

FEDERAL TRANSIT ADMINISTRATION

TRANSIT BUS SAFETY PROGRAM

**Task 4 – Assessment of Opportunities for
Development of Public / Private Partnerships**

Draft Report

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**Federal Transit Administration
Transit Bus Safety Program**

**Task 4
Assessment of Opportunities for
Development of Public / Private Partnerships**

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Federal Transit Administration Transit Bus Safety Program

Task 4

Assessment of Opportunities for Development of Public / Private Partnerships

I. Introduction

In response to Congressional and NTSB concerns regarding the safety of bus transit systems, the FTA Office of Safety & Security is examining the state of safety in the transit bus industry. This effort is being conducted within the overall context of an integrated study of associated issues, and is defined as the Transit Bus Safety Program (the Program). Within the Program, there are six distinct tasks to be accomplished:

- **Task 1** Program Initiation and Meeting of Key Constituency Groups. November 1, 2000
- **Task 2** Updating the 1986 Urban Mass Transit Administration document, “State Regulation and Oversight of Public Transit Safety.” Research was conducted and a survey was distributed to proper federal, state and industry representatives to gather statutes, regulations and industry guidance pertaining to transit bus safety in the United States and its territories. A draft of the first sequence of Task 2, “Federal Regulatory Oversight and Industry Initiatives for Public Transit Safety,” was sent out for review and comment on December 12, 2000. This document reviewed Federal regulations promulgated by the FTA, the Federal Motor Carrier Safety Administration (FMCSA), the National Highway Traffic Safety Administration (NHTSA), and discussed the roles of organizations such as the NTSB, APTA, CTAA, and TSI in transit bus safety. The second sequence of Task 2, “State Regulations,” is described below. The third sequence of Task 2 will provide a description and analysis of unique “local” arrangements guiding transit bus safety in the U.S.
- **Task 3** Development of a model transit bus safety program. As per the NTSB recommendation, a model comprehensive safety program(s) will be developed.
- **Task 4** Development of public and private sector advocacy partnerships. Strategies to align the interests of the public and private sectors to promote goals of the model safety program(s) will be developed.
- **Task 5** Development of technical assistance projects/best practices. Technical assistance and outreach programs for the FTA and the transit industry to promote transit bus safety will be developed.
- **Task 6** Development of a toolbox for children riding transit. Outreach materials to educate children (K-12) on how to ride transit safely will be developed.

This Task (Task 4) is intended as a draft assessment of the possibilities and opportunities to develop public and private sector advocacy partnerships in order to advance the interests of bus transit safety. This particular partnership is necessary due to the wide variety of entities which are involved in the operation of bus transit systems. While the vast majority of public transit systems are publicly owned and operated, there are a large number of private carriers (estimated to number 5000), which provide transportation services under FTA Section 5310 or 5311 Program funds. In addition, there are a number of private entities, as described in this Task report, which also have a vested interest in enhancing the interests of transit bus safety.

The core focus of Task 4 is to determine if there are viable models which can be developed and implemented to voluntarily promote the goals of the model transit bus safety program. It is clear that one potential alternative for promoting such goals is to make the adoption of the model program a condition precedent to receiving an FTA grant. The FTA, however, is seeking to develop and assess alternative strategies which emphasize voluntary adoption of the model program. It is believed that this approach could result in broader industry (private and public carriers) appreciation for the objectives of the model program, and subsequent implementation of program elements.

It is hoped that through the development of Public / Private Partnerships (PPPs), there will be broad industry support for the model program concept, with minimal need for regulatory assessment. It is also hoped that the result of successful PPPs will be a “win-win” scenario for all public and private participants. While each of the entities identified in this report have distinct and somewhat different business objectives, it is believed that there is a real and substantial overlap of interests, with regard to safety. It is this interest in enhancing bus transit safety which could provide for the development of viable and sustainable PPPs.

II. Potential Public / Private Participants

While there is potentially a wide universe of parties that could, or should, have a stake in enhanced transit bus safety, some entities (or groups of entities) are vital to the success of such a venture. This is particularly important if the adoption of a model transit bus safety approach is to be based upon voluntary compliance efforts. The central focus of a PPP relative to bus transit safety is to provide for an approach where there is a convergence of interests among the public and private participants. This approach is also intended to align the distinct interests of the private and public sectors in order to promote the adoption of the model program objectives.

Prior to assessing and evaluating the appropriate roles for participants, it is first necessary to identify those entities which should be considered as key public and private participants. As such, this section lists the parties that should have a critical role in any PPPs, along with the foundation for their inclusion in this grouping. It is important to note that this is not intended as a permanent, all-inclusive list of potential participants. It is realized that there may be other businesses, governmental units, trade associations, and carrier providers who may have (or in the future, may develop) an interest in enhanced transit bus safety. The intent of this present effort is to suggest those present entities which have, or should have, a direct nexus to enhancing bus safety and furthering the model transit safety bus program objectives.

PUBLIC ENTITY PARTICIPANTS

A. Federal Transit Administration's Office of Safety and Security

As defined in the FTA's Safety Action Plan of March 2000, "the number one strategic goal of the U.S. Department of Transportation and the Federal Transit Administration (FTA) is to promote the public health and safety by working toward the elimination of transit-related deaths, injuries, property damage and the improvement of personal security and property protection."

The FTA's Office of Safety and Security (the Office) directly supports the U.S. Department of Transportation's safety goals through a series of programs designed to maintain continuous improvement of the safety and security of the nation's transit systems. This goal incorporates a variety of approaches including technical assistance, training, and educational resources for all transit modes. In the area of transit bus safety, the Office is in the process of developing an extensive outreach program focused on promoting and enhancing safety. This is the foundation for the model transit bus safety program. In addition to the key safety elements which will be contained within the model program, it will also include training, technical assistance, and evaluation components.

While specific mention is made of the Office of Safety and Security, it is recognized that there are other FTA units which also promote and support transit bus safety. In addition, the FTA Regional Offices are charged with providing local support for the objectives of the Office. As such, the exclusion of the other FTA units and regional offices from the list of core participants is not intended to minimize their importance. For purposes of efficiency and clarity, however, this Task 4 report regards the Office of Safety and Security as the primary liaison to the bus

transit industry relative to implementation of a model transit safety program. Therefore, all other FTA units are deemed represented by this Office.

In addition, while there also may be other U.S. DOT agencies (such as FMCSA and NHTSA) that have programs which have an impact upon transit bus safety, they again are deemed represented by the Office. In the case of the FMCSA, the primary efforts of this agency are directed towards private over-the-road motor carriers. Since governmental agencies are excluded from FMCSA requirements (see the Task 2 report for additional detail), with the exception of Commercial Drivers License regulations, the FTA continues to have the primary safety nexus for transit bus operations. In addition, in those few jurisdictions which mandate FMCSA regulations for transit bus operations, the states maintain primary authority for ensuring compliance. The interest of those states (along with all other states) is then covered by the inclusion of the American Association of State Highway Transportation Officials (AASHTO) as a member of the PPPs.

With reference to the National Highway Traffic Safety Administration (NHTSA), this organizations' primary focus relative to transit buses, is the development of vehicle standards for original equipment manufactures or vehicles which have been substantially re-manufactured. While the safety of new vehicles is an important issue for transit, there appears to be strong compliance with the NHTSA requirements by manufactures. In addition, there do not appear to be any substantive issues relative to transit bus safety which stem from NHTSA requirements. Therefore it is posited that the FTA's continuing role in transit bus safety can appropriately represent the interests of NHTSA with regard to model program elements.

[Note to all: As VNTSC and TSI are funded and directed by FTA for transit safety related activities, should we include them under FTA or list them separately?]

B. Public Transportation Agencies

For purposes of this Task report, Public Transportation Agencies are defined as those entities which provide bus and or paratransit transit services, and are publicly owned and financed. These agencies both operate and maintain transit bus service with their own employees or alternatively, contract with private entities to provide these services. For fiscal year 1998, APTA statistics indicate that there were 2,262 entities which could be included in the category of "public transportation agency".

While there are a wide variety of public transportation agencies, incorporating distinct legal, financial, and operational characteristics, these are the entities which are tasked with managing all primary aspects of providing transit bus service. Any effort to enhance transit bus safety, especially through the implementation of a model transit bus safety program, will be dependent upon the active participation of these agencies.

C. National Transportation Safety Board

The National Transportation Safety Board (NTSB) is an independent Federal agency that investigates every civil aviation accident in the United States and significant accidents in the

other modes of transportation, conducts special investigations and safety studies, and issues safety recommendations to prevent future accidents. The NTSB is responsible for maintaining the government's database on civil aviation accidents and also conducts special studies of transportation safety issues of national significance. Although independent, the NTSB relies on the U.S. Department of Transportation (DOT) for funding and administrative support. In 1975, under the Independent Safety Board Act, all organizational ties to DOT were severed. The NTSB is not part of DOT, or affiliated with any of its modal agencies. Although the NTSB has no regulatory authority or enforcement powers, recommendations issued by the Board do carry significant weight.

It is proposed that the NTSB have a role in the PPP approach to the implementation of the model program, since it has recommended an enhanced approach to transit bus safety as a result of four accident investigations it conducted. In 1998, the NTSB released a highway special investigation report, "*Transit Bus Safety Oversight*" (PB98-917006, NTSB/SIR-98/03). The document was the result of findings from investigations and a subsequent public hearing in March 1998 concerning several high-profile bus accidents in the United States. The four accidents highlighted by the NTSB report occurred in:

- **Normandy, Missouri:** In June 1997, a transit bus operated by a trainee encroached on a passenger platform at a park-and-ride facility striking seven pedestrians, killing four and injuring three. The NTSB investigation of the accident highlighted operational deficiencies on the part of the transit agency, unqualified drivers, incomplete driver files, excessive hours of service and inadequate maintenance practices.
- **Cosmopolis, Washington:** In November 1996, the driver of a Federal Transit Administration (FTA)-funded bus being used as a school bus allowed a child to disembark in a northbound lane. The child was shortly thereafter struck by a truck in the southbound lane crossing the street. Under Federal regulations, the bus could not bear a resemblance to a typical yellow school bus and was, therefore, without safety equipment such as a stop arm and flashing lights. Without such equipment, the truck was not required to stop during the off-loading of bus passengers.
- **New York City, New York:** In October 1997, a New York City Transit Authority (NYCTA) bus lost control in Manhattan after the driver suffered a seizure. The bus sideswiped another bus and collided with four passenger cars, three pedestrians, a bicyclist, and multiple street fixtures before coming to rest against a building. The accident resulted in one fatality, five injuries and extensive damage to the bus, other vehicles and objects. The NY Public Transportation Safety Board found that the driver had been involved in two injury-causing accidents in the preceding 15 years. In these prior two incidences, the operator had tested positive for alcohol and drugs. While the driver's medical and operating records had been reviewed, the Safety Board concluded that little substantive analysis was conducted by the NYCTA with regard to the driver's record, and that the driver should have been deemed unfit to drive a bus.
- **Nashville, Tennessee:** In August 1998, a Metropolitan Transit Authority bus drove through two consecutive intersections with red signals in the downtown area. At the second signal, the bus hit a car that had pulled into the intersection then hit a second car, killing two of the occupants. At the time of the accident, the driver was off his designated route and reportedly speeding. While the driver had been reprimanded and

suspended on at least two previous occasions before the accident for failing to follow designated routes, and had been diagnosed with hypertension and diabetes (which was being treated through diet and medication), an inspection of the bus found that the brakes were out of adjustment. Although a maintenance inspection had been conducted four days prior to the accident, the brakes were not readjusted. Moreover, a hole was found in the main air line for the brake system, reducing brake air pressure and efficiency. The driver had failed to observe this condition in the pretrip inspection.

The NTSB report observed that there is a lack of consistency among the states regarding oversight of transit bus safety. Consequently, the NTSB recommended that the U.S. DOT, the American Public Transit Association (APTA), the Community Transportation Association of America (CTAA) and the American Association of State Highway and Transportation Officials (AASHTO) “develop...a model comprehensive safety program(s) and provide it to all transit agencies.”

Given the role of the NTSB in assessing accidents, developing recommendations, and its specific recommendation for the development of a “model comprehensive safety program”, it is proposed that the NTSB serve a continuing role in the PPP initiatives.

D. American Association of State Highway and Transportation Officials

The American Association of State Highway and Transportation Officials (AASHTO) is a nonprofit, nonpartisan association representing highway and transportation departments in the 50 states, the District of Columbia and Puerto Rico. It represents all five transportation modes: air, highways, public transportation, rail and water. Its primary goal is to foster the development, operation and maintenance of an integrated national transportation system. The membership of the American Association of State Highway and Transportation Officials is composed only of instrumentalities of government. The membership of this Association is by Member Departments, which shall be those Departments or Agencies of the States of the United States, Puerto Rico and the District of Columbia in which the official highway responsibility for that State or Territory is lodged, and the United States Department of Transportation which is an ex-officio member.

In addition to being specifically referenced as a key participant by the NTSB in the development of a model bus safety program, AASHTO participation is critical to the success of any PPP. AASHTO represents the interests of all 50 states and as such, can exert significant influence upon the adoption of a model program. AASHTO, through its Multi-State Technical Assistance Program (MTAP), is in a central position to serve as a direct conduit to the state DOTs. A modal program’s ability to impact upon the safety and operation of Section 5311 funded carriers, will be directly tied to policies of the state DOTs. Any potential modifications or additions to state directed safety programs will also require the input of state DOTs. As such, AASHTO participation is vital to the success of any PPP.

Please note that due to the organizational structure, mission, and membership policies of AASHTO, the interests of the state DOTs is deemed to be represented by this organization. Since all state DOTs are members of AASHTO, it is believed that policies and safety initiatives forwarded by it will adequately represent the interests of the states. In addition, AASHTO

membership (voting members) is limited to the states (including the District of Columbia and Puerto Rico), which helps to ensure a high level of correlation between AASHTO and the states. This is to be distinguished from industry organizations such as APTA and CTAA, which for this report are treated separately from public and private transit organizations. While many public transit agencies are members of APTA and CTAA, this is not a requirement, as membership is voluntary. In addition, not all privately operated transit providers are members of APTA or CTAA.

PRIVATE ENTITY PARTICIPANTS

A. Private Transportation Providers

For purposes of this Task report, private transportation providers are defined as those entities which provide bus and or paratransit transit services, and are privately owned and managed. Since the partnerships envisioned in this task are focused on transit bus systems, private transportation providers which do not operate such service are not included in the PPPs. It is expected that while these providers are private businesses, the operations are generally publicly funded, with some level of FTA capital and/or operating funds as additional funding sources. These private providers operate and maintain transit bus service with their own employees or alternatively, may contract with other private firms to furnish support services (vehicle and infrastructure maintenance, scheduling, administration, etc.). In 1998, it was estimated that there were approximately 5,254 entities which could be included in the category of private transportation providers who operate publicly funded transit and paratransit service.

While there are a wide variety of private transportation providers incorporating distinct legal, financial, and operational characteristics, these are the private businesses which are responsible for the operation of transit and paratransit bus service. However, unlike the majority of public transit agencies, decisions related to routes, schedules, service standards, and other policies are likely the responsibility of the funding agency. Any effort to enhance transit bus safety, especially through the implementation of a model transit bus safety program, will be dependent upon the active participation of these agencies.

It is important to note that for any PPP initiative, it will be necessary to make provisions to deal with these individual private operators. While this Task report also identifies APTA and the CTAA as key program participants, membership in these two organizations is voluntary and does not include all private (or public) transit agencies or providers. This can be distinguished from utilizing AASHTO for representing the interests of state DOTs, since all states are members of this organization, and it is directed solely by the states. Therefore, in order to ensure that all private transportation providers have the opportunity to be represented in the implementation of any model safety program, they may need to be addressed as individual entities.

B. American Public Transportation Association

The American Public Transportation Association (APTA) is an organization of members who serve the public interest by providing safe, efficient and economical transit services, and by

improving those services to meet national energy, environmental, and financial concerns. APTA members carry over ninety percent of passengers using transit in the U.S. and Canada. APTA members include bus, rapid transit and commuter rail systems, and the organizations responsible for planning, designing, constructing, financing and operating transit systems. In addition, APTA business members are the private businesses which supply products and services to the transit industry. In addition, government agencies, metropolitan planning organizations, state departments of transportation, academic institutions, and trade publications are also part of its membership.

APTA has a central role in the development and implementation of any model safety program for the transit bus industry. In addition to it being one of the two key trade industry associations for transit in the United States (along with the CTAA), APTA has historically taken a leading role in developing voluntary efforts to enhance transit safety and operations. APTA has initiated its Bus Safety Management Program, which incorporates a number of elements to assist bus transit systems in their efforts to develop a system safety approach. This is a voluntary program which includes formal procedures, technical assistance, and follow-up support by APTA staff. It is also likely that the model transit bus safety program will incorporate many elements of the APTA System Safety Program Plan (SSPP) for bus systems. This is based upon a variety of factors, most importantly that the APTA SSPP has become a de facto standard for a system safety approach to safety in the United States and Canada.

In addition to its critical role in representing the interests of its members, and in developing industry-wide safety programs, the NTSB has specifically referenced APTA for assistance with the model safety program. As noted above in its special report on highway safety, the NTSB recommended that US DOT, APTA, CTAA, and AASHTO join together to develop a model program and to ensure its implementation by transit agencies. As such, it is envisioned that APTA will play a critical role in outreach and education aspects of the model transit bus safety program.

C. Community Transportation Association of America

The Community Transportation Association of America (CTAA) is a national, professional membership association of organizations and individuals committed to removing barriers to isolation and to improving mobility for all people. CTAA conducts research, provides technical assistance, offers educational programs and serves as an advocate in order to make coordinated community transportation available, affordable and accessible.

Similar to APTA, but for a distinct constituency, CTAA provides a wide range of services in support of its members. This includes representing the interests of community (urban and rural) transit systems, development of “best practices”, serving as an information resource, and providing a number of educational programs. These programs include training sessions on strategic planning, human resources, safety, risk management, marketing, finance, and other topics of interest to smaller transit providers. As with APTA, the CTAA is recognized as a core constituency group for transit agencies and providers, with many members’ recipients of FTA funds under the Sections 5310 and 5311 programs.

The CTAA has also initiated efforts to assist its members in developing system safety approaches to safety management. CTAA's Community Transportation Training and Safety Review Program examines driver training programs, operational policies, maintenance facilities and management, emergency preparedness, and human resource management. The program is designed for fixed-route bus, paratransit, or demand-response transit operations. This type of effort should provide for a close correlation with the model transit bus safety program. The PPP effort envisioned to support the model program would experience limited success without the active participation of the CTAA. As with AASHTO, APTA, and US DOT, the NTSB has recommended that the CTAA be included in any effort to implement a model program.

D. Transit Liability Insurance Industry

While many of the largest transit bus agencies in the United States are self insured for claims which result from passenger injuries and property damage, the vast majority purchase liability insurance from private insurance carriers. This insurance can be acquired by individual insurance companies or from statewide-insurance pools (as in California, Washington, and Wisconsin, for example).

Liability insurance is a key cost of doing business for transit agencies and private transit providers. While many factors influence the cost of such insurance for the transit industry, some not totally within the control of the industry, the risk experience of transit systems is a key element. These risk factors are based upon the number of accidents and claims which occur on each transit system. A reduction in claims, which can reasonably be expected as the result of the implementation of a model transit safety program, could result in lower liability insurance premiums.

In addition to the potential reduction in claims, it is possible that the implementation of a model transit safety program by transit agencies and providers could be considered by the insurance industry as an element worthy of a schedule "credit". A schedule credit is a factor which can be used by insurance carriers to lower the risk premium associated with the insured party. Examples of schedule credits include age of the fleet, employee turnover, training programs, and other factors that indicate a high focus on safety. While such credits will not alter the cost of insurance if the claims experience is poor, it is expected that such program should have a positive impact on reduced accidents and claims.

A key factor in persuading the insurance industry of the benefit of a model transit safety program is to demonstrate the program's broad acceptance by key transit industry representatives. This is one of the reasons why acceptance of the model program by APTA, AASHTO, and the CTAA is so critical to the success of this effort. A broad industry partnership, composed of the entities identified in this report, would likely have this effect. If the model safety program is to serve as a "standard" for bus transit, with the resultant acceptance by the insurance industry, then the development of this PPP is vital.

The "buy-in" of the transit liability insurance industry is of paramount importance if the model safety program is to be accepted by the universe of private transit providers. The authors of this Task report understand and appreciate the difficult financial and operational environment in

which the majority of private transit providers exist. While this is not intended to discount the difficulties experienced by public transit agencies, private firms often lack the access to financial and administrative resources available to the public sector. For many private transit providers with limited managerial resources, the capacity to implement a model safety program may prove difficult.

Although there is little doubt that even the smallest private transit providers would like to take all actions to enhance safety, it is understandable that there must be a trade-off between costs and potential benefits. If a private firm perceives that its safety record is at an acceptable level, then it may be less willing to implement a model program, without the potential for a tangible benefit. This is why the opportunity for treating the acceptance of a model safety program, as a schedule credit relative to liability insurance, could be a key factor for private providers. If the adoption of the model program could potentially result in lower insurance premiums (due to reduced claims and schedule credit), then firms with limited resources might be more willing to adopt such a program.

Within the bus transit liability insurance industry, there are two potential groups which should be considered as potential participants in this PPP. These two groups are Insurance Program Administrators and Insurance Companies. There are approximately 150 private firms within these two groups who would need to be educated relative to the objectives and benefits of the model program. As this is a relatively small group of businesses, this outreach effort could be accomplished within a relatively brief period of time.

Once the model program is developed into a working draft state, the insurance industry should be included in the review process. The insurance industry associations that could assist in this effort include the National Association of Insurance Commissioners, the American Association of Management General Associates, and the National Association of Professional Surplus Lines Organization. An outreach and education process with the insurance industry, through these associations, should help ensure their role as stakeholders in the model safety program process.

III. Roles and Responsibilities of Participants

It is posited that the entities noted in the previous section of this report are vital to the development of a productive public / private partnership (PPP). Each of the identified groups has previously taken an active role in bus transit safety and it is expected that they each will continue in this capacity. By coordinating the efforts of all of these entities, and defining potential roles and responsibilities, it is hoped that this partnership can provide a structure for the model safety program. This structure needs to contain development, educational, technical assistance, implementation and overview components, in order to be effective.

While this report describes potential roles for PPP participants, the authors recognize that the actual roles and responsibilities will be up to each of the groups. It is possible that as this process continues, identified entities may be able to assume additional responsibilities and provide other assistance to the program. In addition, groups not previously identified may be able to provide assistance in the areas of technical assistance, implementation and oversight. Allowing for a “fluid” approach at this point in the development process should ensure that greatest opportunity for a viable PPP.

The following suggests potential roles and responsibilities for project participants.

A. Federal Transit Administration

1. Assessment of present Federal, State, and Local regulations relative to transit bus safety
2. Development of draft Model Transit Safety Program
3. Development of Public/Private Partnership initiatives
4. Development of technical assistance programs
5. Outreach to constituent groups and review of model program comments
6. Surveys of transit systems
7. Assessment of “best practices” for transit bus safety
8. Educational efforts for bus transit industry
9. Educational efforts for transit liability insurance carriers
10. Development of final Model Transit Safety Program
11. Development of “Tool Box” for children riding transit
12. Continuing assessment of programs to implement Model Transit Safety Program

B. Public Transit Agencies

1. Provide input on present safety programs
2. Review and comment on Model Transit Safety Program
3. Assist with industry “outreach” efforts
4. Provide input to APTA and CTAA (if members)
5. Provide information on Model Program to Insurance Carriers
6. Adopt final version of Model Transit Safety Program
7. Develop and participate in voluntary industry efforts to assess implementation

8. Monitor Program efficacy and participate in “continuous feedback loop” with FTA
- C. National Transportation Safety Board
1. Review and comment on draft Model Transit Safety Program
 2. Provide support for Program to industry if Program meets requirements of Recommendation PB98-917006, NTSB/SIR-98/03
 3. Assess viability of Program upon implementation
 4. Close out of recommendations to U.S. DOT, APTA, AASHTO, and CTAA
- D. American Association of State Highway and Transportation Officials
1. Provide technical assistance and commentary to FTA in assessment of state regulations and development of Model Transit Safety Program
 2. Review and comment on draft Model Transit Safety Program
 3. Provide technical assistance (in conjunction with FTA) to Section 5310 and 5311 recipients
 4. Promote educational outreach efforts to statewide transit associations
 5. Promote educational outreach efforts to statewide liability insurance pools
 6. Formally adopt Model Transit Safety Program requirements for transit operators
 7. Provide commentary to NTSB relative to efforts to meet recommendations
 8. Amend state motor vehicle codes and state regulations, which impact upon transit bus safety, in order to meet Model Program objectives (if necessary)
 9. Promote and participate in voluntary efforts to assess implementation of Model Program requirements
 10. Provide continuing feedback to FTA regarding efficacy of Model Program efforts
- E. Private Transportation Providers
1. Provide input on present safety programs
 2. Review and comment on Model Transit Safety Program
 3. Assist with industry “outreach” efforts
 4. Provide input to APTA and CTAA (if members)
 5. Provide information on Model Program to insurance carriers
 6. Work with insurance carriers to provide “credits” for adoption of Model Program
 7. Adopt final version of Model Transit Safety Program
 8. Develop and participate in voluntary industry efforts to assess implementation
 9. Monitor Program efficacy and participate in “continuous feedback loop” with FTA
- F. American Public Transportation Association
1. Provide technical assistance and commentary to FTA in assessment of present industry-wide state of transit safety programs
 2. Review and comment on draft Model Transit Safety Program

3. Formulate opportunities for industry participation in development of Model Transit Safety Programs at meetings and seminars
4. Provide technical assistance to member organizations (in conjunction with FTA)
5. Allow for modification of APTA Bus Safety Management Program and Bus Transit System Safety Program Plans in order to meet Model Program requirements (if necessary)
6. Provide commentary to NTSB relative to efforts to meet recommendations
7. Promote educational outreach efforts to liability insurance carriers
8. Formally adopt Model Transit Safety Program requirements for transit operators
9. Promote and participate in voluntary efforts to assess implementation of Model Program requirements
10. Provide continuing feedback to FTA regarding efficacy of Model Program efforts

G. Community Transportation Association Of America

1. Provide technical assistance and commentary to FTA in assessment of present industry-wide state of transit safety programs
2. Review and comment on draft Model Transit Safety Program
3. Formulate opportunities for industry participation in development of Model Transit Safety Programs at meetings and seminars
4. Provide technical assistance to member organizations (in conjunction with FTA)
5. Allow for modification of CTAA's "Transit Safety Plus" program and Bus Transit System Safety Program Plans in order to meet Model Program requirements (if necessary)
6. Provide commentary to NTSB relative to efforts to meet recommendations
7. Promote educational outreach efforts to liability insurance carriers
8. Formally adopt Model Transit Safety Program requirements for transit providers
9. Promote and participate in voluntary efforts to assess implementation of Model Program requirements
10. Provide continuing feedback to FTA regarding efficacy of Model Program efforts

H. Transit Liability Insurance Industry

1. Review and comment on draft Model Transit Safety Program
2. Formulate opportunities for industry participation in development of Model Transit Safety Programs at meetings and seminars
3. Consider adopting Model Program as industry "standard" for safety program
4. Provide for "schedule credits" to insured entities who adopt Model Program
5. Promote educational outreach efforts to insured transit agencies / providers
6. Promote and participate in voluntary efforts to assess implementation of Model Program requirements
7. Provide continuing feedback to FTA regarding efficacy of Model Program efforts

**Public/Private Partnership (PPP)
Potential Roles and Responsibilities Matrix**

Activity	FTA	Public Transit Agencies	NTSB	AASHTO	Private Transportation Providers	APTA	CTAA	Insurance Industry
1 Assessment of Federal, State, and Local Regulations	X							
2 Development of Draft Model Program	X							
3 Development of PPP	X	X	X	X	X	X	X	X
4 Review of Draft Model Program		X	X	X	X	X	X	
5 Development of Technical Assistance Program	X			X		X	X	
6 Industry Outreach Activities	X	X	X	X	X	X	X	X
7 Surveys of Transit Providers	X			X		X	X	
8 Educational Efforts	X			X		X	X	X
9 Development of Final Model Program	X							
10 Outreach to Insurance Industry	X	X	X	X	X	X	X	X
11 Acceptance of Model Program, Close-out of Recommendations			X					
12 Voluntary Assessment of Implementation Effort		X		X	X	X	X	
13 Potential Amendment of State Regulations				X				
14 Continuing "Feedback" to FTA		X	X	X	X	X	X	X

IV Potential Benefits of Public / Private Partnership

While there are a wide variety of tangible and intangible benefits which can derive from a public/private partnership (PPP) to develop a Model Transit Bus Safety Program, the most important is clear; enhanced safety for all transit bus riders. While there can be no argument that transit buses are an extremely safe mode of transportation, efforts should always be undertaken to make improvements. There is, and should continue to be, “zero tolerance” for accidents involving transit buses, which could be prevented by efforts such as the Model Safety Program. By developing an inclusive process for safety improvements, this PPP could also serve as a model effort for other industry-wide efforts where broad consensus is required.

Potential benefits, which could accrue through this effort, include the following.

- Stakeholders in the process are more likely to view the Model Program as a workable solution to enhanced transit bus safety.
- The partnership can provide a forum for technical assistance and education to all stakeholders regarding the objectives and benefits of a model program.
- This effort can enhance the opportunity for the success of the model program approach.
- The partnership allows all participants to have a vested interest in the process and the outcome.
- It provides the opportunity for broad concurrence on key policy issues relating to safety.
- The partnership provides opportunities to pool skills and resources of all participants, resulting in a better model program.
- The partnership can result in an enhanced focus on safety, reduced claims, and lower operating cost for transit bus systems.