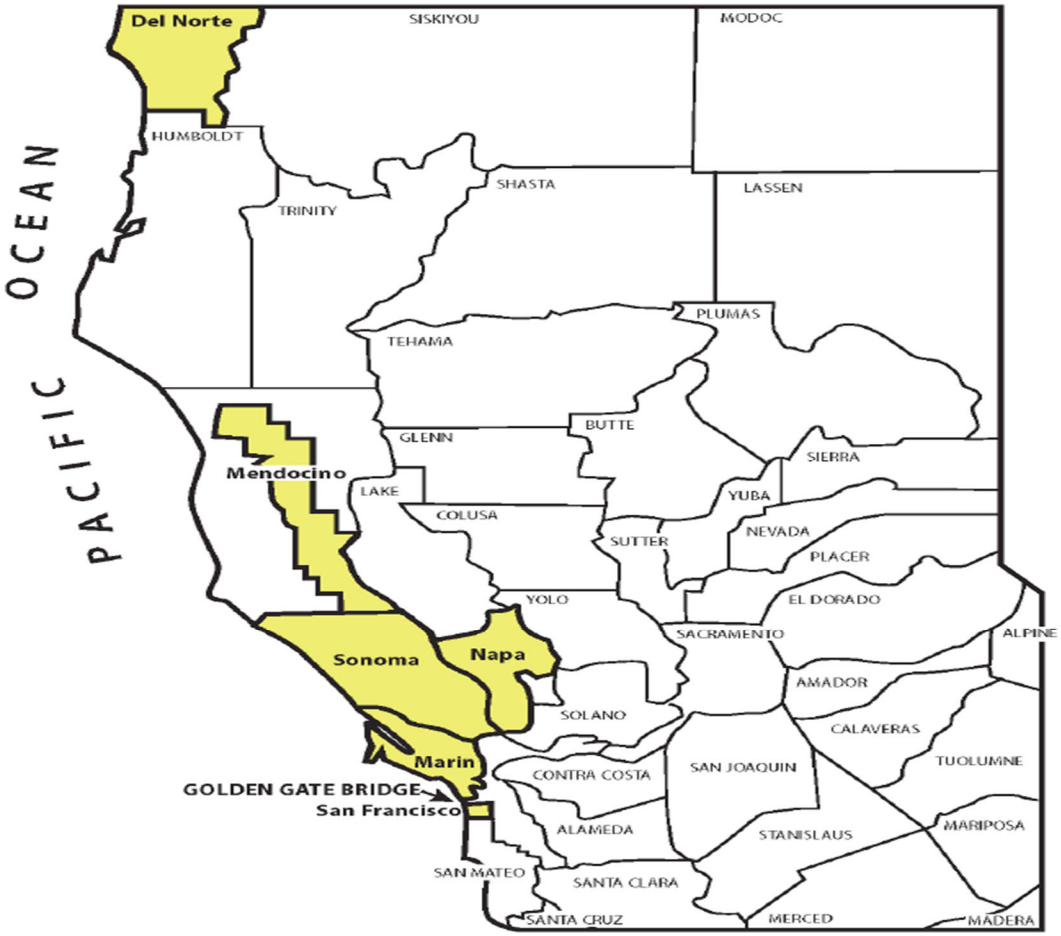
Governance and Organizational Structure

The District's General Manager is accountable to its 19-member Board of Directors which includes Directors from the City and County of San Francisco, as well as Directors from Marin, Sonoma, Napa, Mendocino, and Del Norte counties. Directors serve two-year terms. Regular meetings are held monthly, with additional meetings convened on an as-needed basis. All meetings are open to the public. The Board of Directors currently has five standing committees:

- Building and Operating Committee (nine directors)
- Finance and Auditing Committee (nine directors)
- Governmental Affairs and Public Information Committee (nine directors)
- Rules, Policy and Industrial Relations Committee (six directors)
- Transportation Committee (nine directors)

The District encompasses the City and County of San Francisco; the entirety of Marin, Sonoma, and Del Norte Counties; most of Napa County; and portions of Mendocino County. The District boundaries, which have remained unchanged since incorporation in 1928, are depicted in **Figure 1**. The District operates and maintains the Golden Gate Bridge (GGB) and two unified public transit systems: Golden Gate Transit (GGT) and Golden Gate Ferry (GGF).

Figure 1: GGBHTD Boundaries



Organizational Structure – Management and Staff

The District's organizational structure includes five (5) officers:

- General Manager,
- Auditor - Controller,
- Attorney,
- District Secretary, and
- District Engineer

Deputy General Managers for each of the three operating divisions (Bridge, Bus, and Ferry) and a Deputy General Manager for Administration and Development report to the General Manager. Organizational charts depicting the District's and GGT's structures and hierarchies are included in Appendix B.

Organizational Structure – Labor Agreements

Labor unions representing employees of the Bus Division are detailed in the Agency's Memorandum of Understanding (MOU) with multiple employee labor unions. The MOUs establish the "collective bargaining agreements" with GGBHTD and establish the basic terms and conditions of work. These MOUs include:

- Amalgamated Transit Union, Local 1575 – ***Bus Operators and Administrative Employees***
- International Association of Machinists, Local 1414 – ***Mechanics and Storekeepers***
- International Brotherhood of Teamsters, Local 665 - ***Servicers***
- International Brotherhood of Teamsters, Local 856 -***Transportation Field Supervisors and Dispatchers***

GGT Bus System Description

GGT is a fixed-route regional bus service. It also provides for Americans with Disabilities Act (ADA) complementary paratransit service, which is operated by a private contractor. All fare and service policies are established by the District.

GGT has a network of ~~11~~9 fixed routes and paratransit service, plus contracted services for Marin Transit and BART, carrying 3.~~1~~2 million passengers and recording 3.~~1~~2 million revenue miles per year. Bus service is provided 7 days a week, 22 hours a day. The GGT bus fleet includes 67 standard buses (~~57~~ 61 operational and ~~10~~ 6 leased to other transit agencies), 57 over-the-road coaches and 17 cutaway buses. GGT also operates 18 standard buses and 2 electric buses on behalf of Marin Transit. The current list of GGT Revenue Fleet Vehicles is included in **Appendix C**.

Prior to the COVID-19 pandemic, GGT bus revenue miles typically exceeded 4.1 million miles annually, averaging 348,000 miles per month, on 27 routes. Regional bus ridership exceeded 3.1 million passengers with an average ridership of 11,000 passengers per weekday and 3,700 passengers per weekend day.

Regional bus service began in 1972 and is currently provided on ~~11~~ 9 fixed routes. These routes currently fall into two categories, as listed below. Appendix D includes a list of current GGT bus routes. Maps of GGT's transit service are included in Appendix E.

- Regional routes provide daily service throughout the day and evening between San Francisco, Marin, ~~Sonoma,~~ and Contra Costa Counties.
- Commute routes provide weekday service during morning and afternoon peak periods between San Francisco, Marin, and Sonoma Counties along the U.S. Highway 101 Golden Gate Corridor.

GGT is occasionally required to operate bus service to replace or supplement ferry service. Designated routes are used for the Sausalito, Larkspur, and Tiburon Ferry routes and are considered Commute routes for reporting purposes.

GGT Facilities

A list of GGT facilities, including the facility type and location, is provided in **Appendix F.**

Intergovernmental Agreements

GGT operates ~~four~~ five (~~4~~5) local fixed routes under an intergovernmental agreement with Marin County Transit District (Marin Transit) using 20 Marin Transit-owned buses.

GGT also operates one (1) Early Bird Express fixed route under an intergovernmental agreement with BART using GGT buses. This service began February 11, 2019. The contract was renewed February 11, 2025 for an additional 3 years plus three 1-year extension options.

The GGBHTD contracts through an intergovernmental agreement with Marin Transit for paratransit service, which is provided by a third-party contractor. Transdev has been the third-party contractor since February 1, 2022.

Maintenance Facilities

GGT's primary bus storage, operations, and maintenance facility, known as **Division 1 (D1)**, is located at 1011 Andersen Drive in San Rafael. This facility houses administrative offices and a heavy bus maintenance shop-, unit repair shop that rebuilds engines, transmissions, and other miscellaneous bus components, HVAC shop, body shop, upholstery shop, and a bus wash rack facility. The facility operates 24 hours a day, seven days a week. D1 has 3 underground diesel storage tanks with a capacity of –20,000 gallons each, totaling 60,000 gallons, a 6,000 gallon unleaded- gasoline tank, and 7 tanks for engine oil supply and waste oil.

GGT maintains 167 total buses. Twenty (20) of the buses are owned by Marin Transit. All regular preventive maintenance and repair work on the Marin Transit buses is contracted to GGT. Out-of-scope work such as –engine and transmission rebuilds/replacement, and other major components not included in the regular maintenance service contract and is directly invoiced when performed.

Additional GGT bus facilities include:

- **Division 2 (D2)** – Golden Gate Place east of Redwood Boulevard, Novato. This facility operates ~~primarily on weekdays~~ daily and includes bus parking, bus shop/fuel island and bus wash rack. D2 has 2 underground diesel tanks of 15,000 gallons each, totaling 30,000 gallons, and an engine oil supply tank.

- **Division 3 (D3)** – Northwest corner of Piner Road and Industrial Drive, Santa Rosa. This facility operates daily and includes bus parking, bus shop/fuel island, bus wash rack, park-and-ride lot, and customer waiting area. D3 has 2 above ground diesel storage tanks of 12,000 gallons each, totaling 24,000 gallons, and a 55-gallon engine oil supply drum.
- **Division 4 (D4)** – Perry Street between 3rd and 4th Streets, under the I-80 skyway, San Francisco. This facility operates primarily on weekdays and includes bus parking. D4 has no fueling or engine oil tanks.

Most mechanics are based at the San Rafael D1 facility, with others working shifts at the outlying facilities. ~~Fifteen~~ Thirteen buses are maintained ~~each at~~in Novato and nine in Santa Rosa. The remaining ~~94~~ 139 buses are serviced at San Rafael.~~-~~ The Marin Transit twenty bus fleet is maintained in ~~the following locations – 17 in~~ San Rafael~~, and 3 in Novato~~.

GGT Bus Stations

The District owns and operates two (2) GGT bus stations:

- San Rafael Transit Center (SRTC), located at Third and Hetherton Streets in downtown San Rafael, is served by ~~5~~ 4~~-~~ GGT bus lines, as well as Marin Transit and Groome Transportation (formerly Sonoma County Airport Express). SRTC is bisected by SMART tracks and features a passenger waiting area, customer service center, public restroom, bicycle racks, and a café.
- Division 3, located at Piner Road and Industrial Drive in Santa Rosa, is served by 2 GGT bus lines and features a park-and-ride lot, passenger waiting area,~~–~~, and bicycle rack. An on-street bus stop is served by Santa Rosa CityBus.

GGT Bus Stops

GGT currently serves approximately ~~260~~ 250 unique bus stops. However, almost all of these stops are under the jurisdiction of Caltrans or a local jurisdiction. Fewer than 10 bus stops are under the jurisdiction of the District. All stops include a sign or decal with a GGT logo as an identifier. Many stops include a stop identification number that passengers can use for trip planning purposes, and some stops include posted route numbers on a sign, in a display window, or in a kiosk.

Park-and-Ride Lots Served by GGT

In addition to the t~~wo~~Division 3 park-and-ride lot~~s~~ owned and operated by the GGBHTD, GGT buses serve several park-and-ride lots operated by other agencies. Most of these facilities are owned and operated by Caltrans, and all offer free parking. A list of park-and-rides served by GGT can be found in **Appendix D**.

GGT Committees

The following committees currently exist to support the operations and safety of GGT:

- System Performance Review Committee (NTD Data)
- Bus Safety Risk Assessment Committee
- Bus Accident Review Committee
- Bus Safety Committee (an equal number of labor-management representatives)
- Bus Safety Management System (SMS) Committee
- Scheduling Committee
- Runbook Committee
- Workforce Investment Network (WIN) Mentor Leadership Committee
- Joint Apprenticeship Training Committee
- Wellness Committee

III. Modes of Service Covered by the Agency Safety Plan

The ASP applies to the District's Bus and Paratransit Division, Golden Gate Transit (GGT). GGT receives federal funding through 49 U.S.C. Chapter 53, Sections 5307, 5309, 5337 and 5339.

IV. Annual Review and Update of the ASP

The ASP is reviewed on an annual basis. The document review and update process, per 49 CFR Part 673.11(a)(5), ensures GGT completes an annual assessment of its ASP to determine if modifications or updates are necessary. GGT conducts this annual review to ensure the ASP is current and in compliance with Federal, State, and local regulations; as amended.

Annual ASP Review and Update Procedures

The following are responsible for initiating, developing, approving, and issuing changes to GGT's ASP Plan:

- Bus Safety Committee
- ~~Director of Safety & Training~~
- Bus Director of Transportation
- Bus Director of Fleet & Facilities / SMS Executive
- Bus Director of Business Operations
- Deputy General Manager - Bus Division

- Director of Risk Management & Safety
- Deputy General Manager - Administration
- The District General Manager

In accordance with 49 CFR Part 673.13(b), GGT is required to submit its CEO Certifications and Assurances to FTA via the FTA's Transit Award Management System (TrAMS) website to notify FTA that the GGT ASP is current and in compliance with Federal regulations as may be amended from time to time. **The deadline** for initial certification is on or before December 31, 2020, and annually thereafter.

ASP Annual Certification

On an annual basis, the SMS Executive, or designee, completes a comprehensive review of the ASP, addresses needed updates, and ensures the ASP is compliant with 49 CFR Part 673 and revised/new GGT policies and procedures. In the event the SMS Executive/designee identifies needed updates to the ASP, the SMS Executive will review the revised ASP with the GGBHTD's General Manager. The GGBHTD General Manager will approve and sign the revised ASP. In accordance with the Bipartisan Infrastructure Law changes to the Public Transportation Agency Safety Plan requirements 49 U.S.C § 5329(d), the Bus Safety Committee will then approve updates to the ASP. Then the updated ASP will be formally approved by the District's Board of Directors.

V. Emergency Preparedness and Response Plan

In accordance with 49 CFR Part 673.11, the District has established an Emergency Management Plan (EMP) and a correlating Emergency Operations Plan (EOP). The GGBHTD EMP addresses the planning, preparedness, response, recovery and mitigation plans, policies, procedures, and guidelines for hazards. The EMP is augmented by the EOP, which addresses the planned response to extraordinary emergency situations associated with large-scale emergencies, disasters, and events affecting or deemed a credible threat to the District.

The District consists of the Golden Gate Bridge, Golden Gate Bus, and Golden Gate Ferry facilities, operations, and services within the counties of Contra Costa, San Francisco, Sonoma and Marin. Both the EMP and EOP address integration and coordination with other Federal, State, and local governmental emergency management and transportation agencies and public transportation agencies and districts when required. The EMP is not intended to address day-to-day emergency procedures. The EMP:

- Establishes the internal emergency management organization required to plan, prepare for, and mitigate any significant emergency or disaster affecting the District.

- Identifies the relationships and coordination between the District and local, regional, state, and federal emergency management and transportation agencies to plan, prepare for and mitigate any significant emergency or disaster affecting the District or Region.
- Establishes the concept of operations for coordination, communication, and command and control between the District's field response teams/personnel, Incident Command Post (ICP), and the District EOC.
- Establishes the concept of operations for coordination, communication, and command and control between the District EOC and Operational Area (OA), Regional, State, and Federal EOCs and response.

The EOP establishes the overall concept of operations associated with the District's Emergency Operations Center (EOC) activities and recovery processes. Due to the frequency of updates and the need to maintain version control, hard copies of the EOP are not distributed.

Both plans are based on the functions and principles of the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS). The EMP identifies how the District emergency operational system fits into the overall California and National risk-based, all-hazard emergency response, and recovery operations plan.

The District's EMP is maintained in electronic format and distributed via the District Employee Intranet (https://hr.goldengate.org/) and via the ~~K Drive~~Microsoft Teams ~~Collaboration f~~Folder "Emergency Management Program." EMP Annexes and Appendixes containing confidential or sensitive plans and information are posted on ~~the K Drive~~Teams, with access granted to District Emergency Operations Center (EOC) Incident Management Team members, Emergency Management Advisory Committee, and others as required.

The District EMP requires approval by the District Emergency Management Advisory Committee (EMAC) and the District's GM. The District's Security and Emergency Management Specialist is responsible for periodic review, updates, re-publishing, and re-distribution of the Plan. Records of revision to the plan are maintained by the Security and Emergency Management Specialist. The plan may be modified as a result of post-incident analyses and/or post-exercise critiques. It may also be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management and operations change. Departments having assigned responsibilities under the EMP are obligated to inform the Security and Emergency Management Specialist when changes are required.

District Divisions or Departments may separately publish emergency procedures or plans that support the EMP. These emergency procedures describe the operation or functional response to specific emergencies unique to their specialized trades or operations. Additionally, they contain checklists and other resource material designed to provide users with the basic considerations and actions necessary for effective emergency response for the specific hazard or function. Divisions or Departments are required to have the Security and Emergency Management Specialist review the plans to ensure compatibility with the EMP and EOP and compliance with SEMS and NIMS.

Incident Management Team members are required to save an electronic copy of the EOP to their computer, laptop, tablet, or other electronic devices they are likely to use in the EOC. Incident Management Team members may also print and maintain hard copies at their preference.

GGT's Security and Emergency Management Specialist works with Emergency Management Coordinators in member cities and counties to ensure there is a unified emergency response among GGT's member cities. Coordination takes place through meetings, email, phone conferences, or other means as determined by the Emergency Management Coordinators.

GGT participates in state and regional exercises and conducts after action reviews to ensure lessons learned are incorporated into the emergency preparedness programs of all participants. Participants include but are not limited to counties, cities, towns, police departments, fire departments, emergency management, and other emergency response teams. The number and type of participants vary in accordance with the exercise. This is a regional effort.

VI. Safety Performance Targets

Pursuant to 49 U.S.C. § 5329(d) and 49 CFR Part 673.11(a)(3), GGT's ASP includes safety performance targets based on the safety performance measures in the National Public Transportation Safety Plan. These measures help to inform GGT staff of the actions required to be taken to improve GGT's safety outcomes and SMS. GGT's performance targets are specific, measurable, attainable, relevant, and time-bound (SMART). For the Safety Risk Reduction Program (SRRP), the Safety Committee sets the performance targets based on a three-year rolling average of NTD-reportable data for the SRRP safety performance measures. As part of the annual review of the GGT ASP, Agency staff and the Safety Committee will ~~re-examine~~ review the safety performance measures ~~and determine how the measures should be refined, sub-measures developed,~~ and associated performance targets ~~selected~~, and determine whether revisions or changes are needed.

GGT's safety performance ~~target categories~~ measures are listed below a~~nd are updated at least annually~~. The safety performance measures associated with the SRRP are denoted with an asterisk.

Safety Performance Measure	Description
Major Events*	Total number of all NTD reportable safety and security major events.
Major Event Rate*	All NTD reportable safety and security major events divided by vehicle revenue miles.
Collisions*	Total number of all NTD reportable collisions.
Collision Rate*	All NTD reportable collisions divided by vehicle revenue miles.

Pedestrian Collision Rate	All NTD reportable collisions "with a person" divided by vehicle revenue miles.
Vehicular Collision Rate	All NTD reportable collisions "with a motor vehicle" divided by vehicle revenue miles.
Fatalities	Total number of all NTD reportable fatalities.
Fatality Rate	All NTD reportable fatalities divided by vehicle revenue miles.
Transit Worker Fatality Rate	All NTD reportable transit worker fatalities, including the categories "Transit Employee/ Contractor," "Transit Vehicle Operator," and "Other Transit Staff, divided by vehicle revenue miles.
Injuries*	Total number of all NTD reportable injuries.
Injury Rate*	All NTD reportable injuries divided by vehicle revenue miles.
Transit Worker Injury Rate	All NTD reportable transit worker injury divided by vehicle revenue miles.
Assaults on Transit Workers*	Total number of all NTD reportable assaults on transit workers.
Rate of Assaults on Transit Workers*	All NTD reportable assaults on transit worker rate per total vehicle revenue miles.
System Reliability	Mean Distance Between NTD reportable Major Mechanical Failures.

GGT's annual Fiscal Year safety performance targets per 100,000 revenue miles, including the SRRP performance targets set by the Safety Committee, are listed below. Safety performance targets are updated at least annually. Previous performance towards these targets is included in **Appendix G**.

Mode	Major Events Target*	Major Event Rate Target*	Collisions Target*	Collision Rate Target*	Pedestrian Collision Rate Target	Vehicular Collision Rate Target	Fatalities Target	Fatality Rate Target
Bus	2~~1~~	0.~~05~~10	1	0.~~03~~06	0.~~00~~031	0.030	0	0.00
Paratransit	0	0.00	1	0.~~00~~64	0.00	0.~~00~~64	0	0.00

Mode	Transit Worker Fatality Rate Target	Injuries Target*	Injury Rate Target*	Transit Worker Injury Rate Target	Assaults on Transit Workers Target*	Rate of Assaults on Transit Workers ~~Rate~~ Target*	System Reliability Target (Miles)
Bus	0.00	~~4~~3	0.~~20~~16	0.~~03~~014	~~0~~3	0.~~00~~15	~~236,293~~121,002
Paratransit	0.00	~~0~~1	0.~~00~~64	0.00	0	0.00	15,000

* SRRP

~~* The Safety Committee will set performance targets based on NTD reportable 3 year rolling average data for the identified performance measures as part of the Risk Reduction Program (SRRP). The Safety Committee is not required to set a target for a performance measure until GGT has reported three years of data to the NTD corresponding to such performance measure.~~

Coordination with Metropolitan Transportation Commission (MTC)

The Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to Government Code Section 66500. The MTC is the designated Metropolitan Planning Organization (MPO) for the San Francisco Bay Area, charged with carrying out the metropolitan transportation planning and fund programming processes required to maintain the region's eligibility for federal funds for transportation planning, capital improvements, and operations.

Federal transportation statutes require the MTC, in partnership with state and local agencies, to develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, the MTC requires that each transit operator in its region that receives federal funding through the TIP prepare, adopt and submit to the MTC a Short-Range Transit Plan (SRTP). The safety performance targets are shared with MTC as part of GGT's Short-Range Transit Plan (SRTP) report submissions.

VII. Development and Implementation of SMS

The GGBHTD (or District) General Manager (GM) has delegated responsibility for implementing and maintaining the ASP to GGT's Director of Fleet & Facilities, who serves as the SMS Executive. The Director of Fleet & Facilities oversees the GGT Safety, Operations, Fleet and Facilities, and Scheduling staff, which monitors SMS development, implementation, and continuous improvement of the SMS. This includes GGT's Safety Management Policy and processes for Safety Risk Management, Safety Assurance, and Safety Promotion.

GGT's implementation of its SMS is a multi-year, phased approach. The GGT SMS Implementation Plan (SMS-IP) has been developed to identify the current agency safety program and potential means of improvement. The SMS-IP is a stand-alone document being managed by GGT's SMS Executive. As GGT's SMS-IP action items are developed and implemented, these policies and procedures will be added to the Agency's ASP during the annual review and revision cycle.

Based on current industry practices, the expected timeframe to fully implement SMS is 3-5 years. GGT's phased approach to SMS implementation includes four (4) phases, as detailed below. The length of time anticipated to complete each phase is included. However, these times

are approximate and may vary depending on available resources, training, how efficiently the previous phase was implemented, or various other factors outside of GGT's control.

Implementation Phase 1

Phase 1 aims to set the foundation for how GGT's SMS requirements will be met. The framework developed during Phase 1 guides GGT's implementation activities in subsequent phases. The approximate time to complete Phase 1 is 12 months. Activities and tasks that will occur during this phase include:

- Establish the GGT team member responsible for ensuring SMS implementation;
- Establish the team that is responsible for SMS implementation;
- Define the system for the SMS;
- Identify the differences between GGT's existing safety efforts in comparison to SMS requirements;
- Develop overall SMS implementation processes for supporting the four (4) components of SMS;
- Establish a means for safety communication throughout the GGT organization.

Implementation Phase 2

Phase 2 furthers the SMS implementation process by creating essential safety management processes while also updating existing processes to improve the program. The primary goal of this Phase is to affirm existing practices and develop those that are still needed for full SMS implementation. The approximate time to complete Phase 2 is 12 months. Activities that will occur during this Phase include:

- Establish or redefine Safety Policy and objectives;
- Deliver training to GGT staff regarding the ASP and SMS plan components;
- Formalize safety risk management related to SMS;
- Further develop the means for safety communication as identified in Phase 1.

Implementation Phase 3

Phase 3 is directed toward ensuring safety information management, data gathering, and analysis processes are in place and defined. At the end of this Phase, GGT should be able to begin to use its data to aid in safety and hazard analysis. The approximate time to complete Phase 3 is 12 months. Activities that will occur include:

- Formalize voluntary hazard reporting procedure;

- Refine the safety risk management procedure;
- Refine occurrence reporting and investigation processes;
- Establish a safety data collection system and metrics for which this data will be analyzed;
- Establish a formal management-of-change procedure that focuses on safety risk management;
- Review and update GGT's internal and external audit or review program;
- Continue SMS training for GGT personnel.

Implementation Phase 4

Phase 4 will finalize the SMS implementation process. This Phase focuses on Safety Assurance and relies on periodic and continual monitoring and feedback to identify and correct areas in the SMS. The approximate time to complete Phase 4 is 12 months. Activities that will occur include:

- Further refine the voluntary reporting procedure to include integration of hazards identified from these occurrence reports;
- Integrate hazard identification and safety risk management procedures with GGT contractors;
- Integrate hazard identification and safety risk management procedures for addressing items identified by the public (non-employees);
- Further define safety performance indicators to include targets;
- Establish operational and safety culture surveys for GGT employees in order to gauge the effectiveness of the SMS;
- Continue SMS training for GGT personnel;
- Review and refine means of safety communication (if needed).



1.0 SMS - Safety Management Policy

1.1 GGBHTD, General Manager's Safety Management Policy Statement

Golden Gate Transit (GGT), a Division of the Golden Gate Bridge, Highway and Transportation District (District), is committed to prioritizing safety above all else when planning and delivering service, carrying out daily operational activities, and maintaining capital assets. This commitment to safety is embodied in GGT's policies and procedures, referenced in the Agency Safety Plan (ASP), which are based on the principles of a Safety Management System (SMS) and support the health and safety of our employees, contractors, customers, and stakeholders.

The District's General Manager is the Accountable Executive, and the Director of Fleet & Facilities will serve as the SMS Executive, who is empowered and authorized to administer the ASP and continuously improve the processes necessary for supporting GGT's commitment to safety. The SMS Executive will further work collaboratively with all employees to emphasize their role in enhancing and promoting a non-punitive culture of safety by reporting, tracking, and reduction or elimination of hazards in the workplace. Each employee plays an active role in shaping the safety environment, underscoring the fact that everyone throughout the GGT organization is accountable for the delivery of the highest level of safety performance. The Bus Safety Committee consisting of an equal number of frontline labor and management representatives will work together to prevent workplace injuries, accidents, and other losses by identifying hazards and suggesting mitigation efforts to improve safety.

GGT's commitment is supported by the following safety objectives:

- **Support** the management of safety through the provision of appropriate resources that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety;
- **Integrate** the management of safety as the primary responsibilities of all managers and employees;
- **Clearly define** for all staff, managers, and employees their accountabilities and responsibilities for the delivery of the organization's SMS performance;

- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks that are commensurate with their skills; and
- **Establish and measure** our safety performance against realistic and data-driven safety performance indicators and safety performance targets.

GGT's formal (signed) Safety Management Policy Statement is included in **Appendix A**.

1.2 Purpose, Goals, and Objectives

1.2.1 Purpose

The purpose of the ASP, as written and approved by the District's General Manager and Board of Directors, is to establish formal mechanisms that each GGT Department must use to identify hazards associated with GGT's transportation systems; eliminate, minimize, or control hazards; and to prevent injuries, accidents, and other losses. The ASP demonstrates GGT's commitment to safety and compliance with Federal, State, and local regulations.

1.2.2 Goals

The goals of the ASP are to establish processes and procedures that will:

- Enable the identification, elimination, minimization, and control of safety hazards and their potential consequences;
- Allow GGT to maintain a superior level of safety in its transportation operations and work environments;
- Comply with the applicable requirements for regulatory agencies;
- Support and implement technology projects and process and procedure improvements to increase operation, performance, and safety cost-effectiveness;
- Expand opportunities for external customer convenience at bus stops, during travel, and for providing input on GGT services;
- Partner with internal customers to provide the best service; and
- Improve Bus Fleet configuration and preventive maintenance to meet customer needs and comply with various laws/regulations.

1.2.3 Objectives

GGT's management is responsible for providing leadership in promoting safety and ensuring employees are committed to the safety of GGT's customers, employees, property, and the public coming in contact with GGT's system. Each GGT Department is directed and

empowered to administer the ASP and its specific activities for the prevention, identification, control, and resolution of unsafe conditions and actions.

The following objectives have been established to assist GGT in achieving its safety initiatives. Each Department is responsible for establishing activities and goals to assist GGT in meeting its principal objectives. **Appendix H** provides GGT's Departmental Safety Responsibilities Matrix, which details the departments, tasks, and responsibilities required to be implemented to meet the following objectives:

- Establish safety policies, procedures, and requirements to integrate safety into GGT's decision-making and operations;
- Hire and train qualified personnel;
- Assign responsibility related to safety policies, procedures, and requirements;
- Establish documented standards and procedures for safety training and performance;
- Verify employee compliance with safety policies, procedures, and rules;
- Evaluate routes and scheduling for safety issues;
- Evaluate the safety implications of proposed modifications of bus routes and facilities prior to implementation;
- Investigate accidents, incidents, occurrences, and injuries; and
- Identify, analyze, track, and resolve hazards in a timely manner.

1.3 ASP – Staff Accountabilities and Responsibilities

1.3.1 Accountable Executive

The District's GM is designated as the Accountable Executive and has ultimate responsibility for carrying out GGT's ASP. The District's GM is also responsible for carrying out GGT's Transit Asset Management (TAM) Plan; and controls and directs the human and capital resources needed to develop and maintain both the ASP, in accordance with 49 U.S.C. 5329(d), and the TAM Plan, in accordance with 49 U.S.C. 5326. Additionally, the District's GM is accountable for ensuring that GGT's SMS is effectively implemented throughout GGT's public transportation division and is accountable for ensuring action is taken to address substandard performance in the Agency's SMS program.

1.3.2 SMS Executive

The GGT Director of Fleet & Facilities is designated by the District's GM as the SMS Executive for GGT. The SMS Executive holds a direct line of communication and reporting to the District's GM, who is the Accountable Executive. As an adequately trained senior leader at GGT, the SMS Executive has the authority and responsibility to establish, implement and maintain a compliant ASP. The SMS Executive is also responsible for the implementation of SMS throughout the GGT Division within the District. This responsibility includes:

- Coordinating safety oversight with GGT's Management Team;
- Planning and fostering a positive SMS culture;
- Ensuring the ASP is reviewed annually (and updated as needed);
- Coordinating Safety Risk Management activities;
- Overseeing and coordinating Safety Assurance practices;
- Monitoring safety performance and targets through data collection and analysis; and
- Tracking of safety critical issues.

1.3.3 Executive Management Team

GGT's Executive Management Team consists of the DGM's direct reports and is responsible for the communication, implementation, and management of their assigned responsibilities of the ASP, as outlined in **Appendix H**, Safety Responsibilities Matrix.

1.3.4 Key Staff

GGT's key staff consists of transportation and fleet and facilities unit managers and supervisors, training supervisors, and training instructors. These managers are responsible for ensuring employees receive the required SMS training and for carrying out important SMS activities. The Environmental, Health and Safety Specialist in Risk Management also has a key role in SMS, by supporting the management of the ~~Hazard Tracking~~ Safety Risk Log and using data to evaluate GGT's safety performance.

1.3.5 Employees

All GGT employees and contractors are held accountable for their safety performance and for compliance with rules and regulations. Employees are expected to immediately address safety concerns within their control.

1.3.6 Bus Safety Committee

The Bus Safety Committee consists of an equal number of labor and management representatives working together to prevent workplace injuries, accidents, and other losses by identifying hazards and suggesting mitigation efforts to improve safety. Labor is represented by frontline operators, fleet and facilities mechanics, fleet and facilities servicers, transportation field supervisor, and dispatch personnel.

The Safety Committee ~~will~~ has ~~prepare~~ established procedures (SOP 3300-03) regarding the composition, responsibilities, and operations of the Safety Committee, which ~~will~~ comply with 49 CFR 673.19(c) and are incorporated into this~~e~~ ASP by ~~this~~ reference. The Safety Committee ~~will~~ performs the activities outlined in 49 CFR 673.17(d).

1.4 Employee Reporting Program

Employees are to report safety concerns, including assaults on transit workers, near-misses, and unsafe acts and conditions to their supervisor or manager. GGT's Management encourages employees to report safety concerns with no fear of reprisal. Retaliation of any kind taken against employees, contractors, or the public for reporting safety concerns is not tolerated.

As part of the implementation process, reported safety concerns are tracked in the appropriate hazard tracking format as outlined in the Safety Risk Management (SRM) section of this ASP. For employee reported safety concerns, where contact information is provided, the recipient of the safety concern is responsible for following up with the employee. If an employee feels that a reported safety concern is not being addressed in a timely manner, the employee is encouraged to escalate unsafe issues to their safety committee representative, ~~GGT's Director of Safety & Training~~the SMS Executive, or to the DGM.

GGT provides employees with training in the use of the GGT Safety Notice form. This form is intended to provide GGT employees with the ability to report safety concerns (anonymously, if desired) and afford the management team with an opportunity to address employee safety concerns. Completed forms may be submitted online or to any management person or dispatcher, who will then forward the forms to the ~~central collection office of the Director of Safety & Training~~ designated administrator. Following initial screening and documentation into the safety risk log, the ~~Director of Safety & Training~~ ~~distributes the~~ form is distributed to the appropriate Department for further investigation and follow-up.

Reported issues will be reviewed, and a determination will be made (unfounded, credible with immediate action,resolution or mitigation required, or credible with long term mitigation until a final solution can be made) as to the mitigations to be implemented. Responses to how the safety concern was addressed are documented in the Safety Committee meeting minutes, which provide information on the status and disposition of reported safety concerns. ~~sent back to the Director of Safety & Training, who ensures that~~ The reporting employee receives proper feedback for ~~his/her~~the concern~~,~~ ~~(~~if employee contact information ~~was~~ is included on the GGT Safety Notice form~~)~~.

1.5 Safety Plan and Policy Dissemination

As part of the GGT SMS-IP, GGT will establish a policy to ensure that the ASP is maintained as a controlled document (version # and date), meeting quality assurances for oversight. GGT will also establish procedures to ensure that only the most current revision of the document is disseminated and made available to all employees.

As part of the GGT SMS-IP, all GGT employees will receive training on the ASP, SMS, and GGT's Safety Management Policy. Additionally, GGT's ~~Director of Safety & Training~~ Manager of Transit Training ensures that the Agency's New Operator Training Program ~~has been~~

~~updated to~~ reflect<u>s</u> the ASP, SMS, and Safety Management Policy and revisions thereto.



2.0 Safety Risk Management (SRM)

GGT's Safety Risk Management (SRM) Process includes safety aspects related to revenue service operations, maintenance, and public safety.

2.1 Overview

SRM is the process for identifying hazards and analyzing, assessing, and mitigating the potential consequences of hazards. Hazard identification and resolution is one of the goals of the GGT Safety Program. This process is applicable to all levels of the organization. It is how hazards are identified and analyzed for potential impacts and severity on the transit system. It also describes how identified hazards are resolved in a manner acceptable to management.



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

The GGT Director of Fleet & Facilities / SMS Executive, under the direction of the District's GM, is directly responsible for establishing and implementing an SRM process. SMS Executive will consult with the Attorney for the District on hazards that have a Safety Risk Index of "High". The SRM process includes the following:

- Safety hazard identification;
- Safety risk assessments; and
- Safety risk mitigations.

2.2 Safety Hazard Identification

Safety hazard identification is an on-going process as the staff of GGT, and its front-line employees seek to continuously improve the level of safety for the employees, its passengers, and the general public.

2.2.1 Sources of Hazard Identification

GGT has several sources of hazard identification activities including, but not limited to, the following:

- Employee Safety Reporting Program (GGT's Safety Notice Form submissions)
- Bus Stop Repair Form (maintenance)
- FTA Guidance (i.e., Safety Bulletins, General Directives, and Notices)
- General industry trends, as provided by various external sources
- Bus Safety Risk Assessment Committee
- Bus Safety Committee
- Operations Safety Committee
- System Performance Review Committee Reports/Statistics
- Cameras and Data Recorders
- Customer complaints and reports of unsafe conditions
- Job Hazard Analysis (JHAs)
- Internal Safety Audits
- Inspections of facilities
- Training and Evaluation Records
- Preventive Maintenance Inspections (PMIs)
- Maintenance MAXIMO software system
- Toolbox Talks
- Employee Injury Investigations and Final Reports
- Monitoring of Normal Operations
- GGT's Operator Pre-trip/Post-trip Safety Inspection Form (Defect Card).
- Reports obtained by the Bus Operations Dispatch staff
- Reports obtained by the Bus Operations Transportation Field Supervisors
- District Emergency Management Advisory Committee (EMAC)

- Data and information provided by an oversight authority, including but not limited to the FTA, State, or State Safety Oversight Agency
- Data and information regarding exposure to infectious disease provided by the CDC or State health authority
- Safety concerns identified through Safety Assurance activities

2.2.2 Managing Identified Hazards

Identified hazards are communicated to the management staff for either operations or fleet and facilities, depending on the nature of the hazard. Hazards are also reported by bus operators via the Dispatch Office.

Employees are expected to address safety concerns within their control immediately. Employees are also expected to report unsafe conditions and safety issues related to work assignments and work areas to a Dispatcher, Supervisor, or Manager for immediate follow-up.

The ~~Director of Safety & Training,~~ Director of Transportation~~,~~ and the Director of Fleet & Facilities, or their designees, determine the seriousness of the identified hazard and the actions required to effectively mitigate the potential consequences of the hazard. SMS Executive will consult with the Attorney for the District on hazards that have a Safety Risk Index of "High."

As part of the GGT SMS-IP, GGT will incorporate the use of a Safety Risk Log (SRL) in the transportation and fleet and facilities units. The SRL will be reviewed by Department heads or designees to determine if the identified hazard meets the Agency's threshold to conduct further analysis for safety risk. Additional safety risk analysis includes conducting safety risk assessments, assigning hazard risk indexes, and establishing corrective action plan(s) (CAP) to mitigate the potential consequences of hazards.

2.2.3 Hazards, Events, and Potential Consequences

The SRM process requires understanding the differences between hazards, events, and potential consequences. The SRM Definitions Checklist provided by FTA and listed below as **Table 1** will support GGT with its understanding and distinguishing between these terms when considering safety concerns and to help address Part 673 requirements while developing the SRM section of its SMSP-IP.

Table 1: SRM Definitions Checklist (FTA)

What is it? If you can select all 3 in one box, it's…	**A Potential Consequence** ❑ Not a real or potential condition ❑ Can be caused by a hazard ❑ Hasn't happened yet, but could be similar to a past event
A Hazard ❑ Real or potential condition ❑ Can cause a consequence ❑ Not an event	**An Event** ❑ Accident, incident or occurrence ❑ Not a real or potential condition ❑ Has already occurred

The following procedures are followed whenever a potentially unsafe or unhealthy condition or work practice is identified.

- Employees who discover potentially hazardous conditions are expected to take immediate action within their scope of authority and, if not in imminent threat to their personal health and safety, to reduce or eliminate the hazard. They must then report the hazard to their supervisor without delay.
- When the hazard is extreme or when there is imminent danger to other employees or the public, the employee should take steps to warn other employees and / or isolate the hazard, to the extent possible without imperiling their personal safety, until the situation can be evaluated by a supervisor.
- Department Managers will promptly evaluate all potential hazards reported to them and will initiate corrective action in a timely manner. In cases where the necessary corrective action is outside the supervisor's individual scope of authority, he or she will promptly communicate the hazard and any recommendations to those who do have the authority to make the necessary corrections.
- In the event that corrective action cannot be taken immediately, the Manager will ensure that employees are informed of the existing hazard and that adequate measures are in place to protect exposed employees.
- When an imminent hazard threatens the health or safety of employees, the supervisor will remove all employees from the area. Employees required to enter the area to correct the hazard will be provided with the necessary safeguards and will work under direct supervision.

The priority assigned to any given remedial action will be based on the degree of hazard. Imminent danger situations will receive the highest priority for correction.

2.3 Safety Risk Assessment

Risk Assessment is a quantitative calculation based on largely subjective judgments used to determine the potential consequences of a hazard and, thus, the required action(s) to eliminate or reduce hazard risk to an acceptable level.

GGT conducts monthly system/safety performance assessments, as completed by the GGT System Performance Review Committee. These assessments include safety, vehicle mechanical failures, accidents, and injuries, as well as service reliability, operator staffing levels, historical National Transit Database (NTD) information, and other key performance indicators.

GGT's Bus Safety Risk Assessment Committee and Bus Safety Committee meet monthly to discuss new and unresolved hazards and the status of mitigations being implemented to resolve hazardous conditions and reduce potential negative consequences. The Committee maintains a tracking log (agenda), and open safety concerns are carried over to subsequent monthly meetings until resolved.

As part of its ASP development process, GGT has established formal procedures for assessing the potential consequences of hazards and prioritizing the hazards based on an assigned safety risk index. As such, GGT includes assessments of safety risk in terms of likelihood (the probability of a consequence occurring) and severity (the seriousness of a consequence, if it occurs) of potential consequences, taking into account existing safety risk mitigations to determine if safety risk mitigation is necessary to inform prioritization of safety risk mitigations. GGT has adopted and uses a variation of the U.S. Department of Defense's Military Standard 882E (MIL-STD-882E), which outlines a commonly used approach for conducting safety risk assessments (see **Table 2** below) and is commensurate to the size and scope of GGT's operations.

Table 2: Risk Assessment Matrix

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

The Risk Assessment Matrix facilitates the assignment of a Safety Risk Index by evaluating the likelihood and severity of potential consequences occurring if no action is taken. The likelihood and severity assessment Tables are included below.

Table 3: Likelihood of Potential Consequences

Level	Description	Specific Individual Item	Fleet or Inventory
A	Frequent	Likely to occur frequently.	Continuously experienced
B	Probable	Likely to occur several times in the life of an item.	Will occur frequently
C	Occasional	Likely to occur sometime in the life of an item.	Will occur several times
D	Remote	Unlikely but possible to occur in the life of an item.	Unlikely but can reasonably be expected to occur
E	Improbable	So unlikely, it can be assumed occurrence may not be experienced	Unlikely to occur, but possible

Table 4: Severity of Potential Consequences

Category	Description	Description
1	Catastrophic	Death, system loss, or severe environmental damage.
2	Critical	Severe injury, severe occupational illness, major system, or environmental damage.
3	Marginal	Minor injury, minor occupational illness, or minor system or environmental damage.
4	Negligible	Less than minor injury, occupational illness, or less than minor system or environmental damage.

Based on the use of the safety risk assessment tools detailed above, GGT staff can assign a Safety Risk Index (**Table 2**) and use **Table 5** to establish the mitigation criteria.

Table 5: Hazard Resolution Acceptance Criteria

Safety Risk Index	Criteria by Index
HIGH	Unacceptable – Action Required: Safety risk must be mitigated or eliminated.
MEDIUM	Undesirable – Management Decision: Management must decide whether to accept safety risk with monitoring or require additional action.

LOW	Acceptable with Review: Safety risk is acceptable pending management review.

Safety critical hazards that have been identified must be controlled or eliminated so that the hazard does not continue to pose a danger. The controls may be done in a temporary manner until a long-term mitigation has been implemented. Dependent on the risk ranking of the hazards' likelihood and severity, a multi-departmental team may be established to analyze and control these risks/hazards. The team may be comprised of the following personnel:

- Bus Safety Risk Assessment Committee team members;
- Bus Safety Committee team members;
- Subject matter experts (SMEs) for the system;
- Front-line personnel and supervisors;
- All levels of labor; and
- Safety staff, as support.

2.4 Safety Risk Mitigation

GGT has established a Safety Risk Reduction Program to improve safety for transit operations by reducing the number and rates of accidents, injuries, assaults on transit workers, and other safety events, based on data submitted to the National Transit Database. Data on accidents, injuries, assaults, and other safety events are tracked and discussed on a monthly or quarterly basis. Any hazards identified will follow the Safety Risk Management process outlined in Section 2.0 of the ASP.

The Safety Risk Reduction Program will: (1) address the reduction and mitigation of vehicular and pedestrian safety events involving transit vehicles and assaults on transit workers; (2) include safety performance targets set by GGT and the Safety Committee, established by the National Public Transportation Safety Plan; and (3) implement safety risk mitigations identified by the Safety Committee.

The Accountable Executive will implement safety risk mitigations for the Safety Risk Reduction Program. In doing so, the Accountable Executive will implement ~~receive and consider all other~~ safety risk mitigations recommended by the Safety Committee as part of the Safety Risk Reduction Program. The Accountable Executive will also consider all other safety risk mitigations recommended by the Safety Committee.

When GGT's Safety Committee recommends a safety risk mitigation unrelated to the Safety Risk Reduction Program, and the Accountable Executive decides not to implement the safety risk mitigation, the Accountable Executive will prepare a written statement explaining

their decision. The Accountable Executive will submit and present this explanation to GGT's Safety Committee and Board of Directors.

2.4.1 Hazard Controls

When possible, the following order of precedence is used by the Bus Safety Risk Assessment Committee and the Bus Safety Committee to eliminate or control hazards and their associated risks. It is important to note, however, that a combination of several or all of the following may be used, depending on the nature and extent of the hazard and its potential consequences:

- **Design for minimum risk**: The priority is to eliminate or control identified hazards through engineering and design. This is applicable for facilities, rolling stock and equipment, park & rides, routes, transit stations, and product selection, etc.

- **Use of Safety Devices**: Identified hazards that cannot be eliminated or controlled through design selection shall be controlled to an acceptable level using fixed, automatic, or other protective safety design features, devices, or personal protective equipment (PPE). Provisions shall be made for periodic functional checks of safety devices.
- **Use of Warning Devices**: When neither the design nor the safety devices can effectively eliminate or control an identified hazard, devices may be used to call attention to the condition and to generate an adequate warning signal to mitigate the risk or provide for personnel evacuation. Warning signals and their application may be designed to minimize the probability of incorrect personnel reaction to the signals and may be standardized within like types of systems.
- **Implementation of Policies/Procedures and/or conducting training**: Where it is impossible to eliminate or adequately control a hazard through design selection or use of safety and warning devices, procedures and training shall be used to control the hazard. Procedures may include the use of PPE. Precautionary notations on signs shall be standardized as specified by management. Safety critical tasks and activities may require certification of personnel proficiency.

Minimize Exposure to Infectious Diseases

Golden Gate Transit has put in place strategies for mitigating infectious diseases that are consistent with guidelines from the Centers for Disease Control or State Health Authority (Cal OSHA).

In addition, GGT provides training and informational materials, including safety bulletins and online videos to employees. Examples of such materials provided to employees in the Fleet and Facilities Unit include:

- Blood borne pathogen training
- Hazard communications training
- Safety Data Sheet (SDS) training
- Personal Protective Equipment (PPE) training

2.4.2 Evaluation of Existing Safety Risk Mitigations

GGT senior leadership, Bus Safety Risk Assessment Committee and its Bus Safety Committee evaluate current controls in place which should (or may) have prevented the existence of an unacceptable hazard. As such, GGT's evaluation may include a review of its established policies, procedures, and methods intended to reduce potential negative outcomes for identified hazards.

2.4.3 Implementation and Tracking Safety Risk Mitigations

As part of the GGT SMS-IP, GGT has established formal processes to track the implementation of new, modified, and existing safety risk mitigations through its SMS. For Safety Assurance (see ASP, Section 2.2.2), GGT will establish formal processes and procedures for verifying the effectiveness of implemented safety risk mitigations.

2.4.4 Management of the SRM Process

As part of the GGT SMS-IP, GGT will assign specific staff members to oversee and maintain the SRM process. These assigned staff members will be responsible for establishing reporting mechanisms and timelines for regular reporting to senior leadership. These include the ~~Director of Safety & Training~~ SMS Executive, the Environmental Health & Safety Specialist, the Bus Safety Risk Assessment Committee, and the Bus Safety Committee.



3.0 Safety Assurance

Safety Assurance is used by GGT to implement, review, and quantify the organization's adherence to applicable rules, regulations, and standards. These Safety Assurance processes provide GGT and its executive leadership with a means of assessing if GGT is meeting its safety objectives and performance goals.

GGT and its safety committees routinely seek feedback from GGT employees, Supervisors, and Managers to better understand the effectiveness of GGT's SMS. The Safety Committee will review GGT's operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

With the publication of 49 CFR Part 673 and FTA's additional guidance, GGT's senior leadership, staff, and employees have become knowledgeable of the requirements for managing its ASP and the implementation of its SMS. Moreover, GGT will take advantage of the additional safety management tools, which are now available to the transit industry, to assure the effectiveness of GGT's safety risk controls, Management of Change, and the continual improvement of its SMS. Results from GGT's annual review of its ASP will be used to update the ASP, Section 1.2.2 (Goals) and Section 1.2.3 (Objectives) as needed.

3.1 Safety Performance Monitoring and Measurement

Safety performance monitoring and measurement involve the continual monitoring of GGT's activities to understand safety performance. Through these efforts, GGT can determine whether it is meeting its safety objectives and safety performance targets. As part of the GGT SMS-IP, GGT will expand its monitoring to include the identification of deficiencies in GGT's annual safety performance targets set by the Safety Committee for the Safety Risk Reduction Program.

If GGT does not meet an established annual safety performance target set by the Safety Committee for the Safety Risk Reduction Program, it will:

- Assess associated safety risk;

- Mitigate associated safety risk based on the results of a safety risk assessment and include or incorporate these mitigations into the ASP; and
- Allocate its safety set-aside in the following fiscal year to safety related projects eligible under 49 U.S.C. 5307 that are reasonably likely to assist GGT in meeting the safety performance target in the future.

3.1.1 Internal Safety Audits (ISA) – System Compliance

Each **Department Manager** is responsible for assuring that those safety program activities applicable to his or her department are carried out effectively and within any prescribed time limits. These responsibilities include the following:

- Assure that required safety inspections are conducted and properly documented.
- Assure that required safety meetings are held and properly documented.
- Assure that required maintenance and inspection cycles are performed on "safety critical" equipment and that this maintenance is properly documented.
- Assure that personal protective and safety equipment is properly used where required.
- Assure that employees working under their control follow established safe work practices and obey safety rules.
- Assure that all containers are properly labeled, and MSDSs are available for all hazardous substances in the work area.
- Assure that all accidents and incidents are properly reported, investigated, and documented.
- Within their scope of authority, assure that timely action is taken to correct any hazardous condition which exists in the workplace.

Additionally, GGT's ~~Director of Safety & Training,~~ Director of Transportation~~,~~ and Director of Fleet & Facilities - are responsible for developing departmental policies and procedures for the safe operations within their respective departments. If a policy or procedure is found to be ineffective, the Directors will take immediate action to address the shortcomings. In most instances, the Directors seek input from their immediate staff/supervisors and employees, as front-line buy-in is critical to the success of the departments' safety initiatives and operating practices.

As part of the GGT SMS-IP, GGT will develop formal processes to monitor the Agency's compliance with its own methods and procedures used to safely operate and maintain the system. As such, GGT will develop an ISA program that includes a formal process for identifying non-compliance with GGT's established policies, procedures, safety inspections, and methods of documenting safety practices across all departments within the GGT Division of the District.

As part of the GGT SMS-IP, GGT will develop a formal Standard Operating Procedure (SOP) to address the need to establish audit checklists, creating an annual schedule for conducting ISAs, departments, and facilities subject to ISAs, staff/employee training, and a reporting mechanism to inform senior leadership of ISA results and findings/recommendations to address subpar system compliance.

Audit checklists will be developed and formally adopted for the purposes of assessing compliance with current agency policies and procedures; as well as for the determination of GGT's overall safety performance. The following policies and procedures may be used to support the development of the ISA program checklists:

- Accepted Operations and Maintenance Practices
- District-Level Policies, Procedures, and Expectations
- Departmental Rule Book(s), Safety and Operating Bulletins
- Emergency Preparedness/Response plans (EMP and EOP)
- Established Training Programs
- Management and/or administrative plans/procedures
- Hazard tracking logs
- Industry Best Practices
- Federal, State, and Local regulations and guidance (i.e., FTA, Cal/OSHA, Building & Fire Codes, etc.)
- Other sources, as determined by the ISA team and/or Senior Leadership

The following areas are subject to monthly safety inspections:

- San Rafael Bus Maintenance Shops (Heavy Duty Shop, Body Shop, Fuel Island, Wash Rack, Maintenance Shop, Stores, etc.)
- Novato Bus Maintenance Facility
- Santa Rosa Bus Maintenance Facility
- San Francisco Bus Lot

The following locations are subject to semi-annual safety inspections:

- San Francisco Driver's Room
- Santa Rosa Terminal/Driver's Room
- Novato Terminal/Driver's Room
- San Rafael Administrative Offices/Driver's Room

Revenue vehicles and administrative vehicles are inspected daily prior to operation. All GGT

vehicles are subject to regular and routine inspections by the Fleet and Facilities Unit.

In order to maintain the integrity of the ISA program, GGT will establish an ISA team to conduct internal safety audits annually. Team members will be selected from the GGT staff list and based on the qualifications necessary to conduct the ISAs. ISA team members may not participate in ISA audits being conducted within their own respective department or function. The GGT DGM, or designee, will determine a substitute audit team member for scheduled audits in which this situation exists.

3.1.2 Rules Compliance Review Process

GGT's Transportation Unit Managers and Transportation Field Supervisors conduct ride checks, safety audits, and field observations in order to monitor compliance with, and sufficiency of, GGT's bus operations policies, procedures, and operating rules. Likewise, Fleet and Facilities Unit Managers and Supervisors monitor compliance with maintenance policies, procedures, and performance standards. Lead employees and trainers assist GGT's staff in performing these assessments. Department Managers are also responsible for the auditing, inspection, and necessary follow-up required to ensure compliance with the District-level *Standards of Conduct and Discipline*, as detailed in the District's Human Resources Guide.

As part of the GGT SMS-IP, GGT will expand its rules compliance monitoring to include the identification of safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

3.1.3 Integration of Safety with Procurement Process

GGT has established a process to ensure that new items are reviewed by GGT Fleet and Facilities and Risk Management / Safety prior to purchasing. An "Intake Form" is completed and reviewed before items can be purchased. A Safety Data Sheet (SDS) is required to be attached to the form for the safety review.

3.2 Accident/Incident Notification, Investigations, and Reporting

GGT has established procedures for the investigation, reporting, and documentation of accidents and incidents, including assaults. For Operators, these procedures, including radio calls and written reports, are outlined in MOU Article 54. Employees are trained on the procedures, which are also contained in the employee handbook.

As part of the GGT SMS-IP, GGT will develop a formal SOP for conducting investigations of safety events (accidents, incidents including assaults, and occurrences). The SOP will include a requirement to identify causal factors which may contribute to the occurrence of safety events.

3.2.1 Notification

Operators are expected to notify Central Dispatch immediately following collisions, assaults, and/or injuries involving employees, passengers, or the general public. Operators and supervisors must complete a written report using the Accident Report, Incident Report, or Equipment Damage Report; based on the circumstances of the event. Similarly, Fleet and Facilities employees or other employees must follow the established procedures for reporting accidents/incidents or assaults to the appropriate staff. For Fleet and Facilities employees, refer to the Maintenance Rules, Regulations, and Policies Booklet. All completed report forms must be submitted in a timely manner and delivered to one of the following designated personnel:

- A Dispatcher at any Division
- Transportation Field Supervisors
- Direct Supervisor or Manager

The Director of Transportation or~~,~~ Director of Fleet & Facilities, ~~or Director of Safety & Training~~ notifies the Deputy General Manager of Bus and/or District General Manager on collisions involving major injuries, assaults, fatalities and/or major property damages.

3.2.2 Investigation Procedures

Accident

When a bus operator is involved in an accident, regardless of severity, the below procedures must be followed regarding post-accident reporting:

Dispatchers

- Dispatch a Transportation Field Supervisor to investigate.
- If post-accident drug/alcohol testing is required, coordinate timing and location of post-accident testing with Supervisor.
- Complete the Dispatcher portions of the post-accident testing form.
- Forward the signed and completed post-accident testing form to the Office Coordinator.

Transportation Field Supervisors

- When dispatched to investigate an accident
    1. Determine if criteria have been met for post-accident drug/alcohol testing.
    2. If testing is required, take the operator to the testing facility or arrange for an on-site test.
    3. Complete and sign the post-accident testing form.
    4. Complete a written Supervisor report within the 48-hour time limit.

5. Forward the report to the Manager of Transportation Field Operations with photos.

Office Coordinator

- Collects reports from Dispatch office.
- Collects post-accident testing form from Dispatch office.
- If an operator was tested post-accident, forward the post-accident testing form to the Drug Program Manager when requested.
- Files the Supervisor report in the accident file if applicable.
- Files the post-accident testing form with the operator's report

Manager of Transportation Field Operations

- Reviews post-accident questionnaire forms for testable events.
- Reviews Supervisor report and forwards it to the Office Coordinator.

When a Fleet and Facilities employee is involved in an accident, regardless of severity, the employee must fill out an Incident Report form and provide it to their direct Supervisor. The following procedures must be followed regarding post-accident reporting:

Chief Mechanic

- Reviews the Incident Report.
- Notifies Manager of Fleet and Facilities to investigate.

Manager of Fleet and Facilities

- Reviews Incident Report and investigates the accident.
    1. Determine if criteria have been met for post-accident drug/alcohol testing.
    2. If testing is required, take the employee to the testing facility or arrange for an on-site test.
    3. Sign the post-accident testing form.
    4. Complete a written report within the 48-hour time limit.
- If an employee was tested post-accident:
    - File Supervisor report in the accident file.
    - Forward the post-accident testing form to the Drug Program Manager when requested.

- If there was no test conducted for post-accident, file the post-accident testing form with the employee's Incident Report.

Assault

When a bus operator or any other employee is involved in an assault, the following investigation procedures must be followed:

Dispatchers

- Call local law enforcement and emergency personnel as needed.
- Dispatch a Transportation Field Supervisor to investigate.
- Notify Bus Division Management.

Transportation Field Supervisors

- When dispatched to investigate an assault
  - Respond to the scene and offer assistance and resources.
  - Gather necessary information from responding local law enforcement agency.
  - Complete a written report within the 48-hour time limit-.
  - Forward the report to Manager of Transportation Field Operations and other Bus Division Management as needed.
- Transportation Field Supervisor on office shift
  - Collects reports from Dispatch office.
  - Updates the accident/incident log.

Manager of Transportation Field Operations

- Gathers and provides Legal with the necessary assault information and reports.
- Notifies Legal to conduct an assault assessment.
- Participates in the coordination and communications of restraining orders as determined by Legal.

3.2.3 Reporting

GGT submits electronic monthly and annual reports of Accidents/Incidents, Assaults, and Injuries, via FTA's National Transit Database (NTD) website. Major Events are reported by mode separately for each event. Information includes the number of fatalities, number of injuries, total estimated property damage, date, time, and address of the event, etc. Reports also include a brief synopsis of each event. For non-major events: GGT reports the number of events by location (in revenue facilities, on transit vehicles, in non-revenue facilities); the number of injuries by category

(customer, worker, or other); and location for fires and life-safety evacuations of revenue service vehicles. GGT's *System Performance Review Committee* generates a monthly analysis report which includes the NTD data points described above.

In compliance with TSA regulations, GGT reports all potential threats or significant security concerns as per Appendix A Part 1570.203 by calling the TSOC within 24 hours of initial discovery. Reporting information includes:

- The name of the reporting individual and contact information, including a telephone number or email address, name of the reporting individual, and contact information.
- The affected transit vehicle, motor vehicle, station, terminal, or other facility or infrastructure, including identifying information and current location.
- Scheduled origination and termination locations for the affected transit vehicle, including departure and destination city and route.
- Description of the threat, incident, or activity, including who has been notified and what action has been taken.
- The names, other available biographical data, and/or descriptions (including vehicle or license plate information) of individuals or motor vehicles known or suspected to be involved in the threat, incident, or activity.
- The source of any threat information.

3.3 Employee Reporting Program - Information Monitoring

As stated in GGT's ASP, Section 1.4 above, employee reported safety concerns are tracked in the appropriate hazard tracking format per the Safety Risk Management section of this ASP. For employee reported safety concerns, where contact information is provided, the recipient of the safety concern is responsible to follow-up with the employee.

As part of the GGT SMS-IP, GGT will establish a formal process to follow-up with employees and supervisors to determine the effectiveness of safety risk mitigations and to identify potential modifications which may be needed.

3.4 Management of Change

As part of the GGT SMS-IP, GGT will develop a process to identify and assess changes that may introduce new hazards or impact safety performance. These changes will be evaluated through the agency's SRM process and through the Bus Safety Risk Assessment and the Bus Safety Committee function to ensure proposed system changes are effectively assessed prior to the changes being made. Potential changes may include changes to revenue service routes, operating and maintenance procedures, software changes, hiring practices, and GGT's system policies, procedures, and methods for the management of GGT operations. Potential system changes may include:

- Regulatory requirements;
- Internal and external audit findings/recommendations;
- City and regional planning;
- Service environment;
- New technology;
- New processes or procedures;
- Switching to new maintenance parts/products (i.e., chemicals); and
- New/Revised employee union contracts.

Proposed changes may also originate from information reported through internal and external safety reporting programs, including equipment and supply manufacturers' guidance.

3.5 Continuous Improvement

As part of the GGT SMS-IP, GGT will develop a process to assess safety performance to support continuous improvement and to identify, document, and carry out, under the direction of the Accountable Executive, a plan for addressing identified safety enhancements. GGT will conduct annual safety performance assessments in conjunction with the annual review and update of the ASP.



4.0 Safety Promotion

Safety Promotion involves the training, awareness, and communication that supports GGT's SMS and safety initiatives.

4.1 Competencies and Training

GGT's Safety Training Program provides employee training for each work group and individual employee. The level of training provided is commensurate with the specific job knowledge, skills, and duties associated with each employee position at GGT.

As part of the GGT SMS-IP, GGT will expand its current safety training initiatives to establish a documented comprehensive Safety Training Program, including Assault, De-escalation training, safety concern identification and reporting, refresher training for operations and maintenance workers and transit workers directly responsible for safety in the public transportation system, and Title VI Training. The SMS-IP will include formal documentation of the competencies and training being provided to employees and will include the necessary knowledge, skills, and abilities for GGT personnel to safely fulfill their respective job duties. The revised Safety Training Program will also include a requirement for employee refresher training, as necessary. Additionally, GGT's senior leadership will work to identify additional internal and external sources of available safety training for its key staff and committee members.

4.1.1 Bus Operators

GGT has an extensive ~~11~~8-10-week New-Hire Bus Operator Training Program, which includes classroom, obstacle course, behind-the-wheel training, and qualification assessments. GGT's training program curriculum is notated via the Training Calendar, which also includes multiple agency subjects related to GGT's policies and procedures for the following:

- Pre-trip Inspections, including the newly installed fire extinguisher;
- Bus Pads;
- Smith System;
- Assault Prevention;
- De-escalation - Cooperation, not Conflict;
- Transit and Route Guide;
- Runbook/Running Board;
- Fare Zones/Transfers;
- Americans with Disabilities Act (ADA);
- Title VI Training;
- Drug & Alcohol;
- Workers Compensation;
- Harassment/Diversity;
- Transportation Security Administration (TSA) Training;

- GGT's Agency Safety Plan (ASP) and Safety Management System (SMS);
- Blood-borne Pathogens;
- Ergonomics;
- Emergency Procedures;
- Benefits;
- Payroll;
- Written Exams;
- Obstacle Course Evaluations;
- Behind-the-Wheel Road Training
- Division of Motor Vehicle (DMV) Testing; and
- Driving Skills Testing.

GGT also provides annual Verification of Transit Training (VTT) classroom curriculum for all bus operators. Bus operators must maintain valid VTT certification to operate GGT transit vehicles.

The Bus Division Workforce Investment Network (WIN) Partnership, which oversees the Mentor and Apprenticeship Programs, promotes the professional development of Golden Gate Transit bus operators through the development of professional standards and training.

4.1.2 Operations Dispatchers

GGT's Dispatcher Training Program includes a comprehensive 6-month on-the-job training (OJT) program whereby senior dispatchers train their junior counterparts on the responsibilities, expectations, and duties of their respective positions. The training program includes written and demonstration proficiency testing across all dispatch work shifts for the purpose of verifying satisfactory performance in this critical role for GGT's successful and safe service operations.

The GGT Dispatch Policies and Procedures Manual provides information necessary for dispatchers to properly perform their duties. It is intended to be a user guide to supplement the Dispatchers' Memorandum of Understanding (MOU).

4.1.3 Transportation Field Supervisors

GGT's training program for new Transportation Field Supervisors includes an initial 4-week on-the-job training (OJT) schedule whereby Senior Supervisors train their junior counterparts on the responsibilities, expectations, and duties of their assigned roles.

4.1.4 Fleet and Facilities Personnel

GGT's training program for new Fleet and Facilities employees includes a highly detailed training outline and specific training curriculum for the following Fleet and Facilities work groups:

- Bus Mechanics, Non-Rev Mechanic;
- Bus Servicers;
- Body and Fender Mechanic;
- Painter;
- Electronic / Farebox Technician;
- Trimmer;
- Building Maintenance Mechanic; and
- Storekeepers.

GGT's Director of Fleet & Facilities has established a booklet entitled: "*Bus Transit Maintenance Department: Rules, Regulations, and Policies ~~(April 2023)~~*". The booklet covers a wide variety of safety topics, rules, attendance, and substance abuse requirements. As part of GGT's SMS-IP, this document will serve as the basis for developing many of the SMS processes for the Fleet and Facilities Unit and will include quality control measures for annual review, revisions, employee training, and employee distribution.

New mechanics are placed with experienced mechanics to "shadow" for several months in lieu of an official training program. For a six-month period, the new trainee, his/her OJT trainer, and lead mechanic conduct monthly reviews of his/her performance. If the trainee continues to make progress, the trainee may progress into various department positions.

4.2 Development of a Comprehensive Safety Training Program

GGT is working with senior leadership at the District level to coordinate the development of an overall comprehensive training program. Currently, the District Human Resources Department manages policies, procedures, and methods for employee training in all three (3) Divisions of GGBHTD (Bridge, Ferry, and Bus). Each Division has developed training programs specific to their respective mode of service. As such, GGT and District leadership are working towards a more harmonized approach to training employees and identifying/reducing overlapping and redundant training policy efforts.

As part of the GGT SMS-IP, GGT will establish a formal process requiring a Quality Assurance (QA) aspect for all training material, curricula, training requirements/qualifications, and record keeping of employee training program records. The implementation of QA processes will also ensure that employee training and qualification practices and documents are formalized, including document revision and version numbers, effective dissemination to staff and employees, and regularly scheduled document reviews/updates. This endeavor will seek to coordinate with District level personnel; specifically, the District's Human Resources Department.

4.3 Safety Communication and Outreach

GGT ensures that all personnel are aware of information relevant to their safety-related roles and responsibilities. GGT staff and supervisors share information about hazards and safety risks and what actions are being taken in response to reports submitted through the employee safety reporting program.

GGT has established the means and mechanisms for effective safety communication based on its size and scale of operations. GGT will communicate the results of Safety Committee activities throughout the organization.

As part of the GGT SMS-IP, GGT will establish a process to include employee communication of GGT's status of safety and safety performance results throughout the transit agency's organization. The enhanced employee communication will include information on hazards and safety risks relevant to employees' roles and responsibilities and safety actions being taken in response to reports submitted through an employee safety reporting program.

4.3.1 Safety Communication through Formal Committees

GGT's internal committees are critical to senior leadership for the gathering and dissemination of safety information. The System Performance Review Committee (NTD Data), Bus Safety Risk Assessment Committee, Bus Accident Review Committee, Bus Safety Committee, Bus SMS Committee, Scheduling Committee, and Runbook Committee are actively engaged in discussions and recommending actions to enhance GGT's overall safety culture and optimizing its ability to provide safe and reliable service to its customers.

4.3.2 Safety Communication Publications

The District publishes a monthly employee newsletter entitled "The Cable." This newsletter shares valuable agency news, recent board activities, employee promotions, upcoming special events, and employee recognitions related to the District's three operating modes.

GGT circulates a safety newsletter to all Bus Division employees. This newsletter includes information such as safe driving tips, health and safety, and other pertinent safety highlights.

4.3.3 Bulletins

GGT's most critical safety and operating updates are communicated face-to-face via operations staff, dispatchers, and fleet and facilities supervisors. GGT uses Operating Bulletins and Safety Bulletins to communicate revised policies, procedures, and special cautionary reminders to its employees.

4.3.4 Public Outreach

Public outreach is conducted by GGT to its customers, clients, and the general public in an effort to promote safety within the service area. This outreach can take the form of flyers, posters, discussions, community safety fairs, meetings, and information on the website.

Appendix A:
Safety Management Policy Statement

SAFETY MANAGEMENT POLICY STATEMENT

Golden Gate Transit (GGT), a Division of the Golden Gate Bridge, Highway and Transportation District (District), is committed to prioritizing safety above all else when planning and delivering service, carrying out daily operational activities, and maintaining capital assets. This commitment to safety is embodied in GGT's policies and procedures, referenced in the Agency Safety Plan (ASP), which are based on the principles of a Safety Management System (SMS) and support the health and safety of our employees, contractors, customers, and stakeholders.

The District's General Manager is the Accountable Executive, and the Director of Fleet & Facilities will serve as the SMS Executive, who is empowered and authorized to administer the ASP and continuously improve the processes necessary for supporting GGT's commitment to safety. The SMS Executive will further work collaboratively with all employees to emphasize their role in enhancing and promoting a non-punitive culture of safety by reporting, tracking, and reduction or elimination of hazards in the workplace. Each employee plays an active role in shaping the safety environment, underscoring the fact that everyone throughout the GGT organization is accountable for the delivery of the highest level of safety performance. The Bus Safety Committee consisting of an equal number of frontline labor and management representatives will work together to prevent workplace injuries, accidents, and other losses by identifying hazards and suggesting mitigation efforts to improve safety.

GGT's commitment is supported by the following safety objectives:

- **Support** the management of safety through the provision of appropriate resources that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety;
- **Integrate** the management of safety as the primary responsibilities of all managers and employees;
- **Clearly define** for all staff, managers, and employees their accountabilities and responsibilities for the delivery of the organization's SMS performance;
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks that are commensurate with their skills; and
- **Establish and measure** our safety performance against realistic and data-driven safety performance indicators and safety performance targets.

_____ _____

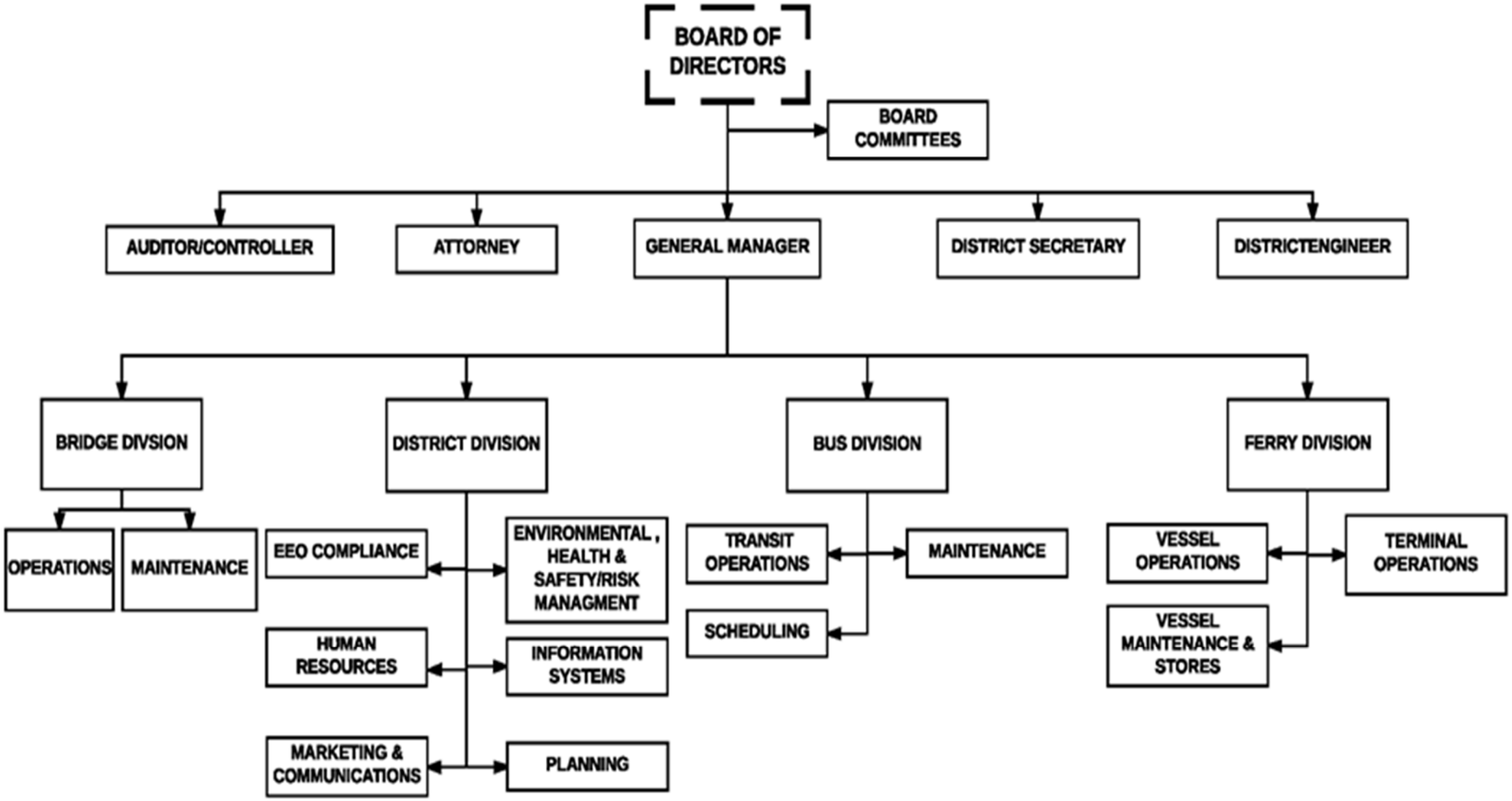
Denis J. Mulligan **Date**

GGBHTD, General Manager

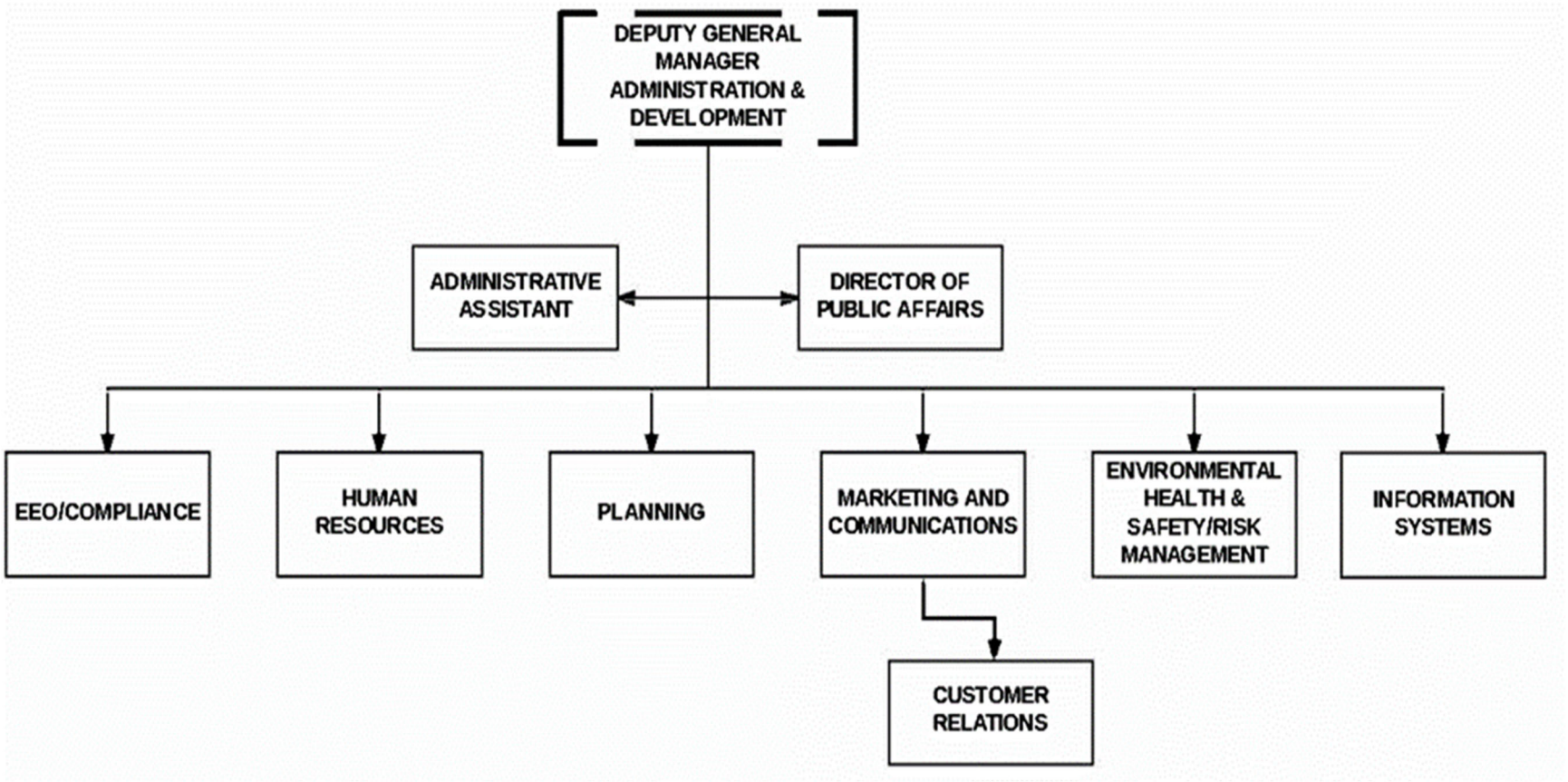
Appendix B:

District and GGT Bus Division Organizational Charts

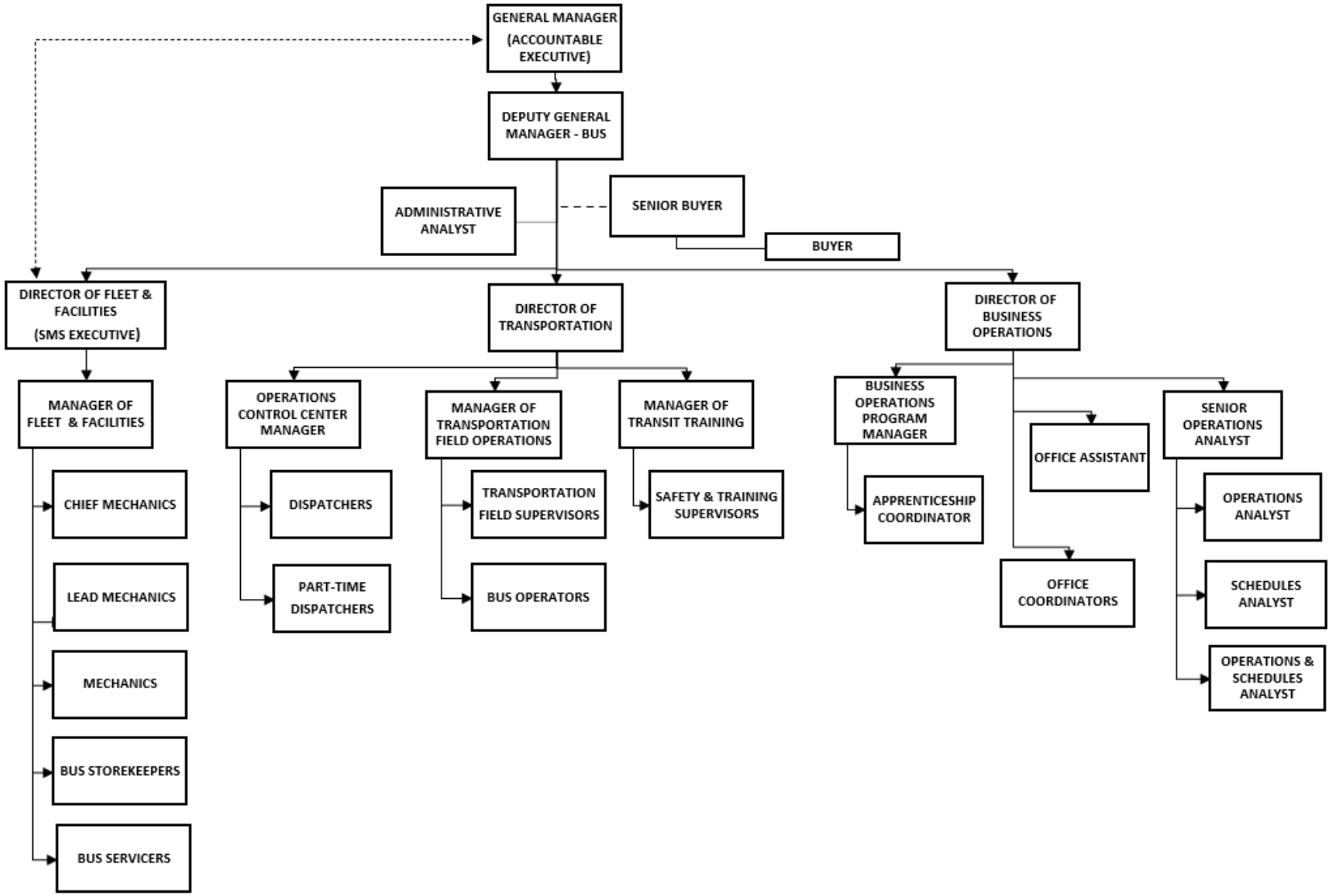
District Organizational Structure

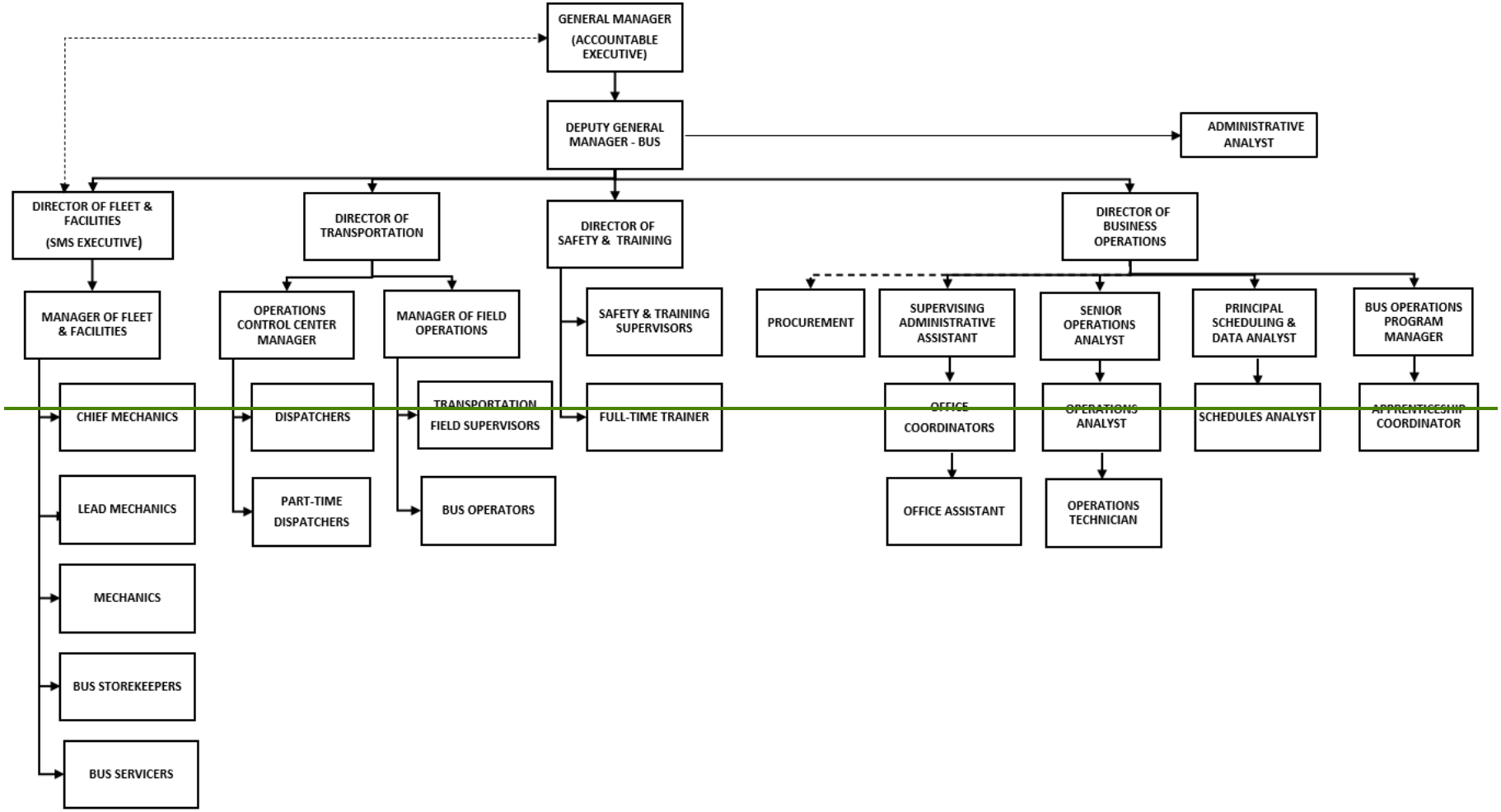


Administration and Development Organizational Structure



GGT Bus Organizational Structure


GENERAL MANAGER (ACCOUNTABLE EXECUTIVE)
DEPUTY GENERAL MANAGER - BUS
ADMINISTRATIVE ANALYST
SENIOR BUYER
BUYER
DIRECTOR OF FLEET & FACILITIES (SMS EXECUTIVE)
DIRECTOR OF TRANSPORTATION
DIRECTOR OF BUSINESS OPERATIONS
MANAGER OF FLEET & FACILITIES
CHIEF MECHANICS
LEAD MECHANICS
MECHANICS
BUS STOREKEEPERS
BUS SERVICERS
OPERATIONS CONTROL CENTER MANAGER
DISPATCHERS
PART-TIME DISPATCHERS
MANAGER OF TRANSPORTATION FIELD OPERATIONS
TRANSPORTATION FIELD SUPERVISORS
BUS OPERATORS
MANAGER OF TRANSIT TRAINING
SAFETY & TRAINING SUPERVISORS
BUSINESS OPERATIONS PROGRAM MANAGER
APPRENTICESHIP COORDINATOR
OFFICE ASSISTANT
OFFICE COORDINATORS
SENIOR OPERATIONS ANALYST
OPERATIONS ANALYST
SCHEDULES ANALYST
OPERATIONS & SCHEDULES ANALYST


GENERAL MANAGER (ACCOUNTABLE EXECUTIVE)
DEPUTY GENERAL MANAGER - BUS
ADMINISTRATIVE ANALYST
DIRECTOR OF FLEET & FACILITIES (SMS EXECUTIVE)
DIRECTOR OF TRANSPORTATION
DIRECTOR OF SAFETY & TRAINING
DIRECTOR OF BUSINESS OPERATIONS
MANAGER OF FLEET & FACILITIES
OPERATIONS CONTROL CENTER MANAGER
MANAGER OF FIELD OPERATIONS
SAFETY & TRAINING SUPERVISORS
PROCUREMENT
SUPERVISING ADMINISTRATIVE ASSISTANT
SENIOR OPERATIONS ANALYST
PRINCIPAL SCHEDULING & DATA ANALYST
BUS OPERATIONS PROGRAM MANAGER
CHIEF MECHANICS
DISPATCHERS
TRANSPORTATION FIELD SUPERVISORS
FULL-TIME TRAINER
OFFICE COORDINATORS
OPERATIONS ANALYST
SCHEDULES ANALYST
APPRENTICESHIP COORDINATOR
LEAD MECHANICS
PART-TIME DISPATCHERS
BUS OPERATORS
OFFICE ASSISTANT
OPERATIONS TECHNICIAN
MECHANICS
BUS STOREKEEPERS
BUS SERVICERS

Appendix C:

GGT Revenue Fleet Vehicles

GGT Revenue Vehicle Fleet

Fleet Numbers	Year	Manufacturer	Length (feet)	Number of Vehicles	
				Active	Contingency
673-689	2020	StarCraft	22	17	0
901-980	2010-2015	MCI	45	57	23
1901-1967	2019	Gillig	40	67	0

Revenue Vehicle Fleet Details

Fleet Numbers	Year	Manufacturer	Length (feet)	Seating Capacity	Wheelchair Capacity	Vehicle Type	Service Type	Retirement Year	QTY
673-689	2020	StarCraft	22	8	3	Cutaway	ADA	2025	17
924-955	2011	MCI	45	57	2	Over-the-road coach	Fixed Route	2026	32
956-980	2015	MCI	45	57	2	Over-the-road coach	Fixed Route	2029	25
1901-1967	2019	Gillig	40	39	2	Hybrid bus	Fixed Route	2031	67

Contingency Vehicle Fleet Details

Fleet Numbers	Year	Manufacturer	Length (feet)	Seating Capacity	Wheelchair Capacity	Vehicle Type	Service Type	Retirement Year	QTY
901-923	2010	MCI	45	57	2	Over the road coach	Contingency		23

Revenue Vehicle Fleet Replacement Plan

Note: Values below do not necessarily correspond with the District's 10-year plan. Plan is under development.

Quantity	Year to Be Placed in Service	Length (feet)	Vehicle Type	Service Type
~~5~~	~~2025~~	~~45~~	~~Over-the-road coach~~	~~Fixed Route~~
18	2026	45	Over-the-road coach	Fixed Route
17	2026	22	Cutaway	ADA
25	2029	45	Over-the-road coach	Fixed Route
67	2031	40	Hybrid bus	Fixed Route

Appendix D:
GGT Bus Routes
and
Park-and-Ride Lots Served By GGT

Bus Routes

Route	Category	Description	Service Period		
			Weekday		Weekend
			Peak	Day	
101	Regional	Santa Rosa – San Francisco	X	X	X
114	Commute	Mill Valley – San Francisco	X	-	-
1230	Regional	~~San Rafael~~Strawberry – San Francisco	X	X	X
132	Commute	San Anselmo – San Francisco	X	-	-
~~150~~	~~Regional~~	~~San Rafael – San Francisco~~	~~X~~	~~X~~	~~X~~
154	Commute	Novato – San Francisco	X	-	-
~~164~~	~~Commute~~	~~Petaluma – San Francisco~~	~~X~~	~~-~~	~~-~~
172/172X	Commute	Santa Rosa – San Francisco	X	-	-
580/580X	Regional	El Cerrito – San Rafael	X	X	X

Note: as of ~~August~~ September ~~10~~13, ~~2025~~2026

Park-and-Ride Lots Served by Golden Gate Transit

Name	Location	City	Parking Spaces
Spencer	U.S. 101 at Spencer Ave.	Sausalito	47
Manzanita	U.S. 101 at Shoreline Hwy.	Mill Valley	141
Pohono	Shoreline Hwy. at Pohono St.	Mill Valley	~~54~~75
Seminary	U.S. 101 at Seminary Dr.	Mill Valley	59
Downtown San Rafael	U.S. 101 at 4th St. and Mission Ave.	San Rafael	~~59~~88
Smith Ranch	U.S. 101 at Smith Ranch Rd.	San Rafael	207
Alameda del Prado	U.S. 101 at Alameda del Prado	Novato	102
Rowland	U.S. 101 at Rowland Blvd.	Novato	239
Petaluma South	U.S. 101 at Petaluma Blvd. S.	Petaluma	~~43~~87
Petaluma Fairgrounds	E. Washington St. at Fairgrounds Dr.	Petaluma	248
Rohnert Park	U.S. 101 at Rohnert Park Expwy.	Rohnert Park	314
Brookwood	Hwy. 12 at Brookwood Ave.	Santa Rosa	179
Division 3	Industrial Dr. at Piner Rd.	Santa Rosa	216

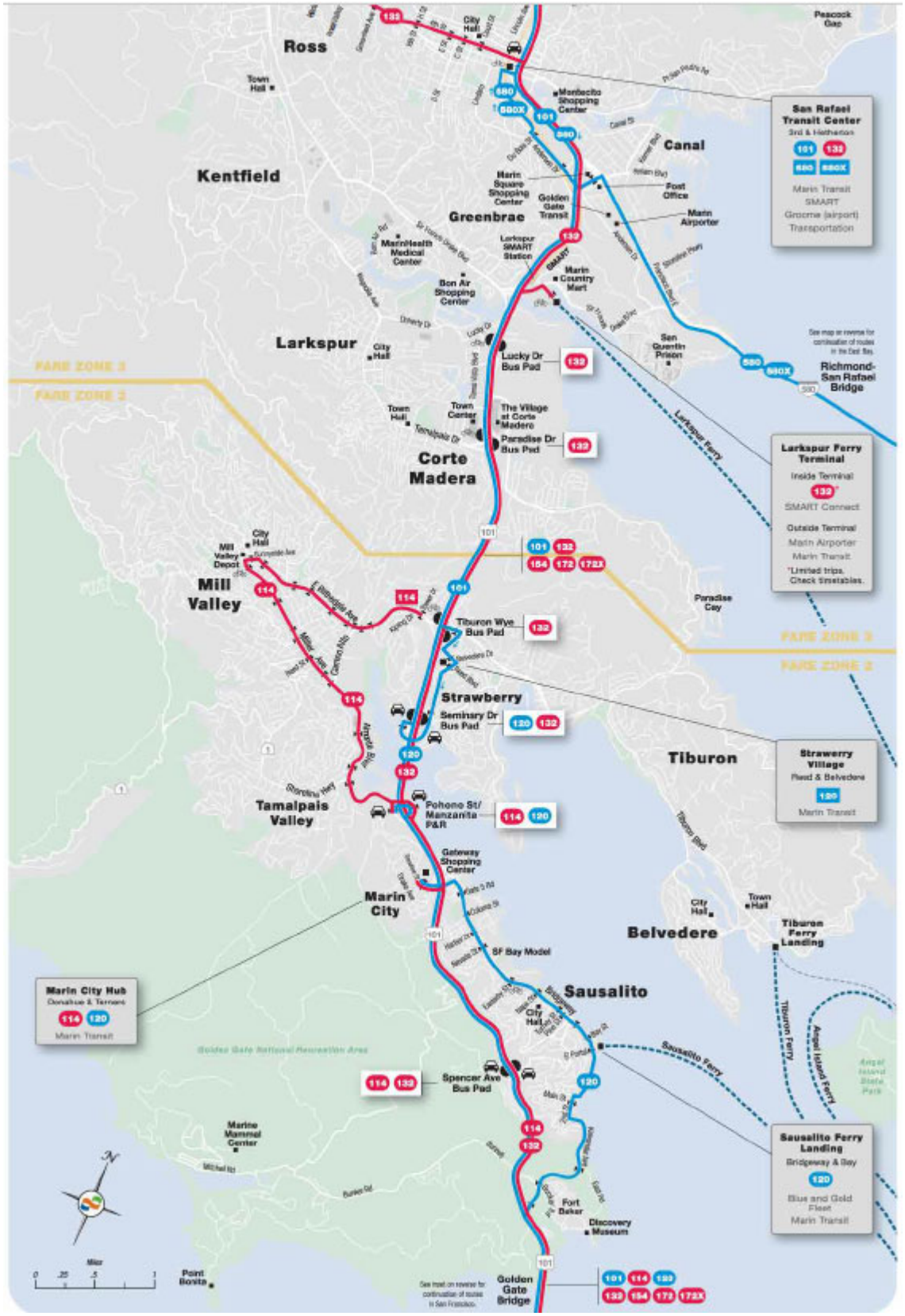
Appendix E:
GGT Service Maps

Service Map 1: (Fare Zones 1 & 2)

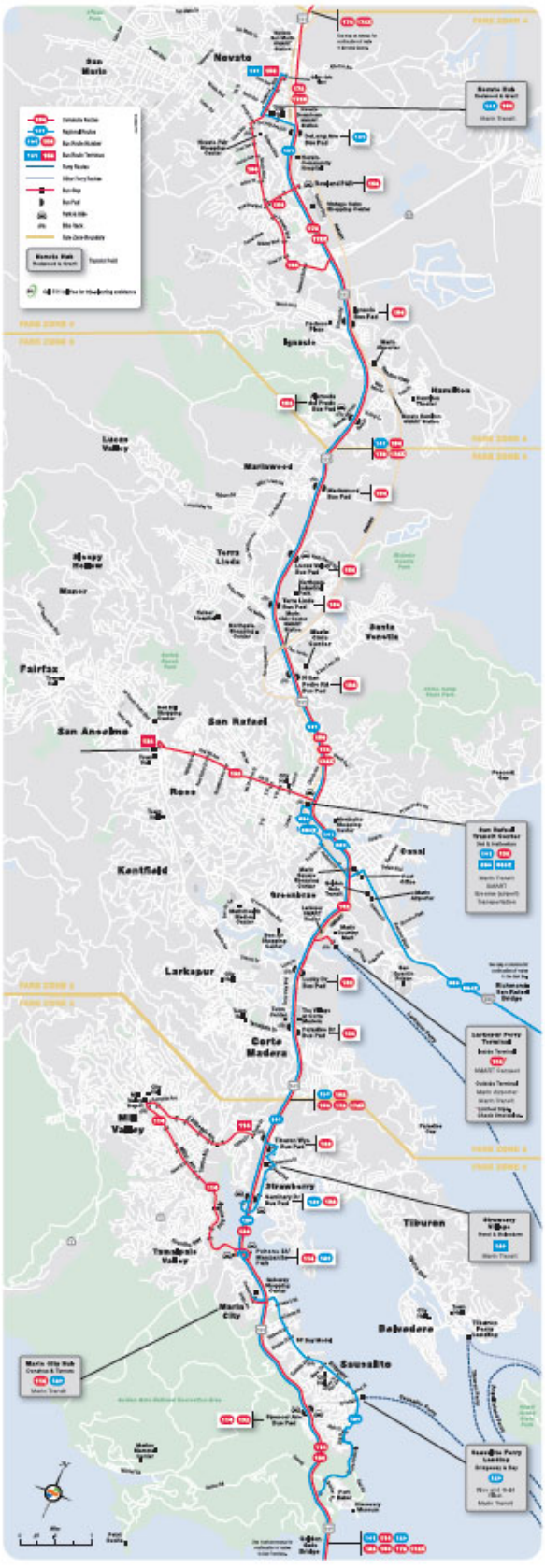




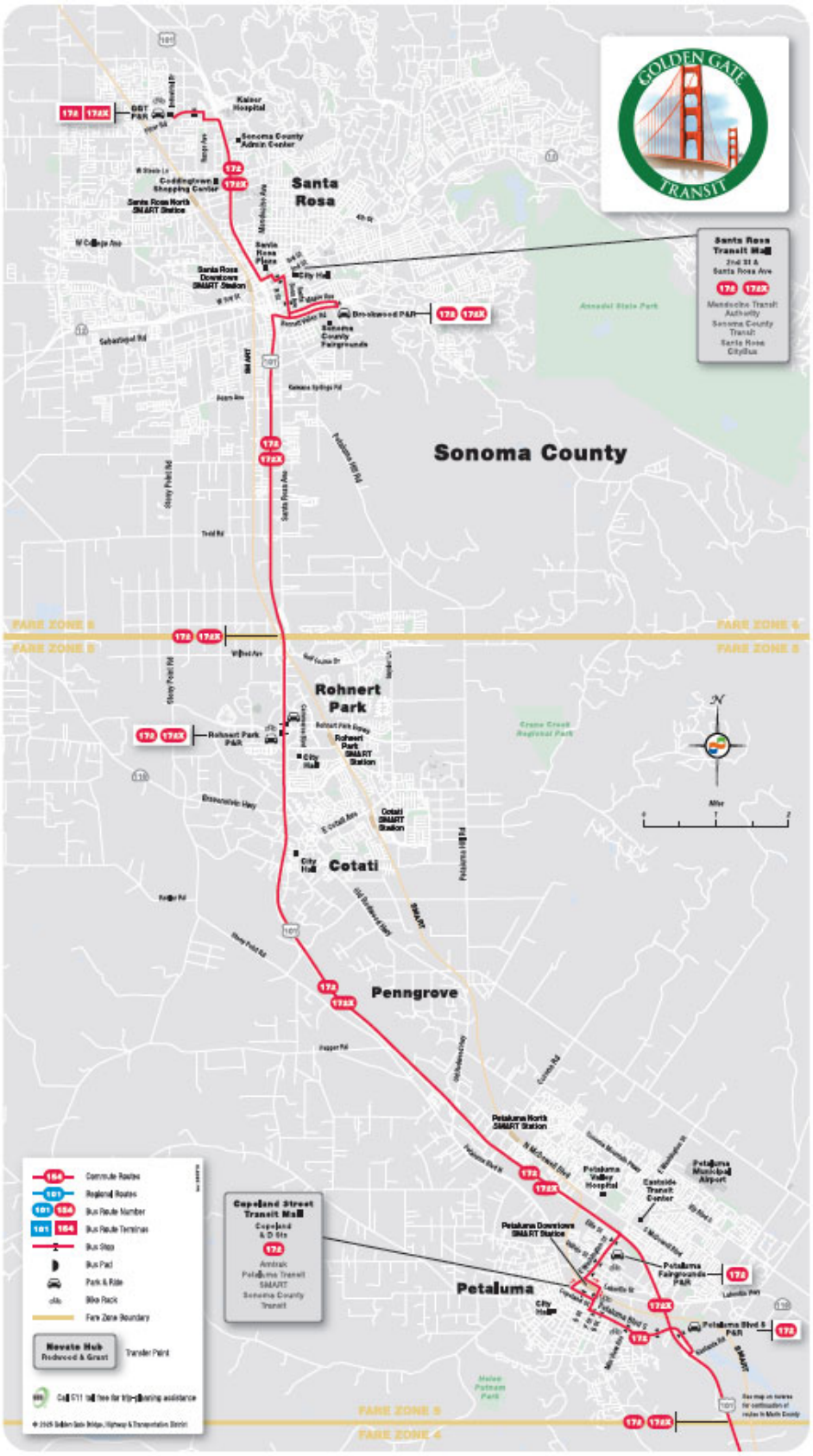
Service Map 2: (Fare Zones 2 & 3)



Service Map 3: (Fare Zones 3 & 4)



Service Map 4: (Fare Zones 5 & 6)



Appendix F:
GGT Facilities List

Name	Location	Occupancy and Use	Purchased or Leased	Year of Construction	Assessor's Number	Property Size (acres)
Bus Division						
San Rafael Transit Center Platforms A, B, and C	850 Tamalpais Avenue, San Rafael, CA 94901	Passenger bus station with fare vending machine and security guard booth.	Owned	1991	011-279-06	Irregular
San Rafael Transit Center Platform D		Passenger bus station with three buildings. Main building includes customer service center, passenger waiting area, and public restrooms. The north end building is a small café, leased to a food vendor. The south end building is an employee break room.	Owned	1987	011-279-01	0.77
Manor Bus Turnaround	Fairfax	Bus turnaround loop, bus stop.	Owned	1989	174-131-31	0.11
Division 1	1011 Andersen Drive, San Rafael, CA 94901	District administration building, bus administration building, training modular building, maintenance building, body shop, heavy duty shop, warehouse, fuel island, bus wash building, bus yard, driver room, onsite medical modular building and dispatch office.	Owned	1971	018-142-57, 018-142-71, 018-142-74, 018-180-53	17.5
Division 2	4 Golden Gate Place, Novato, CA 94945	Bus yard, dispatch office, maintenance building, and storage.	Owned	1974	143-022-01, 143-073-01	6.56
Division 3	3211 and 3225 Industrial Drive, Santa Rosa, CA 95403	Bus yard, maintenance building, passenger waiting area, and passenger parking.	Owned	1972	015-012-007, 015-012-006	10
Division 4	101 Perry Street, San Francisco, CA 94107	Bus yard, emergency bus maintenance shop, and two modular buildings containing driver room and dispatch office.	Land leased from Caltrans; facilities with tenant improvements owned.	2014	N/A	N/A

Appendix G:
Annual Safety Performance Targets and Performance Measures

Mode: Bus	Bus				
Rate Per 100k VRM	Target	3 year avg	FY 20253	FY 20242	FY 20231
Major Events (#)*	12	12	21	13	02
Major Event Rate*	0.0510	0.04810	0.09805	0.04815	0.00010
Collisions (#)*	1	1	1	2	1
Collision Rate*	0.03106	0.03206	0.04905	0.04810	0.00005
Pedestrian Collision Rate	0.00031	0.00032	0.000	0.000097	0.000
Vehicular Collision Rate	0.030	0.032	0.049046	0.048000	0.00049
Fatalities (#)	0	0	0	0	0
Fatality Rate	0.00	0.00	0.000	0.000	0.000
Transit Worker Fatality Rate	0.00	0.00	0.000	0.000	0.000
Injuries (#)*	43	43	52	73	15
Injury Rate*	0.2016	0.2116	0.24409	0.33315	0.04224
Transit Worker Injury Rate	0.028014	0.03015	0.00046	0.048000	0.042000
Assaults on Transit Workers (#)*	03	15	37	14	03
Rate of Assaults on Transit Workers*	0.0015	0.0622	0.14632	0.04819	0.00015
System Reliability (Miles)	236,293 121,002	255,041 115,240	113,883 94,974	419,825 136,862	141,414 113,883

Mode: Paratransit	Paratransit				
Rate Per 100k VRM	Target	3 year avg	FY 20253	FY 20224	FY 20213
Major Events (#)*	0	0	0	01	0
Major Event Rate*	0.00	0.0021	0.00	0.0063	0.00
Collisions (#)*	1	0	0	1	0
Collision Rate*	0.0064	0.0021	0.00	0.0063	0.00
Pedestrian Collision Rate	0.00	0.0021	0.00	0.0063	0.00
Vehicular Collision Rate	0.0064	0.00	0.00	0.00	0.00
Fatalities (#)	0	0	0	0	0
Fatality Rate	0.00	0.00	0.00	0.00	0.00
Transit Worker Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries (#)*	01	01	0	0-3	0
Injury Rate*	0.0064	0.0063	0.00	0.001.90	0.00
Transit Worker Injury Rate	0.00	0.00	0.00	0.00	0.00
Assaults on Transit Workers (#)*	0	0	0	0	0
Rate of Assaults on Transit Workers*	0.00	0.00	0.00	0.00	0.00
System Reliability (Miles)	15,000	30,929	39,255	22,603	0

*SRRP

System Revenue Miles

Mode	FY 20253	FY 20242	FY 20231
Bus	2,049,895 2,184,397	2,099,125 2,052,929	2,404,033 2,049,895
Paratransit	167,065 157,021	213,397 158,222	154,700 167,065

Revenue miles used to determine rates, i.e., incidents / 100,000 miles

Appendix H:
Safety Responsibilities Matrix

Safety Responsibilities-By Position/Title	
Position/Title	**Safety Responsibilities** (Areas refer to departmental/ divisional responsibilities. **Bold** text is ultimate responsibility)
General Manager	• **All system-wide** • **Accountable Executive** • **Implementation of SMS** • **Safety Performance** • **Implementation of Safety Risk Mitigations for Safety Risk Reduction Program** • **Consideration of Safety Risk Mitigations Recommended by Safety Committee**
Deputy General Managers-Bus Division and Administration & Development	• **Resource Allocation and Organizational Support Responsibility**
SMS Executive/Chief Safety Officer (Director of Fleet & Facilities)	• **Overall Day-to-Day SMS Iimplementation Rresponsibility** • Hazard Identification/-and Management • Accident and Incident Investigation • Risk Mitigation and Verification of Effectiveness • Data Acquisition and Analysis • Rules and Procedures/Compliance • Facilities and Equipment Safety • Qualification and Training Qualification • Employee and Contractor Safety • **ASP Annual Update**
~~Director of Safety & Training~~	~~• **Hazard Identification/ and Management (Safety Risk Log)**~~ ~~• **Accident and Incident Investigation**~~ ~~• **Risk Mitigation and Verification of Effectiveness**~~ ~~• Data Acquisition and Analysis~~ ~~• **Rules and Procedures/Compliance**~~ ~~• **Facilities and Equipment Safety**~~ ~~• **Qualification and Training (Bus Operators, Fleet & Facilities)**~~ • ~~**Employee (Opns) and Contractor Safety**~~
Director of Transportation	• **Hazard Identification /-and Management (Opns)** • Accident and Incident Investigation • Risk Mitigation and Verification of Effectiveness • Data Acquisition and Analysis • Rules and Procedures/Compliance • **Qualification and Training (Opns)**

	• **Employee and Contractor Safety (Opns)**
Operations Control Center Manager	• Hazard Identification ~~/~~and Management • **Accident and Incident Investigation** • Risk Mitigation and Verification of Effectiveness • Data Acquisition and Analysis • **Rules and Procedures/Compliance** • **Qualification and Training Qualification (Dispatch)** • **Employee and Contractor Safety (Dispatch)**
Manager of Transportation Field Operations	• **Accident and Incident Investigation** • Risk Mitigation and Verification of Effectiveness • **Rules and Procedures/Compliance** • **Qualification and Training (Transportation Field Supervisors, Bus Operators)** • **Employee and Contractor Safety (Transportation Field Supervisors, Bus Operators)**
Manager of Transit Training	• Accident and Incident Investigation • Data Acquisition and Analysis • **Rules and Procedures/Compliance** • **Facilities and Equipment Safety** • **Qualification and Training (Bus Operators)** • **Employee Safety (Transit Training)**
Director of Fleet & Facilities	• **Hazard Identification and Management** • Risk Mitigation and Verification of Effectiveness • Rules and Procedures/Compliance • Facilities and Equipment Safety • **Qualification and Training** • **Employee Safety**
Manager of Fleet & Facilities	• **Hazard Identification and Management** • Risk Mitigation and Verification of Effectiveness • Rules and Procedures/Compliance • **Facilities and Equipment Safety** • **Employee Safety**
Director of Business Operations	• Risk Mitigation and Verification of Effectiveness • **Employee Safety (Schedulers)** • **Qualification and Training (Schedulers)**
EHS Specialist (In Risk Management)	• **Data Acquisition and Analysis** • **Safety Risk Log** • **Risk Mitigation and Verification of Effectiveness**
Safety Risk Assessment Committee	• **Hazard Evaluation** • **Determining Risk Rating**

	• **Determining Risk Mitigation Measures** • **Tracking Mitigation Resolution and Effectiveness**
Safety Committee	• **Hazard Evaluation** • **Determining Risk Mitigation Measures** • **Tracking Mitigation Resolution and Effectiveness**
Chief Financial Officer	• **Procurement** • **Data Acquisition and Analysis** • **Security of Revenue** • Employee Safety
Director of Public Affairs	• **Crisis Communication** • **Public and Internal Communications** • Operation Safe Place • Risk Mitigation and Verification of Effectiveness
Human Resources Manager	• **Hiring and employee qualifications** • **Drug and Alcohol Program** • **Blood Exposure Control Plan** • **Oversight and management of all District Level agency policies**

GOLDEN GATE BRIDGE®
HIGHWAY & TRANSPORTATION DISTRICT

Golden Gate Transit

1011 Andersen Drive
San Rafael, CA 94901-5318

Agency Safety Plan

Final Draft

November 2026

Revision 6.0

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Appendix C: Revenue Service Fleet List
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Appendix F: Facilities List
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Appendix H: Safety Responsibilities Matrix

Approvals

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August 28, 2026

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August 28, 2026

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Approved on 09/17/2026 by Safety Committee

Bus Safety Committee

September 17, 2026

Date

Board of Directors

Date

Revision History

Revision Number	Revision Date	Description	Document Number
6.0	November 2026	Updated GGT Bus Organizational Structure changes – Appendix B, Safety Roles & Responsibilities - Appendix H, and position title changes throughout ASP. Updated to reflect service changes in Section II, Appendices D & E. Revised safety performance targets; Added Safety Risk Reduction Program targets – Section VI, Appendix G; Updated to reflect the most current information - GGT Bus System Description; Emergency Preparedness and Response Plan-Section V; Bus Safety Committee-Section 1.3.6; Bus Operator Training-Section 4.1.1; Appendices C & F. Clarification to existing processes - Employee Reporting Program-Section 1.4; Safety Risk Mitigation-Section 2.4; Safety Performance Monitoring and Measurement-Section 3.1	
5.0	October 2025	Updated to reflect service changes in Section II, Appendices D & E. Updated to reflect the most current information - GGT Bus	

		System Description, GGT Committees in Section II, Section 4.3.1; Minimize Exposure to Infectious Diseases -Section 2.4.1; Revenue Fleet Vehicles (add Contingency Vehicle Fleet) – Appendix C. Clarification to existing terminology and processes – Acronym, Section 1.4, Section 2.2.2; Investigation Procedures-Accident and Assault – Section 3.2.2; Safety Responsibilities - Appendix H Board of Directors Approved on October 24, 2025 Resolution No. 2025-069	
4.0	November 2024	Incorporated PTASP requirements and National Safety Plan Changes –Order for adopting the ASP - Approvals; New Acronyms & Definitions; ASP Annual Certification – Section IV; Update Safety Performance Measures and Targets – Section VI, Appendix G; Update Safety Management Policy – Section 1.1, Appendix A; Expand role of Bus Safety Committee – Section 1.3.6; Add near-misses in the Employee Reporting Program – Section 1.4; New sources of Hazard Identification - Section 2.2.1; Safety Risk Assessment – Section 2.3; Risk Reduction Program for Safety Risk Mitigation – Section 2.4; Safety Assurance – Section 3.0; Competencies and Training – Section 4.1; Safety Communication and Outreach – Section 4.3.	

		Updated GGT Bus Organizational Structure changes – Appendix B, Safety Roles & Responsibilities - Appendix H, and position title changes throughout ASP. Updated to reflect service change - increase of one additional route - Section II, Appendices D & E. Updated to reflect the most current information - GGT Bus System Description, GGT Committees in Section II; Bus Operator Training Section 4.1.1; Appendices C, D & E. Board of Directors Approved on November 15, 2024 Resolution No. 2024-072	
3.0	October 2023	Modified due to changes in personnel and responsibilities – SMS Executive changed from Deputy General Manager - Bus Division to Director of Fleet & Facilities – page iii, Sections IV, VII, 1.1, 1.3.2, 2.1, Appendices A, B & H. Included Updated to reflect changes in operating service for Marin Transit based on recent service reconfiguration – Section II. Added Pre-Trip Inspection training to include newly installed fire extinguishers, updated to reference the Workforce Investment Network Partnership program - Section 4.1.	

		Clarification to D1, D2, D3 diesel fuel tank capacity – Section II; updated to reflect the most current information - GGT Bus System Description, GGT Committees in Section II; Section 4.1.4; Appendices C, D & E. Board of Directors Approved on October 27, 2023 Resolution No. 2023-062	
2.0	October 2022	Incorporated Bipartisan Infrastructure Law Changes to PTASP requirements – Safety Committee approved updates to ASP – Section IV; Risk Reduction Program – Section 2.4; Strategies to Minimize Exposure to Infectious Diseases – Section 2.4.1; Assaults – Sections VI, 3.2; De-escalation training – Section 4.1. Added TSA Reporting requirements for potential threats or significant security concerns – Section 3.2.3. Updated GGT Bus Organizational Structure changes – Appendix B, Safety Roles & Responsibilities - Appendix H, also made changes to position titles referenced in the ASP to reflect the new titles. Updated to reflect service changes - increase of one additional route & routes renumbered - Section II, Appendices D & E; Added Bus Safety Risk Assessment Committee in ASP, Section II, and Appendix H; Clarification to existing processes – Section II.-	

		Intergovernmental Agreements; Updated Appendix C to reflect most current information. Board of Directors Approved on October 28, 2022 Resolution No. 2022-084	
1.0	October 2021	Updated to reflect decrease in service levels due to COVID pandemic - Section: II, Appendices D & E; Added Bus Division Mentor and Apprenticeship Programs, GGT Safety Newsletter - Sections: 4.1.1, 4.3.2; Clarification to existing processes - Section: II. GGT Committees, VI., 1.3.4, 3.2 3.2.2, Appendix G & H; Updated Appendix C to reflect most current information. The General Manager informed the Board of Directors of the District's annual update of the ASP at the October 22, 2021, regular meeting of the Board of Directors, and as further described in the written Report of the General Manager in the agenda materials for that meeting.	
0.0	October 2020	Initial Version Board of Directors Approved on October 23, 2020 Resolution No. 2020-081	

Acronyms

Acronym	Definition
AAR	After Action Report
ACA	Advisory Committee on Accessibility
ADA	Americans with Disabilities Act
AE	Accountable Executive
APTA	American Public Transportation Association
ASP	Agency Safety Plan
BART	Bay Area Rapid Transit
BPAC	Bus Passengers Advisory Committee
BRT	Bus Rapid Transit
CAP	Corrective Action Plan
CARB	California Air Resources Board
CDC	Center for Disease Control and Prevention of the United States Department of Health and Human Services
CFR	Code of Federal Regulations
DGM	Deputy General Manager (for GGBHTD Bus Division or GGT)
DMV	Department of Motor Vehicles
EMAC	Emergency Management Advisory Committee
EMP	Emergency Management Plan
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
FTA	Federal Transit Administration
GGB	Golden Gate Bridge
GGBHTD	Golden Gate Bridge, Highway and Transportation District
GGF	Golden Gate Ferry
GGT	Golden Gate Transit (GGBHTD Bus Division)
GM	General Manager (for GGBHTD)
HAZCOM	Hazardous Communications
HMP	Hazard Management Program
HML	Hazard Management Log
ISA	Internal Safety Audits
KPI	Key Performance Indicators
MAP-21	Moving Ahead for Progress in the 21st Century
MCTD	Marin County Transit District

Acronym	Definition
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MTC	Metropolitan Transportation Commission
NIMS	National Incident Management System (Federal)
NTD	National Transit Database
NTSB	National Transportation Safety Board
OSHA	Occupational Safety Health Administration
PMI	Preventive Maintenance Inspections
PPE	Personal Protective Equipment
PTASP	Public Transportation Agency Safety Plan-*final rule*
RTP	Regional Transportation Plan
SA	Safety Assurance
SDS	Safety Data Sheet
SEMS	Standardized Emergency Management System (California)
SME	Subject Matter Expert
SMP	Safety Management Policy
SMS	Safety Management System
SMS-IP	Safety Management System-Implementation Plan
SOP	Standard Operating Procedures
SP	Safety Promotion
SPCC	Spill Prevention Controls and Countermeasures
SRL	Safety Risk Log
SRM	Safety Risk Management
SRRP	Safety Risk Reduction Program
SRTC	San Rafael Transit Center
SRTP	Short-Range Transportation Plan
SSCP	Safety and Security Certification Plan
SSI	Sensitive Security Information
SWPP	Storm Water Pollution Prevention Plan
TIP	Transportation Improvement Plan
TrAMS	Transit Award Management System
TSA	Transportation Security Administration
TSOC	Transportation Security Operations Center
TVA	Threat and Vulnerability Analysis

Acronym	Definition
USC	United States Code
VRM	Vehicle Revenue Miles
WIN	Workforce Investment Network

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 transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.

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

Administrator means the Federal Transit Administrator or the Administrator's designee.

Agency Safety Plan (ASP) means a formal document developed by a rail, bus, or multi-modal transit agency that defines its Safety Management System (SMS) processes and procedures and meets the regulatory requirements of the Public Transportation Agency Safety Plan (PTASP) final rule at 49 CFR Part 673.

Assault means a violent physical or verbal attack. A threat or attempt to inflict offensive physical contact or bodily harm on a person that puts the person in immediate danger of or in apprehension of such harm or contact (Merriam-Webster). For reporting purposes, the NTD defines assault as "an unlawful attack by one person upon another." Assault in the broader context of transit service refers to physical contact, or attempts to make physical contact, and verbal threats.

Assault on a transit worker means, as defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.

Chief Safety Officer (CSO) means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in Part 673, or a public transportation provider that does not operate a rail fixed guideway public transportation system. SMS Executive will serve as Chief Safety Officer.

Direct Recipient means an entity that receives Federal financial assistance directly from the Federal Transit Administration.

Emergency means, as defined under 49 U.S.C. 5324, a natural disaster affecting a wide area (such as a flood, hurricane, tidal wave, earthquake, severe storm, or landslide) or a catastrophic failure from any external cause, as a result of which the Governor of a State has declared an emergency and the Secretary has concurred; or the President has declared a major disaster under section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5170).

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

Event means an Accident, Incident, or Occurrence.

Fatality means a death that results from an event, and that occurs within 30 days after the date of the event.

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

Golden Gate Bridge, Highway and Transportation District (GGBHTD-the District) means a special district of the State of California which operates and maintains the Golden Gate Bridge and two unified public transit systems – Golden Gate Transit and Golden Gate Ferry – connecting the counties of Marin, Sonoma, San Francisco, and Contra Costa. The District provides these public services under authority of California State Law.

Golden Gate Transit (GGT) means the bus and paratransit public transportation Division of GGBHTD.

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 a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

Injury means any harm to persons as a result of an event that requires immediate medical attention away from the scene.

Investigation means the process of determining the causal and contributing factors of a safety event or hazard, for the purpose of preventing recurrence and mitigating safety risk.

Joint labor-management process means a formal approach to discuss topics affecting transit workers and the public transportation system.

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.

Near-miss means a narrowly avoided safety event.

NTSB means the National Transportation Safety Board, an independent Federal agency.

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

Operator of a public transportation system means a provider of public transportation.

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

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

Potential Consequence means the effect of a hazard.

Public transportation means, as defined under 49 U.S.C. 5302, regular, continuing shared-ride surface transportation services that are open to the general public or open to a segment of the general public defined by age, disability, or low income; and does not include: (1) Intercity passenger rail transportation provided by the entity described in 49 U.S.C. chapter 243 (or a successor to such entity); (2) Intercity bus service; (3) Charter bus service; (4) School bus service; (5) Sightseeing service; (6) Courtesy shuttle service for patrons of one or more specific establishments; or (7) Intra-terminal or intra-facility shuttle services.

Public Transportation Agency Safety Plan (PTASP) Rule means the Federal regulation that requires transit agencies to adopt Safety Management System (SMS) principles and methods. Agencies document their SMS through the development of a formal Agency Safety Plan (ASP) document; as required by 49 U.S.C. 5329(d) and based on 49 Part 673 and a Safety Management System.

Public Transportation Safety Certification Training Program means either the certification training program for Federal and State employees or other designated personnel who conduct safety audits and examinations of public transportation systems and employees of public transportation agencies directly responsible for safety oversight, established through interim provisions in accordance with 49 U.S.C. 5329(c)(2), or the program authorized by 49 U.S.C. 5329(c)(1).

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

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

Safety Assurance (SA) 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 Committee means the formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329 and 49 C.F.R. part 673.

Safety event means an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities for the management of safety.

Safety Management System (SMS) means the formal, 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 hazards and safety risk.

Safety Management System (SMS) Executive means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer.

Safety Management System-Implementation Plan (SMS-IP) means a documented manual that describes the planned implementation actions for a transit agency to achieve a mature SMS and vibrant Safety Culture.

Safety performance target means a quantifiable level of performance or condition, expressed as a value for the measure, related to safety management activities, to be achieved within a specified time period.

Safety Promotion (SP) 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 means the composite of predicted severity and likelihood of a potential consequence of a hazard.

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

Safety Risk Management (SRM) means a process within a transit agency's safety plan for identifying hazards and analyzing, assessing, and mitigating the safety risks of their potential consequences.

Serious injury means any injury which:

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

Safety risk mitigation means a method or methods to eliminate or reduce the severity and/or likelihood of a potential consequence of a hazard.

Safety set-aside means the allocation of not less than 0.75 percent of assistance received under 49 U.S.C. 5307 to safety-related projects eligible under 49 U.S.C. 5307.

Safety Risk Management (SRM) process means a process focused on the systemic management of safety risk resulting from technical systems that change over time. SRM continuously monitors the effectiveness of mitigations and decision-making regarding priorities in allocating safety resources.

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

State of Good Repair means the condition in which a capital asset is able to operate at a full level of performance.

State Safety Oversight Agency means an agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and (k) and the regulations set forth in 49 CFR part 674.

Subrecipient means an entity that receives Federal transit grant funds indirectly through a State or a direct recipient.

Transit agency means an operator of a public transportation system that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.

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

Transit worker means any employee, contractor, or volunteer working on behalf of the transit agency.

Transportation Security Administration (TSA) means an agency in the United States Department of Homeland Security that has authority over the security of transportation systems within and connecting to the United States.

Transportation Security Operations Center (TSOC) is where TSA connects with the Department of Homeland Security, Federal Aviation Administration, FBI and other law enforcement and security agencies to analyze and monitor security-related operations, incidents and crises in aviation and all surface modes of transportation.

I. Foreword

The Golden Gate Bridge and Highway District was formed under the authority of the Golden Gate Bridge and Highway District Act of 1923. In 1928 it was incorporated as a Special District of the State of California as the entity established to design, construct, finance, and operate the Golden Gate Bridge (GGB). Construction of the GGB began in 1933, which opened in 1937.

In 1969, the California State Legislature passed Assembly Bill 584 authorizing the Golden Gate Bridge and Highway District to develop a transportation facility plan for implementing a mass transit program in the U.S. Highway 101 Golden Gate Corridor. The Golden Gate Bridge and Highway District was then renamed the Golden Gate Bridge, Highway and Transportation District (GGBHTD or District) to reflect its new commitment to providing public transportation.

Golden Gate Transit (GGT) is a Division within the District. While minimizing unsafe conditions in GGT's transportation system and facilities is the responsibility of each employee, they are first and foremost the responsibility of GGT's management. GGT is fully committed to providing a safe work environment and safe vehicles, systems, and facilities.

The Federal Transit Administration's (FTA) final rule, 49 CFR Part 673, Public Transportation Agency Safety Plan, became effective on July 19, 2019, requiring applicable transit agencies, such as GGT, to establish an Agency Safety Plan (ASP) meeting the requirements of 49 CFR Part 673 by July 19, 2020. The ASP must, at a minimum:

1. Be signed by the Accountable Executive and approved by the Agency's Board of Directors or an Equivalent Authority.
2. Document the processes and activities related to Safety Management System (SMS) implementation.
3. Include performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.
4. Address all applicable requirements and standards set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.
5. Establish a process and timeline for conducting annual reviews and updates of the ASP.
6. Include or incorporate by reference an emergency preparedness and response plan or procedures that address, at a minimum, the assignment of employee responsibilities during an emergency, and coordination with Federal, State, regional, and local officials with roles and responsibilities for emergency preparedness and response in the transit agency's service area.

GGT has developed this ASP in compliance with 49 CFR Part 673 to meet the above requirements. GGT's ASP requires annual review and revision (as necessary) and subsequent approval by the District's General Manager and its Board of Directors. Each of the GGT department management teams holds responsibility for implementing and assuring the success of the ASP.

II. Scope and System Description

The ASP applies to the GGT regional bus services affected by the planning, design, procurement, testing, operation, and maintenance of its bus transit systems. Safety issues affecting any unit within the bus division of the District are managed in accordance with the procedures outlined in the ASP. GGT's *Safety Management Policy Statement* (**Appendix A**) articulates the District General Manager's commitment to the agency's Safety Management System (SMS) and the implementation of this ASP.

GGBHTD Mission Statement

The GGBHTD's mission statement defines the purpose for which the District was created and is stated as follows:

> *"The mission of the Golden Gate Bridge, Highway and Transportation District (District) is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor."*

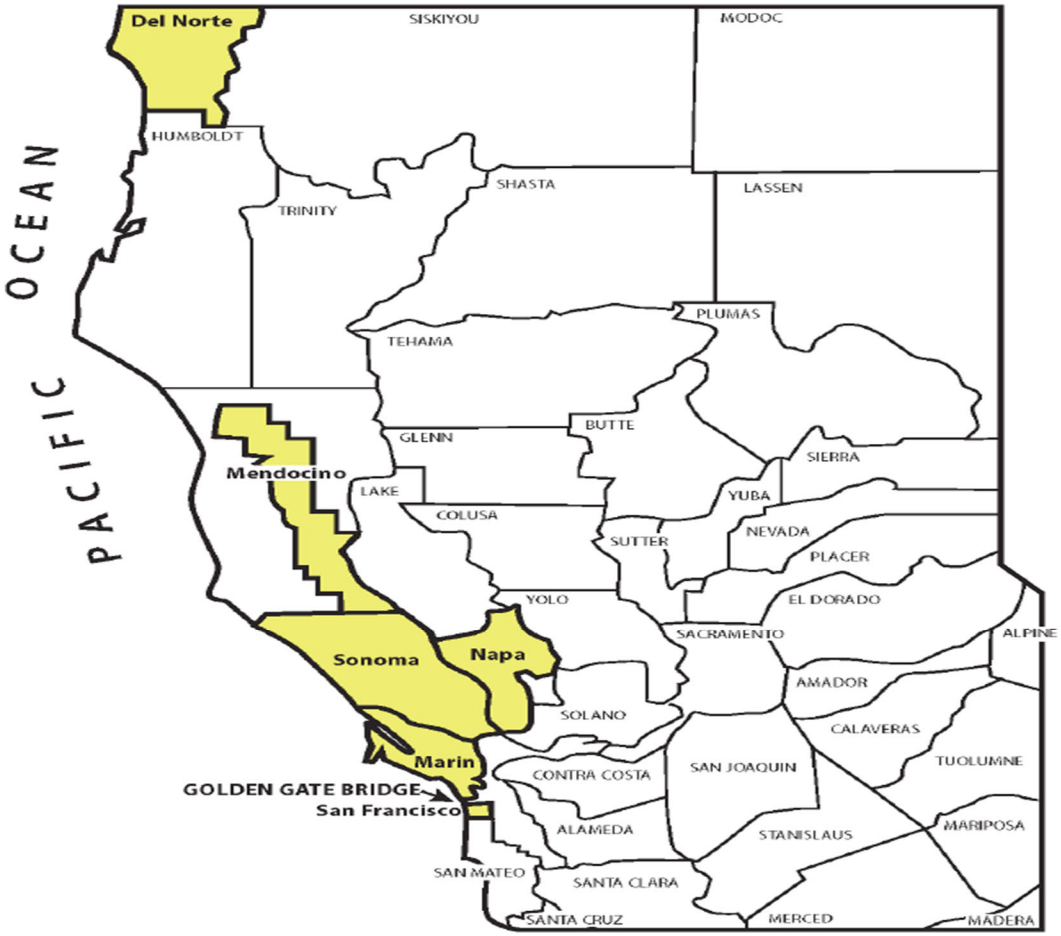
Governance and Organizational Structure

The District's General Manager is accountable to its 19-member Board of Directors which includes Directors from the City and County of San Francisco, as well as Directors from Marin, Sonoma, Napa, Mendocino, and Del Norte counties. Directors serve two-year terms. Regular meetings are held monthly, with additional meetings convened on an as-needed basis. All meetings are open to the public. The Board of Directors currently has five standing committees:

- Building and Operating Committee (nine directors)
- Finance and Auditing Committee (nine directors)
- Governmental Affairs and Public Information Committee (nine directors)
- Rules, Policy and Industrial Relations Committee (six directors)
- Transportation Committee (nine directors)

The District encompasses the City and County of San Francisco; the entirety of Marin, Sonoma, and Del Norte Counties; most of Napa County; and portions of Mendocino County. The District boundaries, which have remained unchanged since incorporation in 1928, are depicted in **Figure 1**. The District operates and maintains the Golden Gate Bridge (GGB) and two unified public transit systems: Golden Gate Transit (GGT) and Golden Gate Ferry (GGF).

Figure 1: GGBHTD Boundaries



Organizational Structure – Management and Staff

The District's organizational structure includes five (5) officers:

- General Manager,
- Auditor - Controller,
- Attorney,
- District Secretary, and
- District Engineer

Deputy General Managers for each of the three operating divisions (Bridge, Bus, and Ferry) and a Deputy General Manager for Administration and Development report to the General Manager. Organizational charts depicting the District's and GGT's structures and hierarchies are included in Appendix B.

Organizational Structure – Labor Agreements

Labor unions representing employees of the Bus Division are detailed in the Agency's Memorandum of Understanding (MOU) with multiple employee labor unions. The MOUs establish the "collective bargaining agreements" with GGBHTD and establish the basic terms and conditions of work. These MOUs include:

- Amalgamated Transit Union, Local 1575 – ***Bus Operators and Administrative Employees***
- International Association of Machinists, Local 1414 – ***Mechanics and Storekeepers***
- International Brotherhood of Teamsters, Local 665 - ***Servicers***
- International Brotherhood of Teamsters, Local 856 -***Transportation Field Supervisors and Dispatchers***

GGT Bus System Description

GGT is a fixed-route regional bus service. It also provides for Americans with Disabilities Act (ADA) complementary paratransit service, which is operated by a private contractor. All fare and service policies are established by the District.

GGT has a network of 9 fixed routes and paratransit service, plus contracted services for Marin Transit and BART, carrying 3.2 million passengers and recording 3.2 million revenue miles per year. Bus service is provided 7 days a week, 22 hours a day. The GGT bus fleet includes 67 standard buses (61 operational and 6 leased to other transit agencies), 57 over-the-road coaches and 17 cutaway buses. GGT also operates 18 standard buses and 2 electric buses on behalf of Marin Transit. The current list of GGT Revenue Fleet Vehicles is included in **Appendix C**.

Prior to the COVID-19 pandemic, GGT bus revenue miles typically exceeded 4.1 million miles annually, averaging 348,000 miles per month, on 27 routes. Regional bus ridership exceeded 3.1 million passengers with an average ridership of 11,000 passengers per weekday and 3,700 passengers per weekend day.

Regional bus service began in 1972 and is currently provided on 9 fixed routes. These routes currently fall into two categories, as listed below. Appendix D includes a list of current GGT bus routes. Maps of GGT's transit service are included in Appendix E.

- Regional routes provide daily service throughout the day and evening between San Francisco, Marin, and Contra Costa Counties.
- Commute routes provide weekday service during morning and afternoon peak periods between San Francisco, Marin, and Sonoma Counties along the U.S. Highway 101 Golden Gate Corridor.

GGT is occasionally required to operate bus service to replace or supplement ferry service. Designated routes are used for the Sausalito, Larkspur, and Tiburon Ferry routes and are considered Commute routes for reporting purposes.

GGT Facilities

A list of GGT facilities, including the facility type and location, is provided in **Appendix F.**

Intergovernmental Agreements

GGT operates five (5) local fixed routes under an intergovernmental agreement with Marin County Transit District (Marin Transit) using 20 Marin Transit-owned buses.

GGT also operates one (1) Early Bird Express fixed route under an intergovernmental agreement with BART using GGT buses. This service began February 11, 2019. The contract was renewed February 11, 2025 for an additional 3 years plus three 1-year extension options.

The GGBHTD contracts through an intergovernmental agreement with Marin Transit for paratransit service, which is provided by a third-party contractor. Transdev has been the third-party contractor since February 1, 2022.

Maintenance Facilities

GGT's primary bus storage, operations, and maintenance facility, known as **Division 1 (D1)**, is located at 1011 Andersen Drive in San Rafael. This facility houses administrative offices and a heavy bus maintenance shop, unit repair shop that rebuilds engines, transmissions, and other miscellaneous bus components, HVAC shop, body shop, upholstery shop, and a bus wash rack facility. The facility operates 24 hours a day, seven days a week. D1 has 3 underground diesel storage tanks with a capacity of 20,000 gallons each, totaling 60,000 gallons, a 6,000 gallon unleaded gasoline tank, and 7 tanks for engine oil supply and waste oil.

GGT maintains 167 total buses. Twenty (20) of the buses are owned by Marin Transit. All regular preventive maintenance and repair work on the Marin Transit buses is contracted to GGT. Out-of-scope work such as engine and transmission rebuilds/replacement, and other major components not included in the regular maintenance service contract and is directly invoiced when performed.

Additional GGT bus facilities include:

- **Division 2 (D2)** – Golden Gate Place east of Redwood Boulevard, Novato. This facility operates daily and includes bus parking, bus shop/fuel island and bus wash rack. D2 has 2 underground diesel tanks of 15,000 gallons each, totaling 30,000 gallons, and an engine oil supply tank.

- **Division 3 (D3)** – Northwest corner of Piner Road and Industrial Drive, Santa Rosa. This facility operates daily and includes bus parking, bus shop/fuel island, bus wash rack, park-and-ride lot, and customer waiting area. D3 has 2 above ground diesel storage tanks of 12,000 gallons each, totaling 24,000 gallons, and a 55-gallon engine oil supply drum.
- **Division 4 (D4)** – Perry Street between 3rd and 4th Streets, under the I-80 skyway, San Francisco. This facility operates primarily on weekdays and includes bus parking. D4 has no fueling or engine oil tanks.

Most mechanics are based at the San Rafael D1 facility, with others working shifts at the outlying facilities. Thirteen buses are maintained in Novato and nine in Santa Rosa. The remaining 139 buses are serviced at San Rafael. The Marin Transit twenty bus fleet is maintained in San Rafael.

GGT Bus Stations

The District owns and operates two (2) GGT bus stations:

- San Rafael Transit Center (SRTC), located at Third and Hetherton Streets in downtown San Rafael, is served by 4 GGT bus lines, as well as Marin Transit and Groome Transportation (formerly Sonoma County Airport Express). SRTC is bisected by SMART tracks and features a passenger waiting area, customer service center, public restroom, bicycle racks, and a café.
- Division 3, located at Piner Road and Industrial Drive in Santa Rosa, is served by 2 GGT bus lines and features a park-and-ride lot, passenger waiting area, and bicycle rack. An on-street bus stop is served by Santa Rosa CityBus.

GGT Bus Stops

GGT currently serves approximately 250 unique bus stops. However, almost all of these stops are under the jurisdiction of Caltrans or a local jurisdiction. Fewer than 10 bus stops are under the jurisdiction of the District. All stops include a sign or decal with a GGT logo as an identifier. Many stops include a stop identification number that passengers can use for trip planning purposes, and some stops include posted route numbers on a sign, in a display window, or in a kiosk.

Park-and-Ride Lots Served by GGT

In addition to the Division 3 park-and-ride lot owned and operated by the GGBHTD, GGT buses serve several park-and-ride lots operated by other agencies. Most of these facilities are owned and operated by Caltrans, and all offer free parking. A list of park-and-rides served by GGT can be found in **Appendix D**.

GGT Committees

The following committees currently exist to support the operations and safety of GGT:

- System Performance Review Committee (NTD Data)
- Bus Safety Risk Assessment Committee
- Bus Accident Review Committee
- Bus Safety Committee (an equal number of labor-management representatives)
- Bus Safety Management System (SMS) Committee
- Scheduling Committee
- Runbook Committee
- Workforce Investment Network (WIN) Mentor Leadership Committee
- Joint Apprenticeship Training Committee
- Wellness Committee

III. Modes of Service Covered by the Agency Safety Plan

The ASP applies to the District's Bus and Paratransit Division, Golden Gate Transit (GGT). GGT receives federal funding through 49 U.S.C. Chapter 53, Sections 5307, 5309, 5337 and 5339.

IV. Annual Review and Update of the ASP

The ASP is reviewed on an annual basis. The document review and update process, per 49 CFR Part 673.11(a)(5), ensures GGT completes an annual assessment of its ASP to determine if modifications or updates are necessary. GGT conducts this annual review to ensure the ASP is current and in compliance with Federal, State, and local regulations; as amended.

Annual ASP Review and Update Procedures

The following are responsible for initiating, developing, approving, and issuing changes to GGT's ASP Plan:

- Bus Safety Committee
- Bus Director of Transportation
- Bus Director of Fleet & Facilities / SMS Executive
- Bus Director of Business Operations
- Deputy General Manager - Bus Division
- Director of Risk Management & Safety

- Deputy General Manager - Administration
- The District General Manager

In accordance with 49 CFR Part 673.13(b), GGT is required to submit its CEO Certifications and Assurances to FTA via the FTA's Transit Award Management System (TrAMS) website to notify FTA that the GGT ASP is current and in compliance with Federal regulations as may be amended from time to time. **The deadline** for initial certification is on or before December 31, 2020, and annually thereafter.

ASP Annual Certification

On an annual basis, the SMS Executive, or designee, completes a comprehensive review of the ASP, addresses needed updates, and ensures the ASP is compliant with 49 CFR Part 673 and revised/new GGT policies and procedures. In the event the SMS Executive/designee identifies needed updates to the ASP, the SMS Executive will review the revised ASP with the GGBHTD's General Manager. The GGBHTD General Manager will approve and sign the revised ASP. In accordance with the Bipartisan Infrastructure Law changes to the Public Transportation Agency Safety Plan requirements 49 U.S.C § 5329(d), the Bus Safety Committee will then approve updates to the ASP. Then the updated ASP will be formally approved by the District's Board of Directors.

V. Emergency Preparedness and Response Plan

In accordance with 49 CFR Part 673.11, the District has established an Emergency Management Plan (EMP) and a correlating Emergency Operations Plan (EOP). The GGBHTD EMP addresses the planning, preparedness, response, recovery and mitigation plans, policies, procedures, and guidelines for hazards. The EMP is augmented by the EOP, which addresses the planned response to extraordinary emergency situations associated with large-scale emergencies, disasters, and events affecting or deemed a credible threat to the District.

The District consists of the Golden Gate Bridge, Golden Gate Bus, and Golden Gate Ferry facilities, operations, and services within the counties of Contra Costa, San Francisco, Sonoma and Marin. Both the EMP and EOP address integration and coordination with other Federal, State, and local governmental emergency management and transportation agencies and public transportation agencies and districts when required. The EMP is not intended to address day-to-day emergency procedures. The EMP:

- Establishes the internal emergency management organization required to plan, prepare for, and mitigate any significant emergency or disaster affecting the District.
- Identifies the relationships and coordination between the District and local, regional, state, and federal emergency management and transportation agencies to plan, prepare for and mitigate any significant emergency or disaster affecting the District or Region.

- Establishes the concept of operations for coordination, communication, and command and control between the District's field response teams/personnel, Incident Command Post (ICP), and the District EOC.
- Establishes the concept of operations for coordination, communication, and command and control between the District EOC and Operational Area (OA), Regional, State, and Federal EOCs and response.

The EOP establishes the overall concept of operations associated with the District's Emergency Operations Center (EOC) activities and recovery processes. Due to the frequency of updates and the need to maintain version control, hard copies of the EOP are not distributed.

Both plans are based on the functions and principles of the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS). The EMP identifies how the District emergency operational system fits into the overall California and National risk-based, all-hazard emergency response, and recovery operations plan.

The District's EMP is maintained in electronic format and distributed via the District Employee Intranet (https://hr.goldengate.org/) and via the Microsoft Teams folder "Emergency Management Program." EMP Annexes and Appendixes containing confidential or sensitive plans and information are posted on Teams, with access granted to District Emergency Operations Center (EOC) Incident Management Team members, Emergency Management Advisory Committee, and others as required.

The District EMP requires approval by the District Emergency Management Advisory Committee (EMAC) and the District's GM. The District's Security and Emergency Management Specialist is responsible for periodic review, updates, re-publishing, and re-distribution of the Plan. Records of revision to the plan are maintained by the Security and Emergency Management Specialist. The plan may be modified as a result of post-incident analyses and/or post-exercise critiques. It may also be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management and operations change. Departments having assigned responsibilities under the EMP are obligated to inform the Security and Emergency Management Specialist when changes are required.

District Divisions or Departments may separately publish emergency procedures or plans that support the EMP. These emergency procedures describe the operation or functional response to specific emergencies unique to their specialized trades or operations. Additionally, they contain checklists and other resource material designed to provide users with the basic considerations and actions necessary for effective emergency response for the specific hazard or function. Divisions or Departments are required to have the Security and Emergency Management Specialist review the plans to ensure compatibility with the EMP and EOP and compliance with SEMS and NIMS.

Incident Management Team members are required to save an electronic copy of the EOP to their computer, laptop, tablet, or other electronic devices they are likely to use in the EOC. Incident Management Team members may also print and maintain hard copies at their preference.

GGT's Security and Emergency Management Specialist works with Emergency Management Coordinators in member cities and counties to ensure there is a unified emergency response among GGT's member cities. Coordination takes place through meetings, email, phone conferences, or other means as determined by the Emergency Management Coordinators.

GGT participates in state and regional exercises and conducts after action reviews to ensure lessons learned are incorporated into the emergency preparedness programs of all participants. Participants include but are not limited to counties, cities, towns, police departments, fire departments, emergency management, and other emergency response teams. The number and type of participants vary in accordance with the exercise. This is a regional effort.

VI. Safety Performance Targets

Pursuant to 49 U.S.C. § 5329(d) and 49 CFR Part 673.11(a)(3), GGT's ASP includes safety performance targets based on the safety performance measures in the National Public Transportation Safety Plan. These measures help to inform GGT staff of the actions required to be taken to improve GGT's safety outcomes and SMS. GGT's performance targets are specific, measurable, attainable, relevant, and time-bound (SMART). For the Safety Risk Reduction Program (SRRP), the Safety Committee sets the performance targets based on a three-year rolling average of NTD-reportable data for the SRRP safety performance measures. As part of the annual review of the GGT ASP, Agency staff and the Safety Committee will review the safety performance measures and associated performance targets, and determine whether revisions or changes are needed.

GGT's safety performance measures are listed below. The safety performance measures associated with the SRRP are denoted with an asterisk.

Safety Performance Measure	Description
Major Events*	Total number of all NTD reportable safety and security major events.
Major Event Rate*	All NTD reportable safety and security major events divided by vehicle revenue miles.
Collisions*	Total number of all NTD reportable collisions.
Collision Rate*	All NTD reportable collisions divided by vehicle revenue miles.
Pedestrian Collision Rate	All NTD reportable collisions "with a person" divided by vehicle revenue miles.
Vehicular Collision Rate	All NTD reportable collisions "with a motor vehicle" divided by vehicle revenue miles.
Fatalities	Total number of all NTD reportable fatalities.
Fatality Rate	All NTD reportable fatalities divided by vehicle revenue miles.

Transit Worker Fatality Rate	All NTD reportable transit worker fatalities, including the categories "Transit Employee/ Contractor," "Transit Vehicle Operator," and "Other Transit Staff, divided by vehicle revenue miles.
Injuries*	Total number of all NTD reportable injuries.
Injury Rate*	All NTD reportable injuries divided by vehicle revenue miles.
Transit Worker Injury Rate	All NTD reportable transit worker injury divided by vehicle revenue miles.
Assaults on Transit Workers*	Total number of all NTD reportable assaults on transit workers.
Rate of Assaults on Transit Workers*	All NTD reportable assaults on transit worker rate per total vehicle revenue miles.
System Reliability	Mean Distance Between NTD reportable Major Mechanical Failures.

GGT's annual Fiscal Year safety performance targets per 100,000 revenue miles, including the SRRP performance targets set by the Safety Committee, are listed below. Safety performance targets are updated at least annually. Previous performance towards these targets is included in **Appendix G**.

Mode	Major Events Target*	Major Event Rate Target*	Collisions Target*	Collision Rate Target*	Pedestrian Collision Rate Target	Vehicular Collision Rate Target	Fatalities Target	Fatality Rate Target
Bus	2	0.10	1	0.06	0.031	0.030	0	0.00
Paratransit	0	0.00	1	0.64	0.00	0.64	0	0.00

Mode	Transit Worker Fatality Rate Target	Injuries Target*	Injury Rate Target*	Transit Worker Injury Rate Target	Assaults on Transit Workers Target*	Rate of Assaults on Transit Workers Target*	System Reliability Target (Miles)
Bus	0.00	3	0.16	0.014	3	0.15	121,002
Paratransit	0.00	1	0.64	0.00	0	0.00	15,000

* SRRP

Coordination with Metropolitan Transportation Commission (MTC)

The Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to Government Code Section 66500. The MTC is the designated Metropolitan Planning Organization (MPO) for the San Francisco Bay

Area, charged with carrying out the metropolitan transportation planning and fund programming processes required to maintain the region's eligibility for federal funds for transportation planning, capital improvements, and operations.

Federal transportation statutes require the MTC, in partnership with state and local agencies, to develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, the MTC requires that each transit operator in its region that receives federal funding through the TIP prepare, adopt and submit to the MTC a Short-Range Transit Plan (SRTP). The safety performance targets are shared with MTC as part of GGT's Short-Range Transit Plan (SRTP) report submissions.

VII. Development and Implementation of SMS

The GGBHTD (or District) General Manager (GM) has delegated responsibility for implementing and maintaining the ASP to GGT's Director of Fleet & Facilities, who serves as the SMS Executive. The Director of Fleet & Facilities oversees the GGT Safety, Operations, Fleet and Facilities, and Scheduling staff, which monitors SMS development, implementation, and continuous improvement of the SMS. This includes GGT's Safety Management Policy and processes for Safety Risk Management, Safety Assurance, and Safety Promotion.

GGT's implementation of its SMS is a multi-year, phased approach. The GGT SMS Implementation Plan (SMS-IP) has been developed to identify the current agency safety program and potential means of improvement. The SMS-IP is a stand-alone document being managed by GGT's SMS Executive. As GGT's SMS-IP action items are developed and implemented, these policies and procedures will be added to the Agency's ASP during the annual review and revision cycle.

Based on current industry practices, the expected timeframe to fully implement SMS is 3-5 years. GGT's phased approach to SMS implementation includes four (4) phases, as detailed below. The length of time anticipated to complete each phase is included. However, these times are approximate and may vary depending on available resources, training, how efficiently the previous phase was implemented, or various other factors outside of GGT's control.

Implementation Phase 1

Phase 1 aims to set the foundation for how GGT's SMS requirements will be met. The framework developed during Phase 1 guides GGT's implementation activities in subsequent phases. The approximate time to complete Phase 1 is 12 months. Activities and tasks that will occur during this phase include:

- Establish the GGT team member responsible for ensuring SMS implementation;
- Establish the team that is responsible for SMS implementation;

- Define the system for the SMS;
- Identify the differences between GGT's existing safety efforts in comparison to SMS requirements;
- Develop overall SMS implementation processes for supporting the four (4) components of SMS;
- Establish a means for safety communication throughout the GGT organization.

Implementation Phase 2

Phase 2 furthers the SMS implementation process by creating essential safety management processes while also updating existing processes to improve the program. The primary goal of this Phase is to affirm existing practices and develop those that are still needed for full SMS implementation. The approximate time to complete Phase 2 is 12 months. Activities that will occur during this Phase include:

- Establish or redefine Safety Policy and objectives;
- Deliver training to GGT staff regarding the ASP and SMS plan components;
- Formalize safety risk management related to SMS;
- Further develop the means for safety communication as identified in Phase 1.

Implementation Phase 3

Phase 3 is directed toward ensuring safety information management, data gathering, and analysis processes are in place and defined. At the end of this Phase, GGT should be able to begin to use its data to aid in safety and hazard analysis. The approximate time to complete Phase 3 is 12 months. Activities that will occur include:

- Formalize voluntary hazard reporting procedure;
- Refine the safety risk management procedure;
- Refine occurrence reporting and investigation processes;
- Establish a safety data collection system and metrics for which this data will be analyzed;
- Establish a formal management-of-change procedure that focuses on safety risk management;
- Review and update GGT’s internal and external audit or review program;
- Continue SMS training for GGT personnel.

Implementation Phase 4

Phase 4 will finalize the SMS implementation process. This Phase focuses on Safety Assurance and relies on periodic and continual monitoring and feedback to identify and correct areas in the SMS. The approximate time to complete Phase 4 is 12 months. Activities that will occur include:

- Further refine the voluntary reporting procedure to include integration of hazards identified from these occurrence reports;
- Integrate hazard identification and safety risk management procedures with GGT contractors;
- Integrate hazard identification and safety risk management procedures for addressing items identified by the public (non-employees);
- Further define safety performance indicators to include targets;
- Establish operational and safety culture surveys for GGT employees in order to gauge the effectiveness of the SMS;
- Continue SMS training for GGT personnel;
- Review and refine means of safety communication (if needed).



1.0 SMS - Safety Management Policy

1.1 GGBHTD, General Manager's Safety Management Policy Statement

Golden Gate Transit (GGT), a Division of the Golden Gate Bridge, Highway and Transportation District (District), is committed to prioritizing safety above all else when planning and delivering service, carrying out daily operational activities, and maintaining capital assets. This commitment to safety is embodied in GGT's policies and procedures, referenced in the Agency Safety Plan (ASP), which are based on the principles of a Safety Management System (SMS) and support the health and safety of our employees, contractors, customers, and stakeholders.

The District's General Manager is the Accountable Executive, and the Director of Fleet & Facilities will serve as the SMS Executive, who is empowered and authorized to administer the ASP and continuously improve the processes necessary for supporting GGT's commitment to safety. The SMS Executive will further work collaboratively with all employees to emphasize their role in enhancing and promoting a non-punitive culture of safety by reporting, tracking, and reduction or elimination of hazards in the workplace. Each employee plays an active role in shaping the safety environment, underscoring the fact that everyone throughout the GGT organization is accountable for the delivery of the highest level of safety performance. The Bus Safety Committee consisting of an equal number of frontline labor and management representatives will work together to prevent workplace injuries, accidents, and other losses by identifying hazards and suggesting mitigation efforts to improve safety.

GGT's commitment is supported by the following safety objectives:

- **Support** the management of safety through the provision of appropriate resources that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety;
- **Integrate** the management of safety as the primary responsibilities of all managers and employees;
- **Clearly define** for all staff, managers, and employees their accountabilities and responsibilities for the delivery of the organization's SMS performance;

- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks that are commensurate with their skills; and
- **Establish and measure** our safety performance against realistic and data-driven safety performance indicators and safety performance targets.

GGT's formal (signed) Safety Management Policy Statement is included in **Appendix A**.

1.2 Purpose, Goals, and Objectives

1.2.1 Purpose

The purpose of the ASP, as written and approved by the District's General Manager and Board of Directors, is to establish formal mechanisms that each GGT Department must use to identify hazards associated with GGT's transportation systems; eliminate, minimize, or control hazards; and to prevent injuries, accidents, and other losses. The ASP demonstrates GGT's commitment to safety and compliance with Federal, State, and local regulations.

1.2.2 Goals

The goals of the ASP are to establish processes and procedures that will:

- Enable the identification, elimination, minimization, and control of safety hazards and their potential consequences;
- Allow GGT to maintain a superior level of safety in its transportation operations and work environments;
- Comply with the applicable requirements for regulatory agencies;
- Support and implement technology projects and process and procedure improvements to increase operation, performance, and safety cost-effectiveness;
- Expand opportunities for external customer convenience at bus stops, during travel, and for providing input on GGT services;
- Partner with internal customers to provide the best service; and
- Improve Bus Fleet configuration and preventive maintenance to meet customer needs and comply with various laws/regulations.

1.2.3 Objectives

GGT's management is responsible for providing leadership in promoting safety and ensuring employees are committed to the safety of GGT's customers, employees, property, and the public coming in contact with GGT's system. Each GGT Department is directed and

empowered to administer the ASP and its specific activities for the prevention, identification, control, and resolution of unsafe conditions and actions.

The following objectives have been established to assist GGT in achieving its safety initiatives. Each Department is responsible for establishing activities and goals to assist GGT in meeting its principal objectives. **Appendix H** provides GGT's Departmental Safety Responsibilities Matrix, which details the departments, tasks, and responsibilities required to be implemented to meet the following objectives:

- Establish safety policies, procedures, and requirements to integrate safety into GGT's decision-making and operations;
- Hire and train qualified personnel;
- Assign responsibility related to safety policies, procedures, and requirements;
- Establish documented standards and procedures for safety training and performance;
- Verify employee compliance with safety policies, procedures, and rules;
- Evaluate routes and scheduling for safety issues;
- Evaluate the safety implications of proposed modifications of bus routes and facilities prior to implementation;
- Investigate accidents, incidents, occurrences, and injuries; and
- Identify, analyze, track, and resolve hazards in a timely manner.

1.3 ASP – Staff Accountabilities and Responsibilities

1.3.1 Accountable Executive

The District's GM is designated as the Accountable Executive and has ultimate responsibility for carrying out GGT's ASP. The District's GM is also responsible for carrying out GGT's Transit Asset Management (TAM) Plan; and controls and directs the human and capital resources needed to develop and maintain both the ASP, in accordance with 49 U.S.C. 5329(d), and the TAM Plan, in accordance with 49 U.S.C. 5326. Additionally, the District's GM is accountable for ensuring that GGT's SMS is effectively implemented throughout GGT's public transportation division and is accountable for ensuring action is taken to address substandard performance in the Agency's SMS program.

1.3.2 SMS Executive

The GGT Director of Fleet & Facilities is designated by the District's GM as the SMS Executive for GGT. The SMS Executive holds a direct line of communication and reporting to the District's GM, who is the Accountable Executive. As an adequately trained senior leader at GGT, the SMS Executive has the authority and responsibility to establish, implement and maintain a compliant ASP. The SMS Executive is also responsible for the implementation of SMS throughout the GGT Division within the District. This responsibility includes:

- Coordinating safety oversight with GGT's Management Team;
- Planning and fostering a positive SMS culture;
- Ensuring the ASP is reviewed annually (and updated as needed);
- Coordinating Safety Risk Management activities;
- Overseeing and coordinating Safety Assurance practices;
- Monitoring safety performance and targets through data collection and analysis; and
- Tracking of safety critical issues.

1.3.3 Executive Management Team

GGT's Executive Management Team consists of the DGM's direct reports and is responsible for the communication, implementation, and management of their assigned responsibilities of the ASP, as outlined in **Appendix H**, Safety Responsibilities Matrix.

1.3.4 Key Staff

GGT's key staff consists of transportation and fleet and facilities unit managers and supervisors, training supervisors, and training instructors. These managers are responsible for ensuring employees receive the required SMS training and for carrying out important SMS activities. The Environmental, Health and Safety Specialist in Risk Management also has a key role in SMS, by supporting the management of the Safety Risk Log and using data to evaluate GGT's safety performance.

1.3.5 Employees

All GGT employees and contractors are held accountable for their safety performance and for compliance with rules and regulations. Employees are expected to immediately address safety concerns within their control.

1.3.6 Bus Safety Committee

The Bus Safety Committee consists of an equal number of labor and management representatives working together to prevent workplace injuries, accidents, and other losses by identifying hazards and suggesting mitigation efforts to improve safety. Labor is represented by frontline operators, fleet and facilities mechanics, fleet and facilities servicers, transportation field supervisor, and dispatch personnel.

The Safety Committee has established procedures (SOP 3300-03) regarding the composition, responsibilities, and operations of the Safety Committee, which comply with 49 CFR 673.19(c) and are incorporated into this ASP by reference. The Safety Committee performs the activities outlined in 49 CFR 673.17(d).

1.4 Employee Reporting Program

Employees are to report safety concerns, including assaults on transit workers, near-misses, and unsafe acts and conditions to their supervisor or manager. GGT's Management encourages employees to report safety concerns with no fear of reprisal. Retaliation of any kind taken against employees, contractors, or the public for reporting safety concerns is not tolerated.

As part of the implementation process, reported safety concerns are tracked in the appropriate hazard tracking format as outlined in the Safety Risk Management (SRM) section of this ASP. For employee reported safety concerns, where contact information is provided, the recipient of the safety concern is responsible for following up with the employee. If an employee feels that a reported safety concern is not being addressed in a timely manner, the employee is encouraged to escalate unsafe issues to their safety committee representative, the SMS Executive, or to the DGM.

GGT provides employees with training in the use of the GGT Safety Notice form. This form is intended to provide GGT employees with the ability to report safety concerns (anonymously, if desired) and afford the management team with an opportunity to address employee safety concerns. Completed forms may be submitted online or to any management person or dispatcher, who will then forward the forms to the designated administrator. Following initial screening and documentation into the safety risk log, the form is distributed to the appropriate Department for further investigation and follow-up.

Reported issues will be reviewed, and a determination will be made (unfounded, credible with immediate action, resolution or mitigation required, or credible with long term mitigation until a final solution can be made) as to the mitigations to be implemented. Responses to how the safety concern was addressed are documented in the Safety Committee meeting minutes, which provide information on the status and disposition of reported safety concerns. The reporting employee receives proper feedback for the concern if employee contact information is included on the GGT Safety Notice form.

1.5 Safety Plan and Policy Dissemination

As part of the GGT SMS-IP, GGT will establish a policy to ensure that the ASP is maintained as a controlled document (version # and date), meeting quality assurances for oversight. GGT will also establish procedures to ensure that only the most current revision of the document is disseminated and made available to all employees.

As part of the GGT SMS-IP, all GGT employees will receive training on the ASP, SMS, and GGT's Safety Management Policy. Additionally, GGT's Manager of Transit Training ensures that the Agency's New Operator Training Program reflects the ASP, SMS, and Safety Management Policy and revisions thereto.



2.0 Safety Risk Management (SRM)

GGT's Safety Risk Management (SRM) Process includes safety aspects related to revenue service operations, maintenance, and public safety.

2.1 Overview

SRM is the process for identifying hazards and analyzing, assessing, and mitigating the potential consequences of hazards. Hazard identification and resolution is one of the goals of the GGT Safety Program. This process is applicable to all levels of the organization. It is how hazards are identified and analyzed for potential impacts and severity on the transit system. It also describes how identified hazards are resolved in a manner acceptable to management.

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



The GGT Director of Fleet & Facilities / SMS Executive, under the direction of the District's GM, is directly responsible for establishing and implementing an SRM process. SMS Executive will consult with the Attorney for the District on hazards that have a Safety Risk Index of "High". The SRM process includes the following:

- Safety hazard identification;
- Safety risk assessments; and
- Safety risk mitigations.

2.2 Safety Hazard Identification

Safety hazard identification is an on-going process as the staff of GGT, and its front-line employees seek to continuously improve the level of safety for the employees, its passengers, and the general public.

2.2.1 Sources of Hazard Identification

GGT has several sources of hazard identification activities including, but not limited to, the following:

- Employee Safety Reporting Program (GGT's Safety Notice Form submissions)
- Bus Stop Repair Form (maintenance)
- FTA Guidance (i.e., Safety Bulletins, General Directives, and Notices)
- General industry trends, as provided by various external sources
- Bus Safety Risk Assessment Committee
- Bus Safety Committee
- Operations Safety Committee
- System Performance Review Committee Reports/Statistics
- Cameras and Data Recorders
- Customer complaints and reports of unsafe conditions
- Job Hazard Analysis (JHAs)
- Internal Safety Audits
- Inspections of facilities
- Training and Evaluation Records
- Preventive Maintenance Inspections (PMIs)
- Maintenance MAXIMO software system
- Toolbox Talks
- Employee Injury Investigations and Final Reports
- Monitoring of Normal Operations
- GGT's Operator Pre-trip/Post-trip Safety Inspection Form (Defect Card).
- Reports obtained by the Bus Operations Dispatch staff
- Reports obtained by the Bus Operations Transportation Field Supervisors
- District Emergency Management Advisory Committee (EMAC)

- Data and information provided by an oversight authority, including but not limited to the FTA, State, or State Safety Oversight Agency
- Data and information regarding exposure to infectious disease provided by the CDC or State health authority
- Safety concerns identified through Safety Assurance activities

2.2.2 Managing Identified Hazards

Identified hazards are communicated to the management staff for either operations or fleet and facilities, depending on the nature of the hazard. Hazards are also reported by bus operators via the Dispatch Office.

Employees are expected to address safety concerns within their control immediately. Employees are also expected to report unsafe conditions and safety issues related to work assignments and work areas to a Dispatcher, Supervisor, or Manager for immediate follow-up.

The Director of Transportation and the Director of Fleet & Facilities, or their designees, determine the seriousness of the identified hazard and the actions required to effectively mitigate the potential consequences of the hazard. SMS Executive will consult with the Attorney for the District on hazards that have a Safety Risk Index of "High."

As part of the GGT SMS-IP, GGT will incorporate the use of a Safety Risk Log (SRL) in the transportation and fleet and facilities units. The SRL will be reviewed by Department heads or designees to determine if the identified hazard meets the Agency's threshold to conduct further analysis for safety risk. Additional safety risk analysis includes conducting safety risk assessments, assigning hazard risk indexes, and establishing corrective action plan(s) (CAP) to mitigate the potential consequences of hazards.

2.2.3 Hazards, Events, and Potential Consequences

The SRM process requires understanding the differences between hazards, events, and potential consequences. The SRM Definitions Checklist provided by FTA and listed below as **Table 1** will support GGT with its understanding and distinguishing between these terms when considering safety concerns and to help address Part 673 requirements while developing the SRM section of its SMSP-IP.

Table 1: SRM Definitions Checklist (FTA)

What is it? If you can select all 3 in one box, it's…	**A Potential Consequence** ❑ Not a real or potential condition ❑ Can be caused by a hazard ❑ Hasn't happened yet, but could be similar to a past event
A Hazard ❑ Real or potential condition ❑ Can cause a consequence ❑ Not an event	**An Event** ❑ Accident, incident or occurrence ❑ Not a real or potential condition ❑ Has already occurred

The following procedures are followed whenever a potentially unsafe or unhealthy condition or work practice is identified.

- Employees who discover potentially hazardous conditions are expected to take immediate action within their scope of authority and, if not in imminent threat to their personal health and safety, to reduce or eliminate the hazard. They must then report the hazard to their supervisor without delay.
- When the hazard is extreme or when there is imminent danger to other employees or the public, the employee should take steps to warn other employees and / or isolate the hazard, to the extent possible without imperiling their personal safety, until the situation can be evaluated by a supervisor.
- Department Managers will promptly evaluate all potential hazards reported to them and will initiate corrective action in a timely manner. In cases where the necessary corrective action is outside the supervisor's individual scope of authority, he or she will promptly communicate the hazard and any recommendations to those who do have the authority to make the necessary corrections.
- In the event that corrective action cannot be taken immediately, the Manager will ensure that employees are informed of the existing hazard and that adequate measures are in place to protect exposed employees.
- When an imminent hazard threatens the health or safety of employees, the supervisor will remove all employees from the area. Employees required to enter the area to correct the hazard will be provided with the necessary safeguards and will work under direct supervision.

The priority assigned to any given remedial action will be based on the degree of hazard. Imminent danger situations will receive the highest priority for correction.

2.3 Safety Risk Assessment

Risk Assessment is a quantitative calculation based on largely subjective judgments used to determine the potential consequences of a hazard and, thus, the required action(s) to eliminate or reduce hazard risk to an acceptable level.

GGT conducts monthly system/safety performance assessments, as completed by the GGT System Performance Review Committee. These assessments include safety, vehicle mechanical failures, accidents, and injuries, as well as service reliability, operator staffing levels, historical National Transit Database (NTD) information, and other key performance indicators.

GGT's Bus Safety Risk Assessment Committee and Bus Safety Committee meet monthly to discuss new and unresolved hazards and the status of mitigations being implemented to resolve hazardous conditions and reduce potential negative consequences. The Committee maintains a tracking log (agenda), and open safety concerns are carried over to subsequent monthly meetings until resolved.

As part of its ASP development process, GGT has established formal procedures for assessing the potential consequences of hazards and prioritizing the hazards based on an assigned safety risk index. As such, GGT includes assessments of safety risk in terms of likelihood (the probability of a consequence occurring) and severity (the seriousness of a consequence, if it occurs) of potential consequences, taking into account existing safety risk mitigations to determine if safety risk mitigation is necessary to inform prioritization of safety risk mitigations. GGT has adopted and uses a variation of the U.S. Department of Defense's Military Standard 882E (MIL-STD-882E), which outlines a commonly used approach for conducting safety risk assessments (see **Table 2** below) and is commensurate to the size and scope of GGT's operations.

Table 2: Risk Assessment Matrix

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

The Risk Assessment Matrix facilitates the assignment of a Safety Risk Index by evaluating the likelihood and severity of potential consequences occurring if no action is taken. The likelihood and severity assessment Tables are included below.

Table 3: Likelihood of Potential Consequences

Level	Description	Specific Individual Item	Fleet or Inventory
A	Frequent	Likely to occur frequently.	Continuously experienced
B	Probable	Likely to occur several times in the life of an item.	Will occur frequently
C	Occasional	Likely to occur sometime in the life of an item.	Will occur several times
D	Remote	Unlikely but possible to occur in the life of an item.	Unlikely but can reasonably be expected to occur
E	Improbable	So unlikely, it can be assumed occurrence may not be experienced	Unlikely to occur, but possible

Table 4: Severity of Potential Consequences

Category	Description	Description
1	Catastrophic	Death, system loss, or severe environmental damage.
2	Critical	Severe injury, severe occupational illness, major system, or environmental damage.
3	Marginal	Minor injury, minor occupational illness, or minor system or environmental damage.
4	Negligible	Less than minor injury, occupational illness, or less than minor system or environmental damage.

Based on the use of the safety risk assessment tools detailed above, GGT staff can assign a Safety Risk Index (**Table 2**) and use **Table 5** to establish the mitigation criteria.

Table 5: Hazard Resolution Acceptance Criteria

Safety Risk Index	Criteria by Index
HIGH	Unacceptable – Action Required: Safety risk must be mitigated or eliminated.
MEDIUM	Undesirable – Management Decision: Management must decide whether to accept safety risk with monitoring or require additional action.

LOW	Acceptable with Review: Safety risk is acceptable pending management review.

Safety critical hazards that have been identified must be controlled or eliminated so that the hazard does not continue to pose a danger. The controls may be done in a temporary manner until a long-term mitigation has been implemented. Dependent on the risk ranking of the hazards' likelihood and severity, a multi-departmental team may be established to analyze and control these risks/hazards. The team may be comprised of the following personnel:

- Bus Safety Risk Assessment Committee team members;
- Bus Safety Committee team members;
- Subject matter experts (SMEs) for the system;
- Front-line personnel and supervisors;
- All levels of labor; and
- Safety staff, as support.

2.4 Safety Risk Mitigation

GGT has established a Safety Risk Reduction Program to improve safety for transit operations by reducing the number and rates of accidents, injuries, assaults on transit workers, and other safety events, based on data submitted to the National Transit Database. Data on accidents, injuries, assaults, and other safety events are tracked and discussed on a monthly or quarterly basis. Any hazards identified will follow the Safety Risk Management process outlined in Section 2.0 of the ASP.

The Safety Risk Reduction Program will: (1) address the reduction and mitigation of vehicular and pedestrian safety events involving transit vehicles and assaults on transit workers; (2) include safety performance targets set by GGT and the Safety Committee, established by the National Public Transportation Safety Plan; and (3) implement safety risk mitigations identified by the Safety Committee.

The Accountable Executive will implement safety risk mitigations for the Safety Risk Reduction Program. In doing so, the Accountable Executive will implement safety risk mitigations recommended by the Safety Committee as part of the Safety Risk Reduction Program. The Accountable Executive will also consider all other safety risk mitigations recommended by the Safety Committee.

When GGT's Safety Committee recommends a safety risk mitigation unrelated to the Safety Risk Reduction Program, and the Accountable Executive decides not to implement the safety risk mitigation, the Accountable Executive will prepare a written statement explaining

their decision. The Accountable Executive will submit and present this explanation to GGT's Safety Committee and Board of Directors.

2.4.1 Hazard Controls

When possible, the following order of precedence is used by the Bus Safety Risk Assessment Committee and the Bus Safety Committee to eliminate or control hazards and their associated risks. It is important to note, however, that a combination of several or all of the following may be used, depending on the nature and extent of the hazard and its potential consequences:

- **Design for minimum risk**: The priority is to eliminate or control identified hazards through engineering and design. This is applicable for facilities, rolling stock and equipment, park & rides, routes, transit stations, and product selection, etc.

- **Use of Safety Devices**: Identified hazards that cannot be eliminated or controlled through design selection shall be controlled to an acceptable level using fixed, automatic, or other protective safety design features, devices, or personal protective equipment (PPE). Provisions shall be made for periodic functional checks of safety devices.
- **Use of Warning Devices**: When neither the design nor the safety devices can effectively eliminate or control an identified hazard, devices may be used to call attention to the condition and to generate an adequate warning signal to mitigate the risk or provide for personnel evacuation. Warning signals and their application may be designed to minimize the probability of incorrect personnel reaction to the signals and may be standardized within like types of systems.
- **Implementation of Policies/Procedures and/or conducting training**: Where it is impossible to eliminate or adequately control a hazard through design selection or use of safety and warning devices, procedures and training shall be used to control the hazard. Procedures may include the use of PPE. Precautionary notations on signs shall be standardized as specified by management. Safety critical tasks and activities may require certification of personnel proficiency.

Minimize Exposure to Infectious Diseases

Golden Gate Transit has put in place strategies for mitigating infectious diseases that are consistent with guidelines from the Centers for Disease Control or State Health Authority (Cal OSHA).

In addition, GGT provides training and informational materials, including safety bulletins and online videos to employees. Examples of such materials provided to employees in the Fleet and Facilities Unit include:

- Blood borne pathogen training
- Hazard communications training
- Safety Data Sheet (SDS) training
- Personal Protective Equipment (PPE) training

2.4.2 Evaluation of Existing Safety Risk Mitigations

GGT senior leadership, Bus Safety Risk Assessment Committee and its Bus Safety Committee evaluate current controls in place which should (or may) have prevented the existence of an unacceptable hazard. As such, GGT's evaluation may include a review of its established policies, procedures, and methods intended to reduce potential negative outcomes for identified hazards.

2.4.3 Implementation and Tracking Safety Risk Mitigations

As part of the GGT SMS-IP, GGT has established formal processes to track the implementation of new, modified, and existing safety risk mitigations through its SMS. For Safety Assurance (see ASP, Section 2.2.2), GGT will establish formal processes and procedures for verifying the effectiveness of implemented safety risk mitigations.

2.4.4 Management of the SRM Process

As part of the GGT SMS-IP, GGT will assign specific staff members to oversee and maintain the SRM process. These assigned staff members will be responsible for establishing reporting mechanisms and timelines for regular reporting to senior leadership. These include the SMS Executive, the Environmental Health & Safety Specialist, the Bus Safety Risk Assessment Committee, and the Bus Safety Committee.



3.0 Safety Assurance

Safety Assurance is used by GGT to implement, review, and quantify the organization's adherence to applicable rules, regulations, and standards. These Safety Assurance processes provide GGT and its executive leadership with a means of assessing if GGT is meeting its safety objectives and performance goals.

GGT and its safety committees routinely seek feedback from GGT employees, Supervisors, and Managers to better understand the effectiveness of GGT's SMS. The Safety Committee will review GGT's operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

With the publication of 49 CFR Part 673 and FTA's additional guidance, GGT's senior leadership, staff, and employees have become knowledgeable of the requirements for managing its ASP and the implementation of its SMS. Moreover, GGT will take advantage of the additional safety management tools, which are now available to the transit industry, to assure the effectiveness of GGT's safety risk controls, Management of Change, and the continual improvement of its SMS. Results from GGT's annual review of its ASP will be used to update the ASP, Section 1.2.2 (Goals) and Section 1.2.3 (Objectives) as needed.

3.1 Safety Performance Monitoring and Measurement

Safety performance monitoring and measurement involve the continual monitoring of GGT's activities to understand safety performance. Through these efforts, GGT can determine whether it is meeting its safety objectives and safety performance targets. As part of the GGT SMS-IP, GGT will expand its monitoring to include the identification of deficiencies in GGT's annual safety performance targets set by the Safety Committee for the Safety Risk Reduction Program.

If GGT does not meet an established annual safety performance target set by the Safety Committee for the Safety Risk Reduction Program, it will:

- Assess associated safety risk;

- Mitigate associated safety risk based on the results of a safety risk assessment and include or incorporate these mitigations into the ASP; and
- Allocate its safety set-aside in the following fiscal year to safety related projects eligible under 49 U.S.C. 5307 that are reasonably likely to assist GGT in meeting the safety performance target in the future.

3.1.1 Internal Safety Audits (ISA) – System Compliance

Each **Department Manager** is responsible for assuring that those safety program activities applicable to his or her department are carried out effectively and within any prescribed time limits. These responsibilities include the following:

- Assure that required safety inspections are conducted and properly documented.
- Assure that required safety meetings are held and properly documented.
- Assure that required maintenance and inspection cycles are performed on "safety critical" equipment and that this maintenance is properly documented.
- Assure that personal protective and safety equipment is properly used where required.
- Assure that employees working under their control follow established safe work practices and obey safety rules.
- Assure that all containers are properly labeled, and MSDSs are available for all hazardous substances in the work area.
- Assure that all accidents and incidents are properly reported, investigated, and documented.
- Within their scope of authority, assure that timely action is taken to correct any hazardous condition which exists in the workplace.

Additionally, GGT's Director of Transportation and Director of Fleet & Facilities - are responsible for developing departmental policies and procedures for the safe operations within their respective departments. If a policy or procedure is found to be ineffective, the Directors will take immediate action to address the shortcomings. In most instances, the Directors seek input from their immediate staff/supervisors and employees, as front-line buy-in is critical to the success of the departments' safety initiatives and operating practices.

As part of the GGT SMS-IP, GGT will develop formal processes to monitor the Agency's compliance with its own methods and procedures used to safely operate and maintain the system. As such, GGT will develop an ISA program that includes a formal process for identifying non-compliance with GGT's established policies, procedures, safety inspections, and methods of documenting safety practices across all departments within the GGT Division of the District.

As part of the GGT SMS-IP, GGT will develop a formal Standard Operating Procedure (SOP) to address the need to establish audit checklists, creating an annual schedule for conducting

ISAs, departments, and facilities subject to ISAs, staff/employee training, and a reporting mechanism to inform senior leadership of ISA results and findings/recommendations to address subpar system compliance.

Audit checklists will be developed and formally adopted for the purposes of assessing compliance with current agency policies and procedures; as well as for the determination of GGT's overall safety performance. The following policies and procedures may be used to support the development of the ISA program checklists:

- Accepted Operations and Maintenance Practices
- District-Level Policies, Procedures, and Expectations
- Departmental Rule Book(s), Safety and Operating Bulletins
- Emergency Preparedness/Response plans (EMP and EOP)
- Established Training Programs
- Management and/or administrative plans/procedures
- Hazard tracking logs
- Industry Best Practices
- Federal, State, and Local regulations and guidance (i.e., FTA, Cal/OSHA, Building & Fire Codes, etc.)
- Other sources, as determined by the ISA team and/or Senior Leadership

The following areas are subject to monthly safety inspections:

- San Rafael Bus Maintenance Shops (Heavy Duty Shop, Body Shop, Fuel Island, Wash Rack, Maintenance Shop, Stores, etc.)
- Novato Bus Maintenance Facility
- Santa Rosa Bus Maintenance Facility
- San Francisco Bus Lot

The following locations are subject to semi-annual safety inspections:

- San Francisco Driver's Room
- Santa Rosa Terminal/Driver's Room
- Novato Terminal/Driver's Room
- San Rafael Administrative Offices/Driver's Room

Revenue vehicles and administrative vehicles are inspected daily prior to operation. All GGT vehicles are subject to regular and routine inspections by the Fleet and Facilities Unit.

In order to maintain the integrity of the ISA program, GGT will establish an ISA team to conduct internal safety audits annually. Team members will be selected from the GGT staff list and based on the qualifications necessary to conduct the ISAs. ISA team members may not participate in ISA audits being conducted within their own respective department or function. The GGT DGM, or designee, will determine a substitute audit team member for scheduled audits in which this situation exists.

3.1.2 Rules Compliance Review Process

GGT's Transportation Unit Managers and Transportation Field Supervisors conduct ride checks, safety audits, and field observations in order to monitor compliance with, and sufficiency of, GGT's bus operations policies, procedures, and operating rules. Likewise, Fleet and Facilities Unit Managers and Supervisors monitor compliance with maintenance policies, procedures, and performance standards. Lead employees and trainers assist GGT's staff in performing these assessments. Department Managers are also responsible for the auditing, inspection, and necessary follow-up required to ensure compliance with the District-level *Standards of Conduct and Discipline*, as detailed in the District's Human Resources Guide.

As part of the GGT SMS-IP, GGT will expand its rules compliance monitoring to include the identification of safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

3.1.3 Integration of Safety with Procurement Process

GGT has established a process to ensure that new items are reviewed by GGT Fleet and Facilities and Risk Management / Safety prior to purchasing. An "Intake Form" is completed and reviewed before items can be purchased. A Safety Data Sheet (SDS) is required to be attached to the form for the safety review.

3.2 Accident/Incident Notification, Investigations, and Reporting

GGT has established procedures for the investigation, reporting, and documentation of accidents and incidents, including assaults. For Operators, these procedures, including radio calls and written reports, are outlined in MOU Article 54. Employees are trained on the procedures, which are also contained in the employee handbook.

As part of the GGT SMS-IP, GGT will develop a formal SOP for conducting investigations of safety events (accidents, incidents including assaults, and occurrences). The SOP will include a requirement to identify causal factors which may contribute to the occurrence of safety events.

3.2.1 Notification

Operators are expected to notify Central Dispatch immediately following collisions, assaults, and/or injuries involving employees, passengers, or the general public. Operators and supervisors must complete a written report using the Accident Report, Incident Report, or

Equipment Damage Report; based on the circumstances of the event. Similarly, Fleet and Facilities employees or other employees must follow the established procedures for reporting accidents/incidents or assaults to the appropriate staff. For Fleet and Facilities employees, refer to the Maintenance Rules, Regulations, and Policies Booklet. All completed report forms must be submitted in a timely manner and delivered to one of the following designated personnel:

- A Dispatcher at any Division
- Transportation Field Supervisors
- Direct Supervisor or Manager

The Director of Transportation or Director of Fleet & Facilities notifies the Deputy General Manager of Bus and/or District General Manager on collisions involving major injuries, assaults, fatalities and/or major property damages.

3.2.2 Investigation Procedures

Accident

When a bus operator is involved in an accident, regardless of severity, the below procedures must be followed regarding post-accident reporting:

Dispatchers

- Dispatch a Transportation Field Supervisor to investigate.
- If post-accident drug/alcohol testing is required, coordinate timing and location of post-accident testing with Supervisor.
- Complete the Dispatcher portions of the post-accident testing form.
- Forward the signed and completed post-accident testing form to the Office Coordinator.

Transportation Field Supervisors

- When dispatched to investigate an accident
    1. Determine if criteria have been met for post-accident drug/alcohol testing.
    2. If testing is required, take the operator to the testing facility or arrange for an on-site test.
    3. Complete and sign the post-accident testing form.
    4. Complete a written Supervisor report within the 48-hour time limit.
    5. Forward the report to the Manager of Transportation Field Operations with photos.

Office Coordinator

- Collects reports from Dispatch office.
- Collects post-accident testing form from Dispatch office.
- If an operator was tested post-accident, forward the post-accident testing form to the Drug Program Manager when requested.
- Files the Supervisor report in the accident file if applicable.
- Files the post-accident testing form with the operator's report

Manager of Transportation Field Operations

- Reviews post-accident questionnaire forms for testable events.
- Reviews Supervisor report and forwards it to the Office Coordinator.

When a Fleet and Facilities employee is involved in an accident, regardless of severity, the employee must fill out an Incident Report form and provide it to their direct Supervisor. The following procedures must be followed regarding post-accident reporting:

Chief Mechanic

- Reviews the Incident Report.
- Notifies Manager of Fleet and Facilities to investigate.

Manager of Fleet and Facilities

- Reviews Incident Report and investigates the accident.
    1. Determine if criteria have been met for post-accident drug/alcohol testing.
    2. If testing is required, take the employee to the testing facility or arrange for an on-site test.
    3. Sign the post-accident testing form.
    4. Complete a written report within the 48-hour time limit.
- If an employee was tested post-accident:
    - File Supervisor report in the accident file.
    - Forward the post-accident testing form to the Drug Program Manager when requested.
- If there was no test conducted for post-accident, file the post-accident testing form with the employee's Incident Report.

Assault

When a bus operator or any other employee is involved in an assault, the following investigation procedures must be followed:

Dispatchers

- Call local law enforcement and emergency personnel as needed.
- Dispatch a Transportation Field Supervisor to investigate.
- Notify Bus Division Management.

Transportation Field Supervisors

- When dispatched to investigate an assault
    - Respond to the scene and offer assistance and resources.
    - Gather necessary information from responding local law enforcement agency.
    - Complete a written report within the 48-hour time limit-.
    - Forward the report to Manager of Transportation Field Operations and other Bus Division Management as needed.
- Transportation Field Supervisor on office shift
    - Collects reports from Dispatch office.
    - Updates the accident/incident log.

Manager of Transportation Field Operations

- Gathers and provides Legal with the necessary assault information and reports.
- Notifies Legal to conduct an assault assessment.
- Participates in the coordination and communications of restraining orders as determined by Legal.

3.2.3 Reporting

GGT submits electronic monthly and annual reports of Accidents/Incidents, Assaults, and Injuries, via FTA's National Transit Database (NTD) website. Major Events are reported by mode separately for each event. Information includes the number of fatalities, number of injuries, total estimated property damage, date, time, and address of the event, etc. Reports also include a brief synopsis of each event. For non-major events: GGT reports the number of events by location (in revenue facilities, on transit vehicles, in non-revenue facilities); the number of injuries by category (customer, worker, or other); and location for fires and life-safety evacuations of revenue service vehicles. GGT's *System Performance Review Committee* generates a monthly analysis report which includes the NTD data points described above.

In compliance with TSA regulations, GGT reports all potential threats or significant security concerns as per Appendix A Part 1570.203 by calling the TSOC within 24 hours of initial discovery. Reporting information includes:

- The name of the reporting individual and contact information, including a telephone number or email address, name of the reporting individual, and contact information.
- The affected transit vehicle, motor vehicle, station, terminal, or other facility or infrastructure, including identifying information and current location.
- Scheduled origination and termination locations for the affected transit vehicle, including departure and destination city and route.
- Description of the threat, incident, or activity, including who has been notified and what action has been taken.
- The names, other available biographical data, and/or descriptions (including vehicle or license plate information) of individuals or motor vehicles known or suspected to be involved in the threat, incident, or activity.
- The source of any threat information.

3.3 Employee Reporting Program - Information Monitoring

As stated in GGT's ASP, Section 1.4 above, employee reported safety concerns are tracked in the appropriate hazard tracking format per the Safety Risk Management section of this ASP. For employee reported safety concerns, where contact information is provided, the recipient of the safety concern is responsible to follow-up with the employee.

As part of the GGT SMS-IP, GGT will establish a formal process to follow-up with employees and supervisors to determine the effectiveness of safety risk mitigations and to identify potential modifications which may be needed.

3.4 Management of Change

As part of the GGT SMS-IP, GGT will develop a process to identify and assess changes that may introduce new hazards or impact safety performance. These changes will be evaluated through the agency's SRM process and through the Bus Safety Risk Assessment and the Bus Safety Committee function to ensure proposed system changes are effectively assessed prior to the changes being made. Potential changes may include changes to revenue service routes, operating and maintenance procedures, software changes, hiring practices, and GGT's system policies, procedures, and methods for the management of GGT operations. Potential system changes may include:

- Regulatory requirements;
- Internal and external audit findings/recommendations;

- City and regional planning;
- Service environment;
- New technology;
- New processes or procedures;
- Switching to new maintenance parts/products (i.e., chemicals); and
- New/Revised employee union contracts.

Proposed changes may also originate from information reported through internal and external safety reporting programs, including equipment and supply manufacturers' guidance.

3.5 Continuous Improvement

As part of the GGT SMS-IP, GGT will develop a process to assess safety performance to support continuous improvement and to identify, document, and carry out, under the direction of the Accountable Executive, a plan for addressing identified safety enhancements. GGT will conduct annual safety performance assessments in conjunction with the annual review and update of the ASP.



4.0 Safety Promotion

Safety Promotion involves the training, awareness, and communication that supports GGT's SMS and safety initiatives.

4.1 Competencies and Training

GGT's Safety Training Program provides employee training for each work group and individual employee. The level of training provided is commensurate with the specific job knowledge, skills, and duties associated with each employee position at GGT.

As part of the GGT SMS-IP, GGT will expand its current safety training initiatives to establish a documented comprehensive Safety Training Program, including Assault, De-escalation training, safety concern identification and reporting, refresher training for operations and maintenance workers and transit workers directly responsible for safety in the public transportation system, and Title VI Training. The SMS-IP will include formal documentation of the competencies and training being provided to employees and will include the necessary knowledge, skills, and abilities for GGT personnel to safely fulfill their respective job duties. The revised Safety Training Program will also include a requirement for employee refresher training, as necessary. Additionally, GGT's senior leadership will work to identify additional internal and external sources of available safety training for its key staff and committee members.

4.1.1 Bus Operators

GGT has an extensive 8-10 week New-Hire Bus Operator Training Program, which includes classroom, obstacle course, behind-the-wheel training, and qualification assessments. GGT's training program curriculum is notated via the Training Calendar, which also includes multiple agency subjects related to GGT's policies and procedures for the following:

- Pre-trip Inspections, including the newly installed fire extinguisher;
- Bus Pads;
- Smith System;
- Assault Prevention;
- De-escalation - Cooperation, not Conflict;
- Transit and Route Guide;
- Runbook/Running Board;
- Fare Zones/Transfers;
- Americans with Disabilities Act (ADA);
- Title VI Training;
- Drug & Alcohol;
- Workers Compensation;
- Harassment/Diversity;
- Transportation Security Administration (TSA) Training;
- GGT's Agency Safety Plan (ASP) and Safety Management System (SMS);
- Blood-borne Pathogens;
- Ergonomics;

- Emergency Procedures;
- Benefits;
- Payroll;
- Written Exams;
- Obstacle Course Evaluations;
- Behind-the-Wheel Road Training
- Division of Motor Vehicle (DMV) Testing; and
- Driving Skills Testing.

GGT also provides annual Verification of Transit Training (VTT) classroom curriculum for all bus operators. Bus operators must maintain valid VTT certification to operate GGT transit vehicles.

The Bus Division Workforce Investment Network (WIN) Partnership, which oversees the Mentor and Apprenticeship Programs, promotes the professional development of Golden Gate Transit bus operators through the development of professional standards and training.

4.1.2 Operations Dispatchers

GGT's Dispatcher Training Program includes a comprehensive 6-month on-the-job training (OJT) program whereby senior dispatchers train their junior counterparts on the responsibilities, expectations, and duties of their respective positions. The training program includes written and demonstration proficiency testing across all dispatch work shifts for the purpose of verifying satisfactory performance in this critical role for GGT's successful and safe service operations.

The GGT Dispatch Policies and Procedures Manual provides information necessary for dispatchers to properly perform their duties. It is intended to be a user guide to supplement the Dispatchers' Memorandum of Understanding (MOU).

4.1.3 Transportation Field Supervisors

GGT's training program for new Transportation Field Supervisors includes an initial 4-week on-the-job training (OJT) schedule whereby Senior Supervisors train their junior counterparts on the responsibilities, expectations, and duties of their assigned roles.

4.1.4 Fleet and Facilities Personnel

GGT's training program for new Fleet and Facilities employees includes a highly detailed training outline and specific training curriculum for the following Fleet and Facilities work groups:

- Bus Mechanics, Non-Rev Mechanic;
- Bus Servicers;
- Body and Fender Mechanic;
- Painter;
- Electronic / Farebox Technician;
- Trimmer;
- Building Maintenance Mechanic; and
- Storekeepers.

GGT's Director of Fleet & Facilities has established a booklet entitled: "*Bus Transit Maintenance Department: Rules, Regulations, and Policies*". The booklet covers a wide variety of safety topics, rules, attendance, and substance abuse requirements. As part of GGT's SMS-IP, this document will serve as the basis for developing many of the SMS processes for the Fleet and Facilities Unit and will include quality control measures for annual review, revisions, employee training, and employee distribution.

New mechanics are placed with experienced mechanics to "shadow" for several months in lieu of an official training program. For a six-month period, the new trainee, his/her OJT trainer, and lead mechanic conduct monthly reviews of his/her performance. If the trainee continues to make progress, the trainee may progress into various department positions.

4.2 Development of a Comprehensive Safety Training Program

GGT is working with senior leadership at the District level to coordinate the development of an overall comprehensive training program. Currently, the District Human Resources Department manages policies, procedures, and methods for employee training in all three (3) Divisions of GGBHTD (Bridge, Ferry, and Bus). Each Division has developed training programs specific to their respective mode of service. As such, GGT and District leadership are working towards a more harmonized approach to training employees and identifying/reducing overlapping and redundant training policy efforts.

As part of the GGT SMS-IP, GGT will establish a formal process requiring a Quality Assurance (QA) aspect for all training material, curricula, training requirements/qualifications, and record keeping of employee training program records. The implementation of QA processes will also ensure that employee training and qualification practices and documents are formalized, including document revision and version numbers, effective dissemination to staff and employees, and regularly scheduled document reviews/updates. This endeavor will seek to coordinate with District level personnel; specifically, the District's Human Resources Department.

4.3 Safety Communication and Outreach

GGT ensures that all personnel are aware of information relevant to their safety-related roles and responsibilities. GGT staff and supervisors share information about hazards and safety risks and what actions are being taken in response to reports submitted through the employee safety reporting program.

GGT has established the means and mechanisms for effective safety communication based on its size and scale of operations. GGT will communicate the results of Safety Committee activities throughout the organization.

As part of the GGT SMS-IP, GGT will establish a process to include employee communication of GGT's status of safety and safety performance results throughout the transit agency's organization. The enhanced employee communication will include information on hazards and safety risks relevant to employees' roles and responsibilities and safety actions being taken in response to reports submitted through an employee safety reporting program.

4.3.1 Safety Communication through Formal Committees

GGT's internal committees are critical to senior leadership for the gathering and dissemination of safety information. The System Performance Review Committee (NTD Data), Bus Safety Risk Assessment Committee, Bus Accident Review Committee, Bus Safety Committee, Bus SMS Committee, Scheduling Committee, and Runbook Committee are actively engaged in discussions and recommending actions to enhance GGT's overall safety culture and optimizing its ability to provide safe and reliable service to its customers.

4.3.2 Safety Communication Publications

The District publishes a monthly employee newsletter entitled "The Cable." This newsletter shares valuable agency news, recent board activities, employee promotions, upcoming special events, and employee recognitions related to the District's three operating modes.

GGT circulates a safety newsletter to all Bus Division employees. This newsletter includes information such as safe driving tips, health and safety, and other pertinent safety highlights.

4.3.3 Bulletins

GGT's most critical safety and operating updates are communicated face-to-face via operations staff, dispatchers, and fleet and facilities supervisors. GGT uses Operating Bulletins and Safety Bulletins to communicate revised policies, procedures, and special cautionary reminders to its employees.

4.3.4 Public Outreach

Public outreach is conducted by GGT to its customers, clients, and the general public in an effort to promote safety within the service area. This outreach can take the form of flyers, posters, discussions, community safety fairs, meetings, and information on the website.

Appendix A:
Safety Management Policy Statement

SAFETY MANAGEMENT POLICY STATEMENT

Golden Gate Transit (GGT), a Division of the Golden Gate Bridge, Highway and Transportation District (District), is committed to prioritizing safety above all else when planning and delivering service, carrying out daily operational activities, and maintaining capital assets. This commitment to safety is embodied in GGT's policies and procedures, referenced in the Agency Safety Plan (ASP), which are based on the principles of a Safety Management System (SMS) and support the health and safety of our employees, contractors, customers, and stakeholders.

The District's General Manager is the Accountable Executive, and the Director of Fleet & Facilities will serve as the SMS Executive, who is empowered and authorized to administer the ASP and continuously improve the processes necessary for supporting GGT's commitment to safety. The SMS Executive will further work collaboratively with all employees to emphasize their role in enhancing and promoting a non-punitive culture of safety by reporting, tracking, and reduction or elimination of hazards in the workplace. Each employee plays an active role in shaping the safety environment, underscoring the fact that everyone throughout the GGT organization is accountable for the delivery of the highest level of safety performance. The Bus Safety Committee consisting of an equal number of frontline labor and management representatives will work together to prevent workplace injuries, accidents, and other losses by identifying hazards and suggesting mitigation efforts to improve safety.

GGT's commitment is supported by the following safety objectives:

- **Support** the management of safety through the provision of appropriate resources that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety;
- **Integrate** the management of safety as the primary responsibilities of all managers and employees;
- **Clearly define** for all staff, managers, and employees their accountabilities and responsibilities for the delivery of the organization's SMS performance;
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks that are commensurate with their skills; and
- **Establish and measure** our safety performance against realistic and data-driven safety performance indicators and safety performance targets.

Signed by:
Denis Mulligan
57C8250C270F485...

August 28, 2026

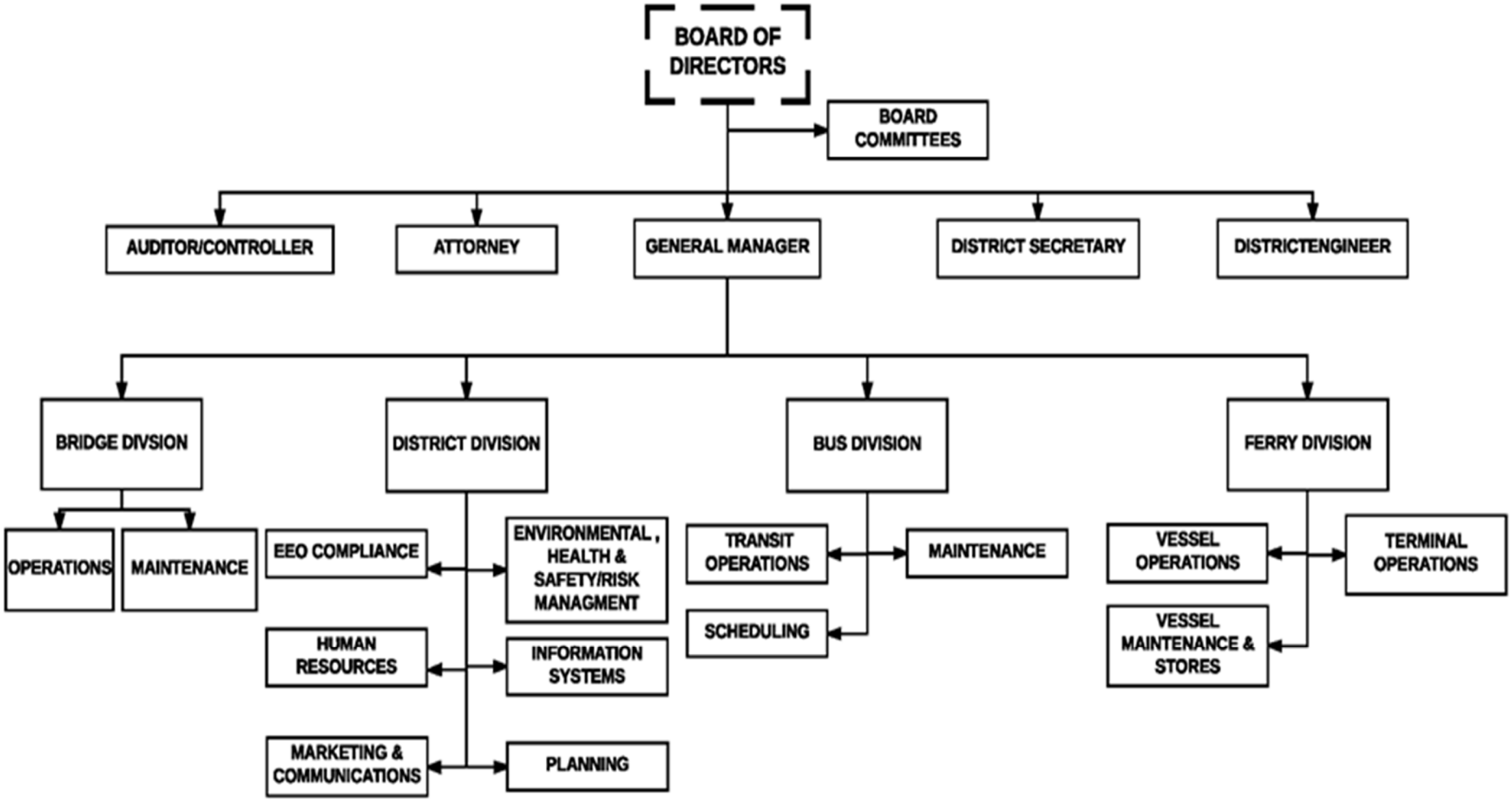
Denis J. Mulligan
GGBHTD, General Manager

Date

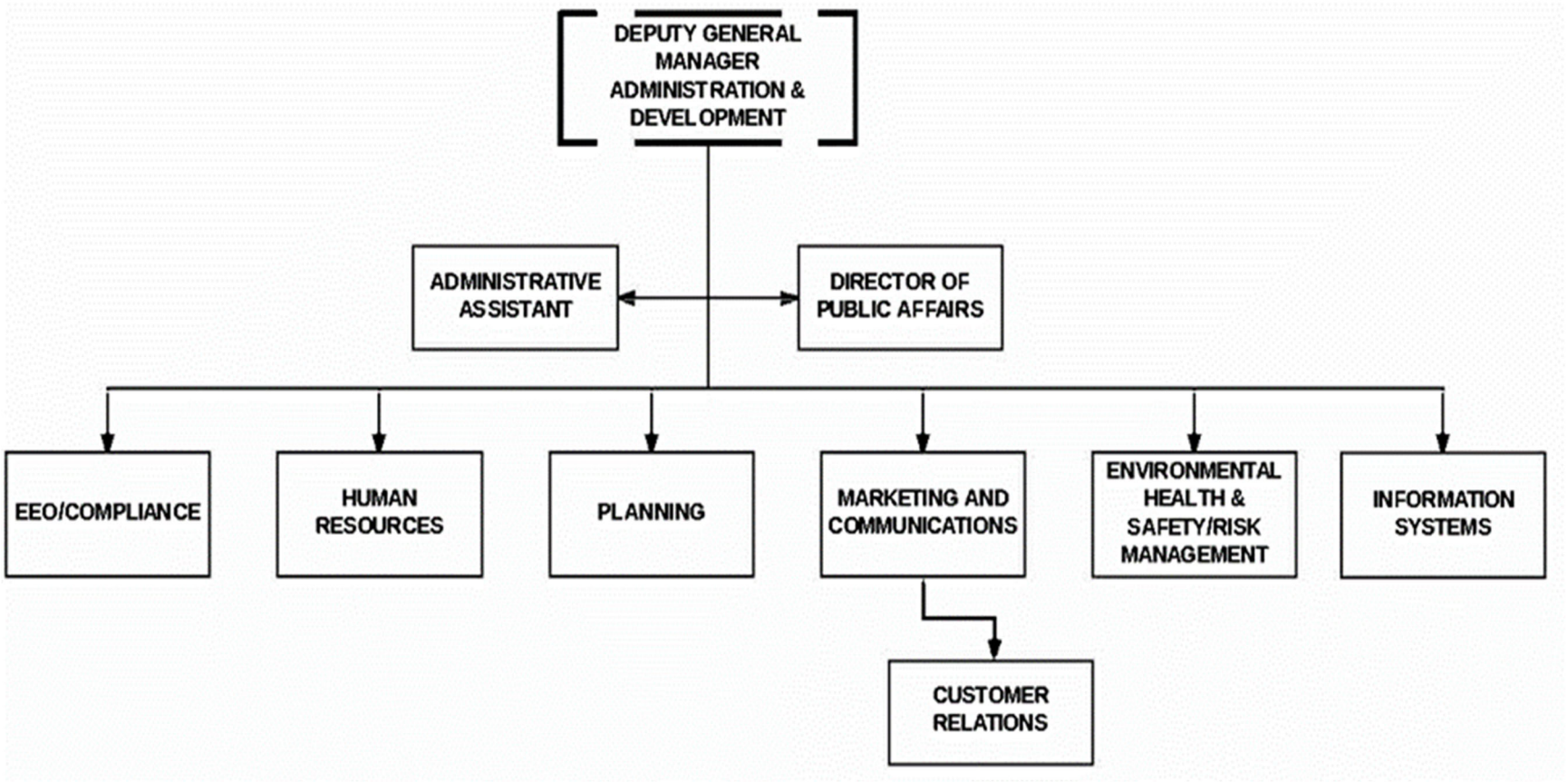
Appendix B:

District and GGT Bus Division Organizational Charts

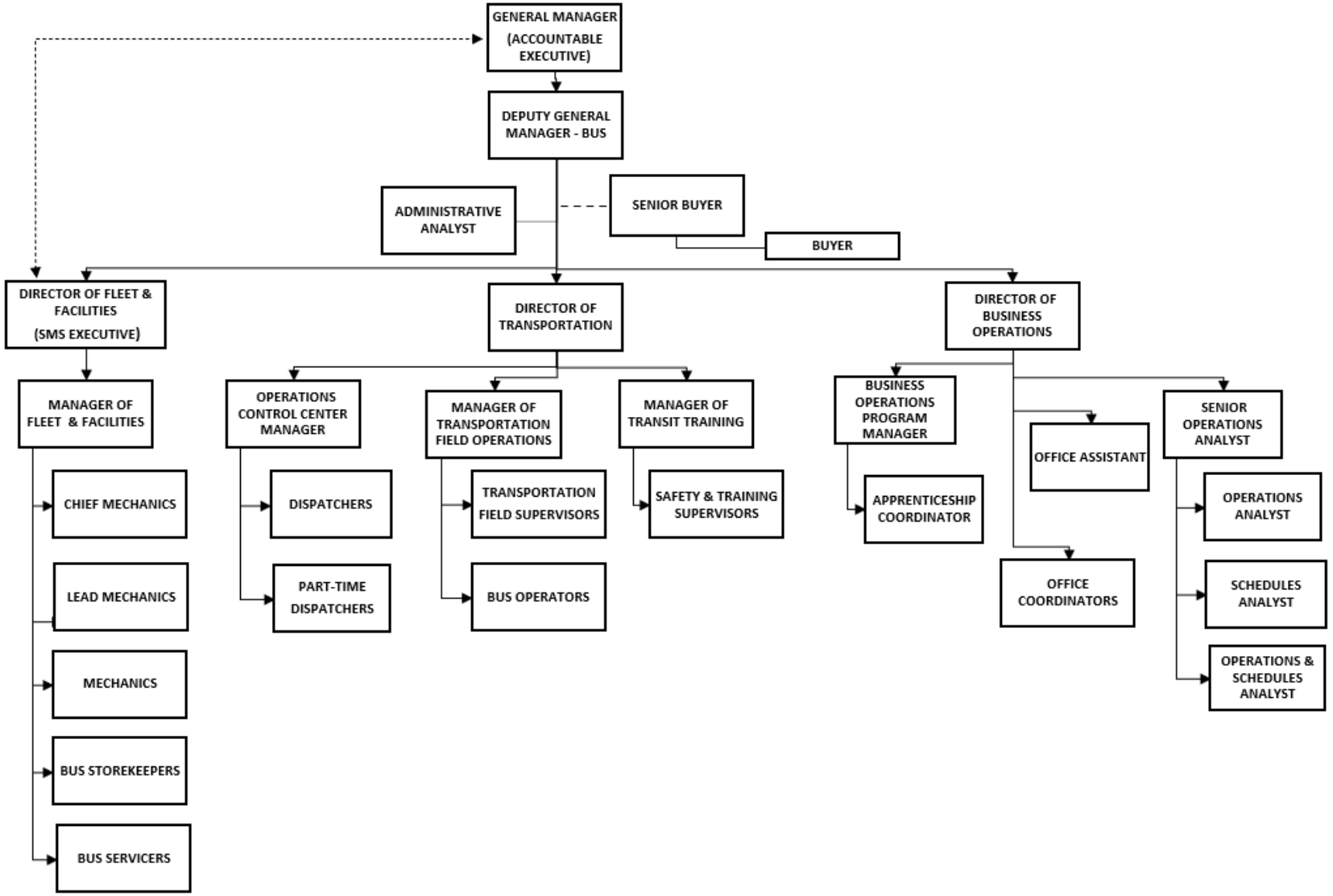
District Organizational Structure



Administration and Development Organizational Structure



GGT Bus Organizational Structure



Appendix C:
GGT Revenue Fleet Vehicles

GGT Revenue Vehicle Fleet

Fleet Numbers	Year	Manufacturer	Length (feet)	Number of Vehicles	
				Active	Contingency
673-689	2020	StarCraft	22	17	0
901-980	2010-2015	MCI	45	57	23
1901-1967	2019	Gillig	40	67	0

Revenue Vehicle Fleet Details

Fleet Numbers	Year	Manufacturer	Length (feet)	Seating Capacity	Wheelchair Capacity	Vehicle Type	Service Type	Retirement Year	QTY
673-689	2020	StarCraft	22	8	3	Cutaway	ADA	2025	17
924-955	2011	MCI	45	57	2	Over-the-road coach	Fixed Route	2026	32
956-980	2015	MCI	45	57	2	Over-the-road coach	Fixed Route	2029	25
1901-1967	2019	Gillig	40	39	2	Hybrid bus	Fixed Route	2031	67

Contingency Vehicle Fleet Details

Fleet Numbers	Year	Manufacturer	Length (feet)	Seating Capacity	Wheelchair Capacity	Vehicle Type	Service Type	Retirement Year	QTY
901-923	2010	MCI	45	57	2	Over the road coach	Contingency		23

Revenue Vehicle Fleet Replacement Plan

Note: Values below do not necessarily correspond with the District's 10-year plan. Plan is under development.

Quantity	Year to Be Placed in Service	Length (feet)	Vehicle Type	Service Type
18	2026	45	Over-the-road coach	Fixed Route
17	2026	22	Cutaway	ADA
25	2029	45	Over-the-road coach	Fixed Route
67	2031	40	Hybrid bus	Fixed Route

Appendix D:
GGT Bus Routes
and
Park-and-Ride Lots Served By GGT

Bus Routes

Route	Category	Description	Service Period		
			Weekday		Weekend
			Peak	Day	
101	Regional	Santa Rosa – San Francisco	X	X	X
114	Commute	Mill Valley – San Francisco	X	-	-
120	Regional	Strawberry – San Francisco	X	X	X
132	Commute	San Anselmo – San Francisco	X	-	-
154	Commute	Novato – San Francisco	X	-	-
172/172X	Commute	Santa Rosa – San Francisco	X	-	-
580/580X	Regional	El Cerrito – San Rafael	X	X	X

Note: as of September 13, 2026

Park-and-Ride Lots Served by Golden Gate Transit

Name	Location	City	Parking Spaces
Spencer	U.S. 101 at Spencer Ave.	Sausalito	47
Manzanita	U.S. 101 at Shoreline Hwy.	Mill Valley	141
Pohono	Shoreline Hwy. at Pohono St.	Mill Valley	75
Seminary	U.S. 101 at Seminary Dr.	Mill Valley	59
Downtown San Rafael	U.S. 101 at 4th St. and Mission Ave.	San Rafael	88
Smith Ranch	U.S. 101 at Smith Ranch Rd.	San Rafael	207
Alameda del Prado	U.S. 101 at Alameda del Prado	Novato	102
Rowland	U.S. 101 at Rowland Blvd.	Novato	239
Petaluma South	U.S. 101 at Petaluma Blvd. S.	Petaluma	87
Petaluma Fairgrounds	E. Washington St. at Fairgrounds Dr.	Petaluma	248
Rohnert Park	U.S. 101 at Rohnert Park Expwy.	Rohnert Park	314
Brookwood	Hwy. 12 at Brookwood Ave.	Santa Rosa	179
Division 3	Industrial Dr. at Piner Rd.	Santa Rosa	216

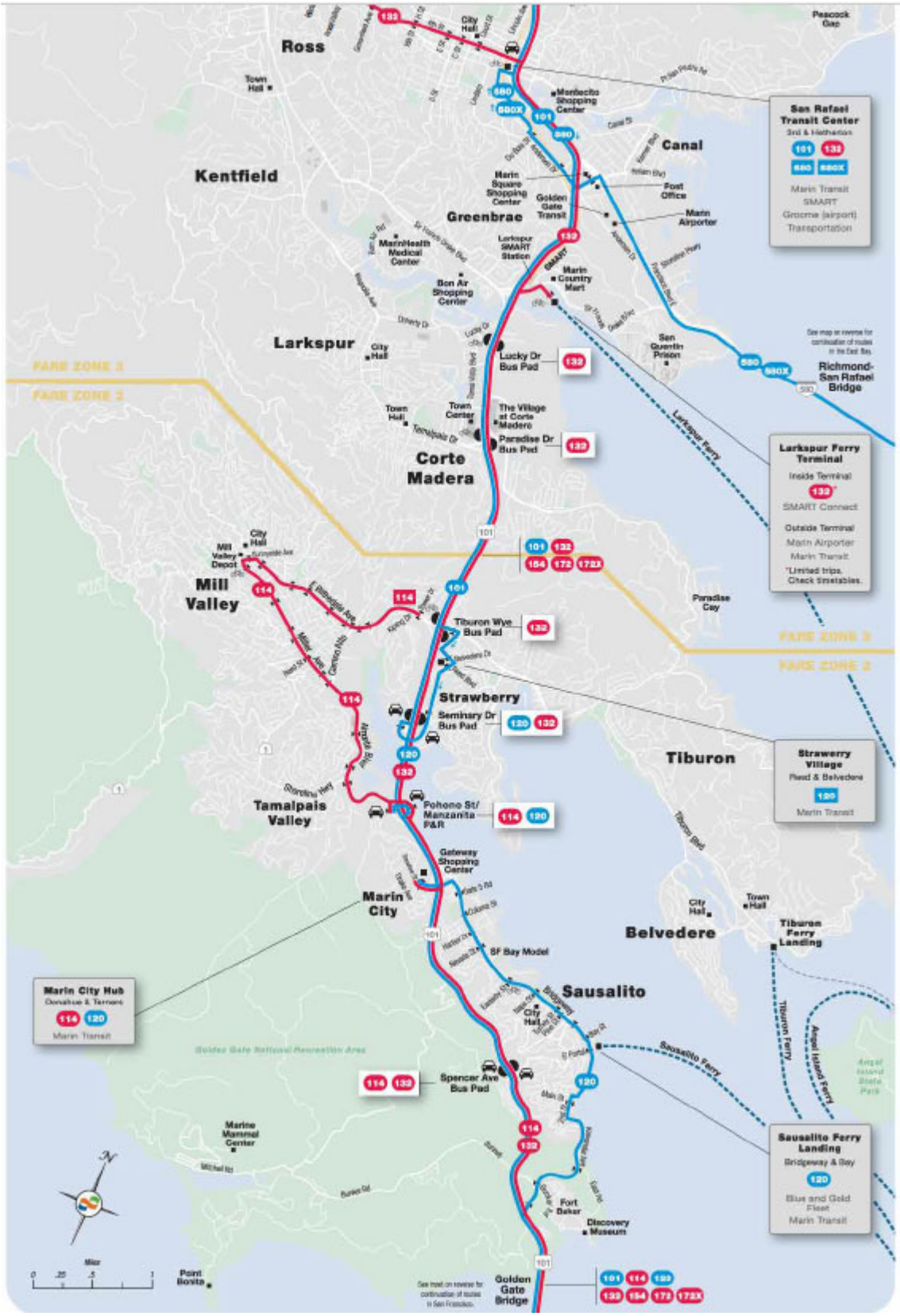
Appendix E:
GGT Service Maps

Service Map 1: (Fare Zones 1 & 2)

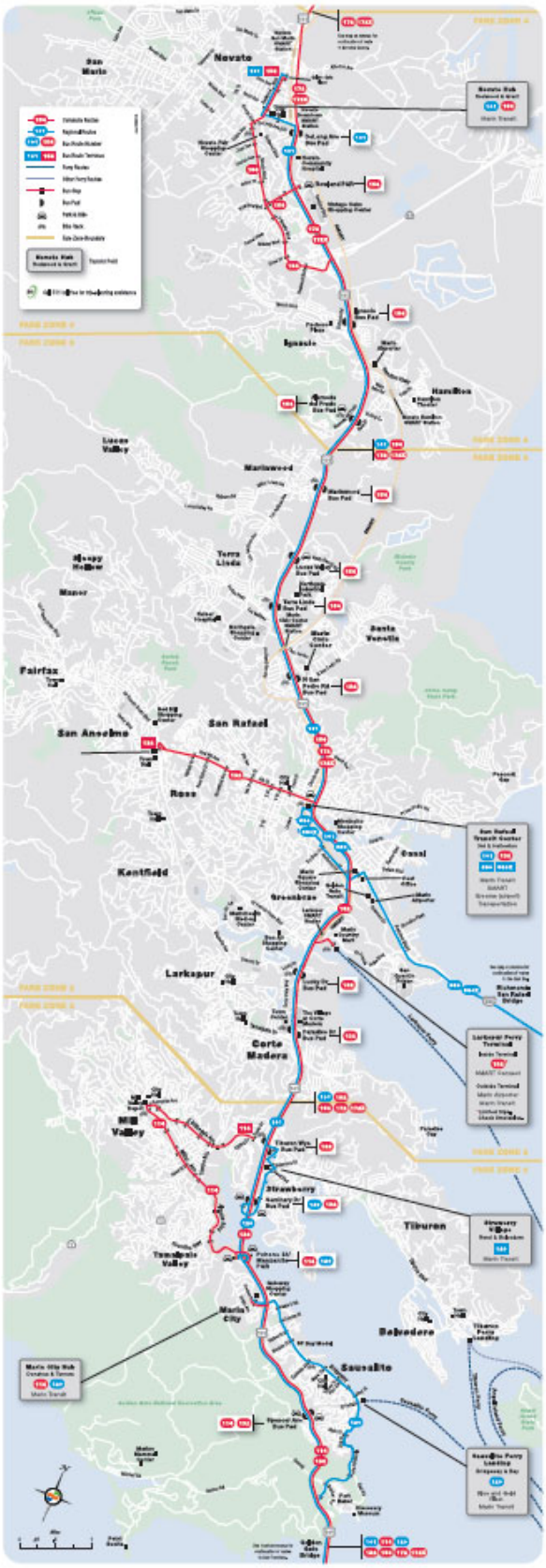




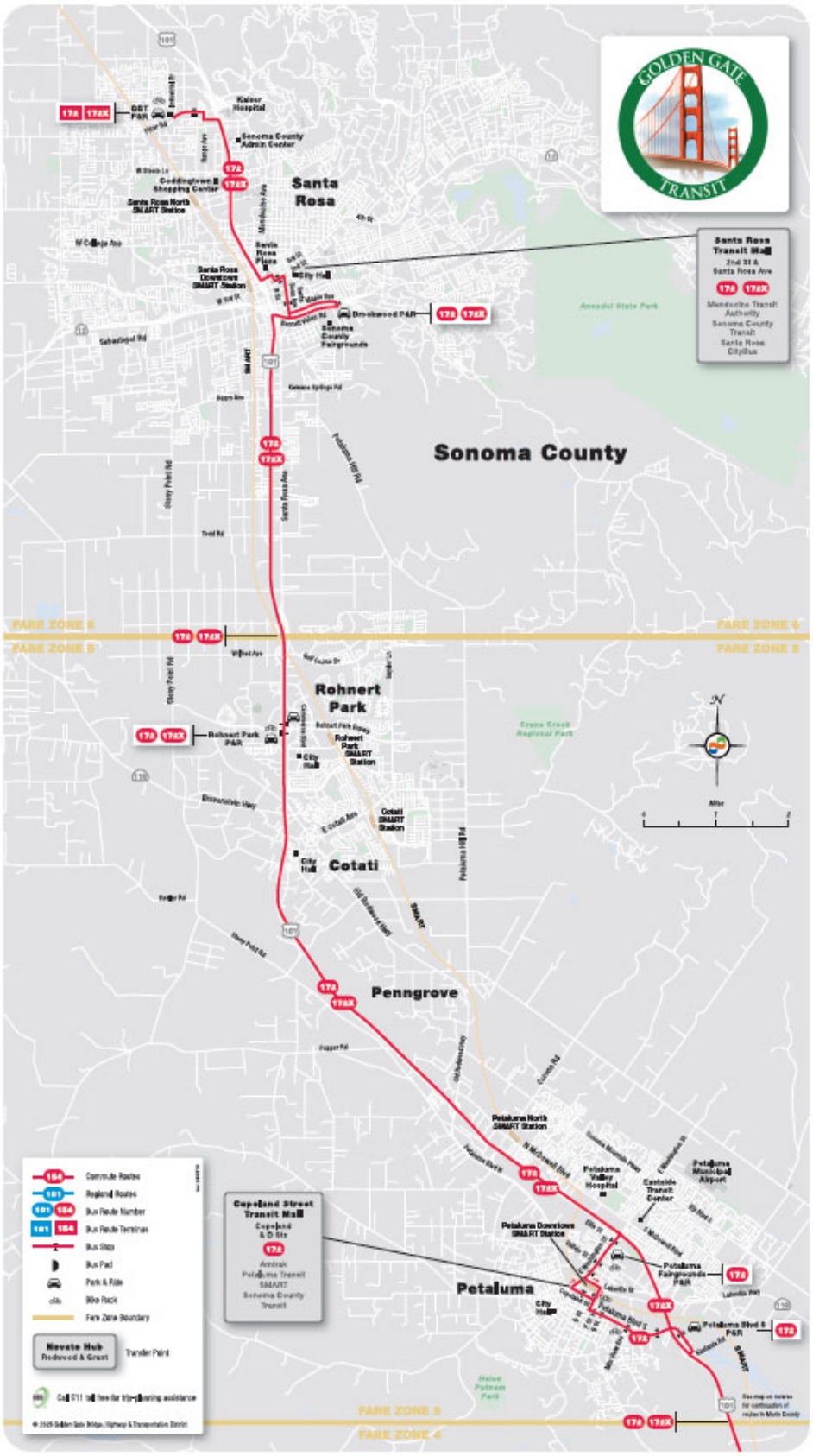
Service Map 2: (Fare Zones 2 & 3)



Service Map 3: (Fare Zones 3 & 4)



Service Map 4: (Fare Zones 5 & 6)



Appendix F:
GGT Facilities List

Name	Location	Occupancy and Use	Purchased or Leased	Year of Construction	Assessor's Number	Property Size (acres)
Bus Division						
San Rafael Transit Center Platforms A, B, and C	850 Tamalpais Avenue, San Rafael, CA 94901	Passenger bus station with fare vending machine and security guard booth.	Owned	1991	011-279-06	Irregular
San Rafael Transit Center Platform D		Passenger bus station with three buildings. Main building includes customer service center, passenger waiting area, and public restrooms. The north end building is a small café, leased to a food vendor. The south end building is an employee break room.	Owned	1987	011-279-01	0.77
Manor Bus Turnaround	Fairfax	Bus turnaround loop, bus stop.	Owned	1989	174-131-31	0.11
Division 1	1011 Andersen Drive, San Rafael, CA 94901	District administration building, bus administration building, training modular building, maintenance building, body shop, heavy duty shop, warehouse, fuel island, bus wash building, bus yard, driver room, onsite medical modular building and dispatch office.	Owned	1971	018-142-57, 018-142-71, 018-142-74, 018-180-53	17.5
Division 2	4 Golden Gate Place, Novato, CA 94945	Bus yard, dispatch office, maintenance building, and storage.	Owned	1974	143-022-01, 143-073-01	6.56
Division 3	3211 and 3225 Industrial Drive, Santa Rosa, CA 95403	Bus yard, maintenance building, passenger waiting area, and passenger parking.	Owned	1972	015-012-007, 015-012-006	10
Division 4	101 Perry Street, San Francisco, CA 94107	Bus yard, emergency bus maintenance shop, and two modular buildings containing driver room and dispatch office.	Land leased from Caltrans; facilities with tenant improvements owned.	2014	N/A	N/A

Appendix G:
Annual Safety Performance Targets and Performance Measures

Mode: Bus	Bus				
Rate Per 100k VRM	Target	3 year avg	FY 2025	FY 2024	FY 2023
Major Events (#)*	2	2	1	3	2
Major Event Rate*	0.10	0.10	0.05	0.15	0.10
Collisions (#)*	1	1	1	2	1
Collision Rate*	0.06	0.06	0.05	0.10	0.05
Pedestrian Collision Rate	0.031	0.032	0.000	0.097	0.000
Vehicular Collision Rate	0.030	0.032	0.046	0.000	0.049
Fatalities (#)	0	0	0	0	0
Fatality Rate	0.00	0.00	0.000	0.000	0.000
Transit Worker Fatality Rate	0.00	0.00	0.000	0.000	0.000
Injuries (#)*	3	3	2	3	5
Injury Rate*	0.16	0.16	0.09	0.15	0.24
Transit Worker Injury Rate	0.014	0.015	0.046	0.000	0.000
Assaults on Transit Workers (#)*	3	5	7	4	3
Rate of Assaults on Transit Workers*	0.15	0.22	0.32	0.19	0.15
System Reliability (Miles)	121,002	115,240	94,974	136,862	113,883

Mode: Paratransit	Paratransit				
Rate Per 100k VRM	Target	3 year avg	FY 2025	FY 2024	FY 2023
Major Events (#)*	0	0	0	1	0
Major Event Rate*	0.00	0.21	0.00	0.63	0.00
Collisions (#)*	1	0	0	1	0
Collision Rate*	0.64	0.21	0.00	0.63	0.00
Pedestrian Collision Rate	0.00	0.21	0.00	0.63	0.00
Vehicular Collision Rate	0.64	0.00	0.00	0.00	0.00
Fatalities (#)	0	0	0	0	0
Fatality Rate	0.00	0.00	0.00	0.00	0.00
Transit Worker Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries (#)*	1	1	0	3	0
Injury Rate*	0.64	0.63	0.00	1.90	0.00
Transit Worker Injury Rate	0.00	0.00	0.00	0.00	0.00
Assaults on Transit Workers (#)*	0	0	0	0	0
Rate of Assaults on Transit Workers*	0.00	0.00	0.00	0.00	0.00
System Reliability (Miles)	15,000	30,929	39,255	22,603	0

* SRRP

System Revenue Miles

Mode	FY 2025	FY 2024	FY 2023
Bus	2,184,397	2,052,929	2,049,895
Paratransit	157,021	158,222	167,065

Revenue miles used to determine rates, i.e., incidents / 100,000 miles

Appendix H:
Safety Responsibilities Matrix

Safety Responsibilities-By Position/Title	
Position/Title	**Safety Responsibilities** (Areas refer to departmental/ divisional responsibilities. **Bold** text is ultimate responsibility)
General Manager	• **All system-wide** • **Accountable Executive** • **Implementation of SMS** • **Safety Performance** • **Implementation of Safety Risk Mitigations for Safety Risk Reduction Program** • **Consideration of Safety Risk Mitigations Recommended by Safety Committee**
Deputy General Managers-Bus Division and Administration & Development	• **Resource Allocation and Organizational Support Responsibility**
SMS Executive/Chief Safety Officer (Director of Fleet & Facilities)	• **Overall Day-to-Day SMS Implementation Responsibility** • Hazard Identification and Management • Accident and Incident Investigation • Risk Mitigation and Verification of Effectiveness • Data Acquisition and Analysis • Rules and Procedures/Compliance • Facilities and Equipment Safety • Qualification and Training Qualification • Employee and Contractor Safety • **ASP Annual Update**
Director of Transportation	• **Hazard Identification and Management (Opns)** • Accident and Incident Investigation • Risk Mitigation and Verification of Effectiveness • Data Acquisition and Analysis • Rules and Procedures/Compliance • **Qualification and Training (Opns)** • **Employee and Contractor Safety (Opns)**
Operations Control Center Manager	• Hazard Identification and Management • **Accident and Incident Investigation** • Risk Mitigation and Verification of Effectiveness • Data Acquisition and Analysis • **Rules and Procedures/Compliance** • **Qualification and Training Qualification (Dispatch)** • **Employee and Contractor Safety (Dispatch)**

Manager of Transportation Field Operations	• **Accident and Incident Investigation** • Risk Mitigation and Verification of Effectiveness • **Rules and Procedures/Compliance** • **Qualification and Training (Transportation Field Supervisors, Bus Operators)** • **Employee and Contractor Safety (Transportation Field Supervisors, Bus Operators)**
Manager of Transit Training	• Accident and Incident Investigation • Data Acquisition and Analysis • **Rules and Procedures/Compliance** • **Facilities and Equipment Safety** • **Qualification and Training (Bus Operators)** • **Employee Safety (Transit Training)**
Director of Fleet & Facilities	• **Hazard Identification and Management** • Risk Mitigation and Verification of Effectiveness • Rules and Procedures/Compliance • Facilities and Equipment Safety • **Qualification and Training** • **Employee Safety**
Manager of Fleet & Facilities	• **Hazard Identification and Management** • Risk Mitigation and Verification of Effectiveness • Rules and Procedures/Compliance • **Facilities and Equipment Safety** • **Employee Safety**
Director of Business Operations	• Risk Mitigation and Verification of Effectiveness • **Employee Safety (Schedulers)** • **Qualification and Training (Schedulers)**
EHS Specialist (In Risk Management)	• **Data Acquisition and Analysis** • **Safety Risk Log** • **Risk Mitigation and Verification of Effectiveness**
Safety Risk Assessment Committee	• **Hazard Evaluation** • **Determining Risk Rating** • **Determining Risk Mitigation Measures** • **Tracking Mitigation Resolution and Effectiveness**
Safety Committee	• **Hazard Evaluation** • **Determining Risk Mitigation Measures** • **Tracking Mitigation Resolution and Effectiveness**
Chief Financial Officer	• **Procurement** • **Data Acquisition and Analysis** • **Security of Revenue**

	• Employee Safety
Director of Public Affairs	• **Crisis Communication** • **Public and Internal Communications** • Operation Safe Place • Risk Mitigation and Verification of Effectiveness
Human Resources Manager	• **Hiring and employee qualifications** • **Drug and Alcohol Program** • **Blood Exposure Control Plan** • **Oversight and management of all District Level agency policies**