CARTA BOARD MEETING

November 18, 2026
1:00 PM

Barrett Lawrimore Conference Room
5790 Casper Padgett Way
North Charleston, SC 29406

AGENDA

1. Call to Order
2. Consideration of Board Minutes –October 21, 2026 Meeting
3. Financial Status Report – Robin Mitchum
4. Procurement Policy & Procedures Revision – Request for Approval
5. Public Transportation Agency Safety Plan (PTASP) Annual Certification – Request for Approval – John Cooper
6. Project Updates – Andrea Kozloski
7. Ridership Report – Megan Ross
8. Executive Director's Report – Ron Mitchum
9. Other Business, If Any
10. Public Comments, If Any
11. Executive Session – Legal and Contractual Matters
12. Board Comments, If Any

The next CARTA Board Meeting will be held on January 20, 2027

CHARLESTON AREA REGIONAL TRANSPORTATION AUTHORITY
(CARTA)
BOARD OF DIRECTORS MEETING
October 21, 2026
Meeting Notes

A Charleston Area Regional Transportation Authority (CARTA) Board of Directors meeting was held at the Berkeley-Charleston-Dorchester Council of Governments (BCDCOG) in the Barrett Lawrimore Conference Room located at 5790 Casper Padgett Way in North Charleston, SC at 1:00 p.m. on Wednesday, October 21, 2026.

MEMBERSHIP: Brad Belt; Joe Boykin; Daniel Brownstein; Reggie Burgess; William Cogswell; Henry Darby; Christopher Emde; Dwayne Green; Will Haynie; Brandon Hudson; James Lewis; Craig Logan; Pat O'Neil; Christie Rainwater; Michael Seekings; Jimmy Ward; Robert Wehrman

MEMBERS PRESENT: Daniel Brownstein; Dwayne Green; Will Haynie; Brandon Hudson; James Lewis; Pat O'Neil; Michael Seekings; Jimmy Ward; Robert Wehrman

PROXIES: Craig Harris for Mayor Belt; Kristin Wurster for Joe Boykin; Ron Brinson for Reggie Burgess; Michael Mathis for Mayor Cogswell; Jerry Lahm for Henry Darby; Chief Gebhardt for Mayor Rainwater

OTHERS PRESENT: Josh Dix (Hayse Devereaux); Sharon Broderick (Local Union #610 President/RATP Dev); Ed Remly (RATP Dev); Stanley Lacey (RATP Dev); William Hamilton (Best Friends of Lowcountry Transit); Daniel Brock (HNTB); Matt Martin (Michael Baker International); Russ Cornette (Michael Baker International); Ed Astle (private citizen); Bill Reeside (Reeside for Congress-CDSC1); TV News Media Personnel

STAFF PRESENT: Ron Mitchum; Robin Mitchum; Jeff Burns; Jason McGarry; Sharon Hollis; Richard Mitchell; Megan Ross; Ben Cochran; Matthew Spath; Kim Coleman

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1. **Call to Order**
   Chairman Seekings called the CARTA Board of Directors Meeting to order at 1:05 p.m. followed by a moment of silence and a quorum determination. On behalf of the Board of Directors, Chairman Seekings offered condolences to Mayor Haynie for the recent passing of his mother.

2. **Consideration of Board Minutes: September 23, 2026 Meeting**

   Mr. Lahm made a motion to approve the September 23, 2026 Meeting Minutes as presented. Mr. Mathis seconded the motion. The motion was unanimously approved.

3. **Financial Status Report – Robin Mitchum**
   Robin Mitchum, Deputy Director of Finance and Administration, presented the financial status report for the month ending August 31, 2026. Ms. Mitchum stated that the agency remains in good shape. Overall, the agency ended the month with revenues equal to expenditures, resulting in a net excess of revenue over expenditures of $0.00. The reported ending balance includes an appropriated fund balance of $1,369,489. She noted that the Statement of Revenues and Expenditures as well as the Balance Sheet, and information

for the OnDemand Program are included in the Board Meeting Agenda Packet. Also included in the Board Meeting Agenda Packet is an overview of the following activities for FY2026 thus far:

Revenues:

- Farebox is the fares collected on the revenue vehicles.
- Passes & Mobile Ticketing are bus pass fares sold to customers.
- Local Contributions are local capital contributions for shelters.
- Federal Revenue includes operating for the year-to-date. Federal Revenue is recorded as eligible expenditures are incurred.
- Advertising is the advertising on the buses.
- Interest is interest earned from the SC Department of Revenue for delay of refund of paid fuel excise taxes.
- Insurance proceeds are a result of accidents.
- Miscellaneous revenue is the sale of scrap metal and lost & found cash.

Expenditures:

- Retiree Benefits include the cost of retiree insurance.
- Supplies include office, facility maintenance and signage supplies.
- Printing includes costs of printing passes and map brochures.
- Automotive is the cost to service the 2018 Ford F-150.
- Postage is shipping costs to return parts for the Genfare system and title paperwork.
- Dues/Membership is the Charleston Metro Chamber of Commerce membership.
- Equipment Rental includes the monthly battery lease for the electric buses, leased cutaway buses and facility maintenance equipment.
- Office Equipment Maintenance (OEM) includes Swiftly real time passenger predictions, Swiftly GPS Playback, Swiftly on-time performance, Swiftly run-times service, RCN NetCloud Essentials and NetCloud Advanced for mobile routers, Chargepoint electric charging system, Angeltrax management and system viewer, and other IT services.
- Rent includes the Ashley Phosphate Park & Ride lot, Dorchester Village Shopping Center Park & Ride lot, Leeds Avenue lot lease from Dominion, SC Works and document storage.
- Communications is the cost of phone, internet and radio services at the facilities and on the buses.
- Utilities include electric and water at the SuperStop, Melnick Park & Ride lot, the Radio Shop at Leeds Avenue, Medcom Street and the charging stations at Leeds Avenue.
- Auditing is the cost of the FY2025 GASB 75 actuary and the annual audit.
- Legal is Lowcountry Rapid Transit (LCRT) legal fees associated with the proposed condemnation of the Park & Ride facility.
- OnDemand Program is customer transportation cost for same-day service through independent rideshare.
- Comprehensive Operating Analysis is services provided to develop a comprehensive operational analysis of CARTA services and strategic implementation plan.
- Other Professional Services include underground utility tank inspections and on-site inspection and technical advisor services.
- Shared Contract Services (IGA & Management) is the extensive services the BCDCOG provides to CARTA.
- Fixed-Route Service is the cost of fixed and commuter service provided by National Express Shuttle and Transit and RATP Dev USA, Inc.

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- Onboarding Costs is RATP Dev USA, Inc. cost for contract service transition from National Express Shuttle and Transit.
- Money Transport is the cost of the armored guard service to transport cash deposits to the bank.
- Security Services are the contracted security services provided at the SuperStop by the City of North Charleston Police Department and by Extra Duty Solutions.
- Vehicle Maintenance is the cost to maintain the fleet and repair the Proterra electric fleet.
- Facility Repair & Maintenance is the cost to maintain facilities. Facility repairs include bus wash, shelter, HVAC, backflow device and lock repairs.
- Operating Fees & Licenses include credit card transaction fees and vehicle title and registration fees.
- Insurance includes the cost of directors and officers insurance and liability insurance provided by the Insurance Reserve Fund.
- Paratransit is the cost of paratransit transportation provided by National Express Shuttle and Transit and RATP Dev, USA. Inc.
- Interest is the interest on the Melnick Park & Ride loan.

Capital Expenditures:

- Rolling Stock is the purchase of two 2009 Vanpool transit buses and six 2014 Vanpools.
- Bust Shelter Construction/Bench Install is shelters, shelter equipment and shelter design and engineering services.
- Facilities Construction is facility engineering for Shipwatch Square and vehicle lift equipment upgrades.
- Security/Cameras & Equipment is AVL system equipment, security cameras and access control equipment.
- Capital (IT, Facility Repairs/Maint.) is the purchase of bike racks, shelving for inventory storage, video server replacement, in-line boiler pump at Leeds Avenue and a chill water pump replacement at the Leeds Avenue location.

The Board of Directors received the Financial Status Report and the OnDemand Program Activity Report as information.

4. **Shipwatch Square Transit and Workforce Development Center Design – Presentation – Sharon Hollis**

Sharon Hollis, Principal Planner, delivered a presentation regarding the Shipwatch Square Transit and Workforce Development Center Design. She discussed the project location in the City of North Charleston. Ms. Hollis noted the project elements, stating that it will be a 20,000+ square foot building and will include the Transit Center, the Workforce Development Center and the Bus Transfer Area. She presented slides depicting the site plan, specific floor plans, transit center renderings, workforce center renderings as well as an LCRT stop. She noted that construction will begin soon with a timeline of 18 months. The Shipwatch Square Center is scheduled to open during June of 2028. Ms. Hollis addressed questions and comments. The Board of Directors received the Shipwatch Square Transit and Workforce Development Center Design presentation as information.

5. **Construction, Engineering and Inspection (CEI) Services – Request for Approval – Sharon Hollis**

Ms. Hollis presented the Construction, Engineering and Inspection (CEI) Services request. She noted that the Board of Directors approved the request to negotiate a contract with Michael Baker International for the CEI Services: Shipwatch Square Transit and Workforce Development Center RFP during the September 16, 2026 Board Meeting. She stated that staff is now requesting approval to enter into a contract with Michael Baker

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International for a cost not to exceed $1,791,570.63. Ms. Hollis and Mr. Mitchum addressed questions and comments.

Chief Gebhardt made a motion to approve the Construction, Engineering and Inspection (CEI) Services Request as presented. Mr. Hudson seconded the motion. The motion was unanimously approved.

6. **FY 2027 Transit Asset Management (TAM) Plan Update – Request for Approval – Jeff Burns**

Jeff Burns, Grants and Contracts Compliance Administrator, presented the Annual Transit Asset Management (TAM) Plan Update for FY 2027. He noted that the Federal Transit Administration (FTA) established a National TAM System to monitor and manage public transportation capital assets to enhance safety, reduce maintenance costs, increase reliability, and improve performance. The objective is to develop a strategic and systematic process of operating, maintaining, and improving public transportation capital assets effectively through their entire life cycle. The mandate requires FTA grantees to maintain an asset management plan for their public transportation assets, including vehicles, facilities, equipment, and other infrastructure. CARTA established the goal of achieving and maintaining a state of good repair for its public transportation assets. Transit asset management is a business model that uses transit asset condition to guide the optimal prioritization of funding. The FTA has defined State of Good Repair (SGR) as the condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a state of good repair when that asset: 1) is able to perform its designed function; 2) does not pose a known unacceptable safety risk, and; 3) lifecycle investments must have been met or recovered. Mr. Burns discussed, in detail, the performance measure targets as required by FTA for FY 2027 and noted that CARTA continues to participate in the rule's requirements for Metropolitan Planning Organizations (MPOs) to coordinate with transit providers, set targets and integrate those targets into their planning documents. He reviewed the process that has been established to share TAM information, including data, plans, and targets with the BCDCOG and the CHATS MPO, noting CARTA's responsibilities. Mr. Burns presented slides that depicted each asset type (rolling stock for both revenue and support vehicles, equipment and facilities). He discussed the performance measures for each asset type as well as the TAM plan targets. Mr. Burns stated that staff recommends adoption of the TAM Plan performance targets for FY 2027, which are consistent with last year's performance targets. Chairman Seekings commended staff regarding their work on the TAM Plan and Performance Targets. Mr. Burns and Mr. Mitchum addressed questions and comments.

Mayor O'Neil made a motion to approve the FY 2027 Transit Asset Management (TAM) Plan Update as presented. Mr. Brownstein seconded the motion. The motion was unanimously approved.

7. **Executive Director's Report – Ron Mitchum**

Ron Mitchum, Executive Director, noted that he will deliver his report during Executive Session. However, he noted that work continues regarding the HOP Lot and Mt. Pleasant Street parcel. Mr. Mitchum stated that the traditional Project Updates and Ridership Reports are included in the Board Meeting Agenda Packet. He encouraged the Board of Directors to review the reports when time permits and to contact staff with any questions, comments or concerns.

8. **Other Business, If Any**

There was no further business to discuss.

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9. Public Comments, If Any

There was one Public Comment noted for the record:

- William Hamilton (Best Friends of Lowcountry Transit): Mr. Hamilton expressed his concerns regarding riders who were previously banned from the riding the bus, due to unfavorable behavior, are now back on the buses. He thanked the Board of Directors for their service.

10. Executive Session – Legal and Contractual Matters

Mr. Brinson made a motion that the Board of Directors convene into Executive Session.
Mr. Lewis seconded the motion. The motion was unanimously approved.
Non-Board Members, Guests and Non-Essential Staff Members were excused.
An Executive Session was held.
Mr. Wehrman made a motion to reconvene the Board of Directors meeting.
Chief Gebhardt seconded the motion. The motion was unanimously approved.
Chairman Seekings reconvened the Board of Directors meeting noting that no action was taken related to legal and contractual matters discussed during Executive Session.

11. VoTran Bus Leasing – Request for Approval

Mr. Mitchum presented the VoTran Bus Leasing request. He noted that staff is requesting approval to lease up to seven 35-foot Gillig low-floor buses from VoTran in Volusia County, Florida for a period of 12 months. The buses would supplement CARTA's existing fleet and help improve vehicle availability. The proposed lease rate is $3,000 per bus per month, for a total not to exceed $252,000 over the 12-month period. Mr. Mitchum addressed questions and comments.

Mr. Ward made a motion to approve the VoTran Bus Leasing Request as presented.
Mayor Haynie seconded the motion. The motion was unanimously approved.

12. Board Comments, If Any

There was no further business to discuss.

13. Adjourn

Chairman Seekings encouraged everyone to vote during this election season. He thanked the Board of Directors for their continued dedicated service to CARTA and the communities they serve. There being no further business before the Board, Chairman Seekings adjourned the meeting at 2:20 p.m.

Respectfully submitted,
Kim Coleman

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MEMORANDUM

TO: Board of Directors

FROM: Robin W. Mitchum, Deputy Director of Finance & Administration

SUBJECT: September 30, 2026 Financial Report Overview

DATE: November 10, 2026

Please find attached the September 30, 2026 Financial Report. Below is a brief overview of the activities for FY26.

Revenues

- Farebox is the fares collected on the revenue vehicles.
- Passes & Mobile Ticketing is bus pass fares sold to customers.
- Local Contributions is local capital contributions for shelters.
- The Federal revenue includes operating for the year to date. Federal revenue is recorded as eligible expenditures are incurred.
- Advertising is advertising on the buses.
- Interest is interest earned from SC Department of Revenue for delay of refund of paid fuel excise taxes and interest earned on banking accounts.
- Insurance proceeds are a result of accidents.
- Miscellaneous revenue is the sale of scrap metal and lost and found cash.

Expenditures

- Retiree Benefits includes the cost of retiree insurance.
- Supplies includes office, facility maintenance, and signage supplies.
- Printing includes costs of printing passes and map brochures.
- Automotive is the cost to service the 2018 Ford F150.
- Postage is shipping costs to return parts for the Genfare system and title paperwork.
- Dues/Memberships is memberships with Charleston Metro Chamber of Commerce membership and Transportation Association of South Carolina (TASC).
- Equipment Rental includes the monthly battery lease for the electric buses, leased cutaway buses, and facility maintenance equipment.
- Equipment Maintenance (OEM) includes Swiftly real time passenger predictions, Swiftly GPS Playback, Swiftly on-time performance, Swiftly run-times service, RCN NetCloud Essentials & Netcloud Advanced for mobile routers, Chargepoint electric charging system, Angeltrax management and system viewer and other IT services.
- Rent includes the Ashley Phosphate Park & Ride Lot, Dorchester Village Shopping Center Park & Ride Lot, Leeds Avenue lot lease from Dominion, SC Works, and document storage.

- Communications is the cost of phone, internet, and radio services at the facilities and on the buses.
- Utilities includes electric and water at the Superstop, Melnick Park and Ride, the Radio Shop at Leeds Avenue, Medcom St, and the charging stations at Leeds Avenue.
- Auditing is the cost of the FY25 GASB 75 actuary and the annual audit.
- Legal is Lowcountry Rapid Transit (LCRT) legal fees associated with the proposed condemnation of the Park & Ride facility.
- OnDemand Program is customer transportation cost for same day service through independent rideshare.
- Comprehensive Operating Analysis is services provided to develop a comprehensive operational analysis of CARTA services and strategic implementation plan.
- Other Professional Services includes underground utility tank inspections and on-site inspection and technical advisor services.
- Shared Contract Services (IGA & Management) is the extensive services BCDCOG provides to CARTA.
- Fixed Route service is the cost of fixed and commuter service provided by National Express Shuttle and Transit and RATP Dev USA, Inc.
- Onboarding Costs is RATP Dev USA, Inc. cost for contract service transition from National Express Shuttle.
- Money Transport is the cost of the armored guard service to transport cash deposits to the bank.
- Security Services are contracted security services provided at the Super Stop by the City of North Charleston Police Dept. and Extra Duty Solutions.
- Vehicle Maintenance is the cost to maintain the fleet and repair the Proterra electric fleet.
- Facility Repair & Maintenance is the cost to maintain facilities. Facility repairs include bus wash, shelter, HVAC, backflow device and lock repairs.
- Operating Fees & Licenses include credit card transaction fees and vehicle title & registration fees.
- Insurance includes the cost of directors and officers insurance and liability insurance provided by the Insurance Reserve Fund.
- Paratransit is the cost of paratransit transportation provided by National Express Shuttle and Transit and RATP Dev USA, Inc.
- Interest is interest on the Melnick Park and Ride Loan.

Capital Expenditures

- Rolling Stock is the purchase of two 2009 Van Hool Transit Buses and six 2014 Van Hools.
- Bus Shelter Construction/Bench install is shelters, shelter equipment, and shelter design and engineering services,
- Facilities Construction is facility engineering for Shipwatch and vehicle lift equipment upgrades.
- Security/Cameras & Equipment is AVL system equipment, security cameras, and access control equipment.
- Capital (IT, Facility Repairs/Maint) is the purchase of bike racks, shelving for inventory storage, video server replacement, in-line boiler pump at Leeds, and a chill water pump replacement at the Leeds Avenue location.

Overall, the agency ended the month with revenues equal to expenditures, resulting in a net excess of revenue over expenditures of $0.00. The reported ending balance includes an appropriated fund balance of $1,010,838.

If you have any questions, please contact me at 843-529-2126 or robinm@bcdcog.com.

Amount owed to RATP Dev USA, Inc. as of 09/30/26 was $2,223,043.13.

CARTA
Statement of Revenues & Expenditures
For the Month Ending September 30, 2026

Time elapsed: **100%**

	Original Budget FY26	Revised Budget FY26	Actual	% of Budget
Operating Revenues				
Farebox	1,238,120	854,060	976,832	114%
Passes & Mobile Ticketing	659,690	593,370	597,550	101%
COC Shuttle	393,945	395,725	397,138	100%
MUSC	765,160	1,398,030	1,423,011	102%
City of Charleston - DASH	778,524	778,524	778,524	100%
Local Contributions	-	8,250	8,250	100%
Federal	11,648,167	14,557,458	14,427,196	99%
Sales Tax - Charleston County	12,700,640	14,267,936	15,969,772	112%
Appropriate fund balance	-	6,211,341	1,010,838	16%
Advertising	900,000	981,780	1,088,636	111%
Interest	-	-	31,723	N/A
Insurance Proceeds	-	56,735	57,797	102%
Miscellaneous	-	1,317	2,710	206%
TOTAL OPERATING REVENUES	29,084,246	40,104,526	36,769,977	**92%**
Operating Expenditures				
Retiree Benefits	10,660	10,601	10,601	100%
Supplies	65,000	65,000	47,045	72%
Printing	40,000	40,000	41,697	104%
Automotive	2,500	2,500	1,249	50%
Postage	50	500	568	114%
Dues/Memberships	2,500	2,500	5,500	220%
Equipment Rental	116,225	358,775	423,063	118%
Equipment Maintenance	411,100	426,532	391,055	92%
Rent	38,175	40,380	40,001	99%
Communications	167,095	169,225	168,676	100%
Utilities	204,310	204,690	187,021	91%
Advertising	5,000	11,375	6,000	53%
Professional Services				
Auditing	31,850	32,300	32,300	100%
Legal	1,000	1,000	34,450	3445%
Custodial	11,405	-	-	N/A
On Demand Program	531,050	591,710	574,298	97%
Comprehensive Operating Analysis	1,000,000	568,850	468,128	82%
Other	20,000	25,000	11,139	45%
Contract Services				
Shared Services - IGA	3,972,314	4,733,882	4,561,329	96%
Fixed Route	15,650,000	18,873,118	17,819,405	94%
Onboarding Costs	-	1,330,771	1,321,077	99%
Money Transport	14,230	13,000	11,757	90%
Security Services	171,180	154,850	137,835	89%
Vehicle Maintenance	350,000	5,190,060	3,124,937	60%
Facility Repair & Maintenance	48,050	125,865	141,367	112%
Operating Fees & Licenses	63,420	78,170	76,329	98%

CARTA
Statement of Revenues & Expenditures
For the Month Ending September 30, 2026

	Original Budget FY26	Revised Budget FY26	Actual	Time elapsed: 100% % of Budget
Insurance	1,085,307	1,141,000	1,148,692	101%
Fuel	1,268,750	1,415,000	1,906,089	135%
Paratransit	3,735,000	4,426,000	4,012,425	91%
Miscellaneous	5,950	7,990	11,474	144%
Interest	37,125	38,882	38,882	100%
Non-Capitalized Assets	25,000	25,000	15,588	62%
TOTAL OPERATING EXPENDITURES	29,084,246	40,104,526	36,769,977	**92%**
Excess (Deficit) of Revenues Over (Under) Expenditures			-	
Capital Revenues				
Rolling Stock	2,228,000	-	-	
Land	2,520,000	2,520,000	-	
Facilities Construction	4,807,800	1,853,404	488,079	
Security Cameras & Equipment	275,841	319,712	124,467	
Sales Tax - Charleston County	2,097,360	2,205,564	503,728	
TOTAL CAPITAL REVENUES	11,929,001	6,898,680	1,116,274	**16%**
Capital Expenditures				
Rolling Stock	2,785,000	522,000	190,977	
Bus Shelter Construction/Bench Install	210,000	304,300	153,432	
Land	3,150,000	3,150,000	-	
Facilities Construction	5,414,200	2,456,755	555,054	
Security Cameras & Equipment	344,801	440,625	169,919	
Capital (IT, Facility Repairs/Maint)	25,000	25,000	46,892	
TOTAL CAPITAL EXPENDITURES	11,929,001	6,898,680	1,116,274	**16%**

CARTA
BALANCE SHEET
9/30/2026

ASSETS

ASSETS	
GENERAL OPERATING (BB&T)	18,017,642.87
PETTY CASH	160.00
ACCOUNTS RECEIVABLE	3,992,142.16
PREPAID EXPENSES	1,028,386.70
INVENTORY - FUEL	73,493.23
LAND	8,586,573.20
VEHICLES	52,204,669.50
EQUIPMENT	3,014,374.94
FAREBOXES	1,214,379.70
SHELTERS	4,883,095.48
BUS SIGNAGE	254,913.32
FACILITIES	11,541,579.67
PARK & RIDE FACILITY	183,927.64
ACCUMULATED DEPRECIATION	(47,531,377.48)
RIGHT TO USE LEASES	1,598,814.11
ACCUMULATED DEPRECIATION - RTU	(720,763.03)
TOTAL ASSETS	58,342,012.01

LIABILITIES & EQUITY

LIABILITIES	
ACCOUNTS PAYABLE	2,818,249.52
NOTE PAYABLE - BB&T	1,061,791.35
ACCRUED INTEREST	23,315.77
UNEARNED REVENUE	2,100.00
OPEB LIABILITY	180,638.00
LEASE LIABILITY	827,412.90
TOTAL LIABILITIES	4,913,507.54
EQUITY	
CURRENT YEAR FUND BALANCE	0.00
APPROPRIATED FUND BALANCE	(1,010,837.60)
INVEST IN CAPITAL ASSETS	33,193,219.09
FUND BALANCE	21,246,122.98
TOTAL EQUITY	53,428,504.47
TOTAL LIABILITIES & FUND EQUITY	58,342,012.01

CARTA
OnDemand Program
9/30/2026

Activity	BUDGET	FY 21 Total Costs	FY 22 Total Costs	FY 23 Total Costs	FY 24 Total Costs	FY 25 Total Costs	**FY 26 Total Costs**	Total	Balance	% Complete
OnDemand Program	1,519,264	1,421	20,778	98,039	323,179	501,549	**574,298**	1,519,264	-	100%
Total	1,519,264	1,421	20,778	98,039	323,179	501,549	**574,298**	1,519,264	-	100%
									-	
Federal *FTA 5310*	1,016,000	1,137	16,622	75,203	258,544	235,494	**429,000**	1,016,000	-	100%
Local	503,264	284	4,156	22,836	64,635	266,055	**145,298**	503,264	-	100%
Total	1,519,264	1,421	20,778	98,039	323,179	501,549	**574,298**	1,519,264	-	100%

MEMORANDUM

To: CARTA Board of Directors
From: Ronald Mitchum, Executive Director
Subject: Request for Approval – Procurement Policy Amendment
Date: November 5, 2026

BACKGROUND

Staff is proposing the following amendment to the CARTA Procurement Policy to update purchasing dollar thresholds to align with SCDOT procurement thresholds and establish consistent purchasing requirements across all agencies.

The proposed changes would increase the threshold for purchases that do not require competitive quotations, revise the range requiring three written quotations, and lower the threshold for public advertisement and competitive solicitation. These changes are intended to simplify routine purchases while maintaining appropriate procurement oversight.

The proposed procurement threshold changes are summarized below:

Current	Proposed
Up to $2,500: No specific written quote requirement stated	$10,000 or less: No competitive quote required; price must be determined fair and reasonable
$2,501–$50,000: Three written prices (quotes, bids, or proposals, as applicable)	$10,001 to less than $25,000: Minimum of three written quotes
$50,001 or more: Formal competitive procurement	$25,000 or more: Public advertisement and competitive solicitation

RECOMMENDATION

Staff is requesting approval of the proposed amendments to the CARTA Procurement Policy.

MEMORANDUM

To: CARTA Board of Directors
From: Ronald E. Mitchum, Executive Director
Subject: Public Transportation Agency Safety Plan Annual Certification (PTASP)
Date: November 18, 2026

Safety is a core value of CARTA and an essential business function of the agency. CARTA is committed to developing, implementing, maintaining, and continuously improving processes that protect its customers, employees, and the community. In support of this commitment, the CARTA Safety Committee annually reviews the Public Transportation Agency Safety Plan (PTASP) to ensure continued compliance with Federal Transit Administration (FTA) requirements.

This annual update to the PTASP complies with the requirements of 49 U.S.C. § 5329 and 49 CFR Part 673. The update establishes current safety performance targets and identifies the individuals responsible for administering the Plan. Key revisions include the transition to RATP Dev as CARTA's operating contractor; updates to annual Safety Assurance activities and performance metrics; clarification of roles and responsibilities for the Chief Safety Officer, General Manager, Safety Manager, and other key personnel; incorporation of the Safety Assessment and System Review process, Facility Safety and Security Assessments, and Hazard Assessment Log; enhancement of safety performance indicator monitoring to track both serious and non-serious injuries, collisions, and damage to transit assets or infrastructure in addition to National Transit Database (NTD) reportable events; and administrative updates to improve terminology, formatting, capitalization, and overall document consistency.

The PTASP Accountable Executive, CARTA Board of Directors, and CARTA Safety Committee have reviewed the Plan and certify that it meets all applicable federal requirements through the implementation of a comprehensive Safety Management System (SMS) framework.

Recommendation: Staff recommends approval of the CARTA Public Transportation Agency Safety Plan.

Ronald E. Mitchum, PTASP Accountable Executive _____ Date: _____

CARTA Board of Directors, Chairman _____ Date: _____

CARTA

Charleston Area Regional Transportation Authority

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP)

FTA Recipient ID# 1115,

CARTA
5790 Casper Padgett Way
North Charleston, SC 29406
Telephone (843) 769-1022
Contact Person: John Cooper, Safety Manager

Adopted: November 2026

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN for

CARTA

TRANSIT AGENCY INFORMATION

Transit Agency	**Name**		**Address**	
	Charleston Area Regional Transportation Authority		5790 Casper Padgett Way North Charleston, SC 29406	
Accountable Executive	**Name**		**Title**	
	Ronald E. Mitchum		Executive Director	
Chief Safety Officer	**Name**		**Title**	
	John Cooper		Safety Manager	
Mode(s) of Service Covered by This Plan:		**List All FTA Funding Types (e.g., 5307, 5337, 5339):**		
Fixed-Route Bus Service		Section 5307, 5310, 5312, 5324, 5339, 5340		
Demand-Response Bus Service				
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)				
Fixed-Route Bus Service				
Demand-Response Bus Service				
Does the agency provide transit services on behalf of another transit agency or entity?	**Yes**	**No**	**Description of Arrangement(s)**	
		✓		
Transit Agency(ies) or Entity(ies) for Which Service Is Provided	**Name**		**Address**	

PLAN DEVELOPMENT, APPROVAL, & UPDATES

	NAME	**Date Signed**
Safety Manager	John Cooper	
Signature		
CARTA Executive Director	Ronald E. Mitchum	
Signature		
Approval by Board of Directors	Michael S. Seekings, Chairman	**Approval Date**
Signature		

ACTIVITY LOG

Version Number & Updates *Complete history of successive versions of this plan*			
Version No.	**Section/Pages Affected**	**Reason for Change**	**Date Issued**
1	All	Original Draft	June 17, 2020
2	All	BCDCOG hired a Safety Manager and added PTASP requirements to meet new compliance of the Bipartisan Infrastructure Law.	July 19, 2022
3	All	Change of contractors to National Express/Annual update. February 23, 2023, FTA finalized changes to the National Transit Database (NTD) safety and security reporting requirements. Included 3 years of performance monitoring. Additional performance measures were added. Added required SMS training for managers.	Aug. 16, 2023
4	All	New requirements: Transit worker assault hazard mitigation and safety risk assessment	Aug 2024
5	All	Annual update October 2025. Metrics updated, roles updated	October 2025
6	2, 5, 12	Change of contractor to RATPDEV	February, 2026
6	14, 15	Revised the performance indicator and target monitoring process to track both serious and non-serious injuries, collisions, and damage to transit assets or infrastructure, alongside NTD-required reportable events.	October, 2026
6	15-17	Annual Safety Assurance and Performance metrics update October 2026.	October, 2026
6	All	Updated CSO / General Manager /Safety Manager information, Safety Assessment and System Review, Facility Safety and Security Assessment and Hazzard Assessment Log.	October, 2026
6	All	Cleaned up terminology, capitalization, wording, and formatting.	November, 2026

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EFINITIONS & ACRONYMS

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

Accident is an "event," as defined below, that involves any of the following:

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

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

Assault is defined as a violent physical or verbal attack; A threat or attempt to inflict offensive physical contact or bodily harm on a person that puts the person in immediate danger of or in apprehension of such harm or contact.

Chief Safety Officer (CSO) is an adequately trained individual who has responsibility for safety and reports directly to a transit agency's Accountable Executive (AE). A CSO may not serve in other operational or maintenance capacities, unless the CSO 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. The Chief Safety Officer (CSO) oversees the agency's Safety Management System; administers and updates the PTASP; coordinates and documents required meetings; reviews safety-risk activities, mitigations, corrective actions, and performance; verifies compliance; tracks assigned actions; and reports significant safety concerns and program status directly to the Accountable Executive.

Event is an "accident," as defined above, or "incident" or "occurrence" (each as defined below).

FTA is Federal Transit Administration, an agency within the U.S. D.O.T.

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

Incident is an "event" (as defined above), that involves any of the following:

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

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

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

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

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

Operator and Maintenance Contractor (O&M) contractor is a private or third-party organization contracted by a transit agency to perform both the day-to-day running of bus services and the upkeep of the vehicles, facilities, and equipment needed to deliver that service

Performance measure is 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 is a quantifiable level of performance or condition, expressed as a value for the measure as required by the FTA.

Public Transportation Agency Safety Plan (PTASP) is the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 & this part.

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

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

Safety Assurance is 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 is a group of employer/employee representatives, including front line employees who collaborate to identify and recommend solutions to health and safety issues in the workplace required per Title 49 U.S.C. 5329(d).

Safety Management Policy is the transit agency's documented commitment to safety, which defines the transit agency's safety objectives, accountabilities and responsibilities of its employees regarding safety.

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

Safety Manager (SM) is the RATPDEV safety professional responsible for developing safe work practices, crafting written safety programs, leading safety training, conducting workplace inspections and audits.

Safety performance target is a Performance Target related to safety management activities.
Safety Promotion is a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.

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

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

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

State of good repair means the condition in which a capital asset operates at a full level of performance.

Transit agency means an operator of a public transportation system.

Transit Asset Management Plan is 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 & 49 CFR part 625.

CDC	-	Center for Disease Control
CFR	-	Code of Federal Regulations
CSO	-	Chief Safety Officer
FTA	-	Federal Transit Administration
MAP-21	-	Moving Ahead for Progress in the 21st Century
NTD	-	National Transit Database
PTASP	-	Public Transportation Agency Safety Plan
SGR	-	State of Good Repair
SMS	-	Safety Management System
SOP	-	Standard Operating Procedure
SRM	-	Safety Risk Management
TAM	-	Transit Asset Management
U.S.C.	-	United States Code

BACKGROUND

The Moving Ahead for Progress in the 21st Century (MAP-21) Act grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive regulatory framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21 requires certain recipients of FTA Chapter 53 funding to develop and implement a Public Transportation Agency Safety Plan (PTASP). CARTA has established this comprehensive safety plan per Title 49 U.S.C. 5329 (d) and the Bipartisan Infrastructure Law (BIL) signed November 15, 2021.

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

The PTASP for CARTA supports and is consistent with an SMS approach to safety risk management. SMS is an integrated collection of policies, processes, and behaviors meant to ensure a formalized, proactive and data-driven approach to safety risk management. The aim of an SMS is to increase the safety performance of transit systems by proactively identifying, assessing, and controlling safety risks.

An SMS supports management decisions on how to prioritize the allocation of resources (money, time, etc.) to address safety concerns. The approach is meant to be flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the regulatory requirements of MAP-21 & BIL. The PTASP for CARTA addresses the following elements, outlined in **Table 1** (below):

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

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

1 SAFETY POLICIES & PROCEDURES (CFR 673.23)

1.1 COMMITMENT TO SAFETY

Safety is a core value of CARTA, and managing safety is a core business function of the authority/agency. CARTA is committed to developing, implementing, maintaining, and continuously improving processes to ensure the safety of its customers, employees, and the public. CARTA will use safety management processes to direct the prioritization of safety and allocate its organizational resources-people, processes, and technology-in balance with its other core business functions. CARTA aims to support a robust safety culture, and achieve the highest level of safety performance, meeting all established safety standards.

All levels of management and all frontline employees are accountable for the delivery of the highest level of safety performance, starting with the General Manager, a RATPDEV Transit contractor. BCD COG is committed to safety, by building and maintaining a strong positive safety culture.

CARTA is committed to:

Executive Commitment to Safety: Executive Management will lead the development of an organizational culture that promotes safe operations and provides appropriate resources to support this core management function. Executive leadership, supported by the BCDCOG Safety Manager, who also serves as the Chief Safety Officer in this plan promotes a strong safety culture by fostering and ensuring safe practices, improving safety when needed, and encouraging effective employee safety reporting and communication. CARTA will hold executives, managers, and employees accountable for safety performance with oversight from the CSO. The Safety Committee includes both management, and front line employees, to further our commitment to safety.

Communication & Training: Employee engagement is crucial to a functioning safety management system (SMS). Communication systems will be put in place to enable greater awareness of CARTA safety objectives and safety performance targets as well as to provide on- going safety communication up, down, and across the organization. All levels of management must proactively engage employees and working to keep open lines of safety communication. All employees will be made aware of the importance of CARTA's SMS and trained in safety reporting procedures with assistance from the CSO. Mandatory Assault Awareness De-escalation training is conducted through the National Transit Institute to all employees directly responsible for safety (operators, supervisors, maintenance, dispatch). CARTA's GM and CSO are required to have SMS training through the FTA, under TSI training website.

Responsibility & Accountability: All levels of management will be responsible for delivering safe and quality transit services that represent CARTA's performance of its SMS. Managers will take an active role in the Safety Risk Management (SRM) process and ensure that Safety Assurance (SA) functions are supported. Managers are responsible for ensuring that SRM is being performed in their operational areas of control to assure that the safety risk associated with safety hazards is assessed and mitigated. Safety performance will be an important part of performance evaluations for CARTA managers and employees. The CSO ensures that there is responsibility and accountability through the continuous awareness of the culture of safety within the organization.

Responsibility of Employees & Contractors: All employees and contractors will support safety management by ensuring that hazards are identified and reported.

Employee Reporting: Executive management has established a safety reporting program as a viable tool for employees to voice their safety concerns, as well as directly to the CSO. All frontline employees will be responsible for utilizing this program as part of the SMS. No action will be taken against any employee who communicates a safety condition through the CARTA safety reporting program, unless such disclosure indicates the following: an

illegal act, gross misconduct or negligence, or a deliberate or willful disregard of CARTA rules, policies, and procedures.

Performance Monitoring & Measuring: CARTA has established realistic measures of safety performance and established safety performance targets to ensure continual improvement in safety performance. Managers will verify that the safety risk mitigations put in place are appropriate and effective.

Review & Evaluation: CARTA measures SMS performance by analyzing key safety performance indicators, reviewing inspections, investigations and corrective action reports, and auditing the processes that support the SMS. These activities become the basis for revising or developing safety objectives, safety performance targets and plans with the goal of continuous safety improvement.

1.2 Annual PTASP Review & Update

CARTA management (including Union representatives) will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to submit timely for annual review. This includes annual self-certification of compliance by the AE and Board of Directors.

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

1.3 Organization Structure & System Safety Responsibilities

While the AE has the ultimate responsibility for CARTA's implementation of its PTASP, CARTA's executive management has the overall responsibility of safe and secure operations of CARTA and contract service operators. Each employee is required to carry out specific system safety responsibilities, depending on the employee's position, in compliance with the PTASP.

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

2 SAFETY RISK MANAGEMENT (CFR 673.25)

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

SRM is a process within a transit agency's PTASP for identifying hazards and analyzing, assessing, and mitigating safety risk. The 49 C.F.R. Part 673 defines safety risk as "the composite of predicted severity and likelihood of the potential effect of a hazard." In other words, we need to know how often (likelihood) and how badly (severity) a safety concern might impact people, our systems, or our environment.

The potential effect of a hazard is a consequence. When a transit agency becomes aware of a safety concern, it is important to correctly identify the origin of the safety concern – that is the hazard. If we mistake a consequence for the hazard, we might not fully understand the actual safety concern and its true potential (safety risk) and the

condition could worsen. In the allocation of resources, we aim to mitigate the safety risk of the potential consequence or consequences of a hazard. If the consequence is mistaken for the hazard, we also might allocate resources to address only the single consequence and miss other consequences that could cause equal or greater harm or damage to property.

When we look at safety risk, we want to allocate resources to address what could happen and events that have already happened. The SRM assists to consider all possibilities of what could happen consequently, such as injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock; or damage to the environment. For example, the hazard is heavy fog on a bus route and the consequence could be a collision with a pedestrian in the crosswalk or the hazard is an incomplete procedure for handling hazardous waste has a potential consequence of a major oil spill. It should be noted that the example identifies just one consequence for each hazard, but most hazards can generate more than one consequence or indicate a system defect. An example of a system defect is a tire blowout that seems like an isolated event, however a safety risk investigation following the procedure described herein revealed a recent uptick in tire failures. This analysis discovered the cause that has the high likelihood to reoccur that could lead to severe result.

The CSO leads CARTA's SRM process, working with the Safety Managerand Safety Committee to identify hazards and consequences, assess safety risk of potential consequences, and mitigate safety risk with oversight and assistance from the CSO. The results of SRM process are documented in our Hazard Assessment Log and referenced materials.

CARTA's SRM process applies to all elements of our system including our operations and maintenance; facilities and vehicles; and personnel recruitment, training, and supervision.

2.1 Safety Hazard Identification

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

- Employee Safety Report Forms (ESRs);
- Review of vehicle camera footage;
- Review of monthly performance data and safety performance targets;
- Observations from supervisors;
- Maintenance reports;
- Comments from customers, passengers, and third parties, including insurance claims and vendors;
- Drivers' Safety Committee, and staff meetings;
- Results of audits and inspections of vehicles and facilities;
- Results of training assessments;
- Investigations into safety events, incidents, and occurrences; &
- Federal Transit Administration (FTA) and other oversight authorities (mandatory information source).

When a safety concern is observed by CARTA management or supervisory personnel, whatever the source, it is reported to the CSO. Procedures for reporting hazards to CSO are reviewed during staff meetings, the quarterly Safety Committee meetings and in the Drivers' Safety meetings. CARTA's CSO also receives employee reports from the ESRs, customer comments related to safety, and the SmartDrive incident log. The CSO reviews these sources for hazards and documents them in the Hazard Assessment Log.

CARTA's CSO also may enter hazards into the Hazard Assessment Log based on their review of operations and maintenance, the results of audits and observations and information received from FTA and other oversight authorities, as well as the National Transportation Safety Board.

The CSO may conduct further analyses of hazards and consequences entered into the Log to collect information and identify additional consequences and to inform which hazards should be prioritized for safety risk assessment. In following up on identified hazards, the Chief
Safety Officer 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, assessing the possible hazardous condition, generating visual documentation (photographs and /or video), and taking any measurements 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 (records, reports, procedures, inspections, technical documents, etc.);
- Contact other departments that may have association with or technical knowledge relevant to the reported hazard;
- Review any past reported hazards of a similar nature; and
- Evaluate tasks and /or processes associated with the reported hazard.

The CSO will then prepare an agenda to discuss identified hazards and consequences with the Safety Committee during quarterly meetings. This agenda may include additional background on the hazards and consequences, such as the results of trend analyses, vehicle camera footage, vendor documentation, reports and observations, or information supplied by FTA or other oversight authorities, to include lessons learned.

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 AE and the CSO, then addressed through the SRM process (with or without the full Safety Committee) for safety risk assessment and mitigation. This means that the CSO believes immediate intervention is necessary to preserve life, prevent major property destruction, or avoid harm to the environment that would constitute a violation of Environmental Protection Agency or any State environmental protection standards. Otherwise, the Safety Committee will prioritize hazards for further SRM activity.

2.1.1 Non-Punitive Reporting Policy

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

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

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

2.1.2 Safety Risk Assessment

Once a hazard has been identified, CARTA will conduct an assessment to determine the potential consequences. Factors to be considered are the likelihood of occurrence, the severity of the consequences (should there be an occurrence), and the level of exposure to the hazard. CARTA will assess risks subjectively by experienced personnel using a risk assessment matrix. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will continue to be monitored. If the risks are unacceptable, steps will be taken by CARTA to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

The CSO and Safety Team assess prioritized hazards using CARTA's Safety Risk Matrix. This matrix expresses assessed risk as a combination of one severity category and one likelihood level, also referred to as a hazard rating. For example, a risk may be assessed as "1A" or the combination of a Catastrophic (1) severity category and a Frequent (A) probability level.

This matrix also categorizes combined risks into levels, High, Medium, or Low, based on the likelihood of occurrence and severity of the outcome. For purposes of accepting risk:

- "High" hazard ratings will be considered unacceptable and require action from CARTA to mitigate the safety risk,
- "Medium" hazard ratings will be considered undesirable and require CARTA's Safety Team to make decisions regarding their acceptability, and
- "Low" hazard ratings may be accepted by the CSO without additional review.

Using a categorization of High, Medium, or Low allows for hazards to be prioritized for mitigation based on their associated safety risk, taking existing mitigations into account.

The CSO schedules safety risk assessment activities on the Safety Team's agenda and prepares a Safety Risk Assessment Package. This package is distributed in advance of the Safety Team meeting. During the meeting, the CSO reviews the hazard and its consequence(s) and reviews available information distributed in the Safety Risk Assessment Package on severity and likelihood. The CSO may request support from members of the Safety Team in obtaining additional information to support the safety risk assessment.

Once sufficient information has been obtained, the CSO will facilitate completion of relevant sections of the Hazard Assessment Log, using the Safety Risk Assessment Matrix, with the Safety Team. The CSO will document the Safety Team's safety risk assessment, including hazard rating and mitigation options for each assessed safety hazard in the Hazard Assessment Log. The CSO will maintain on file Safety Team agendas, Safety Risk Assessment Packages, additional information collection, and completed Hazard Assessment Log sections for a period of three years from the date of generation.

2.1.3 Safety Risk Mitigation

On February 23, 2023, FTA finalized changes to the National Transit Database (NTD) safety and security reporting requirements. FTA has adopted two significant changes to data collected on transit worker assaults and bus impact fatalities. All assaults will be promptly reported to the CARTA CSO to the AE and will be logged for NTD reporting. Every employee receives de-escalation training to reduce any possible assaults on operators. CARTA has established a safety risk reduction program for transit operations to improve safety performance by reducing the number and rates of safety events, injuries, and assaults on transit workers. The safety risk reduction program must, at a minimum, address:

- Reduction of vehicular and pedestrian safety events involving transit vehicles that includes consideration of safety risk mitigations consistent with § 673.20(a);
- Reduce exposure from infectious diseases with training, PPE, and physical barriers;
- Minimizing exposure to infectious diseases with guidance on strategies from the CDC and SC DHEC;
- Reduction and mitigation of assaults on transit workers that includes consideration of safety risk mitigations consistent with § 673.20(a);
- Implementation of safety risk mitigations consistent with § 673.20(a)(4);
- Assaults are promptly reported to the supervisor, CSO, and Safety Manager. The assault is recorded on internal tracking records and reported to the NTD per the 2021 Bipartisan Infrastructure Law.
- And mandatory Assault Awareness and De-escalation training is given to all new employees initially, then annually for all operators, maintenance personnel, and supervisors directly responsible for safety. The National Transit Institute has a direct delivery course located here: https://www.ntionline.com/assault-awareness-and-prevention-for-transit-operators-direct-delivery/

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

1. Physical Barriers:
   These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g., traffic control devices, fences, safety restraining systems, transit controls/signals, transit monitoring systems, etc.).
2. Administrative:
   These include procedures and practices that mitigate the likelihood of accident/incident (e.g., safety regulations, standard operating procedures, personnel proficiency, supervision inspection, training, etc.).
3. Training & Awareness:
   These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians, safety training, and de-escalation training.

CARTA's AE and CSO review current methods of safety risk mitigation and establish methods or procedures to mitigate or eliminate safety risk associated with specific hazards based on recommendations from the Safety Team and the Safety Committee per Title 49 U.S.C. 5329(d).

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

2.1.4 Safety Risk Prioritization

Once a hazard has been identified and the risk level assessed, CARTA will prioritize safety risks. A Prioritized Safety Risk Log is included in Appendix F organizes and prioritizes the system's safety risks. It identifies the priority level for safety risks, provides a description of the risk, the planned mitigation strategies to address the risk, the outcome of the planned mitigation strategies, staff responsible for implementation, the timeline of the planned mitigation strategies, and the status of the prioritized safety risk. The Prioritized Safety Risk Log will be updated during the quarterly meetings of the Safety Committee, ensuring continual progress towards risk reduction.

3 SAFETY ASSURANCE CFR 673.27

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

Through our Safety Assurance process, CARTA:

1. Evaluates our compliance with operations and maintenance procedures to determine whether our existing rules and procedures are sufficient to control our safety risk;
2. Assesses the effectiveness of safety risk mitigations to make sure the mitigations are appropriate and are implemented as intended;
3. Investigates safety events to identify causal factors; and
4. Analyzes information from safety reporting, including data about safety failures, defects, or conditions.

CARTA has 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,
- Employee Safety Reporting Program,
- Problem Area Reporting Program,
- Investigation of safety occurrences,
- Safety review prior to the launch or modification of any facet of service,
- Daily data gathering and monitoring of data related to the delivery of service, and
- Regular vehicle inspections and preventative maintenance.

Results from the above processes are compared against recent performance trends quarterly and annually by the CSO to determine where action needs to be taken. The CSO enters any identified non-compliant or ineffective activities, including mitigations, back into the SRM process for reevaluation by the Safety Committee.
CARTA monitors safety risk mitigations to determine if they have been implemented and are effective, appropriate, and working as intended. The CSO maintains a list of safety risk mitigations in the Safety Risk Log. The mechanism for monitoring safety risk mitigations varies depending on the mitigation.
The CSO establishes one or more mechanisms for monitoring safety risk mitigations as part of the mitigation implementation process and assigns monitoring activities to the appropriate director, manager, or supervisor. These monitoring mechanisms may include tracking a specific metric on daily, weekly, or monthly logs or reports; conducting job performance observations; or other activities. The CSO will endeavor to make use of existing CARTA processes and activities before assigning new information collection activities.

CARTA CSO and the Safety Committee review the performance of individual safety risk mitigations during quarterly Safety Committee meetings, based on the reporting schedule determined for each mitigation, and determine if a specific safety risk mitigation is not implemented or performing as intended. If the mitigation is not implemented or performing as intended, the Safety Committee will propose a course of action to modify the mitigation or take other action to manage the safety risk. The CSO will approve or modify this proposed course of action and oversee its execution.

CARTA's CSO and the Safety Committee also monitor daily transit operations on a large scale to identify mitigations that may be ineffective, inappropriate, or not implemented as intended by:

- Reviewing results from accident, incident, and occurrence investigations;
- Monitoring employee safety reporting;
- Reviewing results of internal safety audits and inspections; and
- Analyzing operational and safety data to identify emerging safety concerns.

The CSO works with the Safety Committee and AE to carry out and document all monitoring activities.

CARTA maintains documented procedures for conducting safety investigations of events (accidents, incidents, and occurrences, as defined by FTA) to find causal and contributing factors and review the existing mitigations in place at the time of the event (see CARTA/RATPDEV Transit Safety Policies and Procedures Manual for specific procedures for conducting safety investigations). These procedures also reflect all traffic safety reporting and investigation requirements and sources of documentation include accident/incident data collections forms, report checklists and supporting materials for conducting investigations, such as driver and witness statements, supervisor reports, police reports, camera footage, electronic device recordings, photographs, and analysis reports.

The CSO, supported by the Safety Manager, maintains all documentation of CARTA's investigation policies, processes, forms, checklists, activities, and results. As detailed in the procedures, an investigation report is prepared and sent to the Accident/Incident Review Board for integration into their analysis of the event.

CARTA's Accident/Incident Review Board consists of members that represent management, the union, operations, and maintenance. The CSO chairs the board. CARTA's Accident/Incident Review Board confirms whether:

- The accident was preventable or non-preventable;
- The required discipline or retraining of Personnel was reasonable;
- The causal factor(s) indicate(s) that a safety hazard contributed to or was present during the event; and
- The accident appears to involve underlying organizational causal factors beyond just individual employee behavior.

The CSO, Safety Committee and the Safety Manager routinely review safety data captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels. When necessary, the CSO and Safety Committee ensure that the concerns are investigated or analyzed through the SRM process.

The CSO, Safety Committee and the Safety Manager also review internal and external reviews, including audits and assessments, with findings concerning CARTA's safety performance, compliance with operations and maintenance procedures, or the effectiveness of safety risk mitigations currently in use.

3.1 Defining Safety Goals & Objectives/Outcomes

Setting safety goals and objectives is part of strategic planning and establishing safety policy for CARTA. Clearly defining safety goals is the first part in creating a safety performance measurement system. Safety goals are general descriptions of desirable long-term impacts. The overarching goal of the PTASP is to:

To make transit safer for all customers, employees, and *the local community through policy development, hazard investigation, data collection, risk analysis, effective oversight programs,* and *information sharing*

The Safety objective of the PTASP is to:

- *Foster agency-wide support for transit safety by establishing a culture where everyone in the organization takes an active role in securing transit safety*
- *Establish regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators* and *maintenance personnel*
- *Coordinate with local jurisdictions, the CHATS MPO* and *SCDOT to improve safety for transit access* and *transit facilities*

The safety objective will be measured by defining specific performance metrics, including a baseline and targets consistent with the National Public Transportation Safety Plan.

3.2 Defining Safety Performance Measures

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

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

CARTA will utilize these basic principles of performance measurement, including:

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

3.2.1 Metrics

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

- Near miss information
- Accident investigation reports (with causal factor analysis)
- Internal safety audits (or reviews)

- Safety committee meetings
- Injury reports (including occupational injury)
- Safety event reports (including assaults, accidents, incidents, and occurrences)
- System monitoring (including testing and inspection records)
- Hazard management program

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

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

- **Fatalities**
    1. Total number of reportable fatalities
    2. Rate of reportable fatalities per total vehicle revenue miles
- **Injuries**
    3. Total number of reportable injuries
    4. Rate of reportable injuries per total vehicle revenue miles
- **Safety Events**
    5. Total number of reportable NTD major safety events including assaults, injuries, collisions in addition to a system-wide approach including both serious and non-serious injuries, collisions and damage to transit assets or infrastructure.
    6. Rate of reportable safety events per total vehicle revenue miles (VRM)
- **System Reliability**
    7. Mean distance between major mechanical failures

Beginning with the 2026 actual performance results and the 2027 safety performance targets, CARTA measures whole-system safety performance rather than limiting the measures to events meeting National Transit Database reporting thresholds. Whole-system measures include all events within the applicable measure definitions, whether or not they are NTD-reportable. Rates are calculated using annual vehicle revenue miles for the same service scope and reporting period as the event count. Results from earlier years remain based on the NTD-reportable criteria used when those results were established and therefore are not directly comparable with the whole-system measures. CARTA will retain the underlying data and definitions needed to distinguish NTD-reportable events from additional whole-system events.

CARTA will maintain the safety performance measures required by the National Public Transportation Safety Plan and will clearly identify the definitions, data scope, reporting period, and vehicle revenue miles used for each measure. CARTA may also establish additional leading and lagging whole-system measures and targets to support continual improvement of its SMS in accordance with 49 CFR § 673.20(b).

CARTA will make its safety performance measures improvement targets available to applicable state agencies and metropolitan planning organizations (MPOs), and to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets will be adopted into local CHATS Metropolitan Transportation Improvement Plans (MTIP) and amendments of this Plan.

CARTA's AE, or designee, shares our PTASP, including safety performance targets, with the Charleston Area Regional Transportation Study (CHATS) MPO each year after its formal adoption by the Board of Directors. CARTA's AE also

provides a copy of our formally adopted plan to the SCDOT. CARTA staff is available to coordinate with SCDOT and the CHATS MPO in the selection of State and CHATS MPO safety performance targets upon request.

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

Records of system safety data are maintained for a minimum of three years. Certain information, such as safety certification backup documentation is maintained by CARTA's document control process. In addition to safety data, CARTA maintains other data and documentation of activities required by the PTASP. Distribution of safety-related reports and data is accomplished through the Safety Committee and the CSO. These records will be available to the FTA or other oversight entity upon request.

2027 Safety Performance CARTA								
	Mode of Transit Service	**Fatalities** (Total)	**Fatalities** (Rate)	**Injuries** (Total)	**Injuries** (Rate)	**Safety Events** (Total)	**Safety Events** (Rate)	**System Reliability** (Average distance between major mechanical failures)
Target	All Bus Services	0	0/1,000,000 VRM	7	2.26/1,000,000 VRM	120	38.71/1,000,000 VRM	24,800 VRM

2027 Risk Reduction Performance CARTA								
	Collision (Total)	**Collision** Collision/VRM (Rate)	**Pedestrian Collision** Collision/VRM (Total & Rate)	**Vehicular Collision** Collision/VRM (Total & Rate)	**Transit Worker Fatality** (Rate)	**Transit Worker Injury** (Total & Rate)	**Assaults on Transit Workers** (Total)	**Rate of Assaults on Transit Workers** Total/VRM (Rate)
Target	50	16.13	0-Total 0/1,000,000 VRM	50-Total 16.13/ 1,000,000 VRM	0/1,000,000 VRM	9-Total 2.90/1,000,000 VRM	2	0.66/1,000,000 VRM

Total FY26 VRM mileage: 2,978,584 (includes local routes, commuter routes, and demand response services)
FY26 System Reliability: 13,539 (based on 220 total road calls)

2027 Target Example Calculations:

- Target SPT injuries (7)/by annual expected VRM (3,100,000) X 1,000,000 =2.26 per 1,000,000 VRM
- Target SPT safety events (120)/ by annual expected VRM (3,100,000) X 1,000,000= 38.71 per 1,000,000 VRM
- Actual SPT system reliability 3,100,000 annual expected VRM /125 = 24,800

*If CARTA fails to meet the annual safety performance targets, there will be mitigation to improve the performance through training, improved safety communication, and safety awareness.

2026 Safety Performance CARTA								
	Mode of Transit Service	**Fatalities** (Total)	**Fatalities** (Rate)	**Injuries** (Total)	**Injuries** (Rate)	**Safety Events** (Total)	**Safety Events** (Rate)	**System Reliability** (Average distance between major mechanical failures)
Target	All Bus Services	0	0/1,000,000 VRM	7	1.94 /1,000,000 VRM	15	4.84/1,000,000 VRM	24,800 VRM
Actual	All Bus Services	1	.34/1,000,000 VRM	39	13.09/1,000,000 VRM	171	57.41/1,000,000 VRM	13,539 VRM

2026 Risk Reduction Performance CARTA								
	Collision (Total)	**Collision** Collision/ VRM (Rate)	**Pedestrian Collision** Collision/VRM (Total & Rate)	**Vehicular Collision** Collision/VRM (Total & Rate)	**Transit Worker Fatality** (Rate)	**Transit Worker Injury** (Total & Rate)	**Assaults on Transit Workers** (Total)	**Rate of Assaults on Transit Workers** Total/VRM (Rate)
Target	24	7.74	0-Total 0/1,000,000 VRM	20-Total 7.74/1,000,000 VRM	0/1,000,000 VRM	1.29	2	0.66/1,000,000 VRM
Actual	105	35.59	2-Total 1.01/1,000,000 VRM	103-Total 34.58/1,000,000 VRM	0-Total 0/1,000,000 VRM	19-Total 6.38/1,000,000 VRM	3	1.01/1,000,000 VRM

2025 Safety Performance CARTA								
	Mode of Transit Service	**Fatalities** (Total)	**Fatalities** (Rate)	**Injuries** (Total)	**Injuries** (Rate)	**Safety Events** (Total)	**Safety Events** (Rate)	**System Reliability** (Average distance between major mechanical failures)
Target	All Bus Services	0	0/1,000,000 VRM	5	1.47 /1,000,000 VRM	0	2.95/1,000,000 VRM	30,000 VRM
Actual	All Bus Services	0	0/1,000,000 VRM	10	3.29/1,000,000 VRM	12	3.94/1,000,000 VRM	23,596 VRM

2025 Risk Reduction Performance CARTA								
	Collision (Total)	**Collision** Collision/ VRM (Rate)	**Pedestrian Collision** Collision/VRM (Total & Rate)	**Vehicular Collision** Collision/VRM (Total & Rate)	**Transit Worker Fatality** (Rate)	**Transit Worker Injury** (Rate)	**Assaults on Transit Workers** (Total)	**Rate of Assaults on Transit Workers** Total/VRM (Rate)
Target	25	7.2	0-Total 0/1,000,000 VRM	20-Total 7.2/1,000,000 VRM	0/1,000,000 VRM	1.46	2	0.65/1,000,000 VRM
Actual	24	7.9	0/1,000,000 VRM	24-Total 7.9/1,000,000 VRM	0/1,000,000 VRM	1.64	3	0.99/1,000,000 VRM

2024 Safety Performance CARTA								
	Mode of Transit Service	**Fatalities** (Total)	**Fatalities** (Rate)	**Injuries** (Total)	**Injuries** (Rate)	**Safety Events** (Total)	**Safety Events** (Rate)	**System Reliability** (Average distance between major mechanical failures)
Target	All Bus Services	0	0/1,000,000 VRM	5	1.46 /1,000,000 VRM	20	5.84/1,000,000 VRM	28,000 VRM
Actual	All Bus Services	0	0/1,000,000 VRM	2	.58/1,000,000 VRM	14	4.09/1,000,00 0 VRM	29,267 VRM

2024 Risk Reduction Performance CARTA								
	Collision (Total)	**Collision** Collision/VRM (Rate)	**Pedestrian Collision** Collision/VRM (Total & Rate)	**Vehicular Collision** Collision/VRM (Total & Rate)	**Transit Worker Fatality** (Rate)	**Transit Worker Injury** (Rate)	**Assaults on Transit Workers** (Total)	**Rate of Assaults on Transit Workers** Total/VRM (Rate)
Target	25	7.2	0-Total 0/1,000,000 VRM	20-Total 5.84/ 1,000,000 VRM	0/1,000,000 VRM	1.46	2	.58/1,000,000 VRM
Actual	All Bus Services	0	0/1,000,000 VRM	2	.58/1,000, 000 VRM	14	4.09/1,000,00 0 VRM	29,267 VRM

2023 Safety Performance CARTA								
	Mode of Transit Service	**Fatalities** (Total)	**Fatalities** (Rate)	**Injuries** (Total)	**Injuries** (Rate)	**Safety Events** (Total)	**Safety Events** (Rate)	**System Reliability** (Average distance between major mechanical failures)
Target	All Bus Services	0	0/1,000,000 VRM	15	4.38/1,000,000 VRM	20	5.84/1,000,000 VRM	25,000 VRM
Actual	All Bus Services	0	0/1,000,000 VRM	2	.58/1,000,000 VRM	14	4.09/1,000,000 VRM	29,267 VRM

2023 Risk Reduction Performance CARTA								
	Collision (Total)	**Collision** Collision/VRM (Rate)	**Pedestrian Collision** Collision/VRM (Total & Rate)	**Vehicular Collision** Collision/VRM (Total & Rate)	**Transit Worker Fatality** (Rate)	**Transit Worker Injury** (Rate)	**Assaults on Transit Workers** (Total)	**Rate of Assaults on Transit Workers** Total/VRM (Rate)
Target	25	7.2	0-Total 0/1,000,000 VRM	25-Total 7.2/1,000,000 VRM	0/1,000,000 VRM	1.4	2	.57/1,000,000 VRM
Actual	23	6.72	0-Total 0/1,000,000 VRM	23-Total 6.72/1,000,000 VRM	0/1,000,000 VRM	.58	2	.57/1,000,000 VRM

3.3 Monitoring Performance & Evaluating Results

The safety goals, objectives/outcomes, and measures are organized into a Safety Performance Matrix (Appendix G), along with the Prioritized Safety Risk Log (Appendix F) that demonstrates continual progress towards risk reduction through mitigation strategies. Having this information organized, particularly in matrixes, allows CARTA to continuously monitor safety performance and evaluate results. Evaluations of safety performance will be conducted and documentation will be updated annually. The CSO enters any identified non-compliant or ineffective activities, including mitigations, back into the SRM process for reevaluation by the Safety Committee.

CARTA will monitor performance with its progress toward these goals, compliance with operations and maintenance procedures through announced compliance reviews, unannounced compliance reviews, ride-along evaluations, internal audits, and peer reviews. The PTASP Administrator will be responsible for evaluation progress toward meeting the safety goals, objectives/outcomes, and measures.

3.4 Integrating Results into Agency Decision-Making Processes

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

Uses of performance results include:

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

3.5 Sustaining a Safety Management System

To sustain the SMS, CARTA will ensure that processes are employed to instill an organizational foundation. Examples of actions taken to sustain the SMS include:

- **Create measurement-friendly culture**:
  All staff, including senior managers, should be actively engaged in creating measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers will also lead by example and utilize performance metrics in decision-making processes.
- **Build organization capacity**:
  Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis and setting goals. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.
- **Reliability and Transparency of performance results**:
  The SMS will be able to produce and report its results, both good and bad. Performance information should be transparent and made available to all stakeholders. Messengers should be protected to preserve the integrity of the measurement system. The focus should be on opportunities for improvement rather than allocating blame.
- **Demonstrate continuous commitment to measurement**:
  Visible commitment to using metrics is a long-term initiative. CARTA demonstrates a commitment to performance measurement by establishing a formal process of reporting performance results, such as including transit safety and performance measurement as a standing agenda item at staff meetings.

4 SAFETY PROMOTION CFR 673.29

4.1 Safety Promotion, Culture, & Training

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

4.1.1 Safety Culture

A positive and strong safety culture must be generated from the top. The actions, attitudes, and decisions at the policy-making level must demonstrate a genuine commitment to safety. Safety must be recognized as the

responsibility of each employee, with the ultimate responsibility for safety resting with the AE. Employees must trust that they will have management support for decisions made in the interest of safety, while also recognizing that intentional breaches of safety will not be tolerated.

The primary goal of safety promotion at CARTA is to develop and maintain a positive safety culture that allows the SMS to succeed. A positive safety culture is defined as one which is:

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

B. **A Just Culture**
- Employees know and agree on what is acceptable and unacceptable behavior
- Human errors must be understood, but negligence and willful violations cannot be tolerated

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

D. **A Learning Culture**
- Learning is valued as a lifetime process beyond basic-skills training
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety
- Employees are updated on safety issues by management, and safety reports are fed back to staff so that everyone learns the pertinent lessons
- The Safety Committee ensures wide dissemination of valuable safety-related information throughout the organization

4.1.2 Training

During the initial implementation of an SMS, specific training will be required for all employees and contract staff, to reiterate the agency's safety culture and describe how CARTA's SMS works. The CSO is the resource person for providing a corporate perspective on CARTA's approach to safety management, as well as the Safety Manager. Safety training needs will depend on the safety responsibilities of the individual staff members and the nature of tasks performed. Mandatory de-escalation training is given to all new employees initially, then annually for all operators, maintenance personnel, and supervisors directly responsible for safety. The National Transit Institute has a direct delivery course located here: https://www.ntionline.com/assault-awareness-and-prevention-for-transit-operators-direct-delivery/

CARTA's comprehensive safety training program applies to all employees directly responsible for safety, including:

- Revenue vehicle operators
- Dispatchers
- Maintenance technicians
- Managers and supervisor,
- Agency Leadership and Executive Management
- Chief Safety Officer
- Accountable Executive

CARTA dedicates resources to a comprehensive safety training program, as well as training on SMS roles and responsibilities. The scope of the safety training, including annual refresher training, is appropriate to each employee's individual safety-related job responsibilities and their role in the SMS. Basic training requirements for employees, including frequencies and refresher training, are documented in the employee's file and outlined in the Employee Handbook. Operations safety-related skill training includes the following:

- New-hire bus vehicle operator classroom and hands-on skill training, including behind-the-wheel training
- Bus vehicle operator refresher training
- Bus vehicle operator retraining (recertification or return to work)
- Assault awareness de-escalation training
- Classroom and on-the-job training for dispatchers
- Classroom and on-the-job training for operations supervisors and managers
- Accident investigation training for operations supervisors and managers

Vehicle maintenance safety-related skill training includes the following:

- Ongoing vehicle maintenance technician skill training
- Ongoing skill training for vehicle maintenance supervisors
- Occupational safety training
- Assault awareness de-escalation training
- Formal certification from accredited institutions
- Ongoing hazardous material training for vehicle maintenance technicians and supervisors
- Training provided by vendors

Safety Management training topics may include:

A. Initial Safety Training for All Staff

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

B. Safety Training for Operations Personnel

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

6. Assault awareness and de-escalation training

C. Safety Training for Management

1. *Principles of SMS & SMS Awareness*- Free of cost, FTA sponsored training online courses located: https://tsi-dot.csod.com/ to maintain and build a stronger culture of safety
2. Management responsibilities and accountabilities for safety
3. Legal issues (e.g., liability)
4. Assault awareness and de-escalation training

D. Training for the Safety Officer

1. Familiarization with different transit modes, types of operation, routes, etc.
2. Principles of SMS & SMS Awareness, FTA sponsored online training courses located: https://tsi-dot.csod.com/ to maintain and build a stronger culture of safety
3. Understanding the role of human performance in safety event causation and prevention
4. Operation of the SMS
5. Investigating safety events
6. Crisis management and emergency response planning
7. Safety promotion
8. Communication skills
9. Performing safety audits and assessments
10. Monitoring safety performance
11. National Transit Database (NTD) safety event (including assaults) reporting requirements
12. *Assault awareness and de-escalation training*

4.1.3 Safety Communication

CARTA's CSO, and the RATPDEV Safety Manager coordinate safety communication activities for the SMS. Activities will focus on the three categories of communication activity established in 49 CFR Part 673:

- Communicating safety and safety performance information throughout the agency: Communicate information on safety and safety performance during monthly staff meetings. CARTA also has a permanent agenda item for all monthly Drivers' Meetings dedicated to safety. Information typically conveyed during these meetings includes safety performance statistics, lessons learned from recent occurrences, upcoming events that may impact service or safety performance, and updates regarding SMS implementation. CARTA also requests information from drivers during these meetings, which is recorded in meeting minutes. Finally, CSO posts safety bulletins and flyers on the bulletin boards located in all bus operator and maintenance technician break rooms and in the 'back hallway,' advertising safety messages and promoting awareness of safety issues.

- Communicating information on hazards and safety risks relevant to employees' roles and responsibilities throughout the agency: As part of new-hire training, CARTA distributes safety policies and procedures, included in the Employee Handbook, to all employees. CARTA provides training on these policies and procedures and discusses them during safety talks between supervisors and bus operators to vehicle technicians. All operators and supervisors are required to complete the FTA's *Assault Awareness* and *De*-escalation training to reduce conflicts and assaults to improve service. For newly emerging issues or

safety events at the agency, CARTA CSO issues bulletins or messages to employees that are reinforced by supervisors in one-on-one or group discussions with employees. All new hazards are also communicated within the Safety Committee who collaborate to mitigate those hazards and recorded.

Informing employees of safety actions taken in response to reports submitted through the ESRs: CARTA provides targeted communications to inform employees of safety actions taken in response to reports submitted through the ESRs, including handouts and flyers, safety talks, updates to bulletin boards and one-on-one discussions between employees and supervisors.

5 APPENDICES

A – CARTA Safety Roles

B – Safety Assessment & System Review

C – Facility Assessment

D – SRM Matrix

E – Hazard Assessment Log

F – Safety Performance Matrix

APPENDIX A

CARTA
STAFF SAFETY ROLES & RESPONSIBILITIES

Completed by:	John Cooper BCDCOG Safety Manager	**Date:** October 2026
Position Title	**Position Description**	**Safety Responsibilities**
Accountable Executive	49 CFR § 673.5 – Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the PTASP; responsibility for carrying out the agency's TAM Plan; & control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. § 5329(d), and the agency's TAM Plan in accordance with 49 U.S.C. § 5326.	• Ultimate responsibility for carrying out the PTASP • Responsibility for carrying out the TAM Plan • Control or direction over the human & capital resources needed to develop & maintain both plans • Ensuring the agency's SMS is effectively implemented throughout the system • Ensuring action is taken, as necessary, to address substandard performance in the agency's SMS • May delegate specific responsibilities, except ultimate accountability for the agency's safety performance, which always rests with the Accountable Executive
Chief Safety Officer	49 CFR § 673.5 – Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to the transit agency's chief executive officer, president, or equivalent officer. A Chief Safety Officer (CSO) for a small public transportation provider (as defined in Part 673) may serve in capacities (operational or maintenance) unless the agency ceases to be a small public transportation provider or operates a rail transit system. The Chief Safety Officer (CSO) provides oversight of the Safety Program to include OSHA, EPA and SC DHEC compliance at CARTA facility. Ensure coordinated development/implementation of the PTASP, as well as the annual update. Leads and models a culture of safety and safe practices throughout the organization.	• Is adequately trained • Completes Principles of SMS & SMS Awareness training- FTA sponsored training online courses located: https://tsi-dot.csod.com • Responsibility for safety • Reports directly to agency's Accountable Executive • Ensures safety documentation is current and accessible to all employees • Conducts periodic safety inspections & audits • Facilitates Safety Committee meetings • Promotes safety awareness throughout the organization • Monitors effectiveness of corrective actions • Renders independent advice to the CEO, senior managers, & other personnel on safety-related matters • Ensures that safety management has a high priority throughout the organization • Chair of the Public Transportation Agency Safety Plan Committee

CARTA
STAFF SAFETY ROLES & RESPONSIBILITIES

Deputy Director of Finance & Administration	Oversees staff and incident reporting and recordkeeping. Manages insurance claim and coordinates with the legal team.	• Coordinates Human Resource functions • Manages incident reporting • Adheres to all safety policies and procedures • Promotes safety awareness throughout the organization • Ensures safety documentation is current and accessible to all employees • Coordinates with outside agencies, including insurance providers and legal representatives
General Manager O&M Contractor	The General Manager provides operational and maintenance staff leadership and direction to ensure safe, effective, and compliant transit service.	• Authority and responsibility for day-to-day implementation and operation of agency's SMS • Promotes safety awareness throughout the organization • Provides resources to support the Safety Manager and the programs safety mission. • Ensures safety is integrated into all management decisions and organizational priorities. • Maintains oversight of operational performance, compliance, and management activities. • Monitors effectiveness of corrective actions • Ensures clear communication channels between the employees, management, contractors, and governing bodies. • Ensures all management completes Principles of SMS & SMS Awareness training- Free of cost, FTA sponsored training online courses located: https://tsi-dot.csod.com • Attend Safety Committee meetings

CARTA
STAFF SAFETY ROLES & RESPONSIBILITIES

Safety Manager O&M Contractor	Responsible for communicating and overseeing the transit agency's safety policies to all employees. Ensure coordinated development and implementation of the SMS and implementing the transit agency's safety policies to all employees.	• Promotes safety awareness throughout the organization • Ensures safety documentation is current & accessible to all employees • Maintains a safe working environment • Provides periodic reports on safety performance • Adheres to all safety policies & procedures • Communicates changes in safety documents to all personnel • Monitors effectiveness of corrective actions • Provides periodic reports on safety performance • Ensures that safety management has a high priority throughout the organization • Attend Safety Committee meetings
Operations Managers / Supervisors O&M Contractor	Responsible for communicating and overseeing the transit agency's safety policies to all employees.	• Promotes safety awareness throughout the organization • Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard & safety operating procedures • Ensures that drivers make safety a primary concern when on the job • Listens and acts upon any safety concerns raised • Immediately reports safety concerns to the CSO/SM • Provides leadership and direction to employees during security incidents • Handles minor non-threatening rule violations • Defuses minor arguments • Determines when to call for assistance • Responds to fare disputes and service complaints • Responds to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance • Completes necessary security related reports • Takes photographs of damage and injuries • Coordinates with all outside agencies at incident scenes • Attend Safety Committee meetings

CARTA
STAFF SAFETY ROLES & RESPONSIBILITIES

Bus Operator O&M Contractor Employee	Responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies.	• Promotes safety awareness throughout the organization • Adheres to all safety policies and procedures • Takes charge of a hazard incident scene until the arrival of supervisory or emergency personnel • Collects fares in accordance with agency policy • Familiar with CARTA / Transdev Employee Manual & Procedures • Attempts to handle minor non-threatening rule violations • Responds verbally to complaints • Attempts to defuse minor arguments • Determines when to call for assistance • Maintains control of the vehicle • Reports all safety incidents to Supervisor on duty • Completes all necessary safety related reports • Attend Safety Committee meetings
Maintenance Manager O&M Contractor	Oversees mechanics that perform major running repairs of buses. Fully qualified and completely capable of repairing, maintaining, & rebuilding all parts of all equipment.	• Promotes safety awareness throughout the organization • Maintains a safe working environment • Adheres to all safety policies & procedures • Responsible for repair of vehicle components, including engine and transmission rebuilds • Conducts all levels of inspections • Assists in all aspects of repair and maintenance work • Makes bus assignments (if needed) • Maintains a safe working environment and adheres to all safety policies and procedures • Makes road calls, tire changes and repairs, brake relines • Driver reported defects • Supervises bus-washing activities • Generates road calls • Attend Safety Committee meetings

APPENDIX B

CARTA
SAFETY ASSESSMENT AND SYSTEM REVIEW

Complete this form semi-annually to identify potential safety hazards. It is imperative that completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply.

Completed by: John Cooper BCDCOG Safety Manager	**Date:** 10/29/26

SECTION	REVIEW QUESTIONS	YES	NO	N/A
Safety Policies:	• Are all safety policies up to date and reviewed?	✓		
	• Is a Public Transit Agency Safety Plan (PTASP) or any other System Safety Plan written for the transit system?	✓		
	• Is the Drug and Alcohol Policy current and up to date?		✓	
New Hire Employee Files:	• Was there a structured interview conducted and documented?	✓		
	• Is the applicant asked the questions relating to previous experience with drug and alcohol testing?	✓		
	• Is the offer of employment documented in writing?	✓		
	• Is there a pre-employment drug screen?	✓		
	• Is there a pre-employment physical exam?	✓		
	• Are safety sensitive responsibilities outlined in the job description?	✓		
	• Is there a completed Substance Abuse Policy and Drug Free Workplace Policy Acknowledgement form?	✓		
	• Is there a Current Policies and Procedures Acknowledgement Form?	✓		
Post Hire Employee Files:	• Is a current employee roster available?	✓		
	• Are the employee files maintained by the transit system? *As maintained by our Operating Contractor*	✓		
	• Do existing employee files contain:			
	➢ Background check?	✓		
	➢ Previous employer request form?	✓		
	➢ Verification of current driver's license and CDL?	✓		
	➢ Current MVR?	✓		
	➢ PARS Reports?	✓		
	➢ Current copy of physical exam certificate?	✓		

	➢ Signed Substance Abuse Policy Acknowledgement?	✓		
	➢ Drug and Alcohol Testing Record with COC and authorization forms?	✓		
	➢ Record of annual supervisor ride checks and evaluations?	✓		
Education and Training:	• Are operator certifications current and up to date?	✓		
	• Have managers completed Safety Management Systems (SMS) training?		✓	
	• Are employees familiar with OSHA topics, including:			
	➢ Hazard Communication?	✓		
	➢ Emergency Action Planning?	✓		
	➢ Bloodborne Pathogens?	✓		
	➢ Lockout/Tagout?	✓		
	➢ Personal Protective Equipment (PPE)?	✓		
	➢ Injury Prevention Planning?	✓		
	• Have all safety sensitive employees received Drug and Alcohol Training?	✓		
	• Do new mechanics receive classroom training?	✓		
	• Do existing mechanics receive ongoing training?	✓		
Safety Meetings:	• Is there an active Safety Committee at the transit agency?	✓		
	• Are safety meetings held on a regular basis?	✓		
	• Are safety meetings and sign in sheets documented, with available agendas and minutes?	✓		
	• Do senior managers attend safety meetings? (E.g. GM, ASM's)	✓		
	• Do vehicle operators attend safety meetings? **(2-3) Frontline employees**	✓		
	• Do mechanics attend safety meetings? **Maintenance Manager**		✓	
Incident and Accident Investigation Procedures:	• Are policies in place dictating which incidents are reported and which are not?	✓		
	• Are incident report forms kept and filed?	✓		
	• Are accident reports completed for all situations?	✓		
	• Are incident/accident reports used as pre-accident training material?	✓		
	• Are incident/accident reports used as post-accident training material?	✓		
	• Are incident/accident reports used to identify potential hazards and analyzed in a Risk Assessment Matrix (RAM)?	✓		
	• Are complaint forms kept and filed?	✓		
	• Are all operators provided with safety vests on their vehicles?	✓		

	• Are incident/accident photos taken?	✓		
Substance Abuse:	• Is there a current and updated Drug and Alcohol Policy?	✓		
	• Do all staff members understand the Drug and Alcohol Policy?	✓		
	• Is random testing being completed?	✓		
	• Is reasonable suspicion testing being completed?	✓		
Facility and Shop Inspections:	• Are monthly facility inspections conducted as scheduled?	✓		
	• Are facility inspection forms completed properly?	✓		
	• Are unsafe conditions or acts, regarding the facility corrected and documented?	✓		
	• Are fire extinguishers up to date with annual servicing requirements?	✓		
	• Are fire extinguishers inspected on a monthly basis?	✓		
	• Are routing inspections of the fire extinguishers documented?	✓		
	• Are eye wash stations available with unobstructed access?	✓		
	• Are eye wash stations inspected on a scheduled basis?	✓		
	• Is machine guarding in place?		✓	
	• Are batteries stored safely?	✓		
	• Are all containers marked with the contents clearly identified?		✓	
	• Are floors clear of tripping hazards?		✓	
	• Are hazardous materials stored safely?	✓		
	• Are emergency exits clearly marked?	✓		
	• Are lights out?		✓	
	• Are jack stands available for use?	✓		
	• Are jack stands used whenever a vehicle is elevated on a lift?	✓		
	• Is a lock out tag out program in place?		✓	
Asset Management (Vehicles):	• Is a current and updated list of vehicles readily available?	✓		
	• Is all maintenance activity completed on vehicles tracked?	✓		
	• Is a regular maintenance schedule written and followed?	✓		
	• Are work order forms, service order forms and parts requested documented?	✓		
	• Are vehicle inspection forms completed on a regular basis and available?	✓		
	• Are habitual maintenance issues reported to SCDOT?	✓		
	• Are maintenance issues analyzed and used to forecast future vehicle needs?	✓		

	• Are maintenance issues analyzed and used to identify potential hazards and evaluated in a Risk Assessment Matrix (RAM)?	✓		
	• Are pre-trip inspection forms completed daily?	✓		
	• Are post-trip inspection forms completed daily?	✓		

Comments:

Overall assessment is good with a few areas for improvement. With recent new operations and maintenance contractor management changes there were items That were either unknown or unverified at the time of the assessment and need to be followed up on such as; is the Drug and Alcohol Policy current and up to date, Is a lock out tag out program in place? The remaining items need to be further review and or be addressed for implementation or improvement.

APPENDIX C

CARTA
FACILITY SAFETY and SECURITY ASSESSMENT

Complete this form semi-annually to identify potential safety hazards. It is imperative that the completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply.

Completed by: John Cooper BCDCOG Safety Manager	**Date:** 10/29/26

SECTION	REVIEW QUESTIONS	YES	NO	N/A
Buildings and Facility Grounds:	• Are facility grounds randomly and frequently patrolled?	✓		
	• Are daily security sweeps conducted?	✓		
	• Are smoke/fire/carbon monoxide detectors provided and working?	✓		
	• Are distribution and number of keys known and controlled?		✓	
	• Are all keys labeled as "DO NOT DUPLICATE"?		✓	
	• Are all unoccupied areas locked and secured?	✓		
Lighting:	• Is entire perimeter of facility properly illuminated?	✓		
	• Is lighting mounted at approximately second story level?	✓		
	• Are lights provided over all entrance doors?	✓		
	• Is lighting provided in staff parking areas?	✓		
Entrance Doors and Windows:	• Are all doors:			
	➢ Built of commercial grade with metal framing?	✓		
	➢ Outside hinges hidden and protected from vandalism?	✓		
	➢ Provided with a commercial grade, one-sided lock?	✓		
	➢ Provided with push "panic" bar releases?	✓		
	➢ In case of breakage or opening are all windows and doors connected to a central station alarm?		✓	
Electronic Surveillance:	• Is the entire perimeter of facility protected by a CCTV system?	✓		
	• Is this system monitored by management and/or a security company?	✓		
	• Is this system always on or activated by motion sensors?	✓		

Non-Employee Access:	• Is access restricted to persons without proper credentials and clearance?		✓	
	• Are supply deliverers required to show proper I.D. and sign-in a log book?		✓	
	• Are all non-employees accompanied and/or observable at all times?		✓	
Surrounding Environment:	• Are there other non-City/County buildings connected to the facility that may be vulnerable to unauthorized entry to City/County property?			✓
	• Are all utility components (power transformers, back-up generators) protected and secured from vandalism or attack?	✓		
	• Are all outdoor storage areas adequately lighted and secured?	✓		
Material Storage:	• Are all hazardous and flammable materials properly identified?		✓	
	• Are all materials properly labeled, stored, and secured?		✓	
Forms and Written Plans:	• Are emergency numbers (police, fire, ambulance, FBI) current and prominently displayed at each phone?		✓	
	• Is a Chain of Command and emergency call list prominently displayed?		✓	
	• Are employees trained and checklists provided on how to handle a physical threat or incident called in on the phone?		✓	
Evacuation Plan/Procedures	• Are there evacuation plans for this facility?	✓		
	• Are staff members trained on this plan?		✓	
	• Are assembly areas and alternate assembly areas identified, validated and coordinated with the County Emergency Management Office?		✓	
	• Have the primary and alternate assembly areas, evacuation sites, and evacuation routes been verified and coordinated with all appropriate agencies?	✓		
	• Has the Emergency Evacuation Plan been reviewed, coordinated, and briefed to staff as appropriate?		✓	
Training:	• Is an orientation program in place for each new staff member?	✓		
	• Do all staff members receive safety and security training appropriate to their position and level of responsibility?	✓		
	• Are periodic safety and security training and briefings completed with staff?	✓		
	• Do all new staff members receive briefings on the City/County Evacuation Plan, the Disaster Preparedness Plan, and other security policies and procedures?		✓	
Administrative Procedures:	• Is a record of emergency data on file for each staff?	✓		
	• Have incident reporting format and procedures been established and staff briefed on them?	✓		
	• Are all incident reports treated with confidentiality and transmitted by secure means to the appropriate City/County department?	✓		

	• Are background checks conducted and verified on all prospective new hires?	✓		
Cash Handling and Transfer:	• Has a secure method for receipt, transfer and storage of cash been established and have appropriate staff members been trained on them?	✓		
	• Is cash transported by at least two individuals with cash divided between them?			✓
	• Do all staff members understand that in the event of a robbery they should never risk their lives to protect cash or other valuables?	✓		
Fire and Electrical Safety:	• Are fire extinguishers installed in all appropriate locations?	✓		
	• Are smoke and heat detectors installed, at least one on each floor?	✓		
	• Is a first aid kit present and maintained?	✓		
	• Are all electrical devices, outlets, circuit breakers and cords free of damage that may pose a shock hazard?	✓		
	• Are all electrical circuit, gas, and telephone boxes, if accessible from the outside, locked to prevent tampering?	✓		
	• Do any non-employees have access from outside the building to any fire escapes, stairways, and/or the roof?		✓	
	• Are all outdoor trash containers and storage bins located away from the building in the event of a fire?	✓		

APPENDIX D - SRM MATRIX and WORKBOOK

The tabs in this workbook relate to Section 2.3 – Risk Mitigation. The workbook contains the following:

SRM-SA Terms
Terms used in SRM and SA processes.

Safety Risk Management (SRM) Risk Register
Risk register, used to associate identified hazards (and existing mitigations) that are being tracked to their associated risk level, as determined by CARTA. Includes columns for planned implentation dates for proposed mitigations, department(s) responsible for mitigation implementation, and contact person(s).

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

Severity Matrix
Matrix for rating severity; includes criteria for each rating.

Likelihood Matrix
Matrix for rating likelihood/freqeuency; includes practical examples for each rating.

Risk Assessment Matrix
Combined severity/likelihood matrix, used by CARTA to assess each identified hazard for its risk to the transit system.

With respect to prioritization of safety risk mitigations, the process and criteria for determining the level of safety risk associated with each hazard is outlined on the Plan. The included matrices present the framework used to formalize the process, as suggested in FTA's Sample Safety Risk Assessment Matrices for Bus Agencies, presented at https://www.transit.dot.gov/regulations-and-guidance/safety/public-transportation-agency-safety-program/sample-safety-risk

SAFETY RISK MANAGEMENT / SAFETY ASSURANCE - GUIDE TO TERMS		
ELEMENT	**DESCRIPTION**	**EXAMPLE**
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilites, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.	The hazard in FTA's participant guide scenario is the out of calibration wheel balancer.
Type of Hazard	Classification used to help organize identified hazards to support an agency's data management and hazard prioritization activities. The three (3) main types of hazards include: Organizational (shortcomings in the organizational processes), Technical (the condition of the equipment, facilities, and infrastructure), and Environmental (the natural environment).	FTA's example hazard in the scenario is a technical hazard, as it pertains to an agency's equipment, rolling stock, infrastrucure, and facilities.
Identification date	The date the hazard was identified though agency means. This information can be used for evaluating the effectiveness of safety risk management activities by providing a starting point to see how long the agency takes to analyze and mitigate the hazard.	
Identification source	How the hazard was identified. This information can provide insight into the effectiveness of the safety data sources available to the agency and can help identify items for improvement.	In FTA's scenario, the hazard was identified by a safety specialist upon reviewing the Safety Event Investigation
Date of analysis	The date the hazard was analyzed. This information can be used for evaluating the efficiency of the analysis process and determine if certain hazards are more challenging to analyze than others.	
Worst credible potential consequence(s)	The effect of a hazard involving injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.	The worst credible potential consequence for the hazard in FTA's scenario is a collision resulting in death, permanent injury, or destruction of property, with damage (losses over
Existing mitigations (hard or soft)	The controls already exisiting within the agency to mitigate the potential consequence(s) of the hazard.	**Pre-Trip Inspection:** Bus operators are required to check tires for excessive wear as part of their pre-trip inspection. **Routine Bus Maintenance and Inspections:** Tires are inspected and replaced as part of the agency's regular maintenance and inspection program. **Wheel Balancer Calibration:** SOP governs the calibration of the wheel balancer.
Severity of consequences	Quantified effect of the potential consequence(s) of the hazard in the delivery of transit services and/or supporting activities, taking into account existing mitigations.	In FTA's scenario, the severity was identified by looking at historical data from the agency.
Likelihood of consequences	Quantified probability that the potential consequence(s) of the hazard materialize, taking into account existing mitigations. Calendar days, weeks, months, years, or decades are often used as time periods to support assessments of likelihood in safety risk assessment.	
Safety risk index	Tolerability of the potential consequence(s) of the hazard, taking into account existing mitigations. It is the primary parameter for deciding priorities in the allocation of resources.	Combining the likelihood and severity of the potential consequence results in a risk rating.
Further Mitigation action	Additional controls that the agency needs to incorporate to mitigate the potential consequence(s) of the hazard if the safety risk exceeds tolerability criteria.	

Revised safety risk index	Safety risk index that meets the tolerability criteria, following incorporation of additional controls to mitigate the potential consequence(s) of the hazard.	
Revised safety risk index date	The date the revised safety index was determined. This information can be used to evaluate the efficiency of the analysis process and determine if certain hazards are more challenging to analyze than others.	
Department responsbile for mitigation	Agency department (or other subdivision) taksed with the implementation of the additional controls to mitigate the potential consequence(s) of the hazard.	
Estimated implementation date	The date the mitigation(s) are expected to be implemented. This information is used to track the completion of mitigations and identfiy any potential resources or other concerns.	
Contact person	Primary point of contact within the department responsible for mitigation with other departments involved in safety risk management.	
Consequence	Effect of the hazard in the delivery of tranist services and/or supporting activities, carried over from safety risk management section.	
Safety performance indicator (SPI)	Parameter selected to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Safety performance indicator (SPI) value	Quantification of the parameter selected to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Safety performance target	Projected improvement over the SPI value resulting from the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Timeframe	Information for evaluating the effectiveness of safety performance monitoring and measurement activities.	
Monitoring means	Resources and activities to monitor and measure the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	
Department responsbile for monitoring mitigation effectiveness	Agency function primarily tasked with monitoring and measuring the effectiveness of the additional controls incorporated to mitigate the potential consequence(s) of the hazard.	

Safety Risk Assessment Matrix		
Severity Categories		
Description	**Severity Category**	**Criteria**
Catastrophic	**1**	Could result in one or more of the following: Death Multiple serious injuries requiring hospitalization Irreversible environmental impact Monetary loss equal to or exceeding $1,000,000
Critical	**2**	Could result in one or more of the following: Serious injury requiring hospitalization Reversible significant environmental impact Monetary loss equal to or exceeding $250,000 but less than $1,000,000
Marginal	**3**	Could result in one or more of the following: Injury requiring medical treatment beyond first aid that may result in one (1) or more lost work day(s) Reversibe moderate environmental impact Monetary loss equal to or exceeding $10,000 but less than $250,000
Negligible	**4**	Could result in one or more of the following: Injury requiring first aid Minimal environmental impact Monetary loss less than $10,000

Likelihood Levels			
Description	**Level**	**Individual item**	**System or Vehicle Fleet**
Frequent	**A**	Likely to occur often in the life of an item.	Continuously experienced. Potential consequence may be experienced more than once in 40,000 vehicle revenue miles (VRM).
Probable	**B**	Will occur several times in the life of an item.	Will occur frequently. Potential consequence may be experienced once per 40,000 to 480,000 VRM.
Occasional	**C**	Likely to occur sometime in the life of an item.	Will occur several times. Potential consequence may be experienced once per 480,000 to 4,800,000 VRM.
Remote	**D**	Unlikely, but possible to occur in the life of an item.	Unlikely but can reasonably be expected to occur. Potential consequence may be experienced once per 4,800,000 to 14,400,000 VRM.
Improbable	**E**	So unlikely, it can be assumed occurrences may not be experienced in the life of an item.	Unlikely to occur, but possible. Potential consequence may be experienced less than once per 14,400,000 VRM.

Sample Safety Risk Assessment Matrix

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

APPENDIX E

CARTA HAZARD ASSESSMENT LOG

This form provides a record of identified hazards and actions taken to eliminate or mitigate the associated risks. The recommended action should be associated with a specified individual (i.e. a supervisor, manager, or front-line personnel) and must include a target date for completion. As a rolling log, entries for identified hazards and their associated mitigations should never be removed, even after required action(s) is completed. Any related forms, logs, or records should be retained permanently.

Completed by: John Cooper BCDCOG Safety Manager	**Last Updated:** October 30, 2026

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Human Error (Sample)	Non-compliance with agency maintenance protocol	• Minimum competency requirements • Effective safety culture in agency (maintenance department) • Effective task planning • Availability of procedures • Procedure reviews and simplification into tasks • Recurrent training	C	4	4C - Low	• Introduce compliance monitoring • Effective supervision including work compliance assessment • Competency assessments • Maintenance policy to reinforce need for compliance	• Safety Assurance • Line Manager • Maintenance Manager	4E -Low
Fixed Object Collisions	Vehicle collision with objects	• Reflective tape • Training • Messaging • Hotspot Mapping	B	4	4B – Medium	• Effective supervision • Training • On-site Review • Contact Municipality	• Safety Manager • Operations Manager	4C -Low
Mirror Strikes	Vehicle collision with another vehicle	• Reflective tape • Training • Messaging • Reposition mirror	A	4	4A - Medium	• Effective supervision • Training • On-site Review • Contact Municipality	• Safety Manager • Operations Manager	4C - Low

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Following Distance	Distance between vehicles in-service	• Training • Messaging	C	3	3C – Medium	• Training • Awareness	•Chief Safety Officer •Safety Manager •Operations Manager	3D - Low
Vehicle Contact on Yard	Incidents on the yard between vehicles	• Parking sequence • Analysis of layout • Circulation pattern • Vehicle assignment & Rollout sequencing	C	4	4C – Low	• Messaging • Training • Awareness • Dismissal	•Chief Safety Officer •Safety Manager •Maintenance Manager	3D - Low
Vehicle Backing	Collisions in parking lot of service providers	• Training • GOAL •Working with property owners	B	4	4B - Medium	• Messaging • Awareness • Training • Dismissal	•Chief Safety Officer •Safety Manager •Maintenance Manager	3D - Low
Assaults to Buses	Physical damage done to bus by a human being	• Training • Awareness •De-escalation techniques	B	4	4B - Medium	• Messaging • Awareness • Training	•Operations Manager •Safety Manager	2D - Medium
Flood Detours	Physical damage to the vehicle, unknown routes and obstacles	• Training • Awareness •Prescribed routes and detours for the detours	B	3	3B - Medium	• Messaging • Awareness • Training • Planning	•Operations Manager •Safety Manager •Planner	3C - Medium
Distracted Driving	Vehicle collision with another vehicle, fixed object, pedestrian, customer injuries	• Training • Awareness •Monitoring •Corrective Action	A	2	2A – High	• Messaging • Training • Corrective Action	•Operations Manager •Safety Manager •Chief Safety Officer	3C - Medium

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Driver Fatigue	Vehicle collision with another vehicle, fixed object, pedestrian, customer injuries	• Awareness • Monitoring • Techniques • Corrective Action	B	2	2B – High	• Messaging • Training • Corrective Action	• Operations Manager • Safety Manager • Chief Safety Officer	3E - Low
Operational Safety	Passenger falls during boarding, alighting, or while vehicle is in motion.	Operator safety training Passenger assistance procedures Wheelchair securement procedures Defensive driving training	A	3	3A - High	Continue operator training Monitor incidents and trends	Operations Manager	2D - Medium
Operational Safety	Passenger falls due to sudden acceleration, braking, or operator driving behavior.	Defensive driving training Ride quality monitoring Operator evaluations	A	3	3A - High	Continue monitoring driving performance and provide coaching when necessary.	Operations Manager	3E - Low
Operational Safety	Vehicle collision with small fixed objects during operation.	Defensive driving training Route familiarization Operator observations	D	2	2D - Medium	Review collision trends and reinforce hazard awareness training.	Operations Manager	3D - Low

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Operational Safety	Vehicle collision with large fixed objects resulting in vehicle damage or injuries.	Operator training Route assessments Supervisory oversight	D	2	2D - Medium	Conduct refresher training and review routes with identified hazards.	Operations Manager	3D -Low
Operational Safety	Vehicle collisions while maneuvering in terminals, parking facilities, and other confined areas.	Operator training Route familiarization Use of spotters when available	D	2	2D - Medium	Review maneuvering incidents and provide refresher training.	Operations Manager	3D - Low
Operational Safety	Unsafe operator behavior due to schedule pressure or perceived need to maintain service times.	Safety policy Operator training Supervisory oversight	E	3	3E - Low	Promote a safety-first culture and continue trend monitoring.	Operations Manager	4E - Low

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Operational Safety	Inconsistent turning practices creating collision risks or roadway conflicts.	Defensive driving training Operator evaluations Supervisory monitoring	E	3	3E - Low	Provide targeted coaching and monitor event trends.	Operations Manager	4E - Low
Operational Safety	Unsafe passenger boarding or alighting locations creating injury hazards.	Established stop procedures Operator training Route reviews	A	3	3A - High	Review stop locations and address locations identified as hazardous.	Operations Manager / Planning Staff	3D - Low
Technical (equipment)	Out of calibration wheel balancer. Potential consequence: collision resulting in death, permanent injury, or destruction of property	Pre-trip inspection; routine inspection and maintenance; wheel balancer inspection and calibration.	C	1	1C - High; Unacceptable - action required; must be mitigated or eliminated.	Develop and implement a maintenance equipment calibration audit program; revise tire inspection procedure.	Maintenance Manager	1E - Low; Acceptable with management review.
Environmental	Assault on Operators. Potential consequences: bodily injury, service disruption, or mental anguish.	Training.	C	3	3C - Medium; Undesirable - a decision is needed regarding acceptability.	Policy change; provide mask; police presence.	Safety; Kris Carter	3D -Low

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Technical (fueling equipment)	Fuel release from defective components or overstretched hoses (memo 9/29/26).	Hose, solenoid, nozzle-storage hardware and other components need repair/inspection; controls unverified.	C	2	2C – Medium	Repair/replace defects; inspect comparable components; set hose/nozzle limits and Develop written procedures and documented training written fueling procedures. Control/report immediate hazards to Safety and management. Increase oversight, submit work orders and repair/inspection evidence, prior records, inspection findings/tests, repairs, service dates, components, vendor qualifications and corrective plans for open items. Inspect per manufacturer intervals, at least annually.	Operation and Maintenance Contractor (GM, Safety and Maintenance Manager); BCDCOG Safety Manager verifies.	2D -Medium

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Emergency response (fueling)	Delayed emergency shutdown during fuel release (memo 9/29/26).	Shutoff not promptly used; tests and competency unverified.	C	2	2C -Medium	Develop written procedures and documented training Test/document shutoffs for all applicable fuel sources; visibly identify them. Issue shutdown/spill procedures; train fuelers and verify practical competency. Control immediate hazards, Test system. Create procedures and training program.	Operation and Maintenance Contractor (GM, Safety and Maintenance Manager); BCDCOG Safety Manager verifies.	2D - Medium
Occupational safety (fuel exposure)	Fuel contact/splash exposure; required PPE not used (memo 9/29/26).	PPE use and accessible eyewash require verification.	C	2	2C – Medium	Develop written procedures and documented training, Create written procedures, training program and record training, Provided and required PPE and accessible eyewash. Supply and document and provide fueling/spill procedures, PPE requirements and equipment operation; training and verify competency before independent work begins.	Operation and Maintenance Contractor (GM, Safety and Maintenance Manager); BCDCOG Safety Manager verifies.	2D - Medium

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Operational safety (Utility/Maintenance yard)	Utility/Maintenance vehicle/equipment contact: wash damage 4/9/26; charger strike 4/18/26; bus collisions 5/7/26 and 8/16/26 (memo 9/29/26; supplements yard/backing entries).	Existing yard driving/backing, lack of work-group procedures, training and accountability unclear.	A	3	3A – High	Develop written procedures and documented training for equipment operation, bus movement, wash-bay operations, parking, task assignments and active supervision. Train everyone moving buses in backing, clearances, spotter use, wash-bay approach, parking and pedestrian awareness. Mirror use. Verify qualifications and competency before independent work begins.	Operation and Maintenance Contractor (GM, Safety and Maintenance Manager); BCDCOG Safety Manager verifies.	3D - Low
Operational safety (farebox securement)	A farebox fell onto an operator because it was not anchored to the floor; inadequate maintenance oversight allowed the unsecured condition to go undetected. Incident date 5/12/26	Floor anchoring and maintenance inspection controls/ verification.	C	3	3C – Medium	Secure the farebox with approved floor anchoring before returning the vehicle to service. Inspect all farebox installations for missing, loose or defective anchors and correct deficiencies.	Operation and Maintenance Contractor (GM, Safety and Maintenance Manager); BCDCOG Safety Manager verifies.	3E - Low

Risk Type	Risk Description/Date	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility	Potential Final Risk Assessment (After Mitigation)
Security (employee parking gate)	Glove blocked parking-gate sensor, holding gate open and allowing uncontrolled access. (memo 9/29/26).	Sensor bypassed; gate condition/controls unverified.	C	2	C2 -Medium	Investigate bypass; inspect/test gate; prohibit security-device bypassing. Document and train on reporting/correction process. Control/report immediate hazards to Safety and management.	Operation and Maintenance Contractor (GM, Safety and Maintenance Manager); BCDCOG Safety Manager verifies.	2D - Medium

APPENDIX F
CARTA
SAFETY PERFORMANCE MATRIX

This form allows CARTA to organize, monitor, and evaluate identified safety goals and objectives/outcomes.

Completed by: John Cooper BCDCOG Safety Manager	**Last Updated:** November 2026

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

CARTA will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.

OBJECTIVE/OUTCOME	METRICS	2026 SAFETY PERFORMANCE	2027 TARGETS
Reduce the number of reportable fatalities	Total number of reportable fatalities	One	Zero
	Rate of reportable fatalities per 1,000,000 VRM	.34/1,000,000 VRM	Zero/1,000,000 VRM
Reduce the number of reportable injuries	Total number of reportable injuries	39 / Year	7 / Year
	Rate of reportable injuries per 1,000,000 VRM	13.09	2.26
Reduce the number of reportable safety events	Total number of reportable safety events	171	120
	Rate of reportable safety events per 1,000,000 VRM	57.41	38.71
Reduce mean distance between major mechanical failures	Average distance between major mechanical failures	13,539 miles	24,800 VRM
Increase assessment and analysis of existing personnel, equipment and procedures to identify and mitigate any potential safety hazards	Number of safety audits, inspections, or assessments completed per specified period of time	38 / Month	40 / Month
Develop a corrective action plan and mitigation strategies to address identified hazards	Percent of corrective action strategies completed per specified period of time	80%	90%

GOAL 2: CULTURE

CARTA will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

OBJECTIVE/OUTCOME	METRICS	2026 SAFETY PERFORMANCE	2027 TARGETS
Establish regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators and maintenance personnel	Number of meetings per year	12 per year	12 per year
Develop and promote a Non-Punitive Reporting Policy	100 percent of staff receiving Non-Punitive Reporting Policy	100 percent	100 percent
Increase the reporting of near miss occurrences and incidents that would otherwise go unreported	Number of near miss occurrences/incidents reported per year	25 per year	50 per year
Increase safety material distributed amongst employees and the general public	Number of manuals, brochures, posters or campaigns distributed per year	12 per year	12 per year

Charleston Area Regional Transportation Authority

MEMORANDUM

Date: November 6, 2026
To: CARTA Board of Directors
From: Ronald E. Mitchum, Executive Director
Subject: Transit Planning Project Updates for November 2026

Please find the progress reports for transit planning projects.

1. Service Planning Initiatives (Project Manager: Megan Ross)
2. CARTA Comprehensive Operational Analysis (Project Manager: Megan Ross)
3. CARTA On-Demand (TNC Pilot Project) (Project Manager: Belen Vitello)
4. Shelter Improvement Program (Project Manager: Rainee Kearney)
5. Shipwatch Square Transit Center (Project Manager: Sharon Hollis)
6. Lowcountry Rapid Transit (Project Manager: Sharon Hollis)
7. Dorchester Transit Signal Priority (TSP) Pilot Project (Project Manager: Sharon Hollis)
8. Mt. Pleasant Street Park and Ride (Project Manager: Robin Mitchum)
9. Fairgrounds Park and Ride (Project Manager: Robin Mitchum)
10. O&M Facility – LCRT (Project Manager: Robin Mitchum)
11. Mobile Ticketing Sales and Use (Project Manager: Jeff Burns)
12. Rethink Folly (Project Manager: Kyle James)

Please let me know if you need additional information.

1. Service Planning Initiatives

- Staff worked with Spare and RATPDev to improve efficiency and rider experience for Tel-A-Ride clients. Staff met with Spare to look into the Open Fleet option which would allow Spare to directly move trips to Uber and Lyft if they were going to run late.
- Staff worked with Swiftly and RATPDev to improve service quality and communication with passengers.
- Staff continued working with Remix and we now own our Google Domain name. The GTFS feed is now live through Google. Staff continued working on blocking the full schedule, the Swiftly feed will be ready by early November. Staff received a quote for the blocking module past the 90-day trial.
- Staff participated in the US 17A Corridor Management Plan Meeting.
- Staff coordinated and participated in the LCRT Corridor tour for Leadership Charleston.
- Staff attended the LCRT Safety and Security Committee Meeting.
- Staff continued to support Customer Service by responding to passenger complaints, operational challenges, and other related correspondence.
- Staff continued working with development review and infrastructure improvement along the bus routes.
- Staff tracks and investigates all missed service. It is reported to RATPDev and documented to calculate service hours performed.
- Staff assisted with CARTA OnDemand when necessary.
- Staff researched the newly implemented tap to pay service.
- Staff researched the mechanisms, processes, and results of fare capping.
- Staff wrote a memo regarding these two topics, which was sent to leadership.
- Staff began work on an LCRT Corridor Bus Stop Impacts Plan.

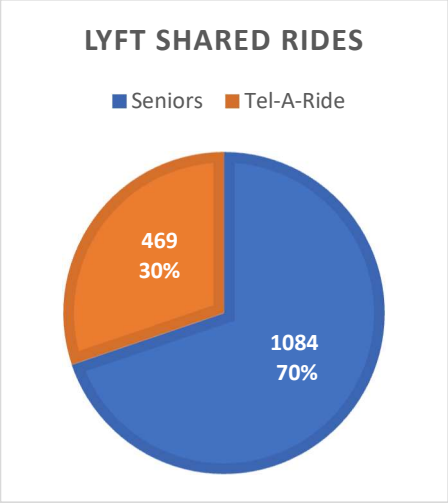
2. Comprehensive Operational Analysis

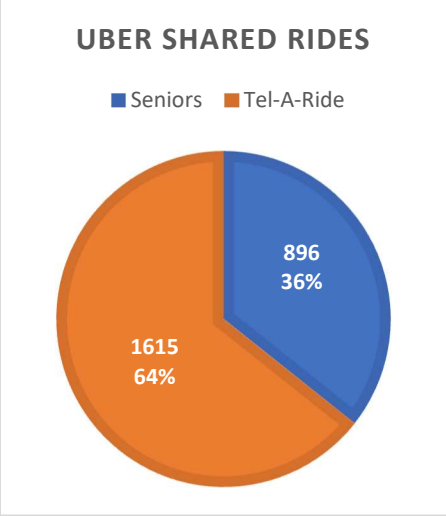
Staff and Nelson\ Nygaard increased meetings to weekly to begin the COA wrap up. Staff spent time reviewing and revising the update to the RTFP. Staff also began reviewing the final Now & Next report, the Fare Technology Assessment, and the financial model.

3. CARTA OnDemand (TNC Pilot)

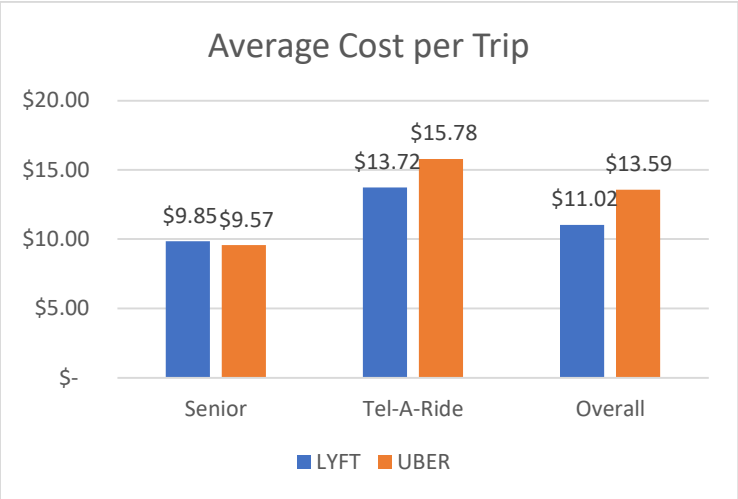
Staff contracts with service providers Uber and Lyft to provide subsidized transportation. CARTA OnDemand launched on February 1, 2021. On March 1, 2025, program changes were implemented and updated for senior vouchers. Changes included reduction in CARTA max subsidy, monthly vouchers to weekly vouchers, and an increase in min customer pay. The service offers door-to-door subsidized services for seniors (60+) and Tel-A-Ride customers and covers the Tel-a-Ride service area Monday through Friday, between the hours of 7 AM and 5 PM. Senior customers pay an initial $5 with a maximum trip subsidy of $14 and any surplus being charged to the rider. Tel-A-Ride customers pay an initial $4 with a maximum trip subsidy of $30 and any surplus amount being charged to the rider.

In October 2026, there were 2,573 senior riders and 274 Tel-A-Ride customers approved to use OnDemand service, a total of 2,847. Also in October, CARTA OnDemand had a total of 4,064 trips, with 51% of the trips being taken by paratransit customers and 49% being taken by senior customers.





In October 2026, CARTA OnDemand provided 4,064 trips (Tel-A-Ride and senior) at an average cost of $12.61 per trip. Based on September's reported cumulative total, program expenditures from February 2021 through October 2026 totaled $1,536,605.66.

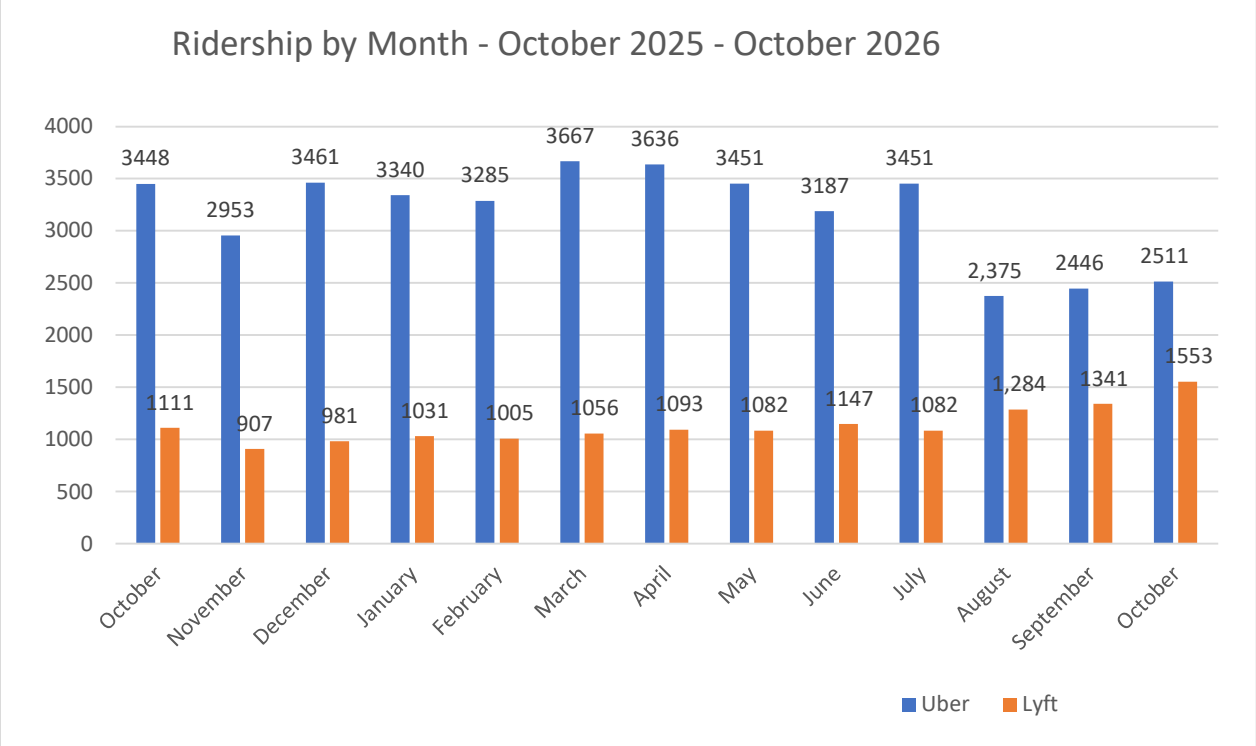


LYFT STATISTICS

- 1,553 Trips provided
- Avg Trip Cost: **$11.02**
- 229 Unique Riders
- Total Cost: **$17,118.58**

UBER STATISTICS

- 2,511 Trips provided
- Avg Trip Cost: **$13.59**
- 276 Unique Riders
- Total Cost: **$34,120.08**



Ongoing Tasks:

Program Parameters

- Parameters to CARTA OnDemand were updated and approved 11/2024. Changes to be implemented March 1st, 2025. Changes include an increase in the customer fare,

reduction in CARTA subsidy amount, an age increase, and reduction in vouchers allocated. These changes resulted in the removal of any current customers under 60 years of age.
- Beginning June 1, 2026, UberX was no longer an eligible ride option for CARTA OnDemand vouchers. Customers must select an eligible shared ride option for the voucher to apply.

Coordination with TNC provider

- Staff coordinates with Uber and Lyft to ensure consistent service delivery and address service and billing issues.
- Staff continues to coordinate with Uber and Lyft to address customer questions related to eligible ride options and voucher application following the June 1, 2026 service changes.

Marketing

- Marketing collateral has been distributed by request and through various public outreach efforts
- Staff is coordinating with Marketing to update CARTA OnDemand educational materials, including FAQs and instructional resources, to address common customer questions and improve program guidance.

Application approval and customer service

- Staff application process continues to be an efficient approval process
- Staff approves applications from seniors and paratransit customers within 15 business days of receipt
- Staff provides customer service by responding to inquiries about the service and assisting new riders with information on how to use Uber and Lyft

Performance Monitoring (ongoing)

- Staff tracks ridership and expenditures monthly
- Staff continues to monitor monthly ridership trends.

There are no outstanding or settled claims exceeding $100,000. There are no claims or litigation involving third-party contracts and potential third-party contracts.

4. CARTA Shelter Improvement Program (SIP)

Bus stops play a vital role in shaping how riders experience transit. CARTA continues to enhance the rider experience by improving bus stop amenities to ensure safety, comfort, and accessibility.

In Progress:

- **3640 Dorchester Rd**: Re-coordination from the 2024 project with the developer. Requested shelter pad. Easement agreement received.
- **Orleans Rd / Carverwood Lane (Stop ID 848) –** Orleans Rd Improvements to install a bench pad as part of the project.
- **98 Wentworth St** – Temporary stop placement, easement agreement, and ADA bench pad and bench; currently in development review/construction phase
- **1940 Savannah Hwy (Stop ID 795)** – Shelter pad requested and stop shift to the far side of the intersection under development review.
- **512 Johnnie Dodds Blvd** – Shelter pad poured.
- **162 Ashley Ave (Stop ID 138)** – ADA-compliant pad and approved bench pending construction.
- **Charleston Place Hotel** – Requested bench and pad- Bench design approved.
- **Courier Square II** – Detailed site plan received showing CARTA sign, bench, trash receptacle, and 8'x5' landing pad; coordination ongoing with the City and CARTA. Space constraints may require the omission of a bench.
- **Savage Rd** – SCDOT/Charleston County sidewalk project; easement agreement submitted to the County by engineer.
- **Dorchester Rd** – SCDOT Safety Audit:
    - **Stop ID 351** – Dorchester Rd / Archdale Blvd: Proposed shift to the far side of the intersection with an ADA-compliant bench pad and accessible path under review.
    - **Stop ID 394** – Dorchester Rd / Franchise St: Proposed shift to the far side of the intersection with ADA-compliant bench pad and path under review.
    - **Stop ID 378** – Dorchester Rd / Ashley Phosphate Rd: Proposed shelter relocation approximately 300 feet to the far side of the intersection.
- **783 Calhoun St / Ashley Ave** – CARTA-initiated infrastructure; shared easement agreement in progress with MUSC
- **575 Calhoun St / Jonathan Lucas St (far side)** – CARTA-initiated infrastructure; shared easement agreement in progress with MUSC
- **485 Jonathan Lucas St / MUSC Quad** – CARTA-initiated infrastructure; shared easement agreement in progress with MUSC
- **Dorchester Road and Bennett Yard Road (Stop ID 229)-** CARTA-initiated infrastructure; Shelter Installation Requires Survey for feasibility and SCDOT permits if necessary
- **Dorchester Road and Ashley Phosphate(Stop ID 368)** - CARTA-initiated infrastructure; Requires Survey for SCDOT permits
- **Antler Road (Stop ID 26)-** CARTA-initiated infrastructure; ½ shelter installation; Requires Survey for SCDOT permits
- **Folly Rd/ Wilton (Stop ID 636) –** CARTA-initiated infrastructure, Foundation, and bench installation
- **Savannah Hwy/ Skylark Dr (Stop ID 627)-** CARTA-initiated infrastructure, Shelter installation
- **Tobias Gadsden / Paul Cantrell (Stop ID 850)-** CARTA-initiated infrastructure, Bench, and bike rack installation
- **Tobias Gadsden / Ashley River Rd (Stop ID- 859) –** CARTA-initiated infrastructure, Bench, and bike rack installation

- **Carner Ave/ Clements Ave (Stop ID 81)-** CARTA-initiated infrastructure, Shelter installation
- **Carner Ave / Clements Ave (Stop ID 6)-** CARTA-initiated infrastructure, Shelter Installation
- **Cosgrove Ave / Mott Ave (Stop ID 173) –** CARTA-initiated infrastructure, Shelter Installation
- **American College of the Building Arts**: Timber Frame Shelter Installations:
  - Dorchester Rd / Montague Ave (Stop ID 335)
  - Reynolds Ave / N. Atlantic Ave (Stop ID 287)
  - Otranto Rd / Rivers Ave (Stop ID 382)
  - Cosgrove Ave / Lenape Ave (Stop ID 174)
  - Mall Dr / Lacross Rd (Stop ID 237)
- **Citadel Mall (Stop ID 611) :** CARTA initiated infrastructure, new shelter installation
- **North Charleston Skatepark :** E Montague/ Spruill ave (Stop ID 255) – Requested a shelter pad during construction
- **Rethink Folly Phase 1:**
  - Folly Road/ Wilton St. (NB) (Stop ID 636)
  - Walmart 1231 Folly Rd (Stop ID 677)
  - Folly Rd / Prescott St NB (Stop ID 637)
  - Folly Rd / Eugene Gibbs St (Stop ID 532)
- S**ycamore Ave Grocery Store (Stop ID 82**6) – Requested Shelter and pad during construction
- **CARTA CIP Grant-** Pending Shelter Stop locations

Letters of Coordination:

- Pinecrest Dr.
- 8561 Rivers Ave
- Folly Rd & Santee Ct.
- N. Point Hope
- New Spring Church
- Denmeyer Hill ?Von Ohsen Rd
- 7500 Dorchester Rd
- 7510 Palmetto Commerce Pkwy
- 8900 University Blvd
- 1611 Folly Rd
- Catherdal / Oaktown
- N. Charleston High School
- E. Montague Ave/ N. Blvd
- 10573 Hwy 78 E
- 2016 Helm Ave
- 3705 Meeting St
- 91&99 St. Philip St, Vanderhorst St, 106 Coming St.

5. Shipwatch Square/Transit Hub

- Design Phase is complete

- Construction phase has started:
    - Finalized contracts with CE&I: Consultant – Michael Baker International, Inc; and Construction Contractor – Cooper Tacia
    - Preconstruction Meeting Scheduled for November 19
    - Ground Breaking Ceremony being scheduled

6. Lowcountry Rapid Transit

A&E Design: IFB/Specifications in SCDOT Letting Prep for Bid Date of January 2027

Key Stakeholder Coordination: Stakeholder meetings are ongoing. MOT meetings with Medical District held in October; municipal maintenance agreements to be scheduled for December.

FTA Coordination: Monthly and quarterly meetings are held with FTA and the Project Management Oversight Consultant (PMOC). PMOC participates in monthly risk review meetings. Remainder of federal funding has been allocated in the FY2027 budget. FFGA shifted to January pending final 3rd Party Agreement.

NEPA: Documented Categorical Exclusion (DCE) was approved by FTA in July 2021. A reevaluation document for 60% design was submitted to FTA in August 2024 and was approved by FTA in October 2024. A reevaluation for project shift to diesel fleet as submitted and approved by FTA on July 8, 2025. 90% design did not impact Class of Action. 100% design reevaluation underway for one 4F property, Dominion Poles outside of ROW, and changes to ROW limits in 100% design. Wetlands permitting is underway, submitted in April 2026,

Maintenance Facility: 100% Design Deliverable to be submitted for client review in December 2026.

Transit Signal Prioritization: Transit signal prioritization at intersections is included as part of the LCRT project. A demonstration project of TSP on Dorchester Road was initiated to develop the technology and infrastructure on a smaller scale corridor to advance that technology on CARTA transit buses traveling on Dorchester Road. Progress on that effort is provided in #9 below.

Public Involvement: Stakeholder and neighborhood meetings are ongoing. Team continues to engage with community via neighborhood association meetings, farmers markets, festivals, and events.

ROW Acquisition: ROW acquisition for the corridor is underway.

Utility Coordination: Monthly utility coordination meetings with all impacted utilities are underway. All critical third-party utility and railroad agreements have been executed, including CSX, NS, Dominion, NCSD, and CWS.

Construction Related Activities: Industry Review RFP is underway. Industry Open Forum to receive comments on the plans scheduled for November 17, 2026. Comments due in December 2026.

Systems Integration: Tasks associated with transit systems and integration (vehicles, fare vending, technology, etc.) are underway. A Bus Stop Impact Plan during and after construction is being developed. Fare Policy scope completed to prepare for the addition of BRT into the system.

7. Dorchester TSP

- Phase 3 Funding has been programmed.
- Technical Support RFP going through LPA process.

8. Mt. Pleasant Street Park and Ride

The bid documents are under review.

9. Fairgrounds Park and Ride

We are currently waiting for a ruling from the appeals court.

10. O&M Facility (Acres Drive, Ladson)

100% Design Deliverable to be submitted for client review in December 2026.

11. Mobile Ticketing Sales & Use

During the month of October 2026, mobile ticket sales totaled $37,059.74. This is a 7.6% increase in sales revenue over October 2025 and an 18.6% increase from September 2026. Mobile ticket sales comprised 27.2% of total farebox revenue for the month and totals 27.2% of the revenue fiscal year to date. Mobile ticketing revenue comprised 23.9% of total farebox revenue last year fiscal year to date. Mobile ticket sales this fiscal year are 7.6% greater than sales were last year fiscal year to date. There were 2,719 unique users over the month, conducting 18,106 transactions. The pass type with the highest frequency of use is the local, fixed-route, one-trip ticket. The route with the highest usage is Route 10, followed by Route 12. Functionality to accept direct credit card payment with the existing on-vehicle hardware was launched on June 1, 2026, with 2,288 transactions during the month, which is a 41.8% increase over September 2026.

12. Rethink Folly Road

Coordinating implementation of transit infrastructure improvements associated with the Phase 1 roadway project, including:

a. George Griffith Boulevard – New ADA boarding pad.

b. Wilton Street – New ADA boarding pad and passenger shelter.

c. Prescott Street – New ADA boarding pad and passenger shelter.

d. Eugene Gibbs Road – New ADA boarding pad, passenger shelter, and bicycle rack.