1. Remote Participation And Viewing

   Public Comments can be made in two ways:

   1. In person during the appropriate point(s) of the meeting
   2. VIA THE MYCIVIC APP up to 2pm the day of the meeting.

   Public Meetings are livestreamed and recordings are archived on the CITY OF CLEMSON YOUTUBE PAGE.

2. Agenda

   Documents:

   2025_05_05AGENDA.PDF

3. Public Hearing Information

   Documents:

   2025_05_05PH.PDF

4. Regular Meeting Materials

   Documents:

   2025_04_21MINUTES.PDF
   2025_05_05QRV.PDF
   2025_05_05ROSS.PDF
   2025_05_05ARTS.PDF
   2025_05_05PROCLAMATIONS.PDF
   2025_05_05EASEMENT.PDF
   2025_05_05OCCUPANT.PDF
   2025_05_05TRANSIT.PDF
   2025_05_05TRUCKS.PDF
   2025_05_05DEBRIS.PDF

CITY OF
Clemson
SOUTH CAROLINA

Agenda, Clemson City Council
May 5th, 2025
Council Chamber, Clemson City Hall

5:30 p.m. Public Hearing: 2024-R-04 Proposed Text Amendment (Bonding Commercial in Mixed-Use)
Call To Order: Regular Council Meeting
Invocation and Pledge of Allegiance: Council Member Sherrill
Proclamations: Peace Officers Memorial Day and Clemson Police Week, Professional Municipal Clerks Week
Public Session: (3-minute limit per speaker)
Approval of Minutes: April 21st, 2025
Reports/Discussion

- **a.** Receive a report on the Quick Response Vehicle's first month of operations. - City Administrator Andy Blondeau
- **b.** Receive a report from Daniel High School Student and Police Advisory Board member Ava Ross regarding her study on the cognitive dissonance between political views and personal values. - City Administrator Andy Blondeau
- **c.** Receive a report on the City of Clemson Arts Center Artist Grants. - Arts Center Director Joan Rossini
- **d.** Discuss proposed proclamation guidelines. - City Administrator Andy Blondeau
- **e.** Discuss amending the existing easement with the USACE for upgrades to Pump Station 7 and the associated sewer trunk line. – Utilities Director Benjie McGill
- **f.** Staff Reports

Policy Action ***(2-minute limit per speaker)***

- **a.** Consider 1st reading of a proposed ordinance change to match the definition of "Occupant" in Section 13-55 of our Rental Housing Regulations to the definition found in section 19-107 of the City's Zoning Code. - Zoning and Codes Administrator Jacob Peabody

Other Policy Items

- **a.** Consider authorizing the City Administrator to take the necessary action to surplus two (2) recycling trucks. – Procurement Coordinator Brandon Burton
- **b.** Consider approving an amendment to the CATbus Agency Safety Plan to include FTA required updates. - Transit Administrator Brian Fisher
- **c.** Consider authorizing the City Administrator to enter into a contract with SR Mulch for removal of debris from Hurricane Helene. – Procurement Coordinator Brandon Burton

Mayor-Council reports/comments/new business
Adjourn

Public Comment Period

I. Presiding Officer:

- The Mayor Pro Tempore shall preside over the public comment period.
- The Presiding Officer may address comments at the end of each comment.
- Responses to public comments provided after the meeting may be publicly posted.

II. Speaker Sign-Up and Time Limits:

- Sign-up:
  - Persons wishing to speak must sign in with the City Clerk.
  - Sign-up begins 30 minutes prior to the meeting.
  - Sign-in must include: Full name, Address, Subject matter, Purpose for speaking.
- Time Limits:
  - Total public comment period: 30 minutes.
  - Individual speaker time: 3 minutes.
  - One 3-minute extension may be granted by City Council.
  - If the topic to be discussed is on the Agenda, the speaker will be recognized during the discussion of that agenda item. Agenda Item Comments: 2 minutes per speaker. One 2-minute extension may be granted by City Council.
- Carry-Over:
  - If time expires before all sign-ups are heard, remaining names carry over to the next meeting.
  - The Presiding Officer may extend the public comment period.

III. Speaker Recognition and Conduct:

- Recognition:
  - Speakers will be recognized in the order they signed up.
  - After all sign-ups are heard, and if time allows, those not on the list may be recognized.
- Rules:
  - Comments must be directed to the City Council as a body.
  - Comments must be limited to issues within the City Council's jurisdiction.
  - Speakers are asked to be mindful of repeating points that have already been addressed to make sure everyone has an opportunity to speak.
  - Speakers may not speak on behalf of others.
  - Speakers may not donate, transfer, yield, or give their speaking time to others.

IV. MyCivic Comments:

- MyCivic comments must be submitted by 2:00 PM on the day of the meeting.
- MyCivic comments are reserved for those not present at the meeting.

City of Clemson
Agenda Item Request Form

Requested By: Jacob Peabody

Date Submitted: 03/31/2025

Council Meeting Date: 05/05/2025

Type of Request: (check only one)

- [x] Report/Discussion
- [ ] Policy/Action
- [ ] Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Public Hearing on 2024-R-04 Proposed Text Amendment (Bonding Commercial in Mixed-Use)

Agenda Item Detail: (expand as necessary for clarification)

Following concerns from the Council and citizens regarding vacant commercial spaces in mixed-use buildings, the Planning Commission tasked city staff with drafting an ordinance to incentivize filling the vacant space.

Please find attached the proposed ordinance, which allocates funds for the build out of commercial spaces. This initiative aims to support small businesses, benefit our citizens, incentivise developers, and enhance our City by fostering a vibrant downtown area.

One of the primary concerns often noted by members of the public regarding the development of mixed-use projects is the inability of developers to quickly fill the new commercial space they bring. Although the reasons for this delay vary, one common cause is often related to the developer's hesitancy to spend the money needed to complete a commercial space until a particular tenant is identified and their specific needs established. And, as most of the newer projects in the City have been able to operate profitably on the residential component alone, there is sometimes little incentive to aggressively pursue commercial tenants. Instead, commercial suites are left in an incomplete 'shell' condition for future upfit, the cost of which, at least a significant portion of it, is passed onto the tenant, thereby increasing the cost of move-in beyond what many businesses can afford.

In an effort to both create more move-in ready commercial space, and to incentivize developers of future mixed-use projects in the City to be more pro-active in seeking tenants, this proposed Code amendment would create a new conditional use standard in the C, CM, CP-2, and CP-3 Districts requiring a bond with a 2-year expiration date equal to 150% of the estimated cost of the build-out of all commercial space left unfinished at the time a certificate of occupancy is issued for the residential portion. As space is completed for viable tenants, the bond, or a proportionate amount of it, will be released. In the event there is still unfinished commercial space left after two years, the City may call the bond two weeks prior to its expiration.

Note: As drafted, this proposed amendment adds the same verbiage in three sections.

PROPOSED AMENDMENT

CODE OF ORDINANCES
CHAPTER 19 ZONING
ARTICLE IV. NON-RESIDENTIAL DISTRICTS AND DISTRICT REGULATIONS

Sec. 19-405. Standards for conditional use and special exceptions for non-residential districts.

A. RESIDENTIAL USES

1. Residential Developments, Various

a. Mixed-use Structures

1. Conditional Use Standards *[C District Only]*

j. A bond in an amount equal to 150% of the estimated cost for building out the commercial space (based on the current average cost for commercial construction in the area as determined by the City) shall be posted at the time of the issuance of the first Certificate of Occupancy issued for any portion of the residential

component of the mixed-use structure. The bond, which shall have a 2-year expiration date, may be either a cash or surety bond, and shall be released upon completion of the upfit of the commercial space. In the event the commercial space upfit is completed by units or phases, the bond amount may be proportionately reduced based on square footage as the space is occupied by a viable commercial entity possessing a business license issued by the City. The City shall reserve the right to call the bond for any uncompleted commercial space two weeks prior to the expiration of the bond.

1. Conditional Use Standards *[CM District Only]*

   j. A bond in an amount equal to 150% of the estimated cost for building out the commercial space (based on the current average cost for commercial construction in the area as determined by the City) shall be posted at the time of the issuance of the first Certificate of Occupancy issued for any portion of the residential component of the mixed-use structure. The bond, which shall have a 2-year expiration date, may be either a cash or surety bond, and shall be released upon completion of the upfit of the commercial space. In the event the commercial space upfit is completed by units or phases, the bond amount may be proportionately reduced based on square footage as the space is occupied by a viable commercial entity possessing a business license issued by the City. The City shall reserve the right to call the bond for any uncompleted commercial space two weeks prior to the expiration of the bond.

2. Conditional Use Standards *[CP-2 & CP-3 Districts Only]*

   e. A bond in an amount equal to 150% of the estimated cost for building out the commercial space (based on the current average cost for commercial construction in the area as determined by the City) shall be posted at the time of the issuance of the first Certificate of Occupancy issued for any portion of the residential component of the mixed-use structure. The bond, which shall have a 2-year expiration date, may be either a cash or surety bond, and shall be released upon completion of the upfit of the commercial space. In the event the commercial space upfit is completed by units or phases, the bond amount may be proportionately reduced based on square footage as the space is occupied by a viable commercial entity possessing a business license issued by the City. The City shall reserve the right to call the bond for any uncompleted commercial space two weeks prior to the expiration of the bond.

Regular Council Meeting
April 21st, 2025
Council Chamber – Clemson City Hall

Call to Order: Mayor Robert Halfacre at 6:30 p.m.

Invocation and Pledge of Allegiance: Council Member Evans

Members present: Mayor Halfacre presiding, Council Members Boatwright, Fulmer, Evans, Jones, and Sherrill.

Absent: Council Member Smith

Notification emailed: April 17th, 2025 to the *Greenville News*, the *Journal*, the *Independent Mail*, the *Post and Courier*, the *Pickens Sentinel*, the *Easley Progress*; WSNW Radio, WYFF, WSPA, and Fox Carolina.

Oath of Office: Lt. Davis, and Ofc. Moore.

Public Session: Mayor Pro Tem Boatwright presiding. There were no public comments.

Approval of Minutes: Minutes from the April 7th, 2025 Regular Council Meeting were approved as presented.

Reports/Discussion

Receive a report from Robbin Gilbert of the Miss Clemson Pageant Board of Directors. – Dell Maddox presented for Robbin and thanked City Council for their support of the event. The pageant was started in 2015 and has had 6 combined overall wins at the state level. He introduced Miss Clemson Lillian Lindler and Miss Clemson Teen Madison McKinney.

Discuss updating the CATbus Agency Safety Plan to include FTA required updates. - Transit Administrator Brian Fisher presented that additions to the safety plan include an infectious disease plan and minor updates to some language. He also suggested adding the ability to have City Administration approve the safety plan instead of Council moving forward.

Discuss selecting a date for CCRC joint budget work session with the Town of Central (May 12, 19, or 26) at 5:30pm. – City Administrator Andy Blondeau presented the various dates to Council, and May 12th at 5:30pm was selected.

Discuss a proposed ordinance change to match the definition of "Occupant" in Section 13-55 of our Rental Housing Regulations to the definition found in section 19-107 of the City's Zoning Code. – Planning and Development Director Nathan Woods explained that this change makes the code consistent throughout. This correction was presented now due to the upcoming rental renewal season.

Discuss requesting the Parks, Recreation, Arts, Culture and Tourism Committee to study the feasibility of allowing Town of Pendleton residents to be considered in town participants. – Council Member Jones presented that he had a discussion with the Pendleton Town Administrator regarding recreation. The Town

of Pendleton currently gives money to an outside association to run the recreation program instead of running their own. Last year the Town of Pendleton gave $46,000 to the association. City of Clemson Parks and Recreation Director Jay Bennett presented that over 600 kids participate in Pendleton's recreation programs. Pendleton residents are currently allowed to participate with the City of Clemson recreation programs at the out-of-town rate. Various concerns raised included space availability, funding, and logistics. The recommendation from City Council was to send this item for the PRACT committee to review.

Staff Reports: City Administrator Andy Blondeau: The PCMA meeting is tomorrow at 6:45 pm at Central Town Hall. MASC Training is this Thursday at noon in Council Chambers. The Clemson Free Clinic 20th anniversary drop in celebration is also this Thursday from 4pm to 7pm.

Policy Action

Consider 2nd Reading of an amendment to Chapter 2-44 (c) regarding public comments at meetings. – Council Member Boatwright presented about the public comment period noting the amended language to add the current two-minute extension option. Council Member Boatwright made a motion, seconded by Council Member Fulmer, to approve the amended 2nd reading of an amendment to Chapter 2-44 (c) regarding public comments at meetings. Vote on this motion was unanimous.

Consider 2nd Reading of proposed map amendment (rezoning) RZNE-000406-2025 Hwy 93 Parcels. – Planning and Development Director Nathan Woods presented there were no changes since the last meeting. Council Member Fulmer made a motion, seconded by Council Member Boatwright, to approve 2nd reading of a proposed map amendment (rezoning) RZNE-000406-2025 Hwy 93 Parcels. Vote on this motion was unanimous.

Other Policy Action

Consider the addition of the Lawrence Road (ONE Clemson) property to the Parks Master Plan. – Parks and Recreation Director Jay Bennett presented that there were no changes since the last meeting. Council Member Boatwright made a motion, seconded by Council Member Fulmer, to approve the addition of the Lawrence Road (ONE Clemson) property to the Parks Master Plan. Vote on this motion was unanimous.

Consider awarding the conceptual design and construction documents contract for the Abernathy Park Redevelopment project to MKSK, Inc. in the amount of $236,100.00 for conceptual design and a flat fee of 8% the estimated project construction cost for construction documents. – City Engineer Nathan Hinkle presented this is the final contract with an estimated completion window of 6 to 9 months. There will be multiple opportunities for public comment on the proposal for the park. Council Member Fulmer made a motion,

seconded by Council Member Evans, to approve awarding the conceptual design and construction documents contract for the Abernathy Park Redevelopment project to MKSK, Inc. in the amount of $236,100.00 for conceptual design and a flat fee of 8% the estimated project construction cost for construction documents. Vote on this motion was unanimous

Consider awarding the base bid and all five (5) bid alternates of the 2025 road resurfacing project to Kings Asphalt Inc. for $1,583,281.00. – City Engineer Nathan Hinkle explained the history of the paving program. All of the proposed project roads except Chapman Hill Road have had water or sewer work done before paving. Once approved, the plan is to place the paving schedule on the city website. Council Member Boatwright made a motion, seconded by Council Member Fulmer, to approve awarding the base bid and all five (5) bid alternates of the 2025 road resurfacing project to Kings Asphalt Inc. for $1,583,281.00. Vote on this motion was unanimous.

Consider awarding the Abel Road/Curtis Circle Sidewalk Improvement project to Trae's Clearing & Grading for $864,998.00, with a contingency not to exceed $80,000.00. – City Engineer Nathan Hinkle presented this project has been in the works since 2023. It includes a community development block grant to help offset the costs. Two community meetings have been held already, and another one is planned for next week. The projected start date is early May. Council Member Fulmer made a motion, seconded by Council Member Evans, to approve awarding the Abel Road/Curtis Circle Sidewalk Improvement project to Trae's Clearing & Grading for $864,998.00, with a contingency not to exceed $80,000.00. Vote on this motion was unanimous.

Consider awarding a contract for the development of an Engineering Design Manual to Weston & Sampson in the amount of $86,900.00. - City Engineer Nathan Hinkle explained that City staff is ready for the six months of in-depth work this will require. Council Member Boatwright made a motion, seconded by Council Member Fulmer, to approve awarding a contract for the development of an Engineering Design Manual to Weston & Sampson in the amount of $86,900.00. Vote on this motion was unanimous.

Consider approving a contract for the Downtown environmental monitoring contract to Rogers & Callcot (now Alliance Technical Group) for $117,000.00. - City Engineer Nathan Hinkle presented that the City has been working on this project for three years. This is being done as a recommendation from state regulators. The cost for this work was already budgeted in the construction of the downtown building. Council Member Boatwright made a motion, seconded by Council Member Fulmer, to approve a contract for the Downtown environmental monitoring contract to Rogers & Callcot (now Alliance Technical Group) for $117,000.00. Vote on this motion was unanimous.

Mayor-Council reports/comments/new business

Mayor Halfacre: Gave a rowing season update noting 1,131 athletes and 100 coaches across 26 teams with their economic impact. Also thanked Alli for the QR codes for the project maps. We have been recently recognized in several top city lists. The Savannah Bananas game is this weekend. Pickens County Council awarded $147,000 to Clemson City Recreation at their meeting tonight.

Council Member Evans: Shout out to the Virginia Beach High School Fighting Falcon players that visited on spring break.

Council Member Fulmer: Encouraged everyone to sign up for the various JCUAB boards.

Executive Session

Council Member Fulmer made a motion, seconded by Council Member Boatwright, to enter into Executive Session to consider appointments to the Police Advisory Board; SC Code Section 30-4-70 (a)(1)

After discussion, motion was made, duly seconded, and unanimously voted to exit Executive Session and return to open session.

Following executive session,

Council Member Boatwright made a motion, seconded by Council Member Fulmer, to appoint Caroline Beatty to the Police Advisory Board Clemson University student position for a one-year term. Vote on this motion was unanimous.

Council Member Sherrill made a motion, seconded by Council Member Fulmer, to appoint Ava Ross to the Police Advisory Board high school student position for a one-year term. Vote on this motion was unanimous.

There being no further business, a motion was made, duly seconded, and unanimously approved to adjourn the meeting at 7:52 p.m.

Respectfully submitted,

_____

Jeremiah Jackson, MBL

Approved

By: _____

G. Robert Halfacre, Mayor

City of Clemson
Agenda Item Request Form

Requested By: Andy Blondeau

Date Submitted: 04/29/2025

Council Meeting Date: 05/05/2025

Type of Request: (check only one)

- [x] Report/Discussion
- [ ] Policy/Action
- [ ] Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Receive a report on the Quick Response Vehicles first month of operations.

Agenda Item Detail: (expand as necessary for clarification)

Jim Thackston will be in attendance to brief Council on the responsiveness and call volume of the new Quick Response Vehicle. Last year, City Council amended the Fire Contract with Clemson University to include a Quick Response, Sport Utility Vehicle to supplement ambulance service in the City of Clemson to make sure all calls are responded to within 10 minutes or less.

City of Clemson
Agenda Item Request Form

Requested By: Andy Blondeau

Date Submitted: 04/28/2025

Council Meeting Date: 05/5/2025

Type of Request: (check only one)

- [x] Report/Discussion
- [ ] Policy/Action
- [ ] Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Receive a report from Daniel High School Student and Police Advisory Board member Ava Ross regarding her study on the cognitive dissonance between political views and personal values.

Agenda Item Detail: (expand as necessary for clarification)

CITY OF CLEMSON
AGENDA ITEM REQUEST FORM

Requested By: Joan Rossini

Date Submitted: 4/29/25

Council Meeting Date: 5/5/25

Type of Request: (check only one)

- [x] Report/Discussion
- [ ] Policy/Action
- [ ] Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

THE CITY OF CLEMSON ARTS CENTER ARTIST GRANTS

Agenda Item Detail: (expand as necessary for clarification)

The City of Clemson Arts Center granted four artists $500. One of the responsibilities of each artist is to report to the City Council what they spent the money on.
The two fall grant recipients are Hope Maier and Evelyn Beck.

City of Clemson
Agenda Item Request Form

Requested By: Andy Blondeau

Date Submitted: 4/29/25

Council Meeting Date: 5/5/25

Type of Request: (check only one)

- [x] Report/Discussion
- [ ] Policy/Action
- [ ] Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Discuss proposed proclamation guidelines.

Agenda Item Detail: (expand as necessary for clarification)

Policy and Procedures for Requesting Recognition by Mayor and/or City Council

The City of Clemson seeks to adopt a policy to outline guidelines and procedures for the scheduling and management of proclamations and recognitions by the Mayor and City Council. This policy applies to any person, employee, or organization requesting the recognition.

The City of Clemson may issue proclamations to recognize or increase awareness of an event, group, team, issue, or achievement within the City of Clemson or for matters of local, regional, or national concern. For the recognition of individual excellence and accomplishment, the City of Clemson may present a certificate of achievement.

Eligibility Requirements for Proclamations:

1. Must have local significance
2. Must fit the mission and vision of the City
3. Must reflect council policy and objectives
4. Must be requested by a qualified individual, and the recipient or representative must be in attendance at the presentation of the proclamation or certificate.

General Guidelines

1. **All requests must be made in writing to the City of Clemson.** Applications will not be accepted more than three months and less than 30 days before the proposed date of recognition. The requestor must draft and provide the language for the proclamation. The request form will walk the requestor through the required information. Any draft language is subject to edits and revisions by the City without notice.
    a. **External Requests:** must be accompanied by the Recognition Request Form
    b. **Internal Requests:** must be accompanied by the Project Request Form
2. **Anyone requesting a Proclamation for an annual event must provide a new request form along with all required information each year.**
    a. Proclamations are not automatically renewed and will be evaluated on a case-by-case basis and with regard to already scheduled or presented proclamations.
    b. In some cases, a proclamation may be presented at a separate event, but this will need to be coordinated with the requesting entity and the Mayor and Council by the Administration Staff
3. **The Mayor, City Council, and Administration staff will make the final decision on whether a Proclamation or Certificate will be issued.**
4. **Proclamations will NOT be issued for:**
    a. Campaigns or events contrary to City of Clemson's policies, mission, vision, or values.
    b. An advertisement, endorsement, or commercial promotion.
    c. Ideological, political or religious beliefs.
    d. Similar subject matters (for example, "Month of the Young Child" and "Child Abuse Prevention Month") or for the same organization. It is preferred that these be consolidated.
5. **Once the request has been received, you will be notified if your request has been approved and if more information is needed.** If your request is approved, the administration office will send a draft of the proclamation or certificate and ask the requestor for approval before it is finalized. The administration office will also coordinate scheduling.

City of Clemson
Agenda Item Request Form

Requested By: Benjie McGill

Date Submitted: 04/30/2025

Council Meeting Date: 05/05/2025

Type of Request: (check only one)

- [x] Report/Discussion
- [ ] Policy/Action
- [ ] Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Discuss amending the existing easement with the USACE for upgrades to Pump Station 7 and the associated sewer trunk line.

Agenda Item Detail: (expand as necessary for clarification)

The upgrades to pump station 7 and the trunk line that runs through USACE property requires an amendment to the existing USACE utility easement.

City of Clemson
Agenda Item Request Form

Requested By: Jacob Peabody

Date Submitted: 04/14/2025

Council Meeting Date: 05/05/2025

Type of Request: (check only one)

- ☐ Report/Discussion
- ■ Policy/Action
- ☐ Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Consider first reading of a proposed ordinance change to match the definition of "Occupant" in Section 13-55 of our Rental Housing Regulations to the definition found in section 19-107 of the City's Zoning Code.

Agenda Item Detail: (expand as necessary for clarification)

This proposal is to adopt the definition of "Occupant" found in section 19-107 of the Zoning Ordinance to the Rental Housing Ordinance.

Section 19-107 of the Zoning Ordinance Reads:

Occupant means a natural family or an individual unrelated by blood to a second degree of consanguinity, marriage, adoption, or guardianship to any other occupant of the dwelling unit. A natural family shall be counted as one occupant.

Section 13 -55 of the Rental Housing Ordinance Reads:

Occupant - A family as defined by the City of Clemson Zoning Ordinance or an individual unrelated by blood to a second degree of consanguinity, marriage, adoption, or guardianship to any other occupant of the dwelling unit. A family of related persons shall be counted as one occupant.

It is our desire to keep definitions in the code consitent whenever possible. City of Clemson occupancy limits are outlined in the Zoning Code. Consistent definitions in all sections of the code will improve it's clarity to the general public.

CODE OF ORDINANCES

CHAPTER 13 OFFENSES AND MISCELLANEOUS PROVISIONS (1)

FOOTNOTE(S):

--- (**1**) ---

Cross reference—Traffic, ch. 18.

ARTICLE III. RENTAL HOUSING REGULATIONS (3)

FOOTNOTE(S):

--- (**3**) ---

Editor's note—Ord. No. CC-2012-03, adopted March 19, 2012, amended art. III in its entirety to read as set out herein. Former art. III, §§ 13-55—13-75, pertained to similar subject matter and derived from Ord. No. CC-2010-10, adopted Sept. 7, 2010.

Sec. 13-55. Definitions.

Occupant ~~- A family as defined by the City of Clemson Zoning Ordinance or an individual unrelated by blood to a second degree of consanguinity, marriage, adoption, or guardianship to any other occupant of the dwelling unit. A family of related persons shall be counted as one occupant.~~

Means a natural family or an individual unrelated by blood to a second degree of consanguinity, marriage, adoption, or guardianship to any other occupant of the dwelling unit. A natural family shall be counted as one occupant.

City of Clemson
Agenda Item Request Form

Requested By: Brian Fisher

Date Submitted: 04/15/2025

Council Meeting Date: 05/5/2025

Type of Request: (check only one)

- ☐ Report/Discussion
- ■ Policy/Action
- ☐ Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Consider approving an amendment to the CATbus Agency Safety Plan to include FTA required updates.

Agenda Item Detail: (expand as necessary for clarification)

Per FTA requirements, an "Infectious Disease" section has been added to the Agency Safety Plan. Currently, City Council must approve any changes made to the Agency Safety Plan.

CLEMSON AREA TRANSIT

Clemson Area Transit Agency Safety Plan

2025

CITY OF Clemson
See you here!

Version Number and Updates

Version Number	Section/ Pages Affected	Reason for Change	Date Issued
1		New Document	6/15/2020
2	4,6,7,9,10,11,13,16, 19,20,22,24,25,	Updated title of Operations Manager and other	7/13/2021
3	6	Safety performance targets chart	12/5/2022
4	Entire Document	Annual ASP Update including the Markup: Changes to 49 CFR 673	12/02/2024
5	Entire Document	General Update Due to Staffing Changes and Preparation for Triennial Review	4/16/2025

Table of Contents

I. Transit Agency Information 673.23 (d)

Transit Agency Name	Clemson Area Transit (CATbus)		
Transit Agency Address	200 West Lane, Clemson, SC 29631		
Title of Accountable Executive	Allison Gantte, Deputy City Manager, City of Clemson The Accountable Executive meets the requirements in 49 CFR § 673.5 and § 673.21(d) (1). Please see the Roles and Responsibilities of the Accountable Executive in Section 4-Safety Management Policy.		
Name and Title of Chief Safety Officer	Brian Fisher, Transit Administrator, CATbus The Chief Safety Officer meets the requirements of § 673.5 and § 673.23(d)(2). Please see the Roles and Responsibilities of the Chief Safety Officer in Section 4 - Safety Management Policy.		
Mode(s) of Service Covered by This Plan	Fixed-route Bus; On-Demand response/paratransit	**List All FTA Funding Types (e.g., 5307, 5310, 5311)**	5307
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route Bus-Clemson Area Transit is contracted with the City of Clemson and other partners to run the day-to-day operations CATbus fixed-route bus service. On-Demand Transit- contracted by Senior Solutions		
Does the agency provide transit services on behalf of another transit agency or entity?	YES	**Description of Arrangement(s)**	Contracted fixed-route bus service
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	Town of Central-1067 W Main St., Central, SC 29630 City of Clemson- 1250 Tiger Blvd., Clemson, SC 29631 Town of Pendleton- 310 Greenville St., Pendleton, SC 29670 City of Seneca- 221 E North 1st St. Seneca, SC 29678 Clemson University - 105 Sikes Hall Clemson, SC 29634		

System Description

Clemson Area Transit is a public service provided fare-free by Clemson University, the City of Clemson, the Town of Central, the Town of Pendleton, the City of Seneca, the South Carolina Department of Transportation, and the Federal Transit Administration.

The City of Seneca owns their buses but contracts with CATbus to provide fixed-route service (three routes) for the City, Monday through Friday. CATbus also provides one maintenance staff member. The City of Seneca owns and operates the facility where these buses are stored and vehicle maintenance is carried out.

Clemson Area Transit contracts out the delivery of its demand response/paratransit service to Senior Solutions, a private operator.

Agency Safety Plan and Safety Management System (SMS)

CATbus developed this safety plan to comply with 49 CFR Part 673, the PTASP regulation, and the National Public Transportation Safety Plan. This plan also serves as an "SMS user's manual" that guides us in successfully implementing and operating our SMS.

The FTA defines SMS as: "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 risks."

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

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

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

II. Plan Development, Approval, and Updates 673.11 (d)

Name of Entity that Drafted this Plan	Clemson Area Transit (CATbus)	
Signature by the Accountable Executive	**Signature of Accountable Executive**	**Date of Signature**
Approval by the Board of Directors or an Equivalent Authority	**Approval**	**Date of Approval**
	City of Clemson Council	
	Relevant Documentation (title and location)	
	A copy of City Council Resolution R 2020-005 approving the Agency Safety Plan is maintained on file by the SMS Executive (Deputy City Administrator) and the Chief Safety Officer (Transit Administrator) of Transit Services.	
Certification of Compliance	**Name of Individual/Entity That Certified This Plan**	**Date of Certification**
	Relevant Documentation (title and location)	

Annual Review and Update of the Public Transportation Agency Safety Plan 673.11 (a) (3)

The Chief Safety Officer will review CATbus's Agency Safety Plan (ASP) by July ist of each year and update it if needed. If the CSO makes any changes to the ASP, the Accountable Executive will need to approve changes, sign the new ASP, and forward it to the Clemson City Council for review and approval.

III. Safety Performance Targets 673.15 (a) (b)

Safety Performance Targets							
The targets listed below are based on reviews of the previous five years of CATbus 's safety performance data.							
Mode of Transit Service	**Fatalities (Total)**	**Fatalities (Per 100 thousand VRM)**	**Injuries (Total)**	**Injuries (per 100 thousand VRM)**	**Safety Events (Total)**	**Safety Events (per 100 thousand VRM)**	**System Reliability (VRM/ failures)**
Fixed Route	0	0	0	1	0	1	1

Safety Performance Target Coordination

CATbus's Accountable Executive shares our Agency Safety Plan, including safety performance targets, with the Anderson Clemson Area Transportation Study (ACATS) each year after its formal adoption by the City Council. The Accountable Executive also provides a copy of our formally adopted plan to the South Carolina Department of Transportation (SCDOT). City and CATbus personnel are available to coordinate with SCDOT and the ACATS in the selection of SCDOT and MPO safety performance targets upon request.

Targets Transmitted to the State	**State Entity Name**	**Date Targets Transmitted**
	South Carolina Department of Transportation	
Targets Transmitted to the Metropolitan Planning Organization(s)	**Metropolitan Planning Organization Name**	**Date Targets Transmitted**
	Anderson – Clemson Area Transportation Study (ACATS) is the Metropolitan Planning Organization (MPO)	

IV. Safety Management Policy 673.23 90

CATbus Safety Management Policy Statement (SMPS)

Safety is a core value at Clemson Area Transit (CATbus), and managing safety is a core business function. We will develop, implement, maintain, and continuously improve processes to ensure the safety of our customers, employees, and the public. CATbus utilizes the Safety Management System (SMS) approach to safety, which is appropriately scaled to the size, scope, and complexity of CATbus, and includes the four pillars of SMS: Safety Management Policy, Safety Risk Management, Safety Assurance, and Safety Promotion. CATbus is committed to the following safety objectives:

- Communicating the purpose and benefits of the Safety Management System (SMS) to all staff, Managers, Supervisors, and employees. This communication will specifically define the duties and responsibilities of each employee throughout the organization, and all employees will receive appropriate information and SMS training.
- Providing a culture of open reporting of all safety concerns, ensuring that no action will be taken against any employee who discloses a safety concern through CATbus' employee safety reporting program, unless such disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence or a deliberate or willful disregard of regulations or procedures.
- Providing appropriate management involvement and the necessary resources to establish an effective reporting system that will encourage employees to communicate and report any unsafe work conditions, hazards, or at-risk behavior to the management team.
- Identifying hazardous and unsafe work conditions and analyzing data from the employee reporting system. After thoroughly analyzing the data provided, the transit operations division will develop processes and procedures to mitigate safety risk to an acceptable level.
- Establishing safety performance targets that are realistic, measurable, and data-driven. Continually improving our safety performance through management processes that ensure appropriate safety management action is taken and is effective.
- Reviewing the Agency Safety Plan (ASP) for improvement and making the necessary updates if required in cooperation with front-line staff by conducting periodic safety meetings to address safety issues, facilitating sessions with front-line staff regarding potential updates to the ASP, and having front-line representation on the Safety Committee.

Furthermore, CATbus realizes that our most valuable asset is our Transit Workers. We are committed to ensuring their safety by reducing the risk to the lowest possible extent to the number of assaults on transit workers and implementing strategies to limit exposure to infectious diseases by adhering to data and recommendations provided by the CDC or the South Carolina Department of Public Health (SCDPH).

Signed by
City Administrator/Accountable Executive

Safety Management Policy Communication 643.23 (c)

The Chief Safety Officer, who leads our SMS activities, introduced our staff to SMS principles at an All-Staff Meeting. We provided a hard copy of our Safety Management Policy Statement (SMPS) to each employee during the meeting. We posted copies of the Statement on bulletin boards at headquarters and in the operations and maintenance break areas of the operating division. We have also incorporated review and distribution of the SMPS into new hire training and all-staff annual refresher training. We provided the SMPS to the contractor for distribution to its staff.

The CSO and the Safety and Training Coordinator will periodically conduct "bus side" chats incorporating National RTAP's 2 the Point refresher cards system with front-line employees to reinforce and encourage the utilization of the Agency's Transit Worker Safety Reporting Program. CATbus's philosophy is that front-line staff is encouraged to report safety concerns, including assaults on transit workers, near-misses, and unsafe acts and conditions. In addition to the "bus side" chats, there are periodic Safety Meetings with staff to provide timely and accurate feedback to transit workers and what mitigation measures are being employed.

Authorities, Accountabilities, and Responsibilities 673.23

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

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

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

The CATbus Accountable Executive's roles include, but are not necessarily limited to:
- Decision-making about human and capital resources needed to support asset management, SMS activities, and capital investments;
- Managing the TAM (Transit Asset Management) Plan;
- Signing SMS implementation planning documents, and ensuring that SMS is effectively implemented throughout CATbus's public transportation system;
- Ensuring action is taken to address substandard performance in CATbus's SMS;
- Designating an adequately trained SMS Executive and a Chief Safety Officer who are direct reports
- Endorsing SMS implementation team membership; and
- Other duties as assigned/necessary.

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

The CSO's roles include, but are not necessarily limited to:
- Developing and maintaining SMS documentation;
- Directing hazard identification and safety risk assessment;

- Monitoring safety risk mitigation activities;
- Providing periodic reports on safety performance;
- Briefing the Accountable Executive on SMS implementation progress;
- Planning safety management training;
- Preventing the spread of Infectious Disease; and
- Other duties as assigned/necessary.

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

Agency Leadership and Executive Management Roles
Members of the City of Clemson and CATbus leadership have authority and responsibility for the day-to-day implementation and operation of the agency's SMS.
CATbus Leadership and Executive Management include:

- CATbus Transit Administrator (General Manager)
- Deputy Transit Administrator

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

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

Key Staff Roles
The City of Clemson and CATbus key staff have the following accountabilities and responsibilities of this plan. Their roles include but are not necessarily limited to:

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

Employee Safety Reporting Program 673.23 (b)

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

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

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

The ESRP clarifies:

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

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

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

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

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

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

V. Safety Risk Management 673.25

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

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

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

Identify hazards

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

In carrying out the SRM process, we use the following terms:

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

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

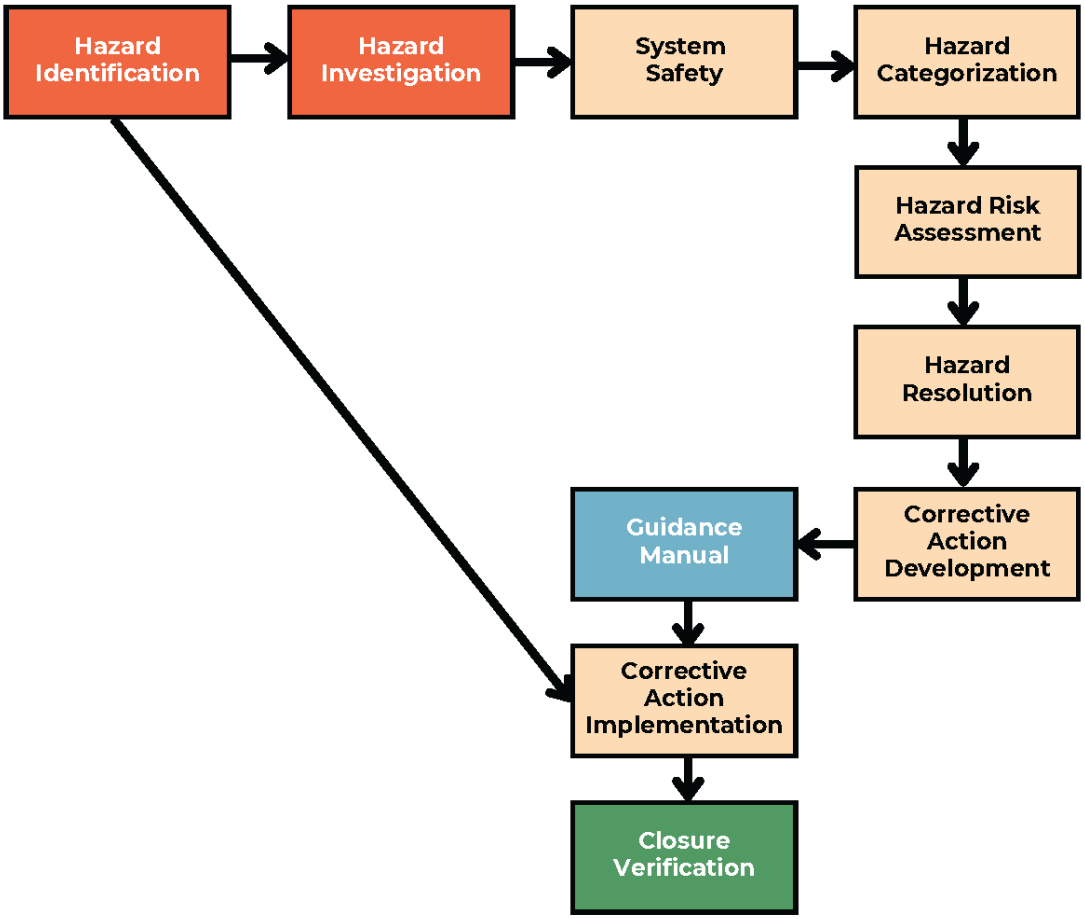


Figure 1. Flow chart demonstrating the process from hazard identification to corrective active implementation and closure verification.

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

Safety Hazard Identification 673.25 (b)

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

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

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

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

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

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

1. Environment
    a. Weather
    b. Road Surface Condition
    c. Visibility
2. Transit Service Characteristics and Agency Policies
    a. Equipment Maintenance Policies
    b. Stop Intervals
    c. Route Design
    d. Driver Scheduling
    e. Passenger Demand Schedules
3. Operator
    a. Experience
    b. Physical Ability
    c. Personality
    d. Psychological Condition
    e. Physical Condition
4. Road Layout
    a. Width
    b. Speed Limit
    c. Geometric Design
    d. Traffic Volume
    e. Capacity
    f. Parking
    g. Adjacent Lane Use
    h. Street Lighting
    i. Pedestrian Volume
5. Hazard Identification -Accident Prevention/Resolution
    a. Identify the Hazard
    b. Remove the Hazard
    c. When the Hazard cannot be removed, train for the Hazard as a "known condition"

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

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

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

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

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

Safety Risk Assessment 673.25 (c)

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

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

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

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

Safety Risk Mitigation 673.25 (d)

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

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

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

CATbus's safety risk mitigation steps include:

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

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

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

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

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

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

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

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

Assault Awareness and Prevention for Transit Operators 673.1

CATbus identifies and documents all operator and transit employees' assaults. Providing de-escalation training gives bus operators and employees in the transit industry the knowledge and skills needed to reduce the likelihood of assault incidents from occurring.

Prevention methods covered include defining assault, discussing the types of incidents that could be considered assault, and recognizing key vulnerability factors. Prevention strategies focus on communication and response skills and the value of reporting incidents. In addition, the training includes information on the importance of seeking assistance to recover from assault incidents. This training is in direct compliance with FTA Guidelines 673.1 and the National Training Institute.

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

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

Objective

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

Purpose and Scope

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

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

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

Concept of Operations

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

Terms and Definitions

Active Cases: An infectious disease that can spread from the infectious individual to others.

CDC: Centers for Disease Control and Prevention

Contaminated: Presence or the reasonably anticipated presence of infectious materials on an item or surface.

Decontaminated: Use of physical or chemical means to remove, inactivate, or destroy infectious diseases on a surface or item to the point where they are no longer capable of transmitting infectious particles; the surface or item is rendered safe for handling, use, or disposal.

Epidemic: Widespread occurrence of an infectious disease in a community at a particular time.

Handwashing Facilities: A facility providing an adequate supply of running potable water, soap, and single-use towels or hot air-drying machines.

Infectious Disease: Caused by pathogenic microorganisms, such as bacteria, viruses, parasites, or fungi; the diseases can be spread, directly or indirectly, from one person to another. Infectious diseases do not include tick or insect-borne diseases.

Isolation: Separation of infected persons (or potentially infected persons) from persons who are not infected.

Pandemic: Widespread occurrence of an infectious disease prevalent over a whole country or the world.

Personal Protective Equipment (PPE): Specialized clothing or equipment worn by an employee for protection against a hazard. General work clothes (e.g., uniforms, pants, shirts, or blouses) not intended to function as protection against a hazard are not considered to be PPE.

Quarantine: Separation and restriction of the activities of healthy persons who have been exposed to a communicable disease. The aim is to prevent transmission of the disease from potentially infected persons to healthy persons during the incubation period.

Risk Exposure Categories: Worker risk of occupational exposure to infectious disease during an outbreak may vary from high, medium, or low (caution) risk.

High Exposure Risk Jobs
Those with high potential for exposure to known or suspected sources of infectious disease. Employees in this category include: • Healthcare delivery and support staff (e.g., doctors, nurses, and other hospital staff who must enter patients' rooms) exposed to known or suspected infectious disease patients. (Note: when such employees perform aerosol-generating procedures, their exposure risk level becomes very high.) • Medical transport employees (e.g., ambulance vehicle operators) moving known or suspected infectious disease patients in enclosed vehicles. Mortuary employees are involved in preparing (e.g., for burial or cremation) the bodies of people who are known to have, or suspected of having, infectious disease at the time of their death.

Medium Exposure Risk Jobs
• Frequent and/or close contact (i.e., within 6 feet) with people who may be infected with an infectious disease. • In areas without ongoing community transmission, workers in this risk group may have frequent contact with travelers who may return from international locations with widespread infectious disease transmission. In areas where there is ongoing community transmission, workers in this category may have contact with the general public, such as public transportation employees.
Low Exposure Risk (Caution) Jobs
• Do not require contact with people known to be, or suspected of being, infected with infectious disease nor frequent close contact (i.e., within 6 feet) with the general public. Employees in this category have minimal occupational contact with the public and other employees.

Self-Monitoring: Process of monitoring oneself for fever by taking one's temperature twice a day and remaining alert for respiratory symptoms (e.g., cough, shortness of breath, sore throat.

Social Distancing: Self-defense action to protect individuals from contracting a contagious disease. This action includes maintaining a distance of at least 6 feet from other workers.

Responsibilities

Pandemic Plan Administrator/Corporate Staff

1. Develop and maintain IDPERP and any supporting documents.
2. Communicate the IDPERP requirements to facilities via this plan.
3. Assist facilities in complying with this plan.
4. Determine when the facilities should activate the IDPERP.
5. Stay abreast of guidance from federal, state, and local health agencies, and consider how to incorporate those recommendations and resources into facility-specific plans.
6. Identify appropriate cleaning chemicals by consulting information on the United States Environmental Protection Agency {EPA)-approved disinfectant labels with claims against emerging viral pathogens.
7. Review the effectiveness of the IDPERP and ensure the program satisfies the requirements of all applicable federal, state, or local requirements.
8. Develop an emergency communications plan (such as postings, email distribution, and/or facility-wide meetings) to update employees and answer their concerns as needed.
9. Develop and implement up-to-date education and training, based on the most current information provided by CDC or other health agencies, on the infectious disease risk factors and protective behaviors {e.g., respiratory etiquette and care of PPE), as needed, and the IDPERP.

Facility Manager/ Facility IDPERP Facilitator

1. Activate the IDPERP when directed by the CEO or designee.
2. Determine the employees' exposure risks for routine and non-routine tasks with higher exposure risks than normal tasks covered by this procedure using a pre-job planning or job hazard/job safety analysis.

3. Provide new-hire, episodic, and annual training for employees.
4. Ensure employees receive the proper PPE and corresponding training.
5. Maintain training records.
6. Maintain appropriate amounts of hand sanitizer, PPE, etc.
7. Ensure regular housekeeping practices are implemented, including routine {daily or more frequent) cleaning and disinfecting of surfaces, shared tools and equipment, and other elements of the work environment. Clean and disinfect the tools, equipment, and areas following relevant CDC guidelines.
8. Contact the Pandemic Plan Administrator/Corporate Staff to provide suggestions for improvements to IDPERP.

Employee

1. Understand the requirements of the IDPERP.
2. Use controls and/or PPE provided by the company to minimize exposure.
3. Notify the facility management if showing symptoms of an infectious disease. If possible, make notifications remotely such as using a radio or a cell phone.
4. Stay home if showing symptoms related to the infectious disease or as directed by a health care provider.
5. Use proper respiratory etiquette, including covering coughs and sneezes.
6. Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other areas of the work environment.
7. Report all exposure/illness incidents following the requirements of the incident/illness reporting procedure.
8. Contact the Facility Manager/Facility IDPERP Facilitator to provide suggestions for improvements to IDPERP.

Availability

Contact Person	Brian Fisher Transit Administrator
Location/Address	200 West Lane Clemson, SC 29631
Phone Number	(864) 654-2287
Email	bfisher@cityofclemson.org

Critical Business Processes

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

Business Process	**Transportation Operations and Maintenance**
Departments/Entities Affected	Bus Operations and Maintenance
Name/Titles of Contacts within Department/Entity	Brian Fisher, Transit Administrator
Name/Titles of Backup(s) of Contacts	bfisher@cityofclemson.org

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

Critical Input	**Department of Finance**
Location	City of Clemson City Hall Offices 1250 Tiger Blvd Clemson, SC 29631
Function During Pandemic	Fund Allocation, Payroll

Business Impact Analysis

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

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

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

Full-time, part-time, temporary, contract, and per diem employees have been considered above. For this plan site subcontractors or service providers will be treated in the same manner as employees and require the same level of training to enter and operate at our facility.

CATbus has determined that the following scenarios are likely to result in a decrease in capabilities to provide products and/or services during a pandemic:

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

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

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

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

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

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

The negative business impact analysis for a pandemic CATbus:

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

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

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

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

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

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

Communication

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

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

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

Inventory, Supplies, and Services

Supply Chain Disruptions
Because our supply chains may become disrupted in a pandemic, we will stockpile the following critical supply inventories during the pre-pandemic stage regular supplies, soap,

rubbing alcohol, towelettes, facial tissue, respirators, packaged food and water, and additional technological equipment for telecommuters and teleconferencing.

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

To meet the possible need to support employee telecommuting and remote customer access, we are enhancing our communications and information technology infrastructures.

Preventive Measures

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

Implement Workplace Controls
Occupational safety and health professionals use a framework called the "hierarchy of controls" to select ways of controlling workplace hazards. The best way to control a hazard is to systematically remove it from the workplace, rather than relying on workers to reduce their exposure.

During a COVID-19 outbreak, when it may not be possible to eliminate the hazard, the most effective protection measures are, from most effective to least effective:

- Engineering controls
- Administrative controls
- Safe work practices (a type of administrative control)
- Personal Protective Equipment

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

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

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

- Conduct a risk assessment for all on-site processes and fieldwork (work performed away from the facility or office or at a client/customer site)
- Adjust manufacturing flow or staffing.
- Conduct PPE analysis to determine the required PPE and appropriate training.
- Implement cleaning schedules in every work area.
- Delineate 6 feet of space between workstations or operator areas. Tape on floors, cones with rope, or appropriate signage can be used for delineation purposes.
- Maintain a one-month supply of personal hygiene, housekeeping supplies, PPE, and other cleaning and disinfecting materials.
- Encourage workers to self-monitor their temperature and wellness before arrival to work; require sick workers to stay at home. Screen workers entering the workplace:
    - Ask 4-point question Go/No Go determination. If any are answered YES - isolate workers.
        - Have you tested positive for Covid-19?
        - Is your temperature,100.4 degrees (temperatures will be taken before entry) and do you have a persistent cough, shortness of breath, trouble

breathing, persistent pain or pressure in your chest, or new confusion or inability to awake?
        - Other
- Minimize contact among workers, clients, and customers by replacing face-to-face meetings with virtual communications and implementing telework if feasible.
- Establish alternating days, shifts, clock-in/clock-out, and lunch/break hours that reduce the total number of employees in a facility or area at a given time, allowing them to maintain distance from one another while maintaining a full on-site work week.
- Determine essential work performed by contractors or temporary staff and postpone non-essential work activities.
- Assign two-way radios. Assign vehicles and equipment, if possible.
- Evaluate contractor pandemic preparedness and response plans and associated protocols and JSAs.
- Encourage staff to bring packed lunches to minimize interaction with the general public.
- Implement risk review procedures for both routine and non-routine tasks and activities as risks are identified (may be done as job hazard, safety, or risk analysis and should include PPE hazard assessment).
- Limit the number of people allowed at any one time in meetings, work areas, elevators, bathrooms, etc., and post instructional signs (in all relevant languages).
- Discontinue nonessential travel to locations with ongoing COVID-19 outbreaks. Regularly check CDC travel warning levels: https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html and evaluate travel risks Ensure only one employee per work vehicle
- Implement driving limitations for essential work (distance/time).
- Update job safety analyses for each work activity to include COVID-19 considerations.
- Conduct hazard identification assessments and inspections of facility and equipment before personnel report to work. (Examples would include: portable fire extinguishers, and emergency eyewash/shower stations)
- Update visitor/contractor safety briefings to include new protocols about pandemic outbreaks.
- Update new hire orientations to include new protocols about pandemic outbreaks.
- Review substance abuse testing policy covering testing for personnel who have been off work for a specified amount of time.
- Designate isolation areas.
- Conduct respiratory protection training review for those who are required to wear respirators for work activities to eliminate confusion of respirator requirements and face covering requirements.
- Conduct cross-training of workers across different jobs.
- Develop emergency communications plans, including:
    - Provide a forum for answering workers' concerns and internet-based communications, if feasible.
    - Provide workers with remote/in-house up-to-date education and training on pathogen risk factors and protective behaviors (e.g., cough etiquette and care of PPE).
    - Train workers according to their job duties on proper hygiene, PPE, cleaning and disinfecting, telecommuting, travel safety, self-monitoring, etc., and the training requirements of this procedure. Training material should be easy to understand and available in the appropriate language and literacy level for all workers. Document all training.

Safe Work Practices

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

- Develop a response team.
- Lock office doors.
- Provide resources and a work environment that promotes personal hygiene. For example, provide tissues, no-touch trash cans, hand soap, alcohol-based hand rubs containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces.
- Require regular handwashing or use of alcohol-based hand rubs. Workers should always wash their hands when they are visibly soiled and after removing any PPE.
- Post handwashing signs in restrooms.
- Ensure regular cleaning and disinfection of workspaces following CDC guidelines (*see Appendix B*) and a written schedule for cleaning and method(s) of decontamination based on the tasks and activities being performed in the area.
- Establish social distancing measures based on site-specific details:
    - Prohibit hand shaking or hugging.
    - Prohibit or ensure the following are completed virtually
        - Face-to-face meetings and gatherings.
        - Socializing.
        - Public events.
        - Group Training.
    - Provide an area/room large enough for people to be spread out more than 6 feet apart.
    - Prohibit shared workstations and tools.
    - Arrange workplace layouts to prevent crowding.
    - Allow or require three staggered shifts to keep employees apart.
    - Prohibit employees from eating in lunchrooms, breakrooms, cafeterias, or restaurants.
    - Allow or require staggered lunch periods.
    - Prohibit carpools.
    - Allow or require flexible hours to avoid public transportation rush hours.
    - Allow or require telecommuting for appropriate job positions.
    - Implement a quarantine or isolation area for those who are or may be infected.
    - Suspend recreational activities on company-owned property, including camps and vacation properties, where gatherings occur. Temporarily suspend lunch celebrations and training with carry-in meals.
    - Temporarily suspend food vendors and delivery.
    - Other

Personal Protective Equipment

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

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

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

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

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

All types of PPE must be:

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

Training

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

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

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

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

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

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

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

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

HIPAA Compliance during a Pandemic:

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

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

- Employees should follow existing procedures for opening an unemployment claim with their state unemployment offices.
- The CARES Act provides extended time over and above existing unemployment policies in respective states to assist workers during the pandemic.
- The federal government is providing the states with an additional $600 per week payment for those on unemployment benefits due to the pandemic to assist in making workers whole that have lost their positions temporarily due to the economic conditions.
- In general, unemployment payments are not granted to employees who are discharged for misconduct.
- There may be state requirements that will need to be followed in your area to ensure unemployment payments can be granted to your employees.
- Employees are not eligible to collect unemployment payments if they are receiving other forms of pay such as worker's compensation, disability, vacation/PTO pay, and other types of leave payments.
- Unemployment payments would stop when the employee is called back to their position or another position is obtained by that individual.

Record Keeping
All training must be documented and should be stored in a file cabinet or container with other training materials in the Transit Administrator's office.

Transit Employee Safety Committee 673.19

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

This committee is made up of staff to include:

- Transit Administrator
- Bus Operator
- Dispatcher
- Maintenance Worker

VII. Safety Assurance 673.27 (a)

CATbus established processes to:

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

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

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

Safety Performance Monitoring and Measurement 673.27 (b)

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

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

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

Operations Monitoring 673.27 (b) (1)
The CSO is responsible for ensuring and documenting the system's compliance with, and sufficiency of its operations policies and procedures. CATbus developed checklists and forms that it uses to drive and document its operations monitoring activities. The CSO maintains this documentation.

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

- Bus Operator pre-trip inspections
- Bus Operator behind-the-wheel performance
- Bus Operator passenger assistance
- Bus Operator emergency response

- Dispatch emergency response
- Dispatch passenger assistance response

When CATbus's monitoring activities determine a lack of compliance with operations policies and procedures or inadequacies of those policies and procedures, it then uses this information to feed CATbus's hazard identification and safety risk assessment process.

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

The City of Clemson and CATbus established and documented emergency procedure checklists that the CATbus CSO and dispatchers can readily access to help direct their response to Bus Operators who may experience an emergency during revenue service. These procedures include, but are not limited to:
- Responding to accidents and incidents;
- Evacuating a vehicle under smoke and fire conditions, and;
- Reacting to a potentially dangerous passenger and other security threats.

Vehicle Maintenance Monitoring

CATbus monitors the following areas within vehicle maintenance. It documents all monitoring activities and their results:
- Adherence to preventive maintenance schedules;
- Effectiveness of corrective maintenance activities, and;
- Maintenance-related vehicle road calls.

CATbus uses Maintenance Pro Fleet Management Software to document all maintenance on transit vehicles.

Facility Safety Inspections

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

Field Observations of Service Delivery 673.25 (b)

The CSO documented the processes used to conduct field observations of safety-related aspects of the following elements of service delivery:
- Bus stops,
- Bus transfer locations, and
- Fixed-route schedules and service delivery.

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

Risk Mitigation Monitoring 673.25 (d)

The CSO has responsibility for monitoring operations to identify any safety risk mitigations that may be ineffective, inappropriate, or not implemented as intended.

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

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

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

Safety Event Investigation 673.25 (b) (3)

Responsibility for CATbus's safety event investigation process is shared by the CSO and the City of Clemson. Actual performance of safety event investigation, including identifying causal factors, also involves the local law enforcement who responds to accident scenes.
Safety event records provide critical baseline information to support SMS implementation, operation, and safety performance target achievement.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Employee Safety Reporting Program Monitoring 673.29 (b)

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

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

Some of the criteria include:

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

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

Safety Performance Measurement 673.29 (b)

The City of Clemson and CATbus are committed to periodically measuring CATbus's safety performance. This measurement includes not only using safety performance indicators to measure the achievement of safety performance targets but also how well CATbus does in addressing safety risks within every aspect of its service delivery. Documentation of periodic performance measurement results is on file in the Accountable Executive's and CSO's offices.

Documentation of periodic performance measurement results is on file in the CSO's office.

Management of Change

Hazards may inadvertently be introduced into an operation whenever a change occurs. Safety management practices require that hazards that are a by-product of change be systematically and proactively identified and corrected. Changes may be internal or external to the organization. Examples of external changes include changes in regulatory requirements, disruptions and changes to our operating environment, and changes to service areas. Examples of internal changes include management changes, new equipment and facilities, as well as new or modified procedures.

A formal process for change management should take into account the following three considerations:

- Criticality of systems and activities
- Stability of systems and operational environments
- Past Performance.

New equipment, system expansion and modification, and system rehabilitation often require design, procurement, and deployment efforts.

Once a change is introduced, a Hazard Risk Assessment will be conducted with key stakeholders. *The Risk Assessment Matrix is in Appendix E.*

Continuous Improvement Process
CATbus is dedicated to monitoring, measuring, and reassessing our safety risk controls. We gather data to identify areas for improvement and strengthen our operating systems.

Continuous improvement aims to assess CATbus Safety Performance on an annual basis to:

- Identify deficiencies in the transit agency's SMS and deficiencies in the transit agency's performance against safety performance targets required in § 673.11(a)(3).
- Develop and carry out a plan of action under the directions of the Accountable Executive to address any deficiencies identified through the safety performance assessment.

The plan of action will consider:

- Operational Safety Management (such as policies and procedures, infrastructure, and equipment)
- Individual performance (such as employee performance monitoring); and
- Systems of control (such as control measures).

VIII. Safety Promotion 673.29

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

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

Competencies and Training 673.29 (a)

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

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

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

New-Hire Bus Operator Training Program
CATbus currently hires people that already have their CDL, which reduces the length of new-hire training required. However, CATbus also trains new hires who do not currently have a CDL to help them obtain one.

The schedule for the CDL training program is included in Appendix F.

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

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

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

The Operation's Manager maintains the documentation of all new-hire Bus Operator training.

Bus Operator Refresher Training
CATbus presently provides periodic Bus Operator refresher training on a variety of topics. The training occurs during quarterly safety meetings or on an as-needed basis. The Operation's Manager maintains documentation of refresher training.

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

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

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

Vehicle Maintenance Training
The CSO ensures mechanics receive formal and on-the-job skill training as needed. This training may include the following:

- Ongoing vehicle maintenance technician skill training,
- Ongoing skill training for Vehicle Maintenance Supervisors,
- Safety event investigation training for Vehicle Maintenance Supervisors,
- Ongoing hazardous material training for Vehicle Maintenance Technicians and Supervisors, and
- Training provided by vendors.

The Operation's Manager maintains documentation of this training.

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

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

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

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

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

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

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

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

Training Documentation
Training documentation is a source of hazard identification.

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

CATbus's training documentation includes:

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

CATbus's records of course completion include:

- Date the training was held;
- Content covered during the training session;
- Length of the session;
- Training format, and;
- Signatures of instructor and trainee.

The Operation's Manager maintains records of training documentation and course completion.

Safety Communication 673.29 (b)

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

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

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

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

Documentation of the safety meeting process includes:
- How often CATbus schedules employee safety meetings;
- Job functions that are required to attend meetings;
- How CATbus chooses topics to discuss during the meetings, and;
- How CATbus addresses those topics within the employee safety meeting.

The Operation's Manager maintains documentation of agendas and attendance at safety meetings.

Safety Committee
CATbus will establish committees to address safety concerns. Committee members may fluctuate to involve a greater pool of transit workers and also to have safety committees who may be addressing various items simultaneously. The Training and Safety Coordinator, Maintenance Coordinator, and Administrative Assistant will serve on each Safety Committee, and other members of the safety committees will include representatives from the following:
- Operations Manager and/or appointee;
- Dispatchers/Schedulers;
- Bus Operators;
- Shift Supervisors; and
- Budget and Grants Administrator
- Maintenance Employee

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

CATbus has documented procedures for communicating hazards. These procedures include in-person communication with Bus Operators and Mechanics, radio communication between the Dispatcher, Supervisors, and Bus Operators, and placing memos relating to safety hazards and safety risks into employee mailboxes.

Communication about Safety Risk Mitigations
The CSO is responsible for informing the Accountable Executive and contracted employees about the safety risk mitigations CATbus is putting into effect. The reasons CATbus provides this information are:
- To tell employees that the transit agency is doing all it can to reduce risk;
- To bring attention to employee roles and responsibilities that may be affected by new mitigations.
- To keep employees informed and therefore better situated to be a source of information on determining how well mitigations are working.

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

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

IX. Additional Information

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

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

X. Appendices

Appendix A: Definitions
Appendix B: Acronyms and Abbreviations
Appendix C: Clemson City Council ASP Approval Documentation
Appendix D: Certification Documentation
Appendix E: CATbus Safety Risk Assessment Matrix
Appendix F: CDL Training Program
Appendix G: Organizational Chart

Appendix A. Definitions

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

Accountable Executive: a single, identifiable person who has ultimate responsibility for carrying out the Transit Agency Safety Plan of the 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 transit agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the transit agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.

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

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

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

Emergency: 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: 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: any Accident, Incident, or Occurrence (see also "safety event").

FTA: Federal Transit Administration, an operating administration within the United States Department of Transportation.

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

Incident: an event that involves any of the following: A personal injury that is not serious; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

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

Investigation: the process of determining the causal and contributing factors of a safety event or hazard, for the purpose of preventing recurrence and mitigating safety risk.
Large Urbanized Area Provider: a recipient or subrecipient of financial assistance under 49 U.S.C. 5307 that serves an urban area with a population of 200,000 or more as determined by the most recent decennial Census.

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

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

Operator of a Public Transportation System: a provider of public transportation

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

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

Potential Consequence: the effect of a hazard.

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

Recipient: a State or local governmental authority, or any other operator of a public transportation system, that receives financial assistance under 49 U.S.C. chapter 53.

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

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

Safety Assurance: processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to

ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Committee: the formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329 and this part.

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

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

Safety Management System (SMS): 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: a Chief Safety Officer or an equivalent.

Safety Performance Target: 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: a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.

Safety Risk: the composite of predicted severity and likelihood of a potential consequence of a hazard.

Safety Risk Assessment (SRA): 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): a process within a transit agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating the safety risk. of their potential consequences.

Safety Risk Mitigation: a method or methods to eliminate or reduce the severity and/or likelihood of a potential consequence of a hazard.

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

Small Public Transportation Provider: a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service across all non-rail fixed route modes or in any one non-fixed route mode and does not operate a rail fixed guideway public transportation system.

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

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

Transit Agency: 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 Plan (TAMP): 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.

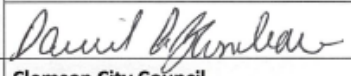
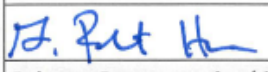
Urbanized Area: as defined under 49 U.S.C. 5302, an area encompassing a population of 50,000 or more that has been defined and designated in the most recent decennial census as an urban area by the Secretary of Commerce.

Appendix B. Acronyms and Abbreviations

Acronym or Abbreviation	Meaning
ACATS	Anderson-Clemson Area Transportation Study
ADA	Americans with Disabilities Act
ASP	Agency Safety Plan
CATbus	Clemson Area Transit bus system
CDC	Centers for Disease Control and Prevention
CEO	Chief Executive Officer
CFR	Code of Federal Regulations
CSO	Chief Safety Officer
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
MPO	Metropolitan Planning Organization
PTASP	Public Transportation Agency Safety Plan
SCDOT	South Carolina Department of Transportation
SMPS	Safety Management Policy Statement
SMS	Safety Management System
TAMP	Transit Asset Management Plan

Appendix C. Clemson City Council ASP Approval Documentation

2. Plan Development, Approval, and Updates

Name of Entity that Drafted this Plan	Clemson Area Transit (CATbus)	
Signature by the Accountable Executive	**Signature of Accountable Executive**	**Date of Signature**
		7-13-21
Approval by the Board of Directors or an Equivalent Authority	**Clemson City Council**	**Date of Approval**
		7-26-21
	Relevant Documentation (title and location)	
	A copy of City Council Resolution R-2020-005 approving the Agency Safety Plan is maintained on file by the General Manager of Transit Services and the Chief Safety Officer.	
Certification by State Department of Transportation		

Annual Review and Update of the Public Transportation Agency Safety Plan
The Chief Safety Officer and Transit Safety/Training Coordinator will jointly review the Agency Safety Plan (ASP) by July 1st of each year and update it if needed. If any changes are made to the ASP, the Accountable Executive will need to review and approve changes, sign the new ASP, and forward to the Clemson City Council for final review and approval by the 2nd week in July of every year.

CATbus Agency Safety Plan
Version 1 – 06/15/2020
Version 2 – 06/01/2021

Figure 2 Signed Plan Approval

Appendix D: Certification Documentation

Appendix E: CATbus Safety Risk Assessment Matrix

Step 1: Identify the Severity Level of the Hazard

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

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

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

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

Step 2: Determine Probability of the Hazard Occurring

Probability is determined based on the analysis of transit system operating experience, evaluation of CA Tb us safety data, the analysis of reliability and failure data, and/or historical safety data from other passenger bus systems. The following chart describes the probability categories.

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

Step 3: Identified Hazards Placed Into Risk Assessment Matrix

The Risk Assessment Matrix enables decision makers to understand the amount of risk involved in accepting the hazard about the cost (schedule, cost, operations) to reduce the hazard to an acceptable level.

	Severity			
Frequency	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	1A	2A	3A	4A
Probable (B)	1B	2B	3B	4B
Occasional (C)	1C	2C	3C	4C
Remote (D)	1D	2D	3D	4D
Improbable (E)	1E	2E	3E	4E

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

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

Appendix F: CDL Training Program

Commercial Driver License – Class B
Training Program

Prerequisites

- In an effort to retain Clemson Area Transit (CATbus) operator applicants while training for employment and a Commercial Driver's License (CDL), CATbus will pay the CDL candidate(s) $12.00 an hour (maximum 6 hours a day or 29.5 hours a week) for the CDL training. (List Attached)
- The CDL candidate must obtain his/her CDL w/ passenger endorsement within 30 days.
- Upon completion of the CDL training, and the receipt of his/her Commercial Driver's License the candidate will begin passenger service driving for CATbus at an increased entry level pay rate of $17.06 an hour.

Description
Instructor's name:
Office location: Clemson Area Transit 200 West Lane Clemson, SC 29631
Office hours: 8:00am - 5:00pm
Phone Number:
Email Address:

Schedule		Assignment	Time	Date
Day One	How and where to clock in and out Bus Orientation On the road driving Run thru pre-trip FTA Drug/Alcohol video		20 mins 20 mins 120 mins 60 mins 60 mins	
Day Two	On the road driving Pre – trip run thru Federal Regulations Hazard Communication		120 mins 120 mins	
Day Three	On the road driving Pre – trip run thru Preventing Harassment Fatigue Management		120 mins 120 mins	
Day Four	Pre – Trip run thru Skills pad work Wellness Whistle blower		120 mins 120 mins	
Day Five	First Aid/CPR/AED/BBP		4.5 hours	
Day Six	Defensive Driving		8 hours	
Day Seven	Pre – Trip run thru Skills pad work Safety Best Practice Preventing Driver Distractions		120 mins 120 mins	
Day Eight	Pre – Trip run thru Following Distance Intersections		120 mins	

	Rail Road crossing Pedestrian Awareness			
Day Nine	ADA, Lifts, Ramps & Securement, Professionalism/Customer Service, Conflict/Aggression Management, Accident & Emergency Procedures.			
Day Ten	On the road driving Pre – trip run thru Skill Pad Work		120 mins 120 mins 120 mins	
Day Eleven	On the road driving Pre – trip run thru Skill Pad Work		120 mins 120 mins 120 mins	
Day Twelve	On the road driving Pre – trip run thru Skill Pad Work		120 mins 120 mins 120 mins	
Day Thirteen	On the road driving Pre – trip run thru Skill Pad Work		120 mins 120 mins 120 mins	
Day Fourteen	GPS, Handbook materials, call out and shift pick, shift sheets, accident/incident sheet.			
Day Fifteen	CDL Test at DMV		4.5 Hrs.	

CDL Candidate – Signature _____ Date _____

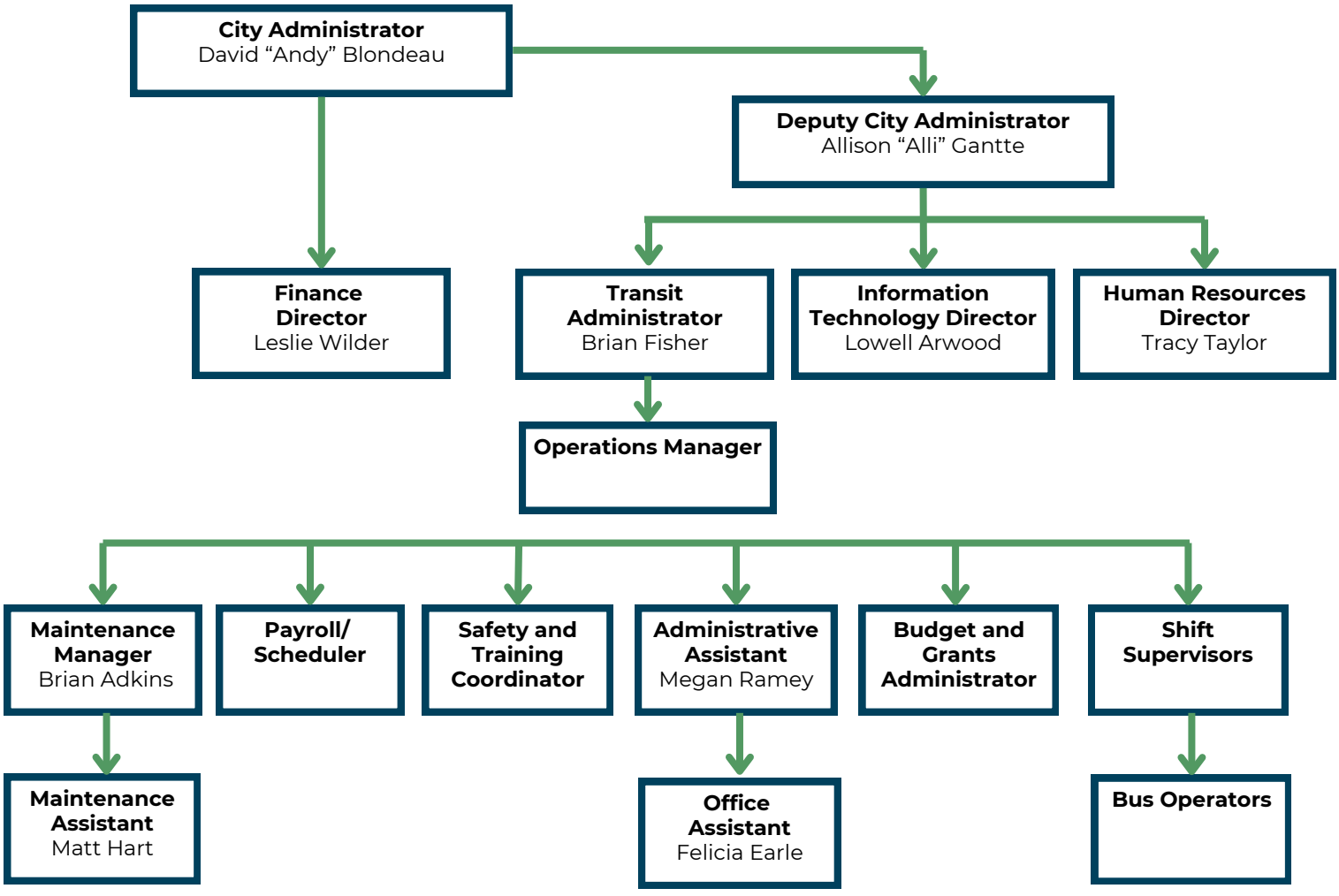
Safety and Training Coordinator _____ Date _____

Appendix G: Organizational Chart

Organizational Chart

Mayor
Robert Halfacre

and City Council
Lillian Boatwright, Alma Evans, John Fulmer, Adam Jones, Dr. Windsor Westbrook Sherrill, Alesia Smith



City of Clemson
Agenda Item Request Form

Requested By: Brandon Burton

Date Submitted: 4/29/2025

Council Meeting Date: 05/05/2025

Type of Request: (check only one)

- ☐ Report/Discussion
- ■ Policy/Action
- ☐ Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Consider authorizing the City Administrator to take necessary action to surplus two (2) recycling trucks.

Agenda Item Detail: (expand as necessary for clarification)

The City currently has 2 recycling trucks that are no longer being used as part of the operation. These trucks are 2012 and 2017 models.

Staff requests that Council authorize the City Administrator to surplus and sell these trucks on GovDeals.

City of Clemson
Agenda Item Request Form

Requested By: Brandon Burton

Date Submitted: 4/29/2025

Council Meeting Date: 5/5/25

Type of Request: (check only one)

- ☐ Report/Discussion
- ■ Policy/Action
- ☐ Executive Session

Agenda Item Summary: (brief for public information and posted agenda)

Consider authorizing the City Administrator to enter into a contract with SR Mulch for removal of debris from Hurricane Helene.

Agenda Item Detail: (expand as necessary for clarification)

The City advertised an invitation to bid for debris hauling in February 2025 and received no bids. We contacted several contractors and discussed the project to no avail. SR Mulch was approached and stated both their interest and ability in performing the work. They have completed FEMA work in the past for both Furman University and Lander as well as other projects.

Staff is requesting Council approve the negotiated price of $243,850.00 with SR Mulch and authorize the City Administrator to execute a contract.

1710 Hood Rd – Greer – SC – 29650
864-877-0154

Date: 4/29/2025

City of Clemson
ITB 2025-01-004
Clemson Debris Removal and Hauling

Clean up and restore to original condition before Hurricane Helene – all four locations. We bill a lump sum at completion of the project. No monthly billings will be submitted.

Mobilization and Clean Up	$243,000.00
City of Clemson Business License	$ 850.00
Total price	**$243,850.00**

*We will bill a lump sum at the completion of the project. No monthly billings will be submitted.

*The attached bid contains the pricing for hauling to the landfill, but does not include tipping fees which will need to be paid by City of Clemson

*The attached bid does not contain a quote for the Payment and Performance bonds as S R Mulch & Grinding, LLC will not obtain those.

*We agree that all work will be completed by September 22, 2025