CITY of ALBUQUERQUE
TWENTY SEVENTH COUNCIL

COUNCIL BILL NO. R-26-77 ENACTMENT NO. _____

SPONSORED BY: Klarissa J. Peña, by request

RESOLUTION

APPROVING THE TRANSIT DEPARTMENT'S 2026 UPDATED PUBLIC TRANSPORTATION AGENCY SAFETY PLAN.

WHEREAS, the Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) of the Federal Transit Administration (FTA) requires certain operators of public transportation systems that are recipients or sub-recipients of FTA grant funds to develop safety plans that include the processes and procedures necessary for implementing Safety Management Systems (SMS); and

WHEREAS, as a recipient of FTA funds and meeting the applicability standards of the regulation, the Transit Department complied with the requirements of this regulation by developing a PTASP by July 20, 2020; and

WHEREAS, the rule requires that the Transit Department review the PTASP annually and make updates as needed; and

WHEREAS, the Transit Department has conducted that review after this sixth year of implementation and FTA's 49 CFR Part 673's Notice of Proposed Rulemaking (NPRM), found a need to make changes to the plan; and

WHEREAS, the Transit Department is required to submit its updated PTASP to its governing entity for approval; and

WHEREAS, the Council has considered and determined to approve the Transit Department's PTASP as set forth in the attached Exhibit A entitled "City of Albuquerque 2026 Public Transportation Agency Safety Plan."

BE IT RESOLVED BY THE COUNCIL, THE GOVERNING BODY OF THE CITY OF ALBUQUERQUE:

Section 1: That the Public Transportation Agency Safety Plan as set forth in the attached Exhibit A entitled "City of Albuquerque 2026 Public

[Bracketed/Underscored Material] - New
[~~Bracketed/Strikethrough Material~~] - Deletion

Transportation Agency Safety Plan" is approved.

[Bracketed/Underscored Material] - New
[Bracketed/~~Strikethrough Material~~] - Deletion

Docusign Envelope ID: 087BBC6D-EDD8-8D39-8244-0D3DFBD91F66

CITY OF ALBUQUERQUE

Albuquerque, New Mexico

Office of the Mayor

Mayor Timothy M. Keller

INTER-OFFICE MEMORANDUM September 18, 2026

TO Klarissa J. Peña, President, City Council

FROM: Timothy M. Keller, Mayor

SUBJECT: Approving the City of Albuquerque ("City") Transit Department's ("Transit") 2026 Updated Public Transportation Agency Safety Plan (PTASP)

The Federal Transit Administration (FTA) of the U.S. Department of Transportation required any State, local governmental authority, or any other operator of a public transportation system that receives Federal financial assistance under 49 U.S.C. Chapter 53 to review its Public Transportation Agency Safety Plan (PTASP) annually and to make updates as needed. During the past year, Transit has continued implementation of its PTASP and has conducted its annual review. As a result, Transit has identified the need to make several changes to the plan.

The FTA requires Albuquerque's City Council ("Council") approval of any changes to the PTASP as part of the plan certification process. If the Council does not approve the plan, the FTA will no longer provide financial assistance to the City under 49 U.S.C. Chapter 53.

Docusign Envelope ID: 087BBC6D-EDD8-8D39-8244-0D3DFBD91F66

TITLE/SUBJECT OF LEGISLATION*** Approving the Transit Department's 2026 Updated Public Transportation Agency Safety Plan (PTASP)

Approved:

Samantha Sengel, EdD Date
Chief Administrative Officer

Approved as to Legal Form:

Signed by:
Joshua Boone 10/23/2026 | 9:00 AM MDT
7EE1C4F1C83A44C...

Josh Boone Date
City Attorney

Recommended:

DocuSigned by:
Leslie Keener 10/22/2026 | 2:54 PM MDT
FFB323DDFBE2427...

Leslie Keener Date
Director

Cover Analysis

1. What is it?

The City of Albuquerque Transit Department is submitting the ABQ RIDE 2026 Public Transportation Agency Safety Plan (PTASP) to the Albuquerque City Council for review and consideration.

The PTASP addresses all applicable requirements and standards as set forth in Federal Transit Administration (FTA) Public Transportation Safety Program and the National Public Transportation Safety Plan.

The PTASP establishes the Department's safety priorities, objectives, strategies, and planned initiatives for the upcoming year. The plan is intended to support a comprehensive, proactive approach to identifying, assessing, mitigating, and monitoring safety risks throughout ABQ RIDE operations.

The plan further demonstrates ABQ RIDE's commitment to maintaining a safe, reliable, and accessible public transportation system for passengers, employees, and the community.

2. What will this piece of legislation do?

The PTASP will formally communicate ABQ RIDE's safety priorities, objectives, performance measures, and planned safety initiatives to the Albuquerque City Council.

3. Why is this project needed?

Maintaining an updated and certified PTASP is mandatory under 49 CFR Part 673 to receive FTA Urbanized Area Formula Grants (Section 5307).

4. How much will it cost and what is the funding source?

There is no additional cost to the city.

5. Is there a revenue source associated with this contract? If so, what level of income is projected?

N/A

6. **What will happen if the project is not approved?**

If ABQ RIDE does not submit or implement its annual safety plan, it risks failing its FTA Triennial Review, which directly impacts the agency's Section 5307 Urbanized Area Formula funding.

7. **Is this service already provided by another entity?**

N/A

Docusign Envelope ID: 087BBC6D-EDD8-8D39-8244-0D3DFBD91F66

FISCAL IMPACT ANALYSIS

TITLE: Approving the Transit Department's 2026 Updated Public Transportation Agency Safety Plan (PTASP)

R:
O:
FUND: n/a
DEPT: n/a

[x] No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.

[ ] (If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

	Fiscal Years 2026	2027	2028	Total
Base Salary/Wages				-
Fringe Benefits at				-
Subtotal Personnel	-	-	-	-
Operating Expenses		-		-
Property		-	-	-
Indirect Costs	-	-	-	-
Total Expenses	$ -	$ -	$ -	$ -
[ ] Estimated revenues not affected				
[ ] Estimated revenue impact				
Revenue from program				0
Amount of Grant		-	-	
City Cash Match				
City Inkind Match				
City IDOH	-	-	-	-
Total Revenue	$ -	$ -	$ -	$ -

These estimates do not include any adjustment for inflation.

* Range if not easily quantifiable.

Number of Positions created

COMMENTS: The Federal Transit Administration (FTA) requires annual review of the Public Transportation Agency Safety Plan and Council approval of any resulting updates to the Plan. If the Council does not approve the plan, FTA will not provide grant funding to the city under 49 U.S.C. Chapter 53.

COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:

PREPARED BY:

DocuSigned by:
BED938E79CDD46C...
FISCAL OFFICER

APPROVED:

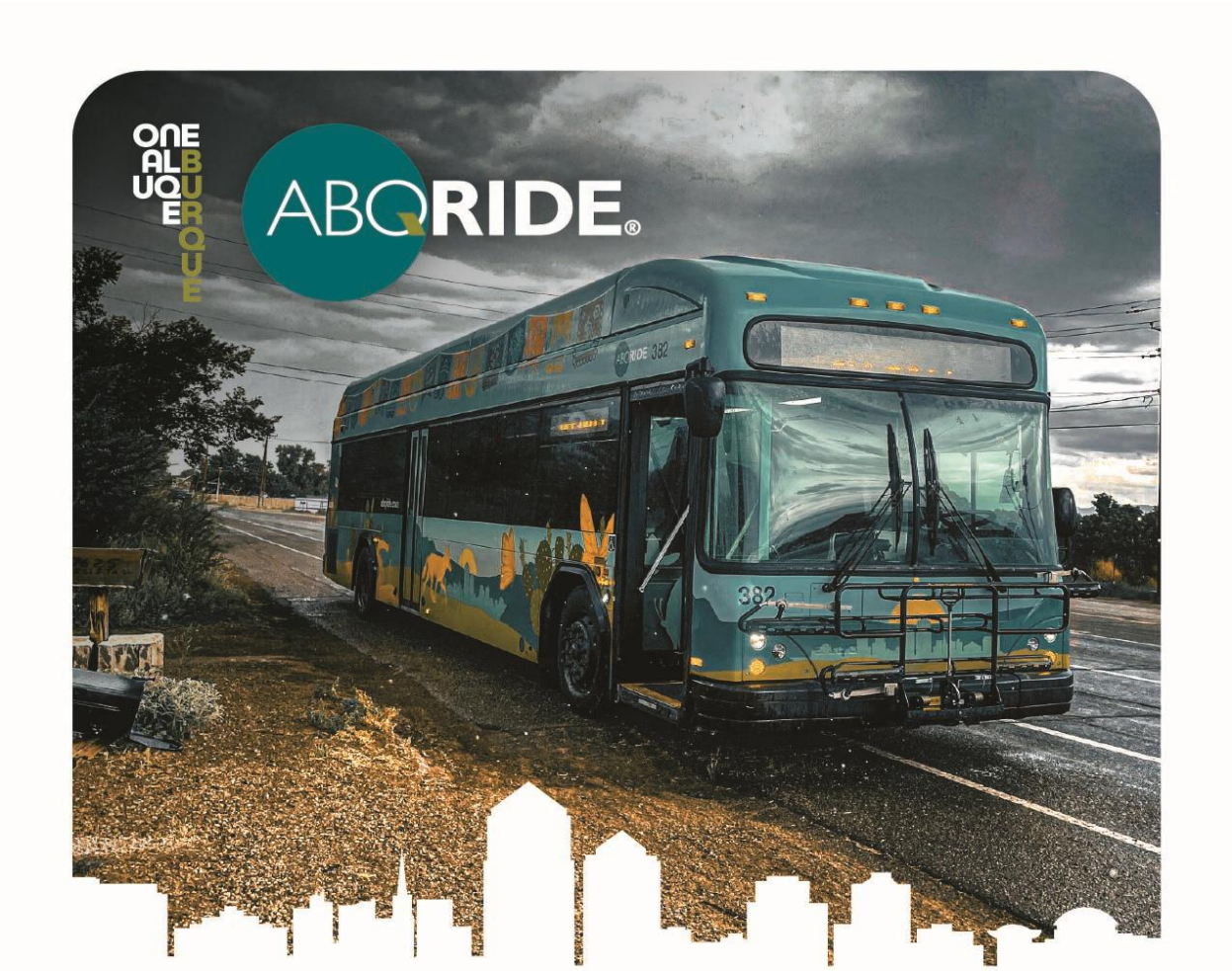
DocuSigned by:
Leslie Keener
FFB323DDFBE2427...
DIRECTOR

REVIEWED BY:

Signed by:
Diane Shaver
766E94B88D2A4BC...
EXECUTIVE BUDGET ANALYST

Signed by:
Donna Sandoval
08E4D687C3C44E2...
BUDGET OFFICER

Signed by:
Christine Bourner
BA2C41AA2D954FD...
CITY ECONOMIST



2026 Public Transportation Agency Safety Plan

Table of Contents

1. Transit Agency Information 3
2. Plan Development, Approval, and Updates 4
3. General Annual Safety Performance Targets 7
4. Annual Safety Performance Targets for the Safety Risk Reduction Program 8
    4.1 Safety Set-Aside and Resource Allocation 8
5. Coordination with Metropolitan, Statewide, and Non-metropolitan Planning Processes 9
6. Safety Risk Reduction Program 9
7. Safety Committee Establishment, Membership, and Procedures 10
8. Safety Management System 11
9. Safety Management Policy 12
    9.1 Safety Management Policy Statement 12
    9.2 Safety Management Policy Communication 12
    9.3 Authorities, Accountabilities, and Responsibilities 13
    9.4 Transit Worker Safety Reporting Program 17
10. Safety Risk Management 19
    10.1 Hazard Identification 19
    10.2 Safety Risk Assessment 19
    10.3 Safety Risk Mitigation and Safety Risk Reduction Program 20
11. Safety Assurance 20
    11.1 Safety Performance Monitoring and Measurement 20
    11.2 Management of Change 23
    11.3 Continuous Improvement 24
12. Safety Promotion 25
    12.1 Competencies and Training 25
    12.2 Safety Communication 25
13. Additional Information 26
    13.1 Supporting Documentation 26
    13.2 List of Acronyms & Definitions Used in the Agency Safety Plan 27

Public Transportation Agency Safety Plan

1. Transit Agency Information

The City of Albuquerque Transit Department (ABQ Ride) is a public large, urbanized area provider serving the Albuquerque metropolitan area with fixed route, rapid transit, paratransit and micro transit services.

Transit Agency Name	City of Albuquerque Transit Department (ABQ RIDE)			
Transit Agency Address	100 1st Street SW Albuquerque, New Mexico 87102			
Name and Title of Accountable Executive	Leslie Keener, Director			
Name of Chief Safety Officer or SMS Executive	Dean Woulard CSO/Transit Safety & Security Oversight Manager			
Mode(s) of Service Covered by This Plan	DR, MB, RB		List All FTA Funding Types	5307, 5309, 5339
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	DR, MB, RB			
Does the agency provide transit services on behalf of another transit agency or entity?	Yes X	No ☐	Description of Arrangement(s)	Bernalillo County: pays for ABQ RIDE to provide service on routes that leave the City boundaries within the County.
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	Bernallio County 415 Silver Ave SW Albuquerque NM 87102 Rio Metro Reginal Transit Distrct 809 Copper Ave NW Albuquerque 87102			

2. Plan Development, Approval, and Updates

The Public Transportation Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.

<table>
<tr><td colspan="3">ABQ Ride Public Transportation Agency Safety Plan Approvals</td></tr>
<tr><td>Name of Entity That Drafted This Plan</td><td colspan="2">City Of Albuquerque Transit Department</td></tr>
<tr><td rowspan="2">Signature by the Accountable Executive</td><td>Signature of Accountable Executive</td><td>Date of Signature</td></tr>
<tr><td>Leslie Keener</td><td>09/03/2026</td></tr>
<tr><td rowspan="4">Approval by the Board of Directors or an Equivalent Authority</td><td>Name of Individual/Entity That Approved This Plan</td><td>Date of Approval</td></tr>
<tr><td>Albuquerque City Council</td><td>Pending</td></tr>
<tr><td colspan="2">Relevant Documentation (title and location)</td></tr>
<tr><td colspan="2">Pending approval of resolution; will be available online
Title and Location: Approving the Transit Department's Annual Updated Public Transportation Agency Safety Plan (City of Albuquerque - Legislation)</td></tr>
<tr><td rowspan="4">Certification of Compliance</td><td>Name of Individual/Entity That Certified This Plan</td><td>Date of Certification</td></tr>
<tr><td>Lauren Keefe, City Attorney</td><td>06/10/2026</td></tr>
<tr><td colspan="2">Relevant Documentation (title and location)</td></tr>
<tr><td colspan="2">City of Albuquerque's FTA Certifications and Assurances filed on Transit Award Management System (TrAMS)</td></tr>
<tr><td rowspan="4">Approval by the Safety Committee</td><td>Name of Individual/Entity That Certified This Plan</td><td>Date of Certification</td></tr>
<tr><td>ABQ Ride Safety Committee</td><td>7/30/2026</td></tr>
<tr><td colspan="2">Relevant Documentation (title and location)</td></tr>
<tr><td colspan="2">Safety Committee Meeting Minutes 7/30/2026
(Transitfolders\crossdivisional\Safety\safetycommitteeeagenda)</td></tr>
</table>

Version Number and Updates (Transit — City of Albuquerque -PTASP)			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
1.0	All	Updated	4/21/20
2.0	pp. 1,3,4,7,8,9	Updated	8/19/21
3.0	pp. 1, 2, 6	Updated	9/13/22
4.0	All	Updated	10/16/23
5.0	1,2,3,4,6,7,8,9	Updated	9/23/24
6.0	All	Updated	8/04/25
7.0	All	To align with FTA PTASP program requirements, update annual safety performance targets and change document formatting	6/25/26

Annual Review Process:

Data Gathering & Trend Analysis: Focus on Precursors. Look beyond standard accident rates. Gather data on near-misses, hazard reports submitted by front-line staff, and Safety Management System (SMS) data. In a proactive culture, a spike in reported hazards is a *positive* indicator of engagement, not failure.

Gap Assessment: Evaluate Proactive Systems. Audit current operations against your safety strategy milestones. Identify where the old plan relies on lagging indicators (punitive measures after an incident) and supplement them with leading indicators (scheduled inspections, safety committee engagement, and front-line safety briefings).

Joint Safety Committee Collaboration: Front-Line & Management Review. Convene the Safety Committee to review the findings. Ensure equal representation from labor and management to review the effectiveness of hazard mitigation strategies. This builds trust and ensures the plan reflects the actual reality of the shop floor and transit routes.

Drafting & Modernizing the PTASP: Update Documentation. Rewrite sections to formalize non-punitive reporting policies (Just Culture), update safety performance targets based on the previous year's data and explicitly map out accountability structures for safety performance.

Approval & Multi-Level Sign-Off: Final Validation. Route the updated plan through the Safety Committee for formal endorsement, secure the Accountable Executive's signature, and present it to the governing board for final adoption and annual certification.

Annual Review Timeline: Executing this review smoothly takes roughly 20 to 24 weeks to ensure thorough staff engagement and proper regulatory routing.

Month 1: Discovery & Data Pull: Pull all SMS data, hazard logs, and audit reports from the trailing 12 months. Conduct a comprehensive review of maintenance facility inspections and fleet safety performance to identify underlying trends.

Months 1-10: Committee Workshops & Strategy: Hold dedicated Safety Committee sessions. Review employee non-punitive reporting rates and evaluate if current mitigations are working or if they require adjusting standard operating procedures (SOPs).

Months 3-6: Draft Revision & Internal Review: Update the PTASP text to reflect new safety targets and proactive protocols. Disseminate the draft to safety compliance officers, risk management stakeholders, and labor representatives for a 14-day comment period.

Months 7-9: Executive Sign-off & Board Certification: Incorporate final feedback. Obtain the Chief Safety Officer and Accountable Executive signatures, followed by board approval to certify compliance before the regulatory deadline.

3. General Annual Safety Performance Targets

Safety Performance Targets are set based upon the safety performance measures in the National Safety Plan using the modal groups Demand Response (DR), Motorbus (MB) and Bus Rapid Transit (RB). Demand Response includes SunVan and Connect services. Bus Rapid Transit refers to ART. Motorbus is all fixed route except ART. The National Safety Plan identifies 14 safety performance measures. The NTD threshold for major events and the NTD definitions for collision, fatality, injury and assault are used. Rates are established per 100,000 vehicle revenue miles (VRM).

Safety Performance Targets								
Mode of Transit Service	Major Event	Major Event Rate	Collision Rate	Pedestrian Collision Rate	Vehicular Collision Rate	Fatalities	Fatality Rate	Transit Worker Fatality Rate
DR	3	0.2	1.1	0.0	1.1	0	0	0
MB	20	0.7	2.1	0.1	2.1	0	0	0
RB	15	2.2	5.7	0.3	5.7	0	0	0

	Injuries	Injury Rate	Transit Worker Injury Rate	Assaults on Transit Workers	Rate of Assaults on Transit Workers	System Reliability
DR	2	0.1	0.1	0	0.0	55,810
MB	18	0.6	0.2	10	0.3	31,310
RB	20	2.9	0.6	8	1.1	16,897

4. Annual Safety Performance Targets for the Safety Risk Reduction Program

ABQ Ride as a large, urbanized area provider is required to have a safety risk reduction program. There are eight safety performance measures that the Safety Committee uses to set targets for the safety risk reduction program. Some of these measures overlap with the measures in section 3. The safety risk reduction program must be based on a three-year rolling average of the data ABQ Ride submits to NTD. The performance targets in the risk reduction program must reflect an annual reduction in the associated safety performance measure. To achieve an annual reduction, the SPT must be set below the three-year rolling average. The safety performance targets below have been approved by the safety committee. These targets focus the safety committee on injuries, transit worker assaults, collisions and major events.

Safety Performance Targets specific to Risk Reduction Program								
Mode of Transit Service	Major Events	Major Event Rate	Collisions	Collision Rate	Injuries	Injury Rate	Assaults on Transit Workers	Rate of Assaults on Transit Workers
DR	3	0.2	20	1.1	2	0.1	0	0.0
MB	20	0.7	60	2.1	18	0.2	10	0.3
RB	15	2.2	40	5.7	20	2.9	8	1.1

4.1 Safety Set-Aside and Resource Allocation

In strict compliance with Federal Transit Administration (FTA) statutory requirements for large urbanized area providers, the agency formally allocates a minimum of 0.75% of its annual FTA Section 5307 federal funding apportionment exclusively to safety projects and safety-related activities.

Committee Allocation Review & Project Prioritization: The Joint Safety Committee serves a primary role in reviewing, prioritizing, and recommending the allocation of these safety set-aside resources. Eligible resource expenditures are directly tied to the risk register findings, with mandatory prioritization given to tactical infrastructure and technologies that mitigate transit worker assaults, enhance facility security, and support comprehensive Transit Safety and Security Program (TSSP) training.

5. Coordination with Metropolitan, Statewide, and Non-metropolitan Planning Processes

The safety performance targets in Sections 4 and 5 are coordinated with the New Mexico Department of Transportation (NMDOT) and the Mid-Region Metropolitan Planning Organization (MRMPO) to ensure alignment with regional transportation safety goals. Progress toward these goals is reviewed annually and updated as part of the PTASP review cycle.

Safety Performance Target Coordination	
The Department communicates its safety performance targets to the Mid-Region MPO and the New Mexico Department of Transportation's Transit and Rail Division and discusses the selection of State and MPO safety performance targets with those entities to assist in their selection of State and MPO safety performance targets.	
State Entity Name	Date Targets Transmitted
The New Mexico Department of Transportation (NMDOT)	One (1) month after Resolution Approved by City Council
Metropolitan Planning Organization Name	Date Targets Transmitted
Mid-Region Metropolitan Planning Organization (MRMPO)	One (1) month after Resolution Approved by City Council

6. Safety Risk Reduction Program

The Safety Risk Reduction program is a structured approach to minimizing risks and promoting safety specific to vehicle and pedestrian safety events involving transit vehicles and assaults on transit workers. It involves identifying and assessing risks, implementing measures to reduce them, and ensuring a culture of safety. The Department will develop risk mitigation measures to address risks of national and local concern. These include mitigations to reduce the risk of assaults on transit workers, the risk of bus accidents with vehicles and pedestrians particularly involving any visibility impairments due to configuration of operator areas on buses, and risk of employee and public exposure to infectious diseases consistent with guidelines of the Centers for Disease Control and Prevention or the New Mexico Department of Health.

As of the 2025 annual update, the Department has completed another risk assessment for operator assaults that identifies closing operator area protective barriers and customer service training as a primary mitigation measure, along with training and discipline procedures to reduce likelihood of assaults. The department will complete a risk assessment for the visibility of operators for each mode the department operates. At the end of each FY, deficient targets in the safety risk reduction program will be assessed and the associated safety risk will be reviewed through the safety risk assessment process.

The Department's Safety Committee—comprising an equal representation of frontline transit workforce members and management—is directly integrated into the Safety Risk Reduction Program. The Committee actively collaborates on the identification of hazards; reviews performance data related to vehicle/pedestrian accidents and

transit worker assaults and recommends specific risk mitigations. Furthermore, the Safety Committee plays a central role in evaluating the effectiveness of these strategies and provides formal input on the prioritization of safety resources.

The risk will be mitigated based on the results of the assessment. The transit department's safety set-aside in the following fiscal year will be allocated to safety related projects that are reasonable likely to help it meet missed safety performance targets for the safety risk reduction program in the future to mitigate the risk

7. Safety Committee Establishment, Membership, and Procedures

The City of Albuquerque Transit Department maintains a formal Safety Committee established and operated in a manner scaled to the size, scope, and complexity of the agency.

Establishment, Operation, and Convening Mechanism: The Safety Committee is convened through a joint labor-management process, with its full establishment, administrative procedures, and membership maintained by the Chief Safety Officer (CSO) and made available for inspection upon request.

Equal Representation: To ensure balanced governance and collaborative decision-making, the Safety Committee consists of an equal number of frontline transit worker representatives and management representatives.

Frontline Functional Representation: To the extent practicable, the committee includes frontline transit worker representatives drawn from major functional areas across the department, ensuring direct operational and maintenance perspective on safety risk reduction, hazard identification, and safety target reviews.

Major Functional Representation: To the extent practicable, frontline transit worker representatives on the Safety Committee include personnel from major service functions across the transit system, specifically incorporating direct representation from both operations, facility and vehicle maintenance.

Selection by Plurality Labor Organization: Frontline transit worker representatives for the Safety Committee are selected by the labor organization representing the plurality of the agency's frontline transit workers. In accordance with federal guidelines, this selection process covers eligible frontline employees, while any individuals or contractors working on behalf of the agency are designated through established administrative procedures.

Labor and Management Separation: The labor organization representing frontline transit workers does not represent the transit agency's management, ensuring a clear and independent separation of interests between labor representatives and management seats on the committee.

Organizational Structure and Chairing: The Safety Committee's organizational structure, size, and composition are scaled to the size, scope, and complexity of the Albuquerque Transit Department. The committee is co-chaired by a management representative designated by the department and a front-line worker representative selected by the labor organization.

Agendas, Notices, and Meeting Minutes: Meeting agendas and advance notices are developed collaboratively and shared with all members prior to each session. Official meeting minutes are recorded, formally reviewed, approved, and maintained by the committee secretary for administrative and compliance tracking.

Member Training: All Safety Committee members receive required training related to the ASP, safety risk reduction programs, and the processes, activities, and tools utilized to support the department's Safety Management System (SMS).

Compensation Policy: Participation in Safety Committee meetings and official committee functions by frontline representatives is governed by the department's established compensation policy, ensuring members are compensated for their time in accordance with labor agreements and departmental policy.

Access to Technical Experts: To support its deliberations, the Safety Committee may access technical experts in an advisory capacity—including other transit workers, safety compliance specialists, and risk management personnel—as needed.

Access to Agency Information and Resources: The department provides the Safety Committee with full access to necessary transit agency information, safety data, tools, and resources to support informed safety risk analysis and decision-making.

Access to Safety Reporting Program Submissions: The Safety Committee is granted access to relevant submissions, safety trends, and hazard reports from the transit worker safety reporting program to aid its deliberations and hazard mitigation reviews.

Decision-Making Process: The Safety Committee reaches decisions through consensus and collaborative joint-labor management discussions, with all formal decisions, recommendations, and votes officially recorded in the meeting minutes.

Board and Executive Communication: The Safety Committee coordinates and communicates its safety risk findings, recommendations, and periodic updates directly with the Accountable Executive, the Chief Safety Officer, and the transit agency's governing body or equivalent entity.

Safety Committee Dispute Resolution Process:

> **Informal Resolution:** Members of the Safety Committee will attempt to resolve disagreements collaboratively through open discussion during scheduled committee meetings.
>
> **Mediation / Facilitation:** If a consensus cannot be reached within a reasonable timeframe (e.g., 14 calendar days), the committee may mutually agree to involve a neutral internal or external facilitator to help bridge differences.
>
> **Voting and Escalation:** If a formal deadlock persists, the issue will be handled in accordance with the established Safety Committee bylaws. If necessary, unresolved safety concerns or disputes that impede the committee's operations may be escalated to the transit agency’s accountable executive or board of directors for final administrative review, while ensuring statutory safety reporting channels remain uncompromised."

Safety Committee Execution of Responsibilities:

> **Regular Scheduling:** The committee shall convene at established, recurring intervals (e.g., monthly or quarterly) with agendas published in advance.
>
> **Documented Proceedings:** All reviews, findings, recommendations, and formal actions taken by the committee will be officially documented in meeting minutes, tracked through an internal corrective action/recommendation log, and submitted to the transit agency’s leadership and accountable executive.
>
> **Resource and Information Access:** The agency shall provide the Safety Committee with timely access to safety data, safety performance reports, risk analyses, and operational records necessary for the committee to thoroughly evaluate safety issues and fulfill its designated oversight duties."

8. Safety Management System

The Transit Department has established and implemented a Safety Management System (SMS) that is appropriately scaled to the size, scope, and complexity of our transit operations. The SMS consists of the following four core components: Safety Management Policy, Safety Risk Management, Safety Assurance, and Safety Promotion. These components establish leadership commitment, provide a structured framework to identify, analyze, prioritize, measure, monitor, evaluate, and communicate safety risk and mitigation. The following sections detail each of the components and how they are actively implemented within the transit department.

9. Safety Management Policy

9.1 Safety Management Policy Statement

The City of Albuquerque Transit Department (ABQ RIDE) is committed to providing the highest level of safety for our passengers, employees, and the public. Our mission is to provide the community with safe, clean and reliable transportation. An effective Safety Management System (SMS) built on a proactive safety culture is the foundation of this commitment. Safety is not just a set of rules; it is a core organizational value that guides every decision, action, and daily operation. To achieve a sustainable, proactive safety culture, ABQ RIDE commits to the following principles:

Shared Responsibility & Leadership Accountability: Executive leadership is ultimately accountable for safety, but every employee—from operators and maintenance technicians to supervisors and administrative staff—has a vital role. We are all responsible for identifying hazards, reporting risks, and maintaining a safe work environment.

Non-Punitive Safety Reporting (Just Culture): We actively encourage open communication. ABQ RIDE guarantees that no disciplinary action will be taken against any employee who discloses a safety concern, hazard, or near-miss through our safety reporting systems, provided the report does not involve illegal acts, gross negligence, or willful misconduct. Our focus is on fixing systems, not placing blame.

Proactive Hazard Identification: We do not wait for incidents to occur. We continuously evaluate our operations, facilities, and equipment to identify potential hazards, analyze risks, and implement effective mitigation strategies before they lead to accidents.

Continuous Improvement and Training: We are dedicated to providing the necessary resources, training, and tools to ensure all personnel can perform their duties safely. We measure our safety performance continuously and adapt our policies, procedures, and training to constantly elevate our safety standards.

Uncompromised Safety Priority: No operational priority, schedule pressure, or budgetary constraint will ever take precedence over the safety of our workforce or the community we serve.

9.2 Safety Management Policy Communication

The safety management policy is communicated through a structured, multi-layered approach across all levels of the organization to ensure complete alignment and compliance.

February 13, 2026: Maintenance Facility Rollout: Following a comprehensive facility audit, updated safety Standard Operating Procedures (SOPs) were directly distributed and reviewed with the maintenance staff. This ensured that frontline technical teams were immediately aligned with updated compliance standards.

March 19, 2026: Formal Committee Adoption: During the structured Safety Committee meeting at the David Rusk facility, key emergency evacuation protocols and broader safety management policies were formally presented, voted on, and adopted. This established the official regulatory framework for the agency.

April 2026: Departmental Strategy Integration: The agency officially initiated the phased rollout of "The Playbook," a comprehensive departmental safety strategy designed specifically to transition the entire organization to this proactive safety mindset.

Ongoing / Daily: Continuous Frontline Reinforcement to ensure policy moves from paper to practice. The safety culture is reinforced daily through pre-shift briefings and routine supervisor interventions. This keeps compliance top-of-mind for operators and field staff every single day.

Media: The policy and updates are disseminated through posters at work reporting locations, on social media, in new transit worker training, posted on internal monitors. Safety Committee summary of topics are covered at the meeting and in similar communications to all employees.

9.3 Authorities, Accountabilities, and Responsibilities

Accountable Executive

Authority: Authority gives the individual the power to make high-level decisions and enforce compliance. The Accountable Executive holds the ultimate authority to:

Allocate Resources: Disburse funds and assign personnel specifically for safety management, hazard mitigation, and safety capital projects.

Approve the Safety Plan: Formally sign off on and approve the agency's Public Transportation Agency Safety Plan (PTASP).

Direct Operations: Order operational changes, up to and including suspending service on a specific transit line or asset, if an unacceptable safety risk is identified.

Accountability: Accountability means being ultimately answerable for the success or failure of the SMS. The Accountable Executive is uniquely accountable for:

Entire SMS: Ensuring that the agency's SMS is effectively implemented, maintained, and continuously improved across all modes of transit. Further, has ultimate responsibility for carrying out the Transit Asset Management (TAM) Plan.

Safety Performance: The ultimate safety performance of the agency. If the agency is failing to meet its safety targets, the Accountable Executive is held responsible by regulatory bodies and the public.

Financial and Human Resources: Ensuring the agency has the human and financial resources necessary to develop and maintain the SMS and to address safety hazards.

Responsibility: Responsibilities are the specific tasks and duties that must be executed. The Accountable Executive is responsible for:

Designating Key Safety Personnel: Appointing a qualified Chief Safety Officer (CSO) or SMS Manager to run the day-to-day operations of the SMS.

Setting the Tone ("Safety Culture"): Actively promoting a positive safety culture where employees feel safe reporting hazards without fear of retaliation (often called a Just Culture)

Reviewing Safety Performance: Regularly reviewing safety performance indicators and data to ensure that risk mitigations are working.

Delegation: May delegate specific responsibilities but remains accountable for the agency's safety performance.

Safety Risk Reduction Program: Implements safety risk mitigations for the safety risk reduction program and receives and considers all other safety risk mitigations recommended by the Safety Committee.

Chief Safety Officer or SMS Executive

Authority: To get the job done, the CSO must be adequately trained in safety and be vested with distinct organizational powers as designated by the Accountable Executive:

Direct Access: The absolute authority to report safety issues directly to the Accountable Executive, bypassing other department heads if necessary.

Independent Oversight: The authority to conduct independent safety audits, inspections, and accident investigations across all operational and maintenance departments.

Advisory Power: The authority to advise senior leadership, project managers, and procurement teams on the safety impacts of new equipment, technology, or operational changes before they are implemented.

Accountability: While they do not have the ultimate financial liability of the agency, the CSO is specifically answerable for:

SMS Integrity: Ensuring the SMS compliant with federal, state, and local regulations.

Accurate Reporting: Providing honest, data-driven, and timely safety performance data to the Accountable Executive and regulatory agencies.

Actionable Advice: Ensuring that when a hazard is identified, a clear, actionable risk assessment is delivered to decision-makers.

Responsibility: The CSO is responsible for the hands-on day-to-day management, implementation, and maintenance of the SMS across the entire agency:

Managing Safety Risk Management (SRM): Overseeing the processes used to identify operational hazards, assessing risks, and developing effective mitigations (like standard operating procedures or equipment upgrades).

Driving Safety Assurance: Ensuring the agency continuously monitors its operations to verify that safety mitigations are working and that the agency is meeting its safety performance targets.

Administering the Employee Safety Reporting Program: Managing the system where frontline workers can report hazards, ensuring reports are investigated and that employees are protected from retaliation.

Safety Documentation: Maintaining the formal safety plans, hazard logs, risk registers, and audit records required by regulatory bodies (like the FTA). Ensuring compliance with PTASP along with necessary annual updates.

Promoting Safety Culture & Training: Developing and delivering safety training across all levels of the agency to ensure everyone understands their specific role within the SMS.

Safety Committee

Authority:

Approval Power: The Safety Committee has the formal authority to review and officially approve the agency's PTASP and any subsequent annual updates before it is finalized and routed to the Accountable Executive and governing board.

Safety Performance Targets (SPTs): The committee holds the authority to establish and shape specific safety performance targets required under the National Public Transportation Safety Plan (such as metrics concerning safety risk reduction and worker protection).

Dispute Resolution Mandate: The committee has the authority—and the requirement—to establish and execute a formal, agreed-upon internal dispute resolution process to address and resolve any deadlocks or disagreements between labor/frontline representatives and management.
Mitigation Review: While the Accountable Executive retains ultimate execution control, the committee has the authority to formally review, propose, and receive explanations regarding safety risk mitigations, including mandatory written justifications if management declines a committee-recommended mitigation.

Accountability:

Collaborative Parity: Accountability is structurally shared equally between labor and management. Because the committee must consist of an equal number of frontline transit worker

representatives and management representatives, both sides are held jointly accountable for collaborative safety oversight.

Performance Deficiencies: The committee is held accountable to monitor and identify deficiencies in the agency's safety performance, specifically measuring how well the system performs against the annual safety performance targets it set.

Recordkeeping & Compliance Trail: Actions, reviews, approvals, and dispute resolutions generated by the committee form a mandatory part of the agency's compliance record, ensuring the committee remains answerable to federal oversight audits (such as FTA triennial reviews).

Responsibility:

Hazard and Risk Mitigation Identification: The committee is responsible for actively identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences uncovered through safety risk assessments.

Frontline Safety Integration: Responsibilities include ensuring that frontline perspectives—such as those dealing with day-to-day operational realities, vehicle maintenance, and transit operating environments—are directly factored into safety protocols and safety training curriculum design.
Continuous Safety Improvement: Reviewing internal safety reviews, tracking safety action plans, and evaluating the effectiveness of safety reporting mechanisms (like employee hazard reporting systems) fall squarely within the committee's routine operational responsibilities.

Agency Leadership and Executive Management

Authority: Executive management holds the operational levers needed to protect and nurture a positive safety culture:

Operational Decision-Making: The authority to pause an operation, pull a vehicle from service, or adjust a schedule if an unmitigated hazard presents an unacceptable risk.

Disciplinary Distinction (The Just Culture Line): The authority to differentiate between an honest human error (which requires systemic mitigation/training) and willful negligence or intentional rule violations (which require discipline).

Resource Management: The authority to prioritize safety-critical repairs, training time, and personal protective equipment (PPE) within their departmental budgets.

Accountability: Executive leaders are held answerable for the safety health of their specific divisions:

Departmental Safety Performance: Leading their specific divisions to meet the safety performance targets set in the agency's safety plan.

SOP Compliance & Relevance: Ensuring that standard operating procedures (SOPs) are not only strictly followed by supervisors and staff but are continuously updated to reflect modern safety standards (like OSHA compliance).

Hazard Mitigation Execution: Taking ownership of the risk mitigations assigned to their departments by the Safety Risk Management process and ensuring they are fully implemented on the shop floor or in the field.

Responsibility: Executive managers are responsible for translating safety policy into daily operational behavior, specifically focusing on building a Just Culture—an environment where safety is prioritized, and employees trust the system.

Modeling "Safety as a Core Value": Demonstrating through actions that safety is not secondary to schedule, budget, or performance metrics. If a choice must be made between hitting a departure target or addressing a safety defect, leadership must visibly back safety.

Fostering an Active Reporting Environment: Actively encouraging frontline workers to report hazards, near-misses, and mistakes. For a safety culture to thrive, executives must ensure that the Employee Safety Reporting Program is treated as a diagnostic tool, not a disciplinary trap.

Ensuring Non-Retaliation: Strictly enforcing the agency's policy against retaliation for reporting safety hazards. If employees see a peer punished for reporting a safety issue, the safety culture collapses instantly.

Communicating the "Why": Closing the loop with staff. When employees report a hazard, management is responsible for ensuring feedback is provided on what actions are taken. This builds trust and keeps the reporting pipe open.

The Executive's Just Culture Matrix: A healthy safety culture relies on leadership consistently applying the principles of a Just Culture. It separates actions into clear buckets to build employee trust while maintaining corporate responsibility.

Human Error: Inadvertent slip or mistake. *Management response: Support, console, and fix the systemic process or design.*

At-Risk Behavior: A choice made where the risk isn't recognized or is believed to be justified (e.g., taking a shortcut to stay on schedule). *Management response: Coach, retrain, and remove operational pressures driving the behavior.*

Reckless Conduct: Conscious disregard of a substantial and unjustifiable risk (e.g., operating under the influence or intentional sabotage). *Management response: Swift and consistent disciplinary action.*

Key Staff

Authority: To effectively champion a positive safety culture, key staff must be insulated from operational pressures and given specific institutional leverage:

Independent Escalation: The authority to escalate a safety concern or a pattern of ignored hazards directly to the Chief Safety Officer (CSO) if line management is failing to address it or attempting to suppress it.

Advocating for the Frontline: The authority to act as an objective liaison in joint labor-management safety committees, ensuring that frontline safety concerns are given equal weight and are formally entered into the risk register.

Reviewing Policy Impact: The authority to review operational changes and draft policies (such as updated PPE mandates or equipment standards) to ensure they comply with safety regulations (like OSHA 1910) while remaining practical for the workforce.

Accountability: Key safety staff are held answerable for the integrity and credibility of the safety system itself:

System Credibility: If employees view the safety department as an extension of internal discipline rather than a resource for protection, key staff are answerable for failing to maintain that boundary.

Data Integrity and Reporting: Ensuring that After-Action Reports (AARs), hazard logs, and audit findings are completely accurate, objective, and clear of political filtering before they reach senior leadership.

Timeliness of Responses: Being answerable for the speed with which hazard reports are processed. Delayed responses signal to the workforce that management doesn't truly care about safety, causing the reporting culture to wither.

Responsibility: Key safety staff are responsible for the daily interactions that either build or break employee trust in the Safety Management System (SMS):

Protecting and Managing the ESRP: They manage the Employee Safety Reporting Program day-to-day. Their critical responsibility is to ensure that reports are processed objectively and that the identity of the reporter is protected, when necessary, strictly upholding the Just Culture policy.

Closing the Feedback Loop: One of the quickest ways to kill a safety culture is letting employee reports fall into a "black hole." Key staff are responsible for communicating back to the frontline workers, letting them know exactly what was found during an investigation and what actions are being taken to fix it.

Translating Data into Transparent Action: Instead of using safety data to punish, key staff analyze trends to identify *systemic* issues (e.g., a spike in infractions at a specific maintenance bay might point to a broken workflow or a training gap rather than "bad employees").

Objective Auditing and Investigation: Conducting inspections, facility audits, and incident reviews with an emphasis on *fact-finding, not fault-finding*. Their focus is on uncovering broken processes, outdated SOPs, or equipment failures.

The Key Staff "Just Culture" Standard: In a mature SMS, Key Safety Staff are the caretakers of the line between human error and reckless conduct. By focusing their audits and investigations on improving the system rather than assigning blame, they give frontline operators and maintenance crews the confidence to speak up. When the workforce trusts that key safety staff are there to fix the problem—not write them up—the entire safety culture thrives.

9.4 Transit Worker Safety Reporting Program

The Process for Reporting Safety Conditions: A safety culture must have an Employee Safety Reporting Program (ESRP) that is accessible, transparent, and responsive. The standard process follows these steps:

Identification & Submission: An employee identifies an unsafe condition, hazard, near-miss, or equipment defect. They submit a report via the established agency channels, whether through digital reporting kiosks, mobile applications, paper drop-boxes, or directly to a supervisor or the Safety Department.

Safety Department Triage: The Safety Department logs the report into the hazard tracking system to ensure it is documented independently of operations management. The Chief Safety Officer (CSO) or a safety compliance representative evaluates the severity of the hazard.

Investigation & Mitigation: Safety works with operational and maintenance management to investigate the root cause. If an unacceptable risk is validated, a mitigation plan is developed (e.g., updating an SOP, repairing equipment, or altering physical space).

Closing the Loop: Management provides direct feedback to the reporting employee (and the wider team if systemic) detailing what was found and how it is being fixed.

Inclusions: Reports are encouraged for assaults on transit workers, near-misses and unsafe acts and conditions.

Protections for Employees Who Report: To encourage a culture where people actively report issues, strict protections are established by senior management and reinforced by regulatory frameworks:

Confidentiality: Employees have the right to request that their identity remain confidential during the investigation, or they may submit reports completely anonymously.

Protection from Retaliation: Senior management guarantees that no employee will face disciplinary action, demotion, harassment, or negative performance evaluation for reporting a safety hazard or near-miss.

The "Good Faith" Safeguard: Even if an investigation reveals that the reported condition wasn't a hazard, the employee is fully protected if the report was made in good faith.

Exclusions from Protection: A positive safety culture is *not* a blame-free culture. While honest human errors and systemic flaws are treated with coaching and process fixes, willful misconduct and reckless behaviors are excluded from protection and result in standard disciplinary action.

The following actions cross the line from "reporting a hazard" into "disciplinary infractions" and receive zero immunity:

Willful Violations of Safety Rules: If an employee knowingly bypasses a mandatory safety rule—such as operating a transit vehicle or maintenance equipment without required Personal Protective Equipment (PPE) like mandatory eye protection—this is an intentional choice, not a mistake. Ignoring OSHA 1910 standards or established SOPs is a disciplinary matter.

Reckless Behavior & Endangerment: Consciously disregarding a substantial and unjustifiable risk that endangers passengers, coworkers, or public property. Examples include speeding through transit yards, using personal electronic devices while operating equipment, or ignoring red signals/safety barriers.

Substance Use or Impairment: Reporting to work under the influence of alcohol, illegal drugs, or unauthorized controlled substances, or violating the agency's drug and alcohol policy.

Covering Up Damage or Incidents: If an employee causes damage to a vehicle or facility (e.g., clipping a mirror or hitting a barrier) and intentionally fails to report it immediately, or attempts to conceal it, they are disciplined for the cover-up and dishonesty. The protection applies to reporting a hazard or near-miss, not to hiding an actual accident.

Sabotage or Intentional Property Damage: Deliberately damaging transit assets or creating a hazard intentionally.

10. Safety Risk Management

The Transit Department develops and implements a comprehensive Safety Risk Management (SRM) process for all elements of its public transportation system. The SRM process provides a systematic approach to hazard identification, safety risk assessment, and safety risk mitigation.

10.1 Hazard Identification

The department maintains ongoing methods and processes to identify hazards and potential safety consequences in transit operations. In accordance with regulatory standards, the department considers the following active sources for hazard identification:

Oversight Data: Safety data, inspection results, and information provided by oversight authorities, including the FTA and the State.

Public Health Guidance: Data and information regarding exposure to infectious diseases provided by the Centers for Disease Control and Prevention (CDC) or a State health authority.

Safety Assurance Activities: Safety concerns, trends, operational anomalies, and deficiencies identified through internal Safety Assurance activities, safety audits, and worker reporting programs.

10.2 Safety Risk Assessment

The department utilizes structured methods and processes to assess the safety risks associated with identified hazards.

Likelihood and Severity Evaluation: Each safety risk assessment evaluates both the likelihood of occurrence and the severity of the potential consequences of identified hazards.

Prioritization and Existing Mitigations: Assessments determine whether safety risk mitigation is necessary, inform the prioritization of safety improvements, and consider any existing safety risk mitigations already active in the system.

Safety Risk Matrix

To evaluate and prioritize risks consistently, the department applies a standardized Safety Risk Matrix combining Severity (Catastrophic, Critical, Marginal, Negligible) and Likelihood (Frequent, Probable, Occasional, Remote, Improbable) to determine overall risk levels (High/Unacceptable, Medium/Undesirable, Low/Acceptable):

Severity \ Likelihood	Frequent (A)	Probable (B)	Occasional (C)	Remote (D)	Improbable (E)
Catastrophic (1)	High	High	High	Medium	Low
Critical (2)	High	High	Medium	Medium	Low
Marginal (3)	High	Medium	Medium	Low	Low
Negligible (4)	Medium	Low	Low	Low	Low

High Risk: Unacceptable; operations or activities must be immediately halted or mitigated until risk is reduced.

Medium Risk: Undesirable; requires management review and targeted mitigation deployment.

Low Risk: Acceptable; monitored through routine safety assurance processes.

10.3 Safety Risk Mitigation and Safety Risk Reduction Program

The department implements methods and processes to identify safety risk mitigations or strategies necessary because of safety risk assessments to reduce the likelihood and severity of potential consequences.

Role of the Safety Committee: The methods and processes explicitly incorporate the role of the Safety Committee in identifying and recommending safety risk mitigations.

External Guidance Sources: As sources for safety risk mitigation, the department considers guidance provided by oversight authorities and the FTA, as well as guidelines from the CDC or State health authorities to prevent or control exposure to infectious diseases.

Rejection of Committee Recommendations: When the Safety Committee recommends a safety risk mitigation unrelated to the safety risk reduction program and the Accountable Executive decides *not* to implement it, the Accountable Executive will prepare a written statement explaining their decision and submit it to the Safety Committee.

Safety Risk Reduction Program Requirement:

Vehicular and Pedestrian Events: If the transit agency misses an annual safety performance target for vehicular and pedestrian safety events involving transit vehicles, the department and the Safety Committee will consider and implement mitigations to reduce visibility impairments for operators, including retrofits to vehicles in revenue service and specifications for future procurement.

Assaults on Transit Workers: If the transit agency misses an annual safety performance target related to assaults on transit workers, the department and the Safety Committee will consider and implement mitigations including the deployment of assault mitigation infrastructure and technology (such as barriers to restrict the unwanted entry of individuals and objects into transit vehicle operator workstations and transit facilities).

Incorporation of Program Mitigations: The department officially incorporates by reference into this ASP all safety risk mitigations identified and recommended by the Safety Committee as part of the safety risk reduction program, including those for vehicular/pedestrian events and transit worker assaults.

11. Safety Assurance

11.1 Safety Performance Monitoring and Measurement

11.1.1 Transit Operations Activities

Collaborative Safety Audits and Inspections: Instead of unannounced, adversarial inspections that cause workers to hide defects, safety assurance under a new culture utilizes collaborative audits.

Maintenance Facility & Fleet Audits: Regularly auditing maintenance areas (like the Ken Sanchez building or similar facilities) and checking the physical compliance of transit vehicles (e.g., checking for up-to-date fire extinguisher tags, proper fluid containment, and tool safety).

Operational Line Checks: Conducting scheduled ride-along and field observations to ensure transit operators are following standard operating procedures (SOPs), such as proper speed limits in transit yards and correct boarding procedures.

The Culture Shift: Safety officers and co-auditors do not conduct these alone; they invite shop foremen, line supervisors, or frontline safety committee members to walk with them. The goal is to fix physical hazards immediately and identify if an outdated SOP is making compliance impossible for the staff.

Integrated Data Monitoring and Technology Reviews: Modern transit systems generate massive amounts of data. Safety Assurance pulls this data together to look for hidden trends, particularly during higher-risk periods like the night shift.

Telematics and Event Recorders: Reviewing data from vehicle on-board monitoring systems (like speed triggers, hard braking, or sudden deceleration).

Facility Surveillance Reviews: Reviewing facility camera feeds specifically to verify compliance with high-risk procedures—such as ensuring technicians are utilizing mandatory eye protection and proper personal protective equipment (PPE) in accordance with OSHA 1910 standards when performing grinding or under-bus work.

The Culture Shift: Data triggers are treated as coaching opportunities and system diagnostics, not automatic disciplinary slips. If telematics shows a spike in hard braking at a specific intersection, the agency investigates whether a timing defect in a traffic light or a new blind spot is causing the issue, rather than immediately blaming the operator.

Comprehensive Incident and Near-Miss Investigations: When something goes wrong, Safety Assurance steps in to conduct a formal after-action review.

Root-Cause Analysis: Moving past the surface level ("the employee made a mistake") to look at organizational factors. Investigators check at fatigue levels, the clarity of the training provided, and whether operational pressures (like rushing to complete a shift) contributed to the failure.

The Culture Shift: Under a Just Culture, the employee involved is treated as an essential partner in the investigation, not a target. They are asked: *"What did you see? What did the system do? How can we prevent the next guy from falling into this same trap?"*

Tracking Safety Performance Indicators (SPIs): Safety Assurance establishes clear, measurable benchmarks to track the health of both operations and maintenance.

Lagging Metrics: Tracking actual events, such as the number of facility slips/trips/falls, vehicle collisions, or unmitigated fire code infractions.

Leading Metrics: Tracking proactive behaviors, such as the percentage of PMs (Preventative Maintenance) completed on time, the number of safety reports submitted by staff, and the closure rate of open hazard logs.

The Culture Shift: Management shares these metrics openly with the workforce. Transparency builds trust; when frontline workers see that maintenance, backlogs are shrinking because of their feedback, it reinforces their commitment to the safety system.

11.1.2 Investigation of Safety Events

Phase 1 - Immediate Scene Preservation & Evidence Gathering: At the Scene

Secure the Site: Coordinate with emergency services or transit supervisors to establish a safe perimeter, protecting physical evidence (e.g., tire skid marks, broken components, rail alignment) from being altered or cleared.

Capture Digital Data: Photograph and video the scene from multiple angles, document weather/lighting conditions, and immediately download camera footage (CCTV, forward-facing, or cabin dash cams) and event recorder data ("black box").

Conduct Initial Interviews: Gather preliminary, uninfluenced statements from transit operators, passengers, and external witnesses on-site.

Phase 2 - Information, Technical, & Record Review: Off-Site Data Collection.

Human Factors & Work History: Review the operator's training history, certifications, compliance records, and a 72-hour pre-incident history checklist to evaluate fatigue, schedule changes, or medical factors.

Maintenance Records: Examine the asset's history to check if the vehicle, track, or signals had deferred maintenance, repetitive component failures, or clear compliance gaps.

Operational Data: Pull radio communications, dispatcher logs, Supervisory Control and Data Acquisition (SCADA) readouts, and automatic vehicle location (AVL) logs.

Phase 3 - Post-Event Testing & Equipment Inspections: Verification.

Toxicology Testing: Administer post-accident drug and alcohol tests to involved safety-sensitive personnel in compliance with federal (e.g., 49 CFR Part 655) and local regulations.

Mechanical/Structural Teardowns: Have Subject Matter Experts (SMEs) inspect brake functionality, suspension systems, or track gauge geometry to rule out or verify asset failure.

Phase 4 - Causal Analysis & Root-Cause Evaluation: Synthesis.

The 5-Whys Technique: Drill down through sequential failures. For example: *Bus missed a stop -> Brakes failed -> Air lines ruptured -> Line rubbed against chassis -> Clip was missing since last overhaul.*

Systemic Frameworks: Apply models like the SHEL Model (Software, Hardware, Environment, Livewire) or Fault Tree Analysis to map how individual human actions interacted with organizational gaps (e.g., poor supervision, unworkable procedures, or resource constraints).

Phase 5 - Report Development & Corrective Action Plans (CAPs): Resolution.

Draft the Formal Report: Synthesize findings into a structured report outlining the factual sequence, analysis, and formal causal/contributing determinations. Design Mitigations (CAPs): Create targeted, measurable corrective actions (e.g., modifying a maintenance SOP, redesigning a hazardous intersection, or adjusting training modules) to directly address the root causes.

Feedback into SRM: Loop findings back into the agency's Safety Risk Management (SRM) process to re-evaluate known hazards or log newly discovered risks.

11.1.3 Internal Safety Reporting Monitoring

Intake, Sorting, & Initial Triaging: Daily Operations.

Multi-Channel Capture: Collect reports from all internal submission streams (digital portals, paper drop boxes, or mobile tracking tools used by operators and maintenance staff).

Initial Screening: Review submissions within 24–48 hours to separate immediate, high-severity hazards (e.g., a blind spot caused by a newly placed structural barrier at a transit center, or major mechanical defects) from low-priority, non-safety issues (e.g., facilities maintenance requests like a broken breakroom microwave).

Urgent Hazard Routing: If a report reveals an immediate danger to life or health, instantly route it to dispatch or maintenance supervisors for temporary mitigation.

Log entries and Hazard Tracking: Continuous Tracking.

Database Entry: Log the report into a centralized hazard tracking matrix. Assign a unique identification number and categorize it by type (e.g., roadway hazard, vehicle defect, facility issue, passenger conflict).

De-Identification: If the employee did not file anonymously but requested confidentiality, strip personal identifiers from the working record before sharing it with broader safety committees to preserve a trusted "just culture."

Data Aggregation & Trend Analysis: Weekly/Monthly Review.

Quantify the Metrics: Look beyond individual reports to analyze aggregate data. Track key performance indicators such as the volume of reports by facility, lines/routes most frequently cited, and specific times of day.

Identify Emerging Risks: Look for clusters. For instance, if three separate operators report near-misses due to poor visibility at the same intersection, flag this as a localized systemic risk requiring an engineering or routing review.

Safety Committee & Joint Review: Monthly Cycles.

Collaborative Assessment: Bring aggregated hazard data and high-priority reports to the internal Safety Committee. Representatives from operations, maintenance, safety, and labor review the findings.

Risk Ranking: Score hazards using a standard Risk Assessment Matrix (evaluating probability vs. severity) to prioritize location of capital improvements, policy adjustments, or training resources to be allocated.

Closing the Loop & Feedback: Resolution Phase.

Deploy Corrective Actions: Issue targeted mitigations for validated hazards, such as adjusting a specific route schedule to reduce operator fatigue or upgrading shop lighting.

Communicating with the Reporter: Provide transparent feedback. If the reporter is known, formally notify them of the resolution or the reasons why a specific action was taken. If anonymous, publish general summaries of "Reported & Resolved" hazards in newsletters or on shift-briefing boards to demonstrate that management acts on employee feedback.

11.2 Management of Change (MoC)

Phase 1: Screening & Trigger Identification: Before Implementation.

Identify the Change: Recognize internal or external triggers that alter the operating environment. These typically include:

Operational changes (e.g., modifying route schedules, implementing a zero-fare program, adjusting service frequency).

Physical or technical assets (e.g., introducing battery-electric buses, upgrading maintenance shop machinery, installing new facility security systems).

Organizational shifts (e.g., restructuring maintenance supervision, changing contractors, modifying key standard operating procedures).

Initial Screening: Assess if the modification impacts "safety-sensitive" operations. If it touches personnel, infrastructure, vehicles, or emergency response, it formally enters the MoC process.

Phase 2: Collaborative Hazard Identification: Risk Brainstorming.

Assemble Cross-Functional Teams: Bring together safety staff, frontline representatives, maintenance personnel, and subject matter experts (SMEs) relevant to the change.

Conduct What-If Analysis: Brainstorm unintended consequences. For example, if transitioning to battery-electric buses, the team must identify new hazards like high-voltage shop risks, distinct towing/fire suppression protocols, or unique operator training gaps.

Log the Hazards: Document every potential hazard identified during this phase into a temporary Management of Change registry.

Phase 3: Safety Risk Assessment: Evaluating the Impact.

Apply the Risk Matrix: Score each newly identified hazard based on its probability (how likely it is to occur during the transition or steady state) and severity (the worst-case impact on passengers, employees, or equipment).

Evaluate Existing Controls: Determine if current standard operating procedures (SOPs) or safety tools are sufficient to absorb the change, or if they will be overwhelmed or rendered obsolete by the new configuration.

Phase 4: Mitigation & Action Planning: Developing Controls.

Design Targeted Controls: For risks scored as unacceptable or undesirable, develop specific mitigations before the change goes live. This could involve drafting new PPE compliance standards, updating emergency response plans, or conducting targeted refresher training.

Assign Ownership: Designate specific project managers or division heads to execute and verify the deployment of these safety controls.

Phase 5: Implementation & Post-Change Monitoring: Verification.

Phased Rollout: Execute the change alongside the newly established safety controls.

Safety Performance Monitoring: Track performance data (e.g., tracking employee safety reports, maintenance write-ups, or near-miss logs) specifically linked to the change for a designated period (e.g., 30, 60, or 90 days).

Formal Closeout: Once data verifies that the change has stabilized and no unexpected hazards have emerged, integrate the new parameters into the agency's permanent Safety Risk Management (SRM) log and formally close the MoC file.

11.3 Continuous Improvement

Continuous improvement transforms safety from a static checklist into a dynamic, evolving cycle. Instead of waiting for an incident to occur, continuous improvement relies on a systematic loop of proactive measurement, evaluation, and adjustment.

Proactive Assurance: Moving away from purely reactive data (like injury logs) and focusing on leading indicators. This involves tracking daily compliance, scheduled inspections, and preventative maintenance logs to gauge the health of the safety system before failures happen.

Data Aggregation and Safety Audits: Routine, structured evaluations are conducted across facilities and fleets to verify that internal standards align with regulatory requirements (such as OSHA or federal transit guidelines). These audits collect hard data on equipment status, training gaps, and operational behaviors.

Trend Analysis: By analyzing data over fixed intervals, organizations can identify systemic patterns rather than isolated events. For instance, if minor infractions—like missing fire extinguisher inspections or lapses in PPE usage—spike across multiple shifts, it signals a systemic gap in oversight or training rather than an individual employee issue.

Developing and Carrying out Plans for Safety Deficiencies: When an audit or trend analysis reveals safety deficiency, a structured mitigation process ensures the flaw is corrected permanently, rather than patched temporarily.

Identify the Root Cause: Immediate After-Action. Do not just fix the surface symptoms. Use techniques like the "5 Whys" to determine why the failure occurred. If a piece of emergency equipment was expired, the fix isn't just replacing it, it's correcting the tracking schedule that allowed it to slip through.

Formulate the Corrective Action Plan (CAP): Planning Phase. Develop a targeted plan that outlines the exact steps needed to resolve the deficiency. Every CAP must include specific deliverables, clear ownership assignments, and strict, realistic deadlines for completion.

Implement the Controls: Execution Phase. Apply the solution using the Hierarchy of Controls. Prioritize engineering controls or administrative updates (like revised Standard Operating Procedures) over simply telling team members to "be more careful."

Validate and Close out: Follow-up Evaluation. After a set period, return to the site or process to audit the change. Verify that the corrective action successfully mitigated the risk without introducing new hazards. Once validated, formally close out the deficiency report.

12. Safety Promotion

12.1 Competencies and Training

Safety promotion is the engine that drives a proactive safety culture. It ensures that organizational lessons, regulatory standards, and procedural updates are effectively communicated throughout the entire workforce. The backbone of this promotion is a structured safety training program designed for all agency employees and contractors who have a direct hand in safety performance. A comprehensive safety promotion training framework relies on these main components:

Role-Specific Training Paths: Training cannot be a one-size-fits-all approach. While frontline operational personnel require training focused on immediate hazard recognition, equipment safety, and technical compliance standards (such as OSHA or federal guidelines), leadership and safety managers receive training focused on risk management, accident investigation, and safety assurance techniques.

Contractor Alignment and Integration: Safety standards must remain seamless, regardless of whether a task is performed by an internal employee or an external partner. Contractors directly responsible for safety are required to undergo parallel training protocols or verified onboarding processes. This ensures they operate under the exact same safety definitions, reporting expectations, and operational controls as agency staff.

Continuous Learning and Two-Way Communication: True safety promotion avoids the trap of passive, annual "check-the-box" lectures. It utilizes continuous learning channels—such as concise safety briefings, regular refresher courses, and interactive updates on revised Standard Operating Procedures (SOPs). Crucially, it creates a feedback loop where employees are trained in how to report hazards freely without fear of reprisal, turning frontline observation into organizational data.

The Core Objective: Safety promotion ensures that every individual on the property possesses the exact competencies, regulatory knowledge, and operational awareness required to execute their specific duties safely and identify risks before they cause harm.

12.2 Safety Communication

Safety communication represents the vital pipeline that ensures critical safety data, performance metrics, and procedural updates flow transparently across every level of the ABQ RIDE organization. It bridges the gap between administrative safety management and frontline transit operations, ensuring that operators, maintenance technicians, facility crews, and contractors remain aligned on identical standards. Effective safety communication within the department relies on a structured, multi-directional flow of information:

Top-Down Communication (Policy & Performance): Management must consistently push clear, actionable information down to the field. This ensures that the entire department understands current safety priorities and operational boundaries.

Safety Playbook and SOP Updates: When Standard Operating Procedures are updated—such as aligning eye protection policies directly with OSHA 1910 standards—the specific revisions, rationales, and expectations must be pushed out clearly. This prevents confusion regarding compliance boundaries.

Safety Performance Dashboards: Sharing the results of recent facility audits (such as equipment compliance checks at the Ken Sanchez facility) and tracking key safety trends. Disseminating these metrics keeps safety top-of-mind and provides concrete numbers for teams to rally behind.

Bottom-Up Communication (Hazard Reporting): Frontline employees are the eyes and ears of a transit agency. Communication channels must make it seamless for them to report risks without friction.

Non-Punitive Reporting Channels: Maintaining a culture where operators or maintenance staff can flag operational hazards, close calls, or equipment wear immediately.

Direct Feedback Loops: When a frontline employee reports a safety concern or equipment infraction, the safety communication loop must include a formal follow-up. Letting staff know what action was taken builds trust and reinforces a proactive safety culture.

Lateral Committee Communication (Collaboration): Safety cannot exist in a silo. Cross-departmental dialogue ensures that transit operations and risk management remain perfectly synchronized.

Joint Safety Committees: Regular, structured meetings involving representatives from Transit Operations, Maintenance, and City Risk Management. These sessions serve as a forum to review recent after-action reports, vote on equipment requests, and finalize safety recommendations before they are formalized into policy.

Shift Briefings and Tailgate Sessions: Brief, highly focused safety updates delivered directly at the start of a shift. These ensure that immediate, localized safety bulletins or weather-related transit hazards are communicated right before crews head out on the road or into the maintenance bays.

The Communication Mandate: By keeping lines of communication open, transparent, and continuous, ABQ RIDE ensures that safety performance data is not just collected and filed away, but actively used to protect employees, passengers, and the public daily.

13. Additional Information

13.1 Supporting Documentation

All documentation will be made available upon request by FTA or other Federal or State entities.

List of Additional information:

City of Albuquerque Rules & Regulations (includes the Substance Abuse Policy in section 1100)

Collective Bargaining Agreements

Transit Safety Committee Meeting Minutes

Transit Safety Committee Members List

Road Supervisor Standard Compliance Forms Management of Change Safety Review Form

Risk Assessment and Mitigation Plan for Operator Assaults, 2025

Albuquerque Transit Department Records Retention and Disposition Policy

All ASP documents will be maintained for a minimum of three years or longer if required by other retention policy requirements. This includes but is not limited to the following:

ASP program material, policies, procedures

Safety Committee Membership lists, agendas, meetings and assessments

Results from SMS processes and activities

13.2 List of Acronyms & Definitions Used in the Agency Safety Plan

Acronym	*Word or Phrase*
CSO	Chief Safety Officer
MCO	Motor Coach Operator
SVC	Sun Van Chauffeur
FTA	Federal Transit Authority
PTASP	Public Transportation Agency Safety Plan
SWPP	Storm Water Prevention Plan
TSSP	Transit Safety and Security Program
VISIX	Digital Display Board
SMS	Safety management system
ADA	Americans with disabilities act
CPR	Cardiopulmonary resuscitation
HAZCOM	Hazardous communication
SDS	Safety data sheet

List of definitions for the acronyms provided:

CSO Chief Safety Officer: Is a high level executive responsible for overseeing and managing all aspects of a company's safety program and initiatives. The role goes beyond simple compliance and involves developing a comprehensive vision for safety that is integrated into the organization's core operations.

MCO: Motor coach Operator: Is a professional who transports passengers using a large vehicle, typically a motor coach or bus.

SVC: Sun Van Chauffeur: Is a specific type of paratransit driver, a professional driver who operates a specialized vehicle to provide transportation services to individuals with disabilities.

FTA: The Federal Transit Administration (FTA) is an agency within the U.S. Department of Transportation (DOT). It is responsible for providing financial and technical assistance to local public transportation systems across the United States.

PTASP: Public Transportation Agency Safety Plan: A regulation that requires transit agencies to establish safety performance targets based on measures set by the Federal Transit Administration (FTA).

SWPP: Stormwater Pollution Prevention Plan: A plan created by construction companies to detail their strategies for sediment and erosion control.

TSSP: Transit safety and security Program is a formal training and certificate program administered by the federal transit Administration to support Transit Safety Professionals.

VISIX: Visix Digital Signage: A specific brand of digital signage software and content management system.

SMS: Safety management System. Is a formal organization- wide approach to managing safety risks.

ADA: American Disability Act: Is a landmark U.S federal civil rights law that prohibits the discrimination against people with a disability.

CPR: Cardiopulmonary Resuscitation: An emergency procedure involving chest compressions, often combined with artificial ventilation, to preserve brain function and maintain circulation during cardiac or respiratory arrest.

HAZCOM: Hazard Communication: Refers to the Hazard Communication Standard set by the Occupational Safety and Health Administration (OSHA), which aims to ensure that employers and employees are aware of chemical hazards in the workplace and know how to protect themselves.

SDS: Safety data sheet: A document that provides detailed information about chemical substances or mixture. Its primary purpose is to communicate crucial health and safety information to people who work with or handle or is exposed to the material. This includes workers, emergency responders and Safety personnel