Emergency Services Planning for Transit Organizations in the SEAGO Region

MAY 2023

SEAGO

SouthEastern Arizona Governments Organization

FINAL REPORT: Emergency Services Planning for Transit Organizations in the SEAGO Region

SEAGO - May 2023

INTRODUCTION

Resiliency in the face of hazards, threats, and events is the hopeful outcome of any emergency planning. As the prospect of these emergency situations continues and even grows, rural transit agencies in southeastern Arizona are more likely to be tasked to implement their own internal emergency plans or work with larger, coordinated efforts to address emergencies faced by one or more communities.

The State of Arizona has a well-documented history of emergency planning in coordination with each of Arizona's fifteen counties; however, these plans do not provide continuity between or across jurisdictions, nor do they appear to provide details on the use of publicly funded transit resources in their response protocols.

Additionally, local 5310 and 5311 transit organizations very often have no internal emergency plans that would guide them should they experience emergencies confined to their services. When COViD-19 hit, most agencies did not have a response plan ready and scrambled to implement COVID-cautious changes to their services. Many also learned that they were part of a county-wide emergency plan but were not informed, trained, or prepared to implement their role in emergency response. When asked, most transit managers were not familiar with their county's emergency plan, nor were they aware of having representation from transit services on a county emergency planning committee or task force. This further complicated transit managers' ability to maintain drivers, both volunteer and paid, who were willing to engage in emergency response and to prepare vehicles to meet the needs and requirements during the emergency. The resulting driver shortage left managers and their transit service with little timely recourse and created a vacuum of information and alternatives for riders.

As the planning agency for a four-county region (Cochise, Graham, Greenlee, and Santa Cruz) of southeastern Arizona, SEAGO believes that emergency preparedness and planning are a priority for transit agencies and for the public, even though AZDOT and FTA do not require that rural 5310 and 5311 funded transit organization have a vetted emergency plan. SEAGO recognizes that publicly funded transit programs have little information about their role in providing emergency services and/or support both internally and externally nor do they have an internal emergency plan that would prepare, train, and practice emergency response protocols as part of their transportation services. To rectify the current conditions, SEAGO believes, at minimum, that every transit organization across its region should

- be fully aware and trained regarding its role in county-wide and city-wide emergency plans, particularly for hazards or events like pandemics, fire, flood, active shooter, and other events that may require evacuation or "change-in-service" responses and most likely to appear regionally,
- be aware of internal emergency best-practices and an understanding of any gaps in their preparedness to address and implement best-practices,

- have an internal organizational emergency plan for emergencies like vehicle accidents, on-board medical emergencies, and threats to drivers and passengers, and
- develop training, policies, and practice protocols for implementing emergency procedures.

PROJECT OBJECTIVES

- Review and evaluate existing State, county, and local emergency plans affecting the SEAGO region to determine existing roles for transit organizations and their assets (rolling stock, qualified drivers, etc.).
- Review and evaluate existing Transit Organizations' emergency plans to determine relevancy to existing State, county, and local emergency plans.
- Identify priorities and protocols for likely emergencies for the region.
- Engage emergency planners and responders in discussions through organizational TAC meetings.
- Identify specific steps, actions, and potential policies and protocols that, upon implementation, will measurably improve a rural transit organization's readiness to respond to emergencies, thereby reducing trauma, loss of life, and costs associated with failure to respond to emergencies in a timely and effective manner.

SEAGO proposed to address these objectives in a two-part planning effort that focused on collecting and evaluating existing emergency plans affecting transit organizations at the State, county, and local levels as well as internal emergency plans developed by publicly funded transit providers while engaging emergency professionals in planning discussion.

Secondly, SEAGO identified steps, actions, and potential policies to increase the capacity for these transit providers to prepare for and mitigate negative outcomes when faced with emergencies or asked to coordinate in a broader emergency response.

The first phase was conducted during the 2021-22 fiscal year and the second phase the following fiscal year 22-23.

TECHNICAL ADVISORY COMMITTEE and PUBLIC OUTREACH

A technical Advisory Committee (TAC) was established to closely coordinate the planning effort. Representatives from the following organizations were asked to serve on the TAC.

Rural Transit providers from Cochise, Santa Cruz, Graham, and Greenlee Counties

ADOT – Multimodal Planning

ADOT – 5311 and 5310 program directors

Emergency Planning representatives from Cochise, Santa Cruz, Graham and Greenlee Counties as well as emergency planning representatives from municipalities where transit services exist.

Emergency response representatives from Sheriff's offices and municipal public safety organizations in Cochise, Santa Cruz, Graham, and Greenlee Counties

The TAC was convened in initial meetings involving County and local emergency responders along with transit providers in each county, and further through existing and regular quarterly Coordination Council meetings that including transit providers, program directors and ADOT personnel. *(See Appendix A Invitations/Agendas for TAC meetings)*

A public outreach plan was developed for this project that included goals, stakeholder interest and strategies for ensuring that all interested parties were able to participate in the development of the study and its outcomes. *(See Appendix B Public Outreach and Involvement Plan)*

TAC meetings were held through the two-phase project.

SCOPE OF WORK

This planning effort included two phases of work; phase 1 included study and information gathering, surveys of ADOT supported agencies providing transit/transportation, and phase 2, the development of an Emergency Readiness and Response Plan (ERRP) template with training and personalized technical assistance to assure that each agency was supported in developing their organization's ERRP.

During the first year of study, SEAGO reviewed and evaluated existing emergency plans at the State, county, and local levels.

Project planners met with emergency planners and responders in each county along with local responders from each community where 5310 and 5311 funded transportation organizations operated. The purpose of these meetings was to determine if emergency planners and responders were aware of public assets (vehicles/buses/vans) held in their communities and the need or desire to have access to such vehicles in responding to area emergencies.

Project planners then meth with rural transit providers to determine what capacity they might have to address either internal emergencies (within their own organization and operations) and/or external emergencies (outside of their organization but where assistance may be needed or required by emergency responders).

Additionally, potential emergency scenarios for both internal and external emergencies were identified for each provider. These included emergencies identified in regional emergency planning documents as well as internal emergencies such as vehicle accidents, passenger incidents, etc.

A series of next steps, activities and policies that would be needed or improved upon for each regional or local transit organization was identified.

The elements of the Phase 1 Study in the first year provided a launching base for the implementation of an Emergency Readiness and Response Plan Program for use by transit organizations and entities providing transportation as part of their ADOT funded services in the Phase 2, second year of the program.

A comprehensive template was devised and shared with members of the TAC, followed by a 3-hour general training on how to use the template. The training was followed by personal technical assistance which was provided to each organization seeking support in developing their agency's ERRP.

Phase 1 efforts included three working papers that outline the activities and findings of the scope of work. These working papers were reviewed with the TAC members, submitted to ADOT, and posted to the SEAGO mobility website (https://www.seagomobility.org/) for review and comment. No comments or recommendations for changes were received.

Working Paper 1 describes the efforts and outcomes to review existing emergency management plans at a state, county, and local levels impacting the SEAGO region regarding the role of rural transit providers as responder and a review and evaluation of existing emergency plans among rural transit provider regarding their internal emergency response plans.

Working Paper 2 describes the efforts and outcomes in reviewing each organization's capacity to address both internal and external emergencies; describing where strengths and weaknesses among agencies lied and identifying gaps in emergency readiness and response protocols.

Working Paper 3 identifies potential priorities and protocols to address gaps in emergency planning and identify steps, activities, and policies needed to create or improve regional rural transit providers' capacity to address emergencies within their own organization and as important partners in broader coordinated, community/county-based emergency response.

These working papers can be found in Appendix C – Working Papers.

Phase 2 resulted in the development of a comprehensive Emergency Readiness and Response Plan and Program (ERRPP) template. The template was designed to meet FTA suggested guidelines for 5307 organizations as well as direct response protocols for a variety of safety/emergency scenarios that were identified by TAC members and county-based emergency planners as most likely for the areas in which transit providers operate.

The template is arranged into volumes, the first being the ERRPlan itself, followed by a volume of internal emergency protocols and a volume of external emergency protocols. TAC members were asked to review and comment on the draft template with no comments received.

A training course to review the template and discuss its use within organizations was held for Cochise and Santa Cruz transit providers in Sierra Vista on February 21, 2023, and for Graham and Greenlee providers on February 22, 2023. Each three-hour training provided attendees with a clear review of the template, the importance of including the ERRPP in the transit organization's regular training program for transit related employees, and the potential for the template to become a considerable tool for their entire organization. Additionally, the third volume, which describes protocols for responding to external requests for assistance by first responders, was reviewed with each agency reminded that their participation at this level was not mandated but strongly encouraged.

Transit organizations were asked to customize the template to meet the needs of their own organizations and were invited to submit a draft ERRP for review and comment. Again, organizations were encouraged but not mandated to participate at this level.

For organizations providing draft ERRPs, SEAGO planners reviewed and provided comments to assure that the plan and program of protocols were complete. Organizations were then encouraged to have their governing board or City Council approve the protocols and provide the necessary resources to assure proper implementation and training.

The template, as presented to the TAC, follows, and can be found at the SEAGO Mobility website: https://www.seagomobility.org/. It is also found here in *Appendix D – ERRP Template*

Outcomes

The two-year process that included a full review of existing County-wide emergency plans, the State's emergency response responsibilities, and each transit organization's emergency response plan was a comprehensive effort that identified a severe gap in emergency readiness and capacity to respond.

In working with each transit provider, it was determined that non-profits serving vulnerable populations and receiving state funding from State Health and Human Services were better prepared as those funding streams required some planning and protocols; mainly around client safety. Municipal-based organizations provided little beyond vehicle accident and incident reporting policies with most citing that local emergency responders would be called upon for assistance should an emergency develop but no protocols for employees in what to do until emergency responders arrived or how emergencies might be mitigated through training and policy.

No agency which took part in the study had an internal emergency plan beyond policies required for funding streams, a COVID response plan, and/or minimal accident/incident responses. Nor did any have an agreement with local emergency response agencies to assist in any external emergency response.

By reviewing FTA requirements for safety and emergency response readiness for larger transit organizations, and in reviewing ERRP programs developed by other public service agencies across the country, an overlay of policies and protocols was developed that addressed both potential internal emergencies and potential agreements in assisting with external emergencies. This effort resulted in the development of a comprehensive program of plans and protocols that could be adapted by both private non-profit organizations and municipally supported transit programs.

Summary

SEAGO has worked diligently in studying and evaluating its region's transit providers and their capacity to address internal and external emergencies. Its planners have identified strengths, weaknesses, and gaps in organizations' capacities to mitigate and respond to emergencies at a fundamental level that defines the types of emergencies most likely encountered and the protocols

necessary to respond with the safety of its employees, clients, and consumers forefront in consideration.

Customizing and adopting a program of Emergency Readiness and Response including a fully realized plan, policies, protocols, and training will be incumbent on each transit provider in its efforts to create capacity as it works to protect its constituent workforce and ridership.

Additionally, it will be most beneficial for transit providers to work with local and regional emergency planners and responders to identify ways, means, and materials that can be utilized in a coordinated effort to address larger, non-internal emergencies that may impact a community or region.

SEAGO will maintain its efforts in providing technical assistance to transit providers and agencies as they work toward improving their capacity while building a strong emergency readiness and response program.

Appendix A – Invitations and Agendas to TAC meetings

SEAGO Letterhead

August 15, 2021

Dear Emergency Response Planners, Emergency Responders, and Public Transit providers in Cochise County,

SouthEastern Arizona Governments Organization (SEAGO) has been tasked by the Arizona Department of Transportation with assisting both municipal and nonprofit-based public transit providers in the region in understanding the area's emergency response plans and their potential role in providing aid in times of emergency. While assistance from these transportation agencies may vary, utilizing publicly funded transit vehicles and qualified drivers for evacuation, responder transportation, and other tasks are the most common.

While the Cochise County emergency response plan does not specifically include transit providers and their resources, and local governments may or may not have included them in their localized plans, SEAGO felt it would be useful to both planners, responders, and transit providers to engage in a discussion that would introduce emergency planning and response stakeholders to transit providers and determine if and how they may be utilized.

SEAGO will host an in-person (COVID-cautious) meeting on Tuesday, August 24th at 1:00 p.m. This public meeting will be held in the County Supervisors' hearing room at 1415 W. Melody Lane, Building G in Bisbee.

Invitees include:

- Public Transit/Transportation providers
- Local Police and Fire Departments
- Local and County Emergency Planning personnel
- Local and regional hospitals
- Sheriff's Office
- Red Cross

You are welcome to invite other agencies, organizations, and individuals who may be interested.

Please indicate your availability by clicking this link: SEAGO EMERGENCY RESOURCES MEETING. (add link to invite with time and location and RSVP)

This very important discussion will allow all of us to better understand what resources are available and provide timely and needed response options when planning for and responding to emergencies in our county. I hope you or your representative will attend.

Best regards,

Chris Vertrees
Transportation/Transit Manager
SEAGO

SEAGO Letterhead

August 15, 2021

Dear Emergency Response Planners, Emergency Responders, and Public Transit providers in Greenlee County,

SouthEastern Arizona Governments Organization (SEAGO) has been tasked by the Arizona Department of Transportation with assisting both municipal and nonprofit-based public transit providers in the region in understanding the area's emergency response plans and their potential role in providing aid in times of emergency. While assistance from these transportation agencies may vary, utilizing publicly funded transit vehicles and qualified drivers for evacuation, responder transportation, and other tasks are the most common.

While the Greenlee County emergency response plan does not specifically include transit providers and their resources, and local governments may or may not have included them in their localized plans, SEAGO felt it would be useful to both planners, responders, and transit providers to engage in a discussion that would introduce emergency planning and response stakeholders to transit providers and determine if and how they may be utilized.

SEAGO will host an in-person (COVID-cautious) meeting on Monday, August 30th at 10:00 a.m. This public meeting will be held in the County Supervisors' Offices located at 253 5th St. in Clifton.

Invitees include:

- Public Transit/Transportation providers
- Local Police and Fire Departments
- Local and County Emergency Planning personnel
- Local and regional hospitals
- Sheriff's Office
- Red Cross

You are welcome to invite other agencies, organizations, and individuals who may be interested.

Please indicate your availability by clicking this link: SEAGO EMERGENCY RESOURCES MEETING. (add link to invite with time and location and RSVP)

This very important discussion will allow all of us to better understand what resources are available and provide timely and needed response options when planning for and responding to emergencies in our county. I hope you or your representative will attend.

Best regards,

Chris Vertrees
Transportation/Transit Manager
SEAGO

SEAGO Letterhead

August 15, 2021

Dear Emergency Response Planners, Emergency Responders, and Public Transit providers in Graham County,

SouthEastern Arizona Governments Organization (SEAGO) has been tasked by the Arizona Department of Transportation with assisting both municipal and nonprofit-based public transit providers in the region in understanding the area's emergency response plans and their potential role in providing aid in times of emergency. While assistance from these transportation agencies may vary, utilizing publicly funded transit vehicles and qualified drivers for evacuation, responder transportation, and other tasks are the most common.

While the Graham County emergency response plan does not specifically include transit providers and their resources, and local governments may or may not have included them in their localized plans, SEAGO felt it would be useful to both planners, responders, and transit providers to engage in a discussion that would introduce emergency planning and response stakeholders to transit providers and determine if and how they may be utilized.

SEAGO will host an in-person (COVID-cautious) meeting on Friday, August 23rd from 1 to 3:00 p.m. This public meeting will be held in the conference room at the County Supervisors' Offices located at 921 Thatcher Blvd. in Safford.

Invitees include:

- Public Transit/Transportation providers
- Local Police and Fire Departments
- Local and County Emergency Planning personnel
- Local and regional hospitals
- Sheriff's Office
- Red Cross

You are welcome to invite other agencies, organizations, and individuals who may be interested.

Please indicate your availability by clicking this link: SEAGO EMERGENCY RESOURCES MEETING. (add link to invite with time and location and RSVP)

This very important discussion will allow all of us to better understand what resources are available and provide timely and needed response options when planning for and responding to emergencies in our county. I hope you or your representative will attend.

Best regards,

Chris Vertrees
Transportation/Transit Manager
SEAGO

SEAGO Letterhead

August 15, 2021

Dear Emergency Response Planners, Emergency Responders, and Public Transit providers in Santa Cruz County,

SouthEastern Arizona Governments Organization (SEAGO) has been tasked by the Arizona Department of Transportation with assisting both municipal and nonprofit-based public transit providers in the region in understanding the area's emergency response plans and their potential role in providing aid in times of emergency. While assistance from these transportation agencies may vary, utilizing publicly funded transit vehicles and qualified drivers for evacuation, responder transportation, and other tasks are the most common.

While the Santa Cruz County emergency response plan does not specifically include transit providers and their resources, and local governments may or may not have included them in their localized plans, SEAGO felt it would be useful to both planners, responders, and transit providers to engage in a discussion that would introduce emergency planning and response stakeholders to transit providers and determine if and how they may be utilized.

SEAGO will host an in-person (COVID-cautious) meeting on Monday, August 26th from 9 until 11:00 a.m. This public meeting will be held in the County Supervisors' Offices located at 2150 N. Congress in Nogales.

Invitees include:

- Public Transit/Transportation providers
- Local Police and Fire Departments
- Local and County Emergency Planning personnel
- Local and regional hospitals
- Sheriff's Office
- Red Cross

You are welcome to invite other agencies, organizations, and individuals who may be interested.

Please indicate your availability by clicking this link: SEAGO EMERGENCY RESOURCES MEETING. (add link to invite with time and location and RSVP)

This very important discussion will allow all of us to better understand what resources are available and provide timely and needed response options when planning for and responding to emergencies in our county. I hope you or your representative will attend.

Best regards,

Chris Vertrees
Transportation/Transit Manager
SEAGO

SEAGO Emergency Response Coordination Meeting – Cochise County
August 2, 42021 1-3 p.m.
519 Melody Lane, Bisbee AZ
AGENDA
A. Introductions
B. Purpose of SEAGO Study and Coordination Efforts
C. Review of County and community emergency planning processes
D. Discussion on if and how transit resources could be utilized in emergency response
E. Next steps
F. Adjourn

SEAGO Emergency Response Coordination Meeting – Graham County
August 23, 2021, 1-3 p.m.
921 Thatcher Blvd. Safford AZ
AGENDA
A. Introductions
B. Purpose of SEAGO Study and Coordination Efforts
C. Review of County and community emergency planning processes
D. Discussion on if and how transit resources could be utilized in emergency response
E. Next steps
F. Adjourn

SEAGO Emergency Response Coordination Meeting – Santa Cruz County
August 26, 2021, 9-11 a.m.
2150 N. Congress, Nogales AZ
AGENDA
A. Introductions
B. Purpose of SEAGO Study and Coordination Efforts
C. Review of County and community emergency planning processes
D. Discussion on if and how transit resources could be utilized in emergency response
E. Next steps
F. Adjourn

SEAGO Emergency Response Coordination Meeting – Greenlee County
August 30, 2021, 10-noon
253 5th St. Clifton, AZ
AGENDA
A. Introductions
B. Purpose of SEAGO Study and Coordination Efforts
C. Review of County and community emergency planning processes
D. Discussion on if and how transit resources could be utilized in emergency response
E. Next steps
F. Adjourn

Emergency Readiness and Response Program training workshops

JA

Jessica Aguayo <jaguayo@seago.org>

To CFanning@graham.az.gov; BDouglas@graham.az.gov; DWelker@graham.az.gov; Adam Odoherty - United Way (Graham County); Angelica Novoa; April Harris - Medicare; Aubree Perry; **+22 others**

Reply | Reply All | Forward

Tue 2/21/2023 7:29 AM

ERRP template 2023.docx
564 KB

Good Morning,

As mentioned at the recent Coordination meetings, there will be two opportunities to attend the Emergency Readiness and Response Program training where we will go over the Program Plan template (attached) in detail and discuss next steps for completing a customized ERRP document for your transit program and/or organization.

On February 21, in Sierra Vista in room E-103 at the downtown Cochise College location (2600 E Wilcox Dr, Sierra Vista) from 9 until noon. You can view and print a map of the building and parking from here https://www.cochise.edu/wp-content/uploads/2021/01/Downtown-Center-Map1.pdf

On February 22, in Safford, at the County Building located at 921 W. Thatcher Blvd. in Safford. We will be in the second-floor conference room from 9 until noon.

Please feel welcome to bring along other staff members who may be in charge of emergency management for your organization.

As Chris mentioned at the coordination meetings, extra points will be given in the funding rankings/recommendations for current ADOT funding cycles to those who participate in developing and completing an ERRP.

You can direct any questions about these training opportunities to Melanie Greene at 520-255-3274 or melanie@mgreeneprd.com

Please respond to let us know if you are attending so we can prepare print materials, etc.

Graham/Greenlee County Transportation Coordination Meeting

Tuesday, February 7, 2023

Main Street Café
523 W. Main Street
Safford, AZ 85546
and ZOOM

AGENDA

1. Welcome and Introductions
2. Title VI Announcement
3. Call to the Public
4. Review of August 09, 2022 Meeting Minutes (attached)
5. Regional Emergency Transportation Plan Update – Melanie Greene
6. Coordination Plan Pages – Jessica Aguayo
7. Quarterly Reports – Jessica Aguayo and Chris Vertrees
8. Upcoming Meetings and Discussions – Jessica Aguayo
9. PASS Training – Jessica Aguayo
10. Program Updates
11. Next Meeting: May 9, 2023
12. Adjourn

Special Needs Accommodations

Individuals with disabilities who require special accommodations may contact Jessica P. Aguayo at (520) 432-5301 X215 at least 24 hours before the meeting time to request such accommodations.

Asistencia Especial

Si necesita accodaciones especiales o un interprete para esta conferencia, debe ponerse en contacto con Jessica P. Aguayo al numero (520) 432-5301 X215, por lo menos veinte y cuatro horas antes de la conferencia.

Cochise/Santa Cruz County Transportation Coordination Meeting

Thursday, January 26, 2023

City of Benson
Council Chambers
599 S. Dragoon St.
Benson, AZ 85602
and ZOOM

AGENDA

1. Welcome and Introductions
2. Title VI Announcement
3. Call to the Public
4. Review of July 28, 2022 Meeting Minutes (attached)
5. Regional Emergency Transportation Plan Update – Melanie Greene
6. Coordination Plan Pages – Jessica Aguayo
7. Quarterly Reports – Jessica Aguayo and Chris Vertrees
8. Upcoming Meetings and Discussions – Jessica Aguayo
9. PASS Training – Jessica Aguayo
10. Program Updates
11. Next Meeting: April 13, 2023
12. Adjourn

Special Needs Accommodations

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Asistencia Especial

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Regional Transportation Coordination Meeting

Thursday, October 27, 2022

SEAGO
Cochise College Benson
1025 AZ-Hwy 90
Benson, AZ 85602
Meeting In-Person
and Via ZOOM

AGENDA

1. Welcome and Introductions
2. Title VI Announcement
3. Call to the Public
4. Review of August 19, 2021 Meeting Minutes (attached)
5. GTFS – John Merideth
6. 5310/5311 Vehicle Purchases – Edmund Shepard
7. ADOT Updates – Brian Mc Coy Sr./Aubree Perry (?)
8. Regional Emergency Transportation Plan Update – Melanie Greene
9. 5310 Upcoming Grant Cycle – Jessica Aguayo
10. AZTA Conference (April 3-7) Ideas – Jessica Aguayo
11. Maintenance Forum – Jessica Aguayo
12. Set Schedules to Tucson – Jessica Aguayo
13. Program Updates
14. Next Meeting: TBD
15. Adjourn

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Graham/Greenlee County Transportation Coordination Meeting

Tuesday, August 9, 2022

Main Street Café
523 W. Main Street
Safford, AZ 85546

AGENDA

1. Welcome and Introductions
2. Title VI Announcement
3. Call to the Public
4. Review of June 21, 2022 Meeting Minutes (attached)
5. Regional Emergency Transportation Plan Update – Chris Vertrees
6. ADOT Procurement Activity Report – Chris Vertrees
7. Vehicle Safety/Vandalism – Chris Vertrees
9. Program Updates
10. Next Meeting: November 8, 2022
11. Adjourn

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Asistencia Especial

Si necesita accodaciones especiales o un interprete para esta conferencia, debe ponerse en contacto con Jessica P. Aguayo al numero (520) 432-5301 X215, por lo menos veinte y cuatro horas antes de la conferencia.

Cochise/Santa Cruz County Transportation
Coordination Meeting

Thursday, July 28, 2022

SEAGO
1403 W. Hwy 92
Bisbee, AZ 85607
Meeting Via ZOOM

AGENDA

1. Welcome and Introductions
2. Title VI Announcement
3. Call to the Public
4. Review of April 28, 2022 Meeting Minutes (attached)
5. AAA Overview – Laura Villa
6. Regional Emergency Transportation Plan Update – Melanie Greene
7. ADOT Procurement Activity Report – Chris Vertrees
8. Vehicle Safety/Vandalism – Chris Vertrees
10. In-person meetings – Chris Vertrees
11. Program Updates
12. Next Meeting: October 13, 2022
13. Adjourn

Special Needs Accommodations

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Asistencia Especial

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Graham/Greenlee County Transportation Coordination Meeting

Tuesday, June 21, 2022

SEAGO
Main Street Café
523 Main Street
Safford, AZ 85546

AGENDA

1. Welcome and Introductions
2. Title VI Announcement
3. Call to the Public
4.. Review of February 8, 2022 Meeting Minutes (attached)
5. New Website – John Merideth
6. Mobility Management Staffing – Chris Vertrees
7. COVID Mask Update – Chris Vertrees
8. Preventative Maintenance/Reactive Maintenance – Jessica Aguayo
9. EQS Problems – Jessica Aguayo
10. RTAP Reimbursement – Jessica Aguayo
12. Regional Emergency Transportation Plan – Chris Vertrees
13. Program Updates
14. Next Meeting: August 9, 2022
12. Adjourn

Special Needs Accommodations

Individuals with disabilities who require special accommodations may contact Jessica P. Aguayo at (520) 432-5301 X215 at least 24 hours before the meeting time to request such accommodations.

Asistencia Especial

Si necesita accodaciones especiales o un interprete para esta conferencia, debe ponerse en contacto con Jessica P. Aguayo al numero (520) 432-5301 X215, por lo menos veinte y cuatro horas antes de la conferencia.

Cochise/Santa Cruz County Transportation
Coordination Meeting

Thursday, April 28, 2022

SEAGO
Meeting Via ZOOM

AGENDA

1. Welcome and Introductions
2. Title VI Announcement
3. Call to the Public
4.. Review of January 13, 2022 Meeting Minutes (attached)
5. New Website – John Merideth
6. Mobility Management Staffing – Chris Vertrees
7. COVID Mask Update – Chris Vertrees
8. Preventative Maintenance/Reactive Maintenance – Jessica Aguayo
9. EQS Problems – Jessica Aguayo
10. RTAP Reimbursement – Jessica Aguayo
11. Regional Emergency Transportation Plan – Melanie Greene
12. AAA Invoicing – Chris Vertrees
13. Program Updates
14. Next Meeting: UPDATE July 28, 2022 (previously posted as 7/14/22)
12. Adjourn

Special Needs Accommodations

Individuals with disabilities who require special accommodations may contact Jessica P. Aguayo at (520) 432-5301 X215 at least 24 hours before the meeting time to request such accommodations.

Asistencia Especial

Si necesita accodaciones especiales o un interprete para esta conferencia, debe ponerse en contacto con Jessica P. Aguayo al numero (520) 432-5301 X215, por lo menos veinte y cuatro horas antes de la conferencia.

**SEAGO Template for Emergency Assessment ** Please fill this out and send it back ASAP

JA

Jessica Aguayo <jaguayo@seago.org>

Reply | Reply All | Forward | ...

To Amanda Paddock; Angel Lauve; Aubree Perry; 'Barbara Martinez'; ''Becky Smyth''; 'BHShelter'; 'Brad Hamilton'; Brandye Thorpe; Brian McCoy; Caleb Blaschke; Carl Dvtc; Chanel Kirpatrick; Chris Vertrees; **+73 others**

Tue 2/8/2022 11:29 AM

This message was sent with High importance.

SEAGO Template for Emergency Assessment.docx
29 KB

Good Morning Everyone,

Please make sure to fill this out ASAP. Melanie needs this information to move forward with the Emergency Transportation Plan. For those of you that already completed it. Thank you so much for doing so. For those of you who haven't **please do so now**. It doesn't matter if some of these things do not apply to your agency or you don't have anything in place. Please fill it out in its entirety so that we know what the needs are.

I know all of you are busy so thank you in advance for helping us out with this. Thank you for all that you do in our Region. Have a wonderful rest of your day.

Jessica P. Aguayo, CCTM
Regional Mobility Manager/Title VI and Training Coordinator
SouthEastern Arizona Governments Organization

Graham/Greenlee County Transportation
Coordination Meeting

Tuesday, February 8, 2022

SEAGO
1403 W. Hwy 92
Benson, AZ 85607
Meeting Via ZOOM

AGENDA

1. Welcome and Introductions
2. Call to the Public
3. Review of November 09, 2021 Meeting Minutes (attached)
4. Transit Emergency Plan Update – Melanie Greene
6. Vehicles – Jessica Aguayo
7. PASS Training – Jessica Aguayo
8. COVID-19 – Jessica Aguayo
9. AZTA Conference – Jessica Aguayo
10. Cares Funding – Jessica Aguayo
11. Program Updates
12. Next Meeting: May 10, 2022
13. Adjourn

Special Needs Accommodations

Individuals with disabilities who require special accommodations may contact Jessica P. Aguayo at (520) 432-5301 X215 at least 24 hours before the meeting time to request such accommodations.

Asistencia Especial

Si necesita accodaciones especiales o un interprete para esta conferencia, debe ponerse en contacto con Jessica P. Aguayo al numero (520) 432-5301 X215, por lo menos veinte y cuatro horas antes de la conferencia.

FW: SEAGO Template for Emergency Assessment

JA

Jessica Aguayo <jaguayo@seago.org>

Reply | Reply All | Forward | ...

To Amanda Paddock; Angel Lauve; Aubree Perry; 'Barbara Martinez'; ''Becky Smyth''; 'BHShelter'; 'Brad Hamilton'; Brandye Thorpe; Brian McCoy; Caleb Blaschke; Carl Dvtc; Chanel Kirpatrick; Chris Vertrees; **+55 others**

Thu 1/13/2022 9:40 AM

SEAGO Template for Emergency Assessment.docx
29 KB

From: Melanie Greene [mailto:melanie@mgreeneprd.com]
Sent: Thursday, January 13, 2022 6:07 AM
To: Chris Vertrees <cdvertrees@seago.org>; Jessica Aguayo <jaguayo@seago.org>; Connie Gastelum <cgastelum@seago.org>
Subject: SEAGO Template for Emergency Assessment

Good morning,

Here is the self-assessment form for transit providers to use in the next phase of the Emergency Plan study. It is based on Red Cross emergency planning recommendations.

This self-assessment addresses **Task 5 – Analysis of the capacity of rural transit providers to respond to emergencies within their organizations**, and will become the basis for completing **Task 6 – Identify potential priorities and protocols to address gaps in emergency planning for transit organizations** and **Task 7 – Identify steps, activities, and policies needed to create or improve regional rural transit providers' capacity to address emergencies within their own organization and as important partners in broader, coordinated, community/county-based emergency response.**

This is a baseline assessment. It is expected that nearly all participants will be unable to provide affirmative answers. However, after SEAGO provides technical support to agencies in the next grant cycle, this same self-assessment tool will show the progress of each agency in developing emergency protocols.

I will be going over this self-assessment tool at today's meeting and would like to have it sent out to all the transit agencies in the region. Is the deadline reasonable in the context of ADOT application cycles? We are still on target with the original scope of work schedule.

Many thanks.
Melanie

Cochise/Santa Cruz County Transportation
Coordination Meeting

Thursday, January 13, 2022

SEAGO
1403 W. Hwy 92
Benson, AZ 85607
Meeting Via ZOOM

AGENDA

1. Welcome and Introductions
2. Call to the Public
3. Review of October 28, 2021 Meeting Minutes (attached)
4. Transit Emergency Plan Update – Melanie Greene
5. 5311 Timeline/Coordination Plan Updates – Jessica Aguayo
6. Vehicles – Jessica Aguayo
7. PASS Training – Jessica Aguayo
8. COVID-19 – Jessica Aguayo
9. AZTA Conference – Jessica Aguayo
10. Cares Funding – Jessica Aguayo
11. Program Updates
12. Next Meeting: April 14, 2022 (will need to be changed due to AZTA Conf)
13. Adjourn

Special Needs Accommodations

Individuals with disabilities who require special accommodations may contact Jessica P. Aguayo at (520) 432-5301 X215 at least 24 hours before the meeting time to request such accommodations.

Asistencia Especial

Si necesita accodaciones especiales o un interprete para esta conferencia, debe ponerse en contacto con Jessica P. Aguayo al numero (520) 432-5301 X215, por lo menos veinte y cuatro horas antes de la conferencia.

Appendix B – Public Outreach and Involvement Plan

SEAGO Region Emergency Services Plan for ADOT Funded Transit Providers
Public Outreach and Involvement Plan June 2022

Prepared by:
SouthEastern Arizona Governments Organization (SEAGO)
1403 W. Highway 92
Bisbee AZ 85603

Section 1 – Project Scope

Introduction

In 2021, SEAGO was awarded ADOT 5305 Planning funds to develop an Emergency Services Plan for ADOT funded transit and human transportation services operating in the SEAGO four-county region. SEAGO recognizes that publicly funded transit programs have little information about their role in providing emergency services and/or support both internally and externally, nor do they have an organizational emergency plan that would prepare, train, and practice emergency response protocols as part of their transportation services. In an effort to improve emergency preparedness, SEAGO will develop a region-wide Emergency Services Plan that will review the current emergency protocols and policies of transit providers; identify gaps in emergency policy, protocols, and training for each transit provider, and assist providers in developing model emergency plans, policies, protocols, and training in collaboration with County Emergency Services coordinators.

Study Area

The Emergency Services Plan for transit organizations includes the entire SEAGO region including Santa Cruz, Cochise, Graham, and Greenlee Counties. Among the nineteen member governments, nine are home to ADOT funded transit programs, many of which also serve portions of their respective counties.

Study Description

SEAGO's Emergency Services Plan will:

- Review and evaluate existing State, County, and local emergency plans affecting the SEAGO region to determine existing roles for transit organizations and their assets (rolling stock, qualified drivers, etc.)
- Review and evaluate existing Transit Organizations' emergency plans to determine relevancy to existing State, County, and local emergency plans.
- Identify priorities and protocols for likely emergencies for the region.

- Engage emergency planners and responders in discussions through organizational TAC meetings.
- Identify specific steps, actions, and potential policies and protocols that, upon implementation, will measurably improve a rural transit organization's readiness to respond to emergencies, thereby reducing trauma, loss of life, and costs associate with failure to respond to emergencies in a timely and effective manner.

Existing Studies

Each County and most municipalities have mandated emergency response plans. These are often generated in a collaborative environment. Leadership typically comes from a County's Emergency Preparedness and Response team and includes input from public safety (law enforcement, fire departments), medical facilities, local, state, and federal government agencies, large employers, industry, and others. Most often missing from these plans are policies and protocols that engage public transit assets and personnel. If included, the transit providers are unaware of their responsibilities and have received no training.

Section 2 - Public Participation Goals

SEAGO relies on and values the input of the public, stakeholders, funders, and policy makers in the development of the Emergency Services Plan for the region's ADOT-funded transit providers. Its goal is to gain insights into transit providers' needs, their partnerships and collaborative response obligations in their communities and counties and include their input into the planning process.

Specific goals for participants vary and are determined by their role in the emergency response environment as well as their role in the provision of transportation services during an emergency. Overall public engagement goals include:

- Educate transit providers, local government entities, emergency responders, and the public of the transit providers' existing and/or potential roles and responsibilities within their communities as well of those at a regional and state level, and the value of emergency services planning.
- Engage Stakeholders to determine how transit providers are best positioned to provide aid in emergency services planning and to assure that the Emergency Services Plan incorporates stakeholder and public input.
- Engage and educate transit providers in the development of internal emergency services planning as well as collaborative response to community and regional emergencies.
- Engage and educate the public and transit riders for input and feedback in the planning process, thereby increasing public interest and knowledge of their community's emergency services and providing multiple means through which the public can learn about the project.
- Enhance collaborative capital in bringing emergency services responders, transit providers, policy makers, and the public together in

Section 3 – Public/Stakeholder Interest

Level of Concern

The level of concern for the public and stakeholders will vary, particularly in level of effort to address gaps or problems. It is reasonable to assume that a majority of the public-at-large will indicate an interest or concern for emergency planning and awareness of emergency services. With the recent pandemic, the near constant threat of wild-fire, and an increasingly aging population, the fear of and reality of emergency/crises situations is fresh on the minds of nearly everyone.

Stakeholders, including emergency responders and planners, too, have a concern for Emergency Services planning. With recent fire and pandemic concerns, gaps in response protocols are more apparent.

Transit providers have, over the past 16 months, scrambled to address fast changing pandemic protocols while working to meet the needs of those without transportation and those whose lives depended on public transit systems in their communities. Without plans and practiced protocols, these agencies were left to make sudden decisions to address the health and safety of both riders and drivers (many of whom suddenly resigned) in their daily operations.

Overall, the level of concern may be seen as moderate to high among the public, stakeholders, and transit providers. This assessment leads to an expectation of a higher level of participation for the purposes of developing the Emergency Services Plan. It is expected that the public-at-large will be informed, stakeholders will be informed and consulted, and transit providers and emergency responders will be informed consulted, involved in the development of the plan, and collaborators in its implementation.

Spectrum and Level of Public Participation

	Inform	Consult	Involve	Collaborate
Public-at-large	Public meetings and hearings	Gather input and feedback on plan		
Stakeholders	Meetings and focus groups	Gather input and feedback on plan	Identify gaps and problems	
Transit providers and emergency responders as members of TAC	Individual meetings	Gather input and feedback on plan	Formulate solutions	Integrate findings into new or updated organization-specific emergency services plans.

Section 5 - Tactics and Tools

Strategies

Kickoff

SEAGO will initiate the Emergency Services Plan development with a kick-off meeting, inviting the public, stakeholders, and transit providers. This meeting will be held electronically (Zoom or other similar platform) and allow SEAGO to educate participants on the current status of emergency plans in the region, the status of transit providers' inclusion in those plans, and the gaps that may exist in transit inclusion among the plans studied.

Participants will be asked about their concerns for emergency services planning as it relates to transit and transportation, along with their ideas on how problems or concerns might be addressed.

Participants also will be invited to join a TAC committee that will work together throughout the planning process and provide oversight and guidance as the Plan is developed.

Transit Advisory Committee (TAC) and TAC Meetings

TAC members representing transit providers, stakeholders (representatives from emergency services affiliates, ADOT, business, industry, riders, health care, interested organizations, etc.), and members of the interested public will form a TAC committee to provide oversight and feedback throughout the planning process. SEAGO will be mindful to have diverse representation from across the region as well as those familiar with the existing emergency preparedness and response plans currently in place.

TAC members will provide input and feedback in the development of a draft plan, will assist in promoting review and comment of the plan in their communities, and assist in outreach efforts.

Stakeholder Meetings

Identified stakeholders will be reached individually or in small group meetings (electronically) to discuss needs, gaps, concerns, current emergency services documents, protocols, and policies as part of the draft plan development efforts. Stakeholders may be asked to take part in a survey to determine level of concern or to prioritize emergency services needs as they pertain to transit/transportation.

Stakeholders will be asked to respond to draft documents with comments which will be considered in any final documents.

Public Meetings

Public meetings will be scheduled either in person or electronically. The first public meeting will be the kickoff meeting. A second public meeting will ask for input on draft documents. These meetings will be promoted and held for maximum participation across the region.

Public Hearings

SEAGO member entities will be asked to solicit and receive comment through the Public Hearing process. A draft plan will be made available for public view (electronically and hard copy) at the member entities' official locations with participants afforded opportunities to make comments and suggestions either electronically or in person.

Website

SEAGO will maintain a website presence regarding the Emergency Services Plan and its development. Meeting dates, invitations, documents, and drafts will be available for review. SEAGO will encourage member entities to provide links to this resource on their own websites in in their outreach to residents and constituents.

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Promotion

Media

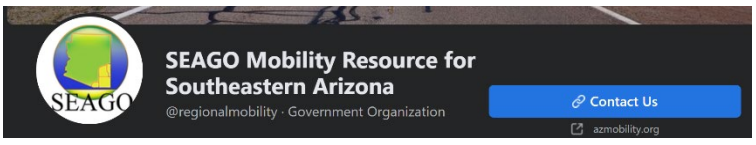
SEAGO will promote all public participation opportunities utilizing available media which may include print, radio, mail, and public service announcement opportunities. Press releases, public service announcements, and local access options will be considered.

Social Media

SEAGO maintains a Facebook presence and will include information, documents, schedules, and invitations as part of its social media content. SEAGO will also invite its member entities and TAC members to include these promotions on their own websites.

Websites

SEAGO will promote the public engagement outreach and activities, meetings, and schedules on its website with links to various documents as they are developed. SEAGO will also invite its member entities and TAC members to include these promotions on their own websites.



Outreach

SEAGO will utilize its extensive network to promote the planning process and solicit public and stakeholder input. Established Key partners (health care, library, social and human services, business and industry, senior centers, DES centers, etc.) of SEAGO's will be encouraged to send notices and invitations to their mailing lists.

Public Comment

SEAGO will accept public comment for a minimum of 30 days with both the draft and final plans. Comment cards will be available electronically and as hard copy. Persons wishing to view Plan documents in Spanish may request a translated copy and may submit comments in Spanish. Comments will be reviewed by SEAGO and the TAC and will be incorporated into the final plan.

Section 6 - Schedule

Task Title	Responsible Party	2021						2022						Deliverable
		J	A	S	O	N	D	J	F	M	A	M	J	J	
Public Engagement															
Public Meetings and Hearings	SEAGO														Kickoff meeting sign in sheets, agenda, & comments
Establish TAC Committee	SEAGO														TAC Committee Member List and meeting minutes
TAC Meetings	SEAGO														Bi-monthly meeting agenda, sign in sheets, and comments
Stakeholder Meetings	SEAGO														Individual and group meetings among stakeholders in each County
Transit providers & Emergency Response Planners meetings	SEAGO														Individual and group meetings among providers and planners in each County
Public Draft Review and Comment	SEAGO														Draft Plan and all comments
Final Plan Delivered	SEAGO														Final Plan

SEAGO will collect sign-in sheets, agendas, and comments from all meetings.

Section 7 - Roles and Responsibilities

SEAGO

SEAGO staff will act as the Project Team (Team) for the Emergency Services Plan and the Public Outreach and Involvement Plan. The Team will provide oversight for the TAC, meet with stakeholders, collect data and comments, carry out Plan activities, and update schedules as needed. With data from the public outreach efforts, the Team will draft an Emergency Services Plan utilizing the accepted scope of work submitted to ADOT.

Team members include:

Chris Vertrees, Transportation Program Administrator

Mr. Vertrees acts as the project leader and Senior Planner and is responsible for all planning content and documentation for the Emergency Services Plan.

Melanie Greene, Transportation Planner

Ms. Greene is responsible for the development of the Public Outreach and Involvement Plan and will carry out all public engagement activities, collect public input and draft the Public Outreach and Involvement summary.

Jessica Aguayo, Regional Mobility Manager

Ms. Aguayo will assist Mr. Vertrees in the development of the Emergency Services Plan and assist Ms. Greene in carrying out the Public Outreach and Involvement Plan. Ms. Aguayo will be responsible for seeing that all outreach activities are Title VI compliant and serves as the Title VI contact person for those needing accommodation.

To ensure public engagement goals and objectives are addressed in a timely manner, the Team will meet on a bi-weekly basis to monitor progress, coordinate activities, identify strategic issues with development and next steps. The Team is tasked with producing materials to be present to specific audiences and the engagement activities to ensure that feedback is summarized and addressed as appropriate to the Emergency Services Plan.

TAC

TAC members provide guidance and input to the project team in the development of the Emergency Services Plan for the region. TAC members will help promote public outreach activities and utilize their professional networks to engage a broader audience. TAC members also recommend how transit and transportation administration, operations and investments be made in addressing Emergency Services, incorporating efficiency and effectiveness that meets the needs of the public and the providers.

The TAC is made of individuals representing a cross section of transit providers, emergency responders/practitioners, stakeholders, and interested members of the public. TAC members are drawn from across the SEAGO region.

TAC structure: Facilitated by key TEAM members, the TAC will determine how often it will meet (at least quarterly). Meeting sites will be available to members electronically and vary across the region to promote understanding of local conditions and assure greater participation among members living and working in more remote locations. Agendas and information will be provided to each member prior to the meeting. Member attendance will be recorded.

TAC responsibilities:

- Assist in developing the Emergency Services Plan Vision Statement
- Identify existing conditions and future scenarios
- Identify special interest groups and individuals who represent under-represented individuals/groups for purposes of public engagement outreach
- Promote outreach and partnerships with constituents, stakeholders, and the public
- Work to develop a general understanding or agreement on future goals
- Review and comment on draft Emergency Services Plan materials
- Advise on final recommendations to the SEAGO Board of Directors and ADOT

TAC membership will include volunteer representatives from:

- Each community in the SEAGO region
- Transit providers
- Human Services transportation providers
- Emergency and Public Safety representatives
- Federal and State departments
- Municipal and County Government

Stakeholders

Stakeholders will be a primary source of information and input for the development of the Emergency Services Plan. Through interviews, focus groups, and surveys, stakeholders will be responsible for providing detailed information on current emergency services protocols and policies within their organizations, identifying gaps or concerns regarding emergency services, and providing feedback and comment on draft and final Plan documents. Stakeholders will also assist in promoting public outreach activities and sharing planning documents with their constituents, clients, and staff.

Stakeholders include:

- Transit providers not serving on the TAC
- Elected officials and managers for municipalities and counties not serving on the TAC
- Emergency response personnel including law enforcement, fire departments, and emergency planners and directors not serving on the TAC
- Health care officials
- School districts, principals, and college emergency response personnel
- Human services emergency response personnel
- Representatives from senior, disabilities, low-income, and veterans' services
- Transit riders

Section 8 – Title VI /Environmental Justice

Pursuant to Title VI of the Civil Rights Act of 1964, and the Americans with Disabilities Act (ADA), SEAGO does not discriminate on the basis of race, color, national origin, age, sex, or disability. Persons who require a reasonable accommodation based on language or disability should contact Jessica Aguayo at 520-432-5301 or by email at jaguayo@seago.org. Requests should be made as early as possible to ensure that SEAGO has an opportunity to address the accommodation.

Section 9 - Expected outcomes of Public Engagement

The following expected outcomes are present to highlight the resulting impact of the Public Outreach and Involvement activities:

- Enhanced awareness of current emergency services, plans, and protocols across the SEAGO region.
- Knowledge of gaps in emergency services planning and awareness among transit providers.
- Improved coordination among emergency services planners and transit providers.
- Guidance on how to maximize organizational emergency services planning among transit providers and their community partners.
- Increased awareness among emergency responders as to the availability of support from public transit/transportation providers.
- Enhanced use of resources for emergency response, planning, training, and protocols.
- Information and guidance suitable to establish emergency services plans, policies, protocols, and training where none previously existed.

Section 10 – Monitoring Public Participation

To ensure that a high degree of public involvement is sustained over the course of the planning process, metrics for each of the public outreach mechanisms will be monitored on a regular basis and mid-course corrections made to enhance levels of engagement should declining participation be noted. Ultimately, the goal is to give members of the public and stakeholders the opportunity to influence the direction and shape of the Emergency Services Plan. All comments will be categorized and summarized to preserve a public record of all feedback. These summaries will be shared with the TEAM, TAC, stakeholders, and the public, posted on the website, and used on social media to generate more discussion.

Appendix A – Stakeholders

Stakeholder list

Graham County

Easter Seals Blake Foundation
Graham County Rehabilitation Center
Horizon Health and Wellness
Mary's Mission
Mount Graham Safe House
Pinal Hispanic Council
Graham County – Emergency Services
Town of Pima – Emergency Services
Town of Thatcher – Emergency Services
City of Safford – Emergency Services
San Carlos Apache Transit
San Carlos Apache – Emergency Services
Graham County Hospital
Mt. Graham Regional Medical Center
Graham County Red Cross
Graham County Sheriff's Office

Greenlee County

Town of Clifton – Emergency Services
Greenlee County – Emergency Services
Town of Duncan – Emergency Services
Gila Health Resources
Greenlee County Red Cross
Greenlee County Sheriff's Office

Cochise County

City of Benson, Benson Area Transit
City of Bisbee, Bisbee Bus
City of Douglas, Douglas Rides
City of Sierra Vista, Vista Transit
City of Willcox, Willcox Transit
Sierra Vista MPO
Douglas ARC
Douglas Area Food Bank
Women's Transition Project
Sierra Vista Volunteer Interfaith Caregiver Program (VICAP)
Wellness Connection Hope Incorporated
City of Benson – Emergency Services
City of Bisbee – Emergency Services
City of Douglas – Emergency Services
City of Tombstone – Emergency Services
City of Willcox – Emergency Services
Cochise County – Emergency Services
City of Sierra Vista – Emergency Services
Town of Huachuca City – Emergency Services
Copper Queen Community Hospital
Benson Hospital
Northern Cochise Hospital
Cochise County Red Cross
Cochise County Sheriff's Office

Santa Cruz County

Santa Cruz Council on Aging
Santa Cruz Training Program
Senior Citizens of Patagonia
St. Vincent De Paul
City of Nogales – Emergency Services
Town of Patagonia – Emergency Services
Santa Cruz County – Emergency Services
Holy Cross Hospital
Santa Cruz Valley Regional Hospital
Santa Cruz County Red Cross
Santa Cruz County Sheriff's office

Appendix B – TAC Members

TAC member list

Chris – who do you want on this list?

Appendix – C Working Papers

EMERGENCY SERVICES PLANNING FOR TRANSIT ORGANIZATIONS

SEAGO – 10/2021

Working Paper 1 – Existing Emergency Management Plans and Their Impact on Rural Transit Providers in the SEAGO Region.

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Project Overview

Introduction

Resiliency in the face of hazards, threats, and events is the hopeful outcome of any emergency planning. As the prospect of these emergency situations continues and even grows, rural transit agencies in southeastern Arizona are more likely to be tasked to implement their own internal emergency plans or work with larger, coordinated efforts to address emergencies faced by one or more communities.

Phase 1 of an ADOT funded planning effort seeks to identify gaps in emergency preparedness among 5310 and 5311 providers in the SEAGO region. This working paper describes the outcomes of reviews and evaluations of existing emergency plans at the state, county and local levels impacting the SEAGO region regarding the role of rural transit providers as responders (Tasks 1 and 2 of funded scope of work.)

Project Objectives

Working Paper 1 will provide information garnered in conducting three of eight identified tasks in the approved scope of work:

Tasks 1 is to initiate the planning effort by forming a TAC committee or committees and meeting with these groups to introduce the project.

Task 2 is a review and evaluation of existing emergency plans at the state, county, and local level to determine existing roles for transit organizations and their assets (rolling stock, qualified drivers, etc.)

Task 3 is a review and evaluation of existing emergency plans among rural transit providers in the SEAGO region regarding their internal emergency response plans.

TAC

To achieve these objectives, SEAGO developed a comprehensive list of stakeholders and TAC members to be engaged throughout the process.

A comprehensive list of transit providers includes information on the type of agency (municipal or non-profit), the type of transit services provided (fixed/flexible routes, para transit, dial-a-ride, and limited consumer service), the number of vehicles operated by these transit organizations (both those on lien by ADOT and those not on lien), along with current contact information for transit managers. These transit providers comprise the TAC.

Stakeholders inform the TAC, include emergency planners and responders including law enforcement officials, public safety and fire officials, town and city managers, hospitals, and those responsible for emergency planning at the local and county levels.

This TAC and Stakeholders list can be found in Appendix A.

Task 1 – Project Initiation

TAC meetings

TAC meetings with transit providers and stakeholders were held in each county from August 23 through August 30, 2021. Invitations were issued via email with meeting notices posted on the SEAGO website.

Meetings were held in person at County Supervisor's offices in each county with options to participate by phone. (See Appendix B for agendas and sign-in sheets.)

These initial meetings introduced the project and discussed general emergency issues , emergency planning, vulnerable populations, resources – including those of transit providers, protocols for addressing emergency events, and next steps.

Outcomes from these meetings yielded information that enhanced knowledge gained from reviewing published emergency plans for each county and provided insights into how communities and counties address emergency response differently. These findings are addressed in Section - Task 2 of this working paper.

TAC members also meet in conjunction with the SEAGO Transit Coordination Councils. The region is divided into two councils: Santa Cruz and Cochise counties, and Graham and Greenlee counties. These Transit Coordination Council members serve as TAC members to the project and represent 5310, 5311, and 5307 transit providers in the region. TAC/Coordination Council meetings are held quarterly using a hybrid in-person/Zoom meeting platform. (In-person meetings are expected to resume when COVID concerns are significantly reduced). Meetings are typically scheduled in October, January, April, and July. TAC members will review and make comment on Working Paper #1 as part of their Coordination Council Agenda in mid-October.

At least once per year, a region-wide Coordination Council meeting is set, typically around the first of the year or when ADOT opens transit grant applications and/or training.

TAC-Stakeholder meetings #1

Graham – Monday, August 23rd, 921 Thatcher Blvd., Safford AZ
Cochise – Tuesday, August 24th, 1415 W. Melody Lane, Bisbee AZ
Santa Cruz – Thursday August 26th, 2150 N. Congress, Nogales AZ
Greenlee – Monday August 30th, 253 5th St., Clifton AZ

Summary of Initial Meetings by County

Graham County findings

Threats that are most likely to constitute a state of emergency: Fires and Flooding

Incident command is coordinated through the jurisdiction first. If the emergency extends beyond the jurisdiction, then the County assumes command with the jurisdiction. All emergencies are dispatched through a central dispatch system.

Transportation and Evacuation services are reliant on individuals and organizations to have their own evacuation plans. Supplemental evacuation services, when deemed necessary by incident command, are reliant primarily on use of school buses and drivers. No one present was aware of an Emergency Response Plan that detailed roles and responsibilities for jurisdictional departments within government

agencies, or support agreements between governmental emergency responders and private support organizations. The only exception was the utilization of the Red Cross for sheltering support.

The County Health Department keeps a list of people who need help in an evacuation situation. This is a voluntary list.

The LEPC meets quarterly.

Efforts moving forward:

- Develop list of congregate living facilities (prisons, nursing homes, senior housing) and confirm evacuation planning and resources.
- Create MOU between County and Transit Providers outlining transportation/evacuation resources and the extent and/or limits of their use.
- Provide central dispatch units with list of available transportation/evacuation resources held by Transit Providers.
- Develop list of organizations willing to house persons in case of emergency.
- Transit agencies become active in LEPC meetings.

Cochise County findings

Bisbee and Douglas sent representatives. No representatives from Sierra Vista, Tombstone, or Benson.

Threats that are most likely to constitute a state of emergency:

Douglas

- Chemical or Hazardous Materials Spill (port of entry)
- Flooding

Bisbee

- Fire
- Flood

Each jurisdiction has its own dispatch. Each jurisdiction cited school districts as source of buses for evacuation. Most were unaware if adequate/trained drivers were available to operate those buses, or if drivers were aware of their obligations during an emergency. The County has an Emergency Response Plan, however; it is outdated, and the resources lists included are no longer up to date making it useless. The County has an alert system whereby people in need of help during an evacuation can register.

Efforts moving forward:

- Develop list of congregate living facilities and confirm evacuation planning and resources.
- Create MOU between County and Transit Providers outlining transportation/evacuation resources and the extent and/or limits of their use.
- Provide jurisdictional dispatch units with list of available transportation/evacuation resources held by Transit Providers.
- Transit agencies become active in LEPC meetings.

Greenlee County findings

Threats that are most likely to constitute a state of emergency:

Northern County – Fires

Southern County – Flood

Each jurisdiction has its own dispatch. Each jurisdiction cited school districts as source of buses for evacuation. No one present was aware of a County Emergency Response Plan. Health Department has list of home bound persons using the County's Health Department services. They do not keep a general list or allow people to voluntarily sign up for assistance in evacuation during an emergency. The County said that such software was prohibitively expensive. The County does have an MOU with Freeport McMoRan (mining company operating in Morenci) for mutual aid. There is also an expired MOU with transit providers for mutual aid. There are no Red Cross volunteers in Greenlee County though the Tucson office would be called upon if sheltering assistance was needed. Most likely, shelters would be located in Safford (Graham County). LEPC meets annually.

Efforts moving forward:

- Develop list of congregate living facilities and confirm evacuation planning and resources.
- Update MOU between County and Transit Providers outlining transportation/evacuation resources and the extent and/or limits of their use.
- Provide jurisdictional dispatch units with list of available transportation/evacuation resources held by Transit Providers.
- Seek resources for software that creates voluntary sign-up for evacuation support.
- Transit agencies become active in LEPC meetings.

Santa Cruz County findings

Threats that are most likely to constitute a state of emergency:

Railroad incidents including hazardous waste spills

Wastewater and other hazardous spills from Nogales Sonora MX (upstream from Nogales AZ)

Flooding in the Nogales wash

Fire in eastern part of County

Emergencies are dispatched from either Nogales or the Sherriff's office depending on origin of emergency. Sherriff's office also dispatches for five fire districts. There is no centralized list of persons who may need support in the event of an evacuation. There are no agreements with school districts for use of buses for evacuation services.

Efforts moving forward:

- Develop list of congregate living facilities and confirm evacuation planning and resources.

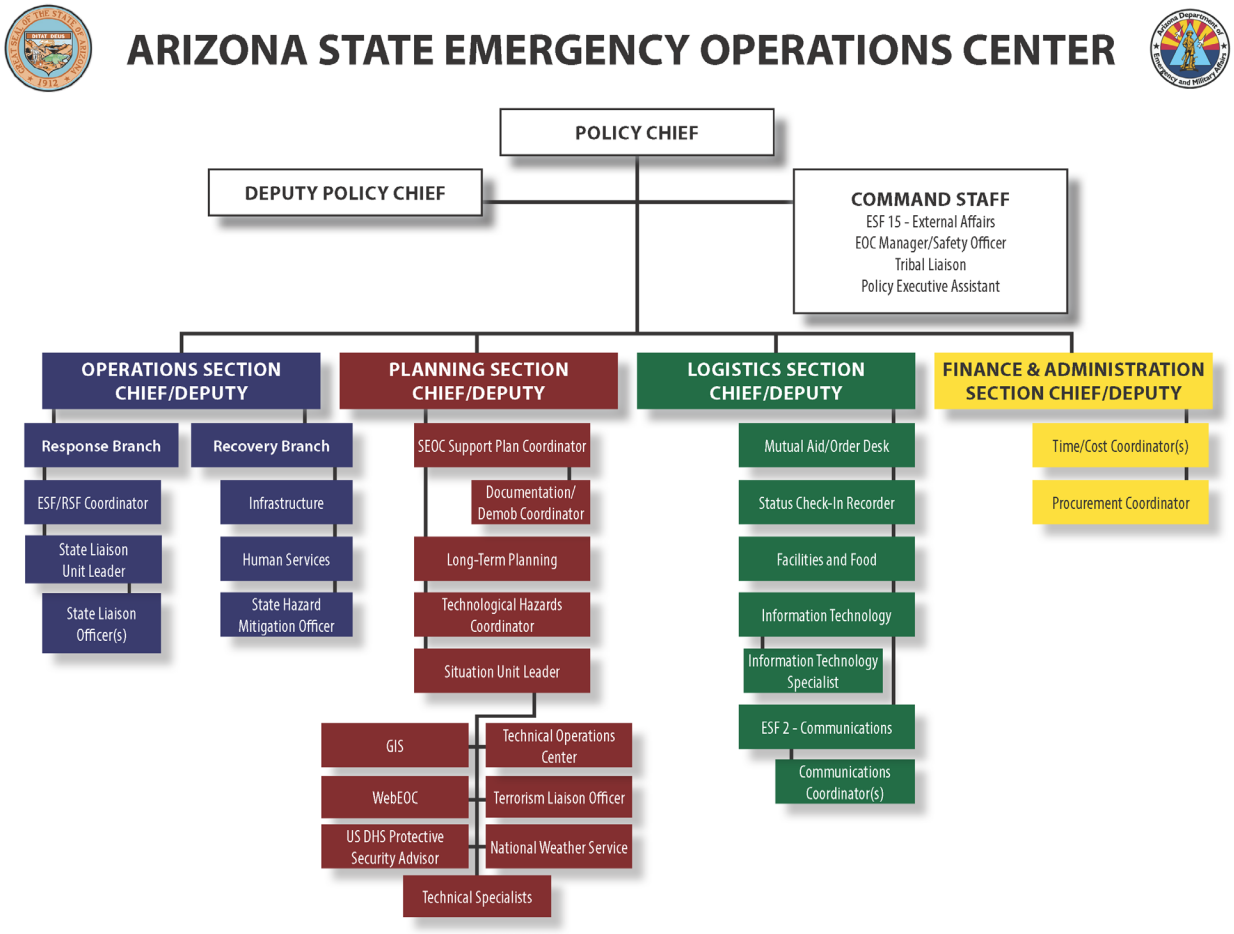
- Develop MOU between County and Transit Providers outlining transportation/evacuation resources and the extent and/or limits of their use.
- Provide jurisdictional dispatch units with list of available transportation/evacuation resources held by Transit Providers.
- Seek resources for software that creates voluntary sign-up for evacuation support.
- Transit agencies become active in LEPC meetings.

Task 2 – Review and evaluation of existing emergency plans at state, county, and local levels impacting the SEAGO region regarding the role of rural transit providers as responders

State Level review

The State of Arizona's Emergency Management efforts are divided into four departments: the Planning Branch, the Preparedness Branch, the Response Branch, and Operations and Coordination.

The Planning Branch is responsible for the creation and update of the State Emergency Response and Recover Plan (SERRP). This all-hazards plan identifies state agency **roles and responsibilities** during and emergency or disaster. This plan is implemented when an emergency or disaster reaches a level that overwhelms local, county, or tribal resources or is determined by the Governor to constitute a state of emergency. The Planning Branch also assists local, county, and tribal partners with emergency operations plans and other related planning documents.



State emergency planning relies on each identified Primary Agency within state government to appoint an emergency coordinator and alternate, develop and maintain procedures, coordinate-maintain-test-train-and exercise the SERRP, staff emergency operations, maintain 24-hour response capability, maintain logs and records, and develop a Continuity of Operations plan.

The SERRP recognizes the fifteen hazards identified in the State of Arizona Hazard Mitigation Plan:

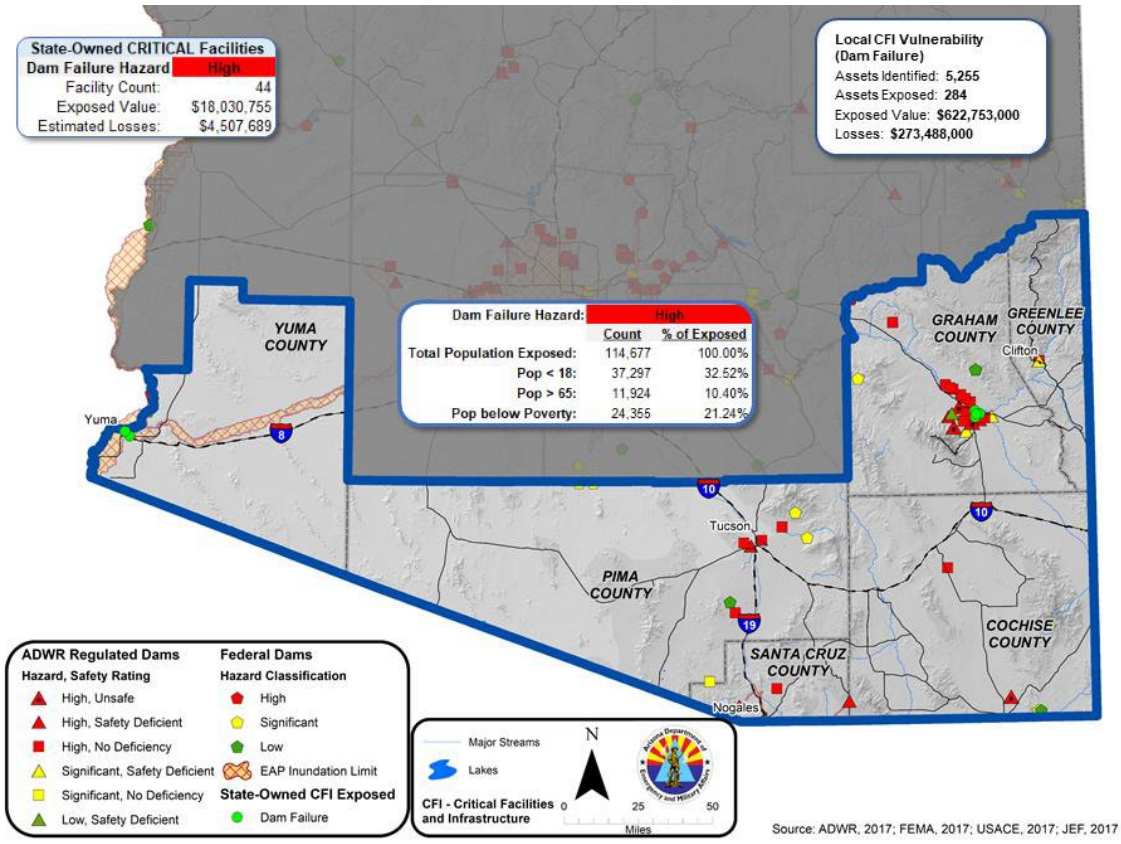
- Dam failure
- Drought
- Earthquake
- Extreme heat
- Fissure
- Flooding
- Hazardous materials incidents
- Infectious disease
- Landslide
- Levee failure
- Severe wind
- Subsidence
- Terrorism
- Wildfire
- Winter storm

Response priorities are life, safety, incident stabilization, and property and environment conservation – in that order.

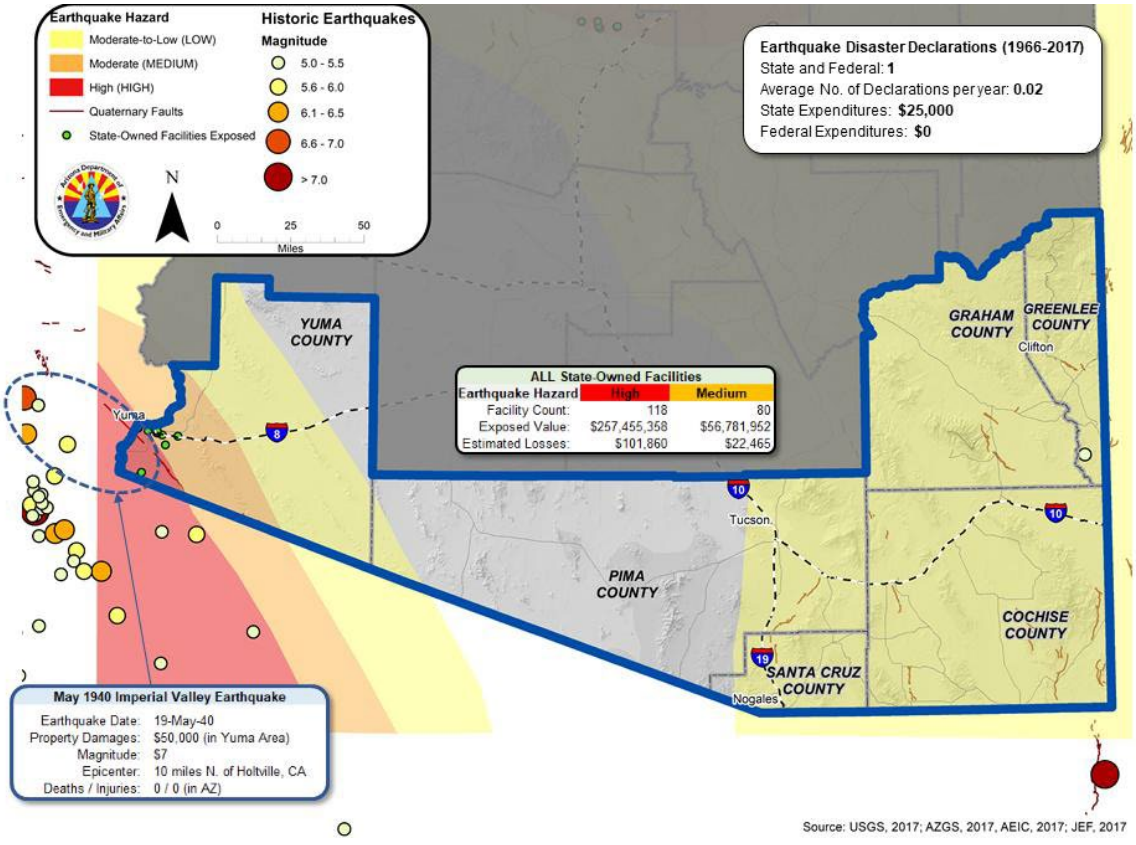
The State's planning is centered on an understanding that emergencies begin and end locally. Therefore, the hierarchical structure of mitigation and response relies on local/county response plans that are then supplemented, when required, by state-based responses.

The Hazard Mitigation Plan (2018) (HMP) identifies risks and vulnerabilities associated with disasters as well as long-term strategies to reduce or eliminate impacts for future hazard events. The plan was approved by the Federal Emergency Management Administration (FEMA) in October 2018 and is effective until October 2023. FEMA requires this plan in order for the state to receive Federal Stafford Act (non-emergency) funding. This plan is about avoiding hazard-based emergencies through mitigation and less about responding to emergencies. The HMP provides comprehensive data and analysis in identifying hazards in each of three regions (North, Central, South) of the state using the same fifteen hazards found in the SERRP. This plan is useful in identifying potential hazards such as likelihood for dam failure in the Safford area; moderate potential for earthquake activity across the region; high likelihood of isolating fissures in northern Cochise County (Willcox area); high flood hazards in Nogales, Clifton, Patagonia, and Sahuarita; transportation-centered hazardous materials concerns in Nogales, Naco, and Douglas (rail and truck activity along hazmat corridors is considered the second most vulnerable region in the state; Bisbee and Clifton at elevated risk to landslide events; levee failure potential in Greenlee county (Duncan-Clifton); high wind damage potential across the region (winds in excess of 58 miles an hour, recorded in excess of 74 miles per hour) and particular concerns in eastern Cochise, along I10 for dust storm activity; active land subsidence activity in the Willcox and Kansas Settlement basin; high wildfire hazard potential for the entire SEAGO region; and winter storm damage in mountain communities like Bisbee and Portal.

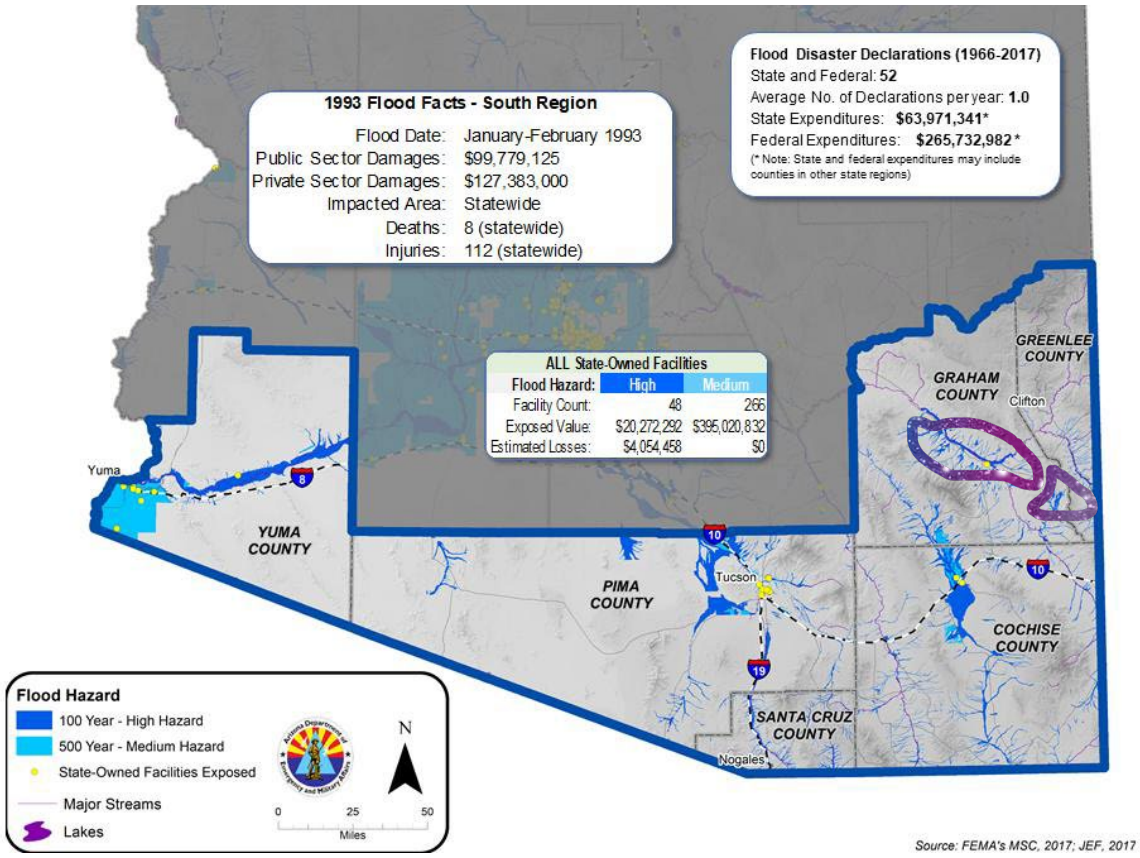
The following graphics indicate hazard history and vulnerability for the most-likely hazards to affect the region. This data comes from the State's Hazard Mitigation Plan (2018).



Source: ADWR, 2017; FEMA, 2017; USACE, 2017; JEF, 2017



Source: USGS, 2017; AZGS, 2017, AEIC, 2017; JEF, 2017

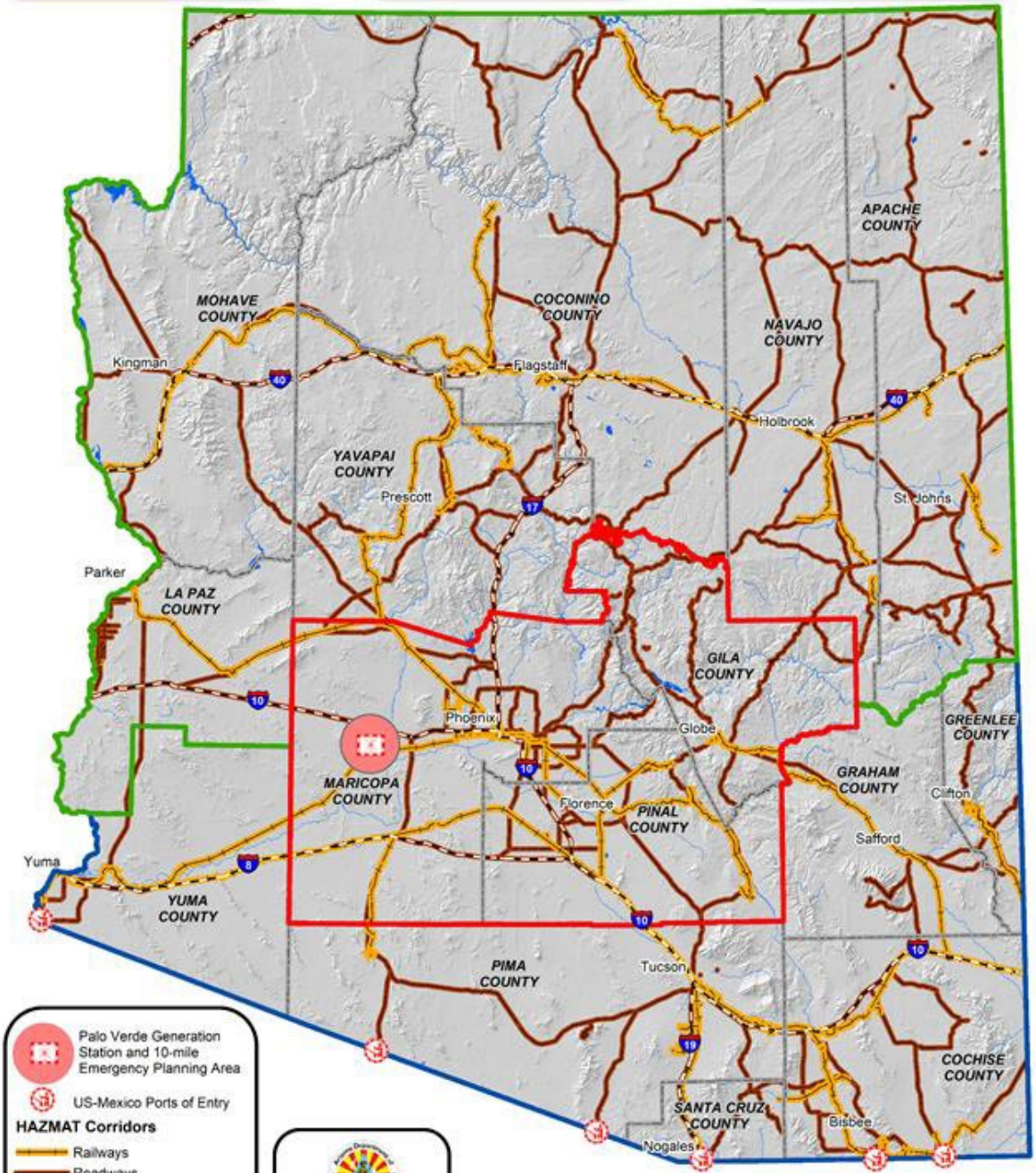


Source: FEMA's MSC, 2017; JEF, 2017

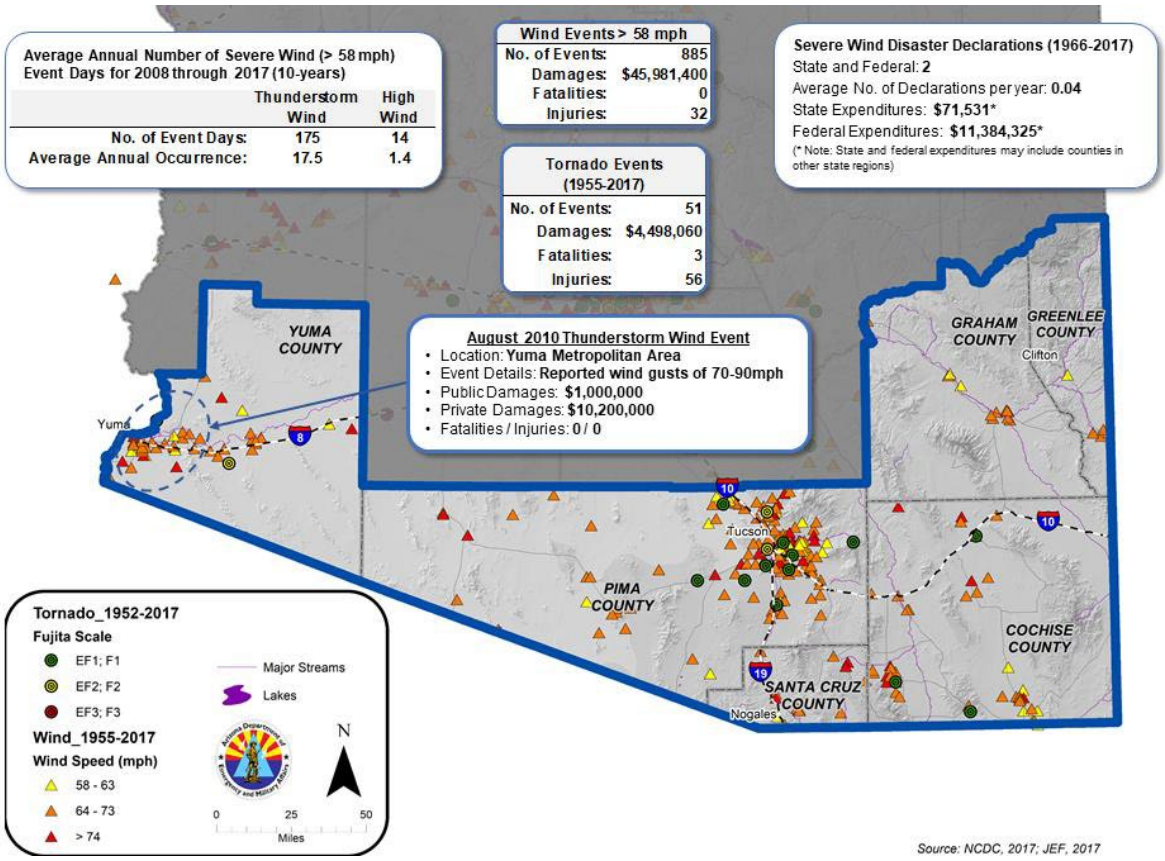
North (NRC, 2013-2017)	
No. of Incidents:	236
Evacuees:	606
Injuries:	52
Hospitilizations:	40
Fatalities:	11
Damages:	$50,891

Central (NRC, 2013-2017)	
No. of Incidents:	405
Evacuees:	802
Injuries:	68
Hospitilizations:	46
Fatalities:	4
Damages:	$337,000

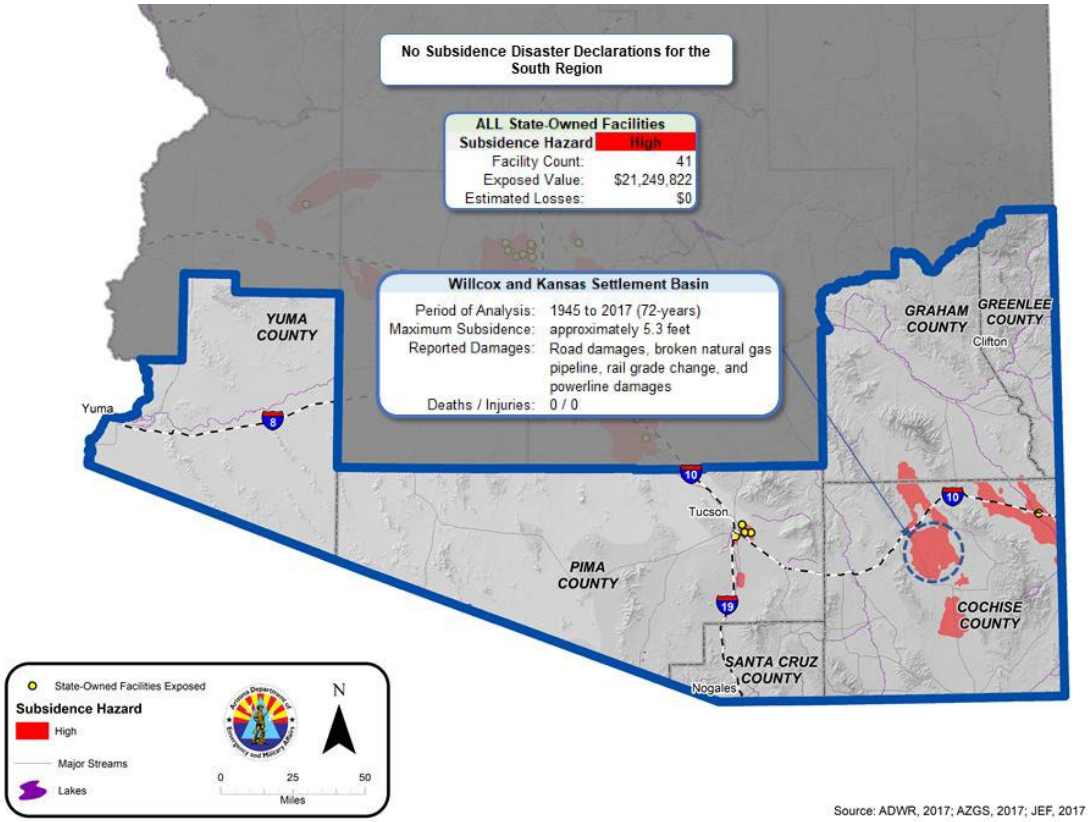
South (NRC, 2013-2017)	
No. of Incidents:	176
Evacuees:	216
Injuries:	21
Hospitilizations:	11
Fatalities:	2
Damages:	$200,000



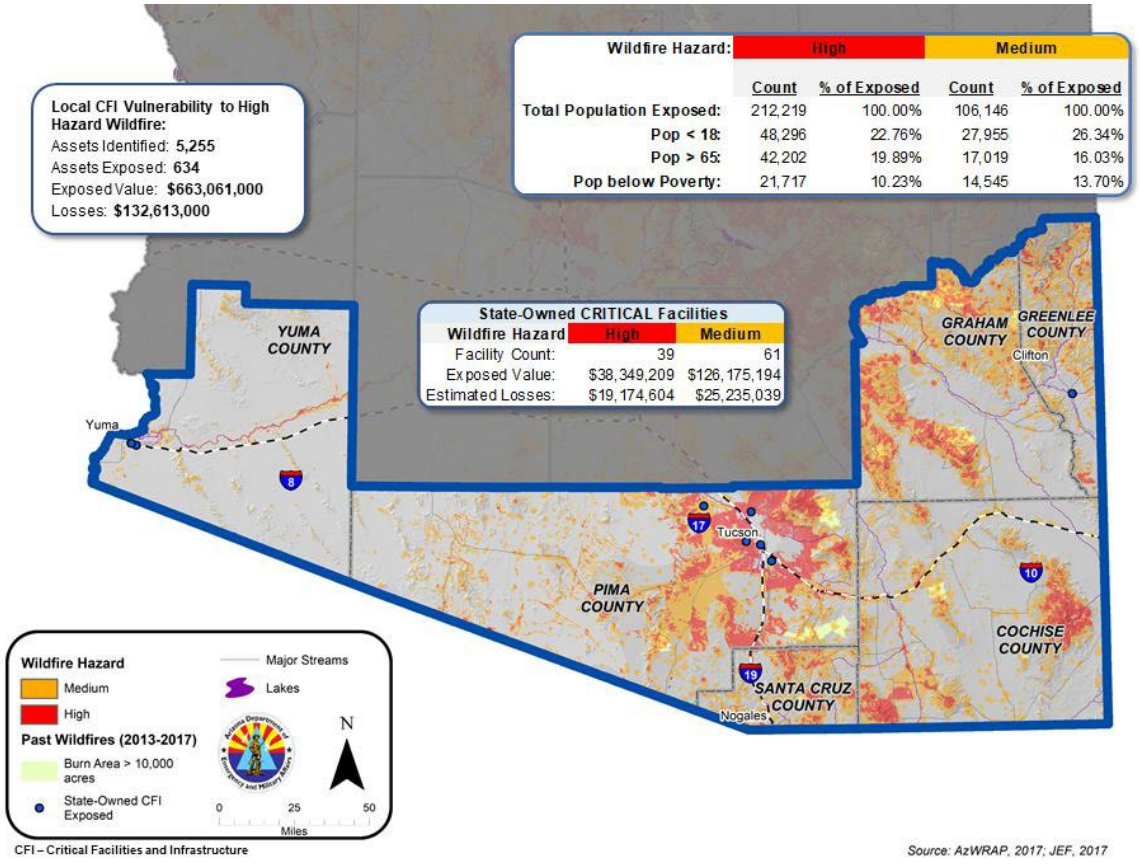
Source:TIGER, 2017; DEMA, 2017; JEF, 2017



Source: NCDC, 2017; JEF, 2017



Source: ADWR, 2017; AZGS, 2017; JEF, 2017



The State's emergency planning documents identify potential hazards mitigation strategies (Hazard Mitigation Plan) and identifies the roles and responsibilities of the State and its departments in planning for and responding to emergencies (SERRP). The State relies on each of its eight Primary Agencies to develop detailed procedures and policies in addressing emergencies. These eight agencies have their emergency plan documents available on departmental websites. Local and County jurisdictions are relied upon to create more detailed response and mitigation plans as the assumes that "Incidents begin locally and end locally and are typically managed at the lowest possible jurisdictional level." Because the State's plan is broad, it does not mention or include references to local or regional resources needed to address emergency events. **No mention of publicly funded transit vehicles and their availability in responding to emergency events was made in the SERRP or HMP.**

Primary Agencies within the State that must provide detailed emergency response plans:

- Arizona Department of Agriculture
- Arizona Department of Emergency and Military Affairs
- Arizona Department of Environmental Quality
- Arizona Department of Forestry and Fire Management
- Arizona Department of Health Services
- Arizona Department of Housing
- Arizona Department of Public Safety
- Arizona Department of Transportation

County Reviews

Each county which may seek federal non-emergency funding from FEMA is required to develop a multi-jurisdictional hazard mitigation plan to be approved by FEMA and submitted to the State of Arizona. These plans follow formats required by the State with the purpose of identifying natural hazards that impact the various jurisdictions located within the county, assess the vulnerability and risk posed by those hazards to community-wide human and structural assets, develop strategies for mitigation of those identified hazards, present future maintenance procedures for the plan, and document the planning process. These plans, once created, must be updated no less than every five years.

The tables, charts, data, risk analysis, other information in this section is taken from the Multi-Jurisdictional Hazard Mitigation Plans for each County. Mentions of transportation needs and evacuation are not from these plans, but analyses made by the author of this working paper. Independent analyses are italicized for clarity.

The following are highlights from each Counties' Multi-Jurisdictional Hazard Mitigation plans.

Graham County

The Graham County Multi-Jurisdictional Hazard Mitigation Plan (2018) includes planning and mitigation strategies for the entire county including incorporated jurisdictions of Pima, Safford, Thatcher and twenty-one other places (villages, communities, hamlets) as part of the unincorporated areas of Graham County. While the San Carlos Apache Indian Reservation occupies over one third of the county, it is not included in the County's mitigation plan.

The hazard mitigation plan identifies six of the state's 15 potential hazards as relevant to the county. They are:

- Dam failure,
- Drought,
- Fissure,
- Flooding,
- Severe Wind, and
- Wildfire.

In terms of emergency response that may require evacuation or a sudden need to move populations to safer areas, flood, fire, and levee failure post the most hazardous conditions.

Dam Failure

There are 45 dams in Graham County. 21 are in the High Hazard class, and of those eight are considered safety risks. Three additional dams are in the Significant Hazard class and all three have safety deficiencies.

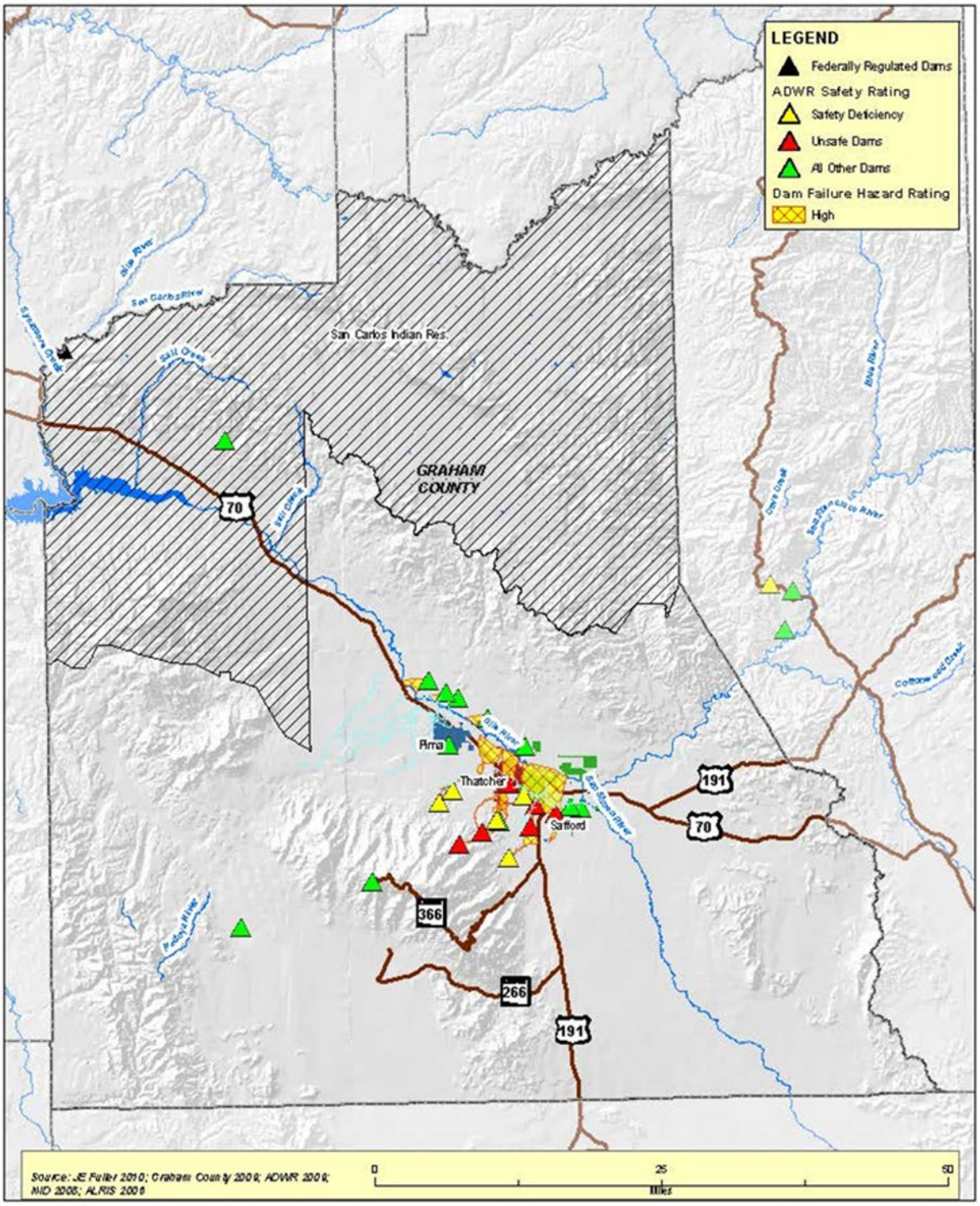
Ratings for Graham County as a whole indicated the probability for dam failure as unlikely but the magnitude/severity of a failure to be catastrophic. 52 percent of the total Graham County population is potentially exposed to a dam failure inundation event with a high probability of population displacement for most inhabitants within the inundation areas downstream of the dams.

Dam Failure hazards may require evacuation and transportation services in addressing emergency responses. Dam Failure may also limit access if infrastructure such as roads and bridges are impacted.

Dam Failure Risk

Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Graham County	Unlikely	Catastrophic	<6 hours	<24 hours
Pima	Unlikely	Limited	6-12 hours	<1 week
Safford	Possibly	Catastrophic	12-24 hours	>1 week
Thatcher	Unlikely	Critical	<6 hours	<24 hours

Dam Failure



Legend

Highway
Major Streams
Canals/Washes
Lakes/Ponds
Pima
Safford
Thatcher
San Carlos Indian Res.

N

Graham County Multi-Jurisdictional Multi-Hazard Mitigation Plan

Graham County Dam Failure Hazard Map

Drought

Drought, which can cause loss of agricultural resources, water supply and wildlife habitat could impact farming and ranching industries and groundwater availability, and create greater secondary impacts such as fire, fissures, subsidence, and even flooding. While there are no standardized methods for estimating losses due to drought, the county's population is subjected to a high probability for limited drought conditions that may require readiness for secondary conditions such as wildfire.

Drought Risk

Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Graham County	Highly Likely	Critical	>24 hours	>1 week
Pima	Unlikely	Negligible	>24 hours	>1 week
Safford	Likely	Critical	>24 hours	>1 week
Thatcher	Likely	Negligible	>24 hours	>1 week

It is unlikely that evacuation and transportation issues will arise in hazardous drought conditions.

Fissure

Fissure Risk

Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Graham County	Likely	Limited	<6 hours	>1 week
Pima	Unlikely	Limited	<6 hours	<24 hours
Safford	Likely	Limited	>24 hours	>1 week
Thatcher	Unlikely	Negligible	<6 hours	<6 hours

It is unlikely that evacuation and transportation issues will arise as a result of fissure activity.

Flooding

Tropical storm remnants, winter rains, and summer monsoons are events that tend to trigger floods in the area. Graham County has had several declared and undeclared flood disasters since the mid-90s. Evacuation of homes, closure and damage to roads and infrastructure, water supply damage, as well as agricultural damages are commonly reported.

The likelihood for evacuation and transportation services are high in areas impacted by severe flooding or in more urban compacted areas.

Severe Wind

For Graham County, severe winds usually result either from extreme pressure gradients that usually occur in the spring and early summer months, or from thunderstorms. Thunderstorms can occur year-round and are usually associated with cold fronts in the winter, monsoon activity in the summer, and tropical storm remnants in late summer or early fall.

Sever Wind Risk

Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Graham County	Likely	Limited	<6 hours	<1 week
Pima	Likely	Limited	6-12 hours	<6 hours
Safford	Highly Likely	Limited	<6 hours	<6 hours
Thatcher	Possibly	Limited	12-24 hours	<24 hours

Wind damage may impact infrastructure and transportation corridors as well as residences leaving more densely populated areas vulnerable.

Except for incidents of severe damage caused by wind, it is not expected that evacuation of residents or commercial areas would be required. Exceptions may be the need to temporarily remove people from hazardous conditions after a wind event such as persons at schools or hospitals that have been damaged and cannot safely attend to persons in these buildings.

Wildfire

Graham County has experienced over 140 wildfires greater than 100 acres in size (2018). Wildfire activity that moves into the urban interface may impact ingress and egress for firefighters as well as residents needing to evacuate. While the Mitigation Plan lists no historical fires requiring evacuation, the increasing fuel loads in the region provide increased risk in the wildland urban interface.

Wildfire Risk

Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Graham	Highly Likely	Limited	<6 hours	<24 hours
Pima	Possibly	Limited	6-12 hours	<6 hours
Safford	Highly Likely	Critical	6-12 hours	<1 week
Thatcher	Unlikely	Negligible	>24 hours	< 24 hours

Risk Assessment Summary

Jurisdiction	Dam Failure	Drought	Fissure	Flood	Severe Wind	Wildfire
Unincorporated Graham Co	X	X	X	X	X	X
Pima				X	X	
Safford	X	X	X	X	X	X
Thatcher				X		

The Graham County Multi-Jurisdictional Hazard Mitigation Plan identified mitigation strategies but does not address emergency response and recovery. A Response and Recovery Plan was not available for review.

No mention of evacuation preparedness is mentioned in the plan.

Greenlee County

The Greenlee County Multi-Jurisdictional Hazard Mitigation Plan (2021) includes planning and mitigation strategies for the entire county including the incorporated towns of Clifton and Duncan and 13 unincorporated communities scattered across the County. This planning process updated the first multi-jurisdictional plan developed in 2016. The hazard mitigation plan identifies four of the state's 15 potential hazards as relevant to the county. They are:

- Drought,
- Flooding,
- Levee Failure, and
- Wildfires.

Of note, HAZMAT or chemical-based hazards are not listed though the spur rail line to Morenci through Clifton carries hazardous chemicals on a routine basis through Clifton and to the Morenci mining operations.

In terms of emergency response that may require evacuation or a sudden need to move populations to safer areas, flood, fire, and levee failure post the most hazardous conditions.

Drought

Drought, which can cause loss of agricultural resources, water supply and wildlife habitat could impact farming and ranching industries and groundwater availability, and create greater secondary impacts such as fire, fissures, subsidence, and even flooding. While there are no standardized methods for estimating losses due to drought, the county's population is subjected to a high probability for limited drought conditions that may require readiness for secondary conditions.

It is not expected that drought conditions will necessitate transportation or evacuation needs.

Flooding

Tropical storm remnants, winter rains, and summer monsoons are events that tend to trigger floods in the area. 10 federal disaster declarations for flooding in the area (most recent in 2010) create a high probability for critical and catastrophic magnitude events that provide 6 to 12 hours of warning time and could last from 24 hours to 1 week in duration. Duncan and unincorporated parts of the county are most at risk for catastrophic events.

Greenlee County's Mitigation Plan includes both Vulnerability assessments and population exposure assessments.

Flood Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Clifton	Highly Likely	Critical	6-12 hours	< 24 hours
Duncan	Highly Likely	Catastrophic	6-12 hours	< 1 week
Unincorporated Greenlee County	Highly Likely	Catastrophic	< 6 hours	< 1 week

Population sectors exposed to high and medium hazard flooding are estimated as follows.

Community	Total Population	Population Exposed	Percent of Population Exposed	Total Population Over 65	Population Over 65 Exposed	Percent of Population Over 65 Exposed
HIGH						
County-Wide Totals	**8,438**	**1,017**	**12.05%**	**1,015**	**183**	**18.03%**
Clifton	3,319	242	7.29%	313	31	9.90%
Duncan	699	146	20.89%	109	28	25.69%
Unincorporated Greenlee County	4,420	629	14.23%	593	123	20.74%
MEDIUM						
County-Wide Totals	**8,438**	**479**	**5.68%**	**1,015**	**78**	**7.68%**
Clifton	3,319	291	8.77%	313	40	12.78%
Duncan	699	0	0.00%	109	0	0.00%
Unincorporated Greenlee County	4,420	188	4.25%	593	37	6.24%

Levee Failure

Levee Failure Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Clifton	Possible	Catastrophic	< 6 hours	< one week
Duncan	Highly Likely	Catastrophic	< 6 hours	< one week
Unincorporated Greenlee County	Possible	Catastrophic	< 6 hours	< 24 hours

Population sectors exposed to high levee failure emergencies are estimated as follows:

Community	Total Population	Population Exposed	Percent of Population Exposed	Total Population Over 65	Population Over 65 Exposed	Percent of Population Over 65 Exposed
HIGH						
County-Wide Totals	**8,438**	**247**	**2.93%**	**1,015**	**29**	**2.84%**
Clifton	3,319	247	7.44%	313	29	9.27%
Duncan	699	0	0.00%	109	0	0.00%
Unincorporated Greenlee County	4,420	0	0.00%	593	0	0.00%

As with flooding, Levee failure may necessitate evacuation efforts.

Wildfire

Wildfire Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Clifton	Possible	Limited	> 24 hours	< 1 week
Duncan	Possible	Negligible	< 6 hours	< 24 hours
Unincorporated Greenlee County	Highly Likely	Critical	< 6 hours	> 1 week

Population sectors exposed to high and medium wildfire hazards are estimated as follows:

Community	Total Population	Population Exposed	Percent of Population Exposed	Total Population Over 65	Population Over 65 Exposed	Percent of Population Over 65 Exposed
HIGH						
County-Wide Totals	**8,438**	**95**	**1.12%**	**1,015**	**18**	**1.82%**
Clifton	3,319	0	0.00%	313	0	0.00%
Duncan	699	0	0.00%	109	0	0.00%
Unincorporated Greenlee County	4,420	95	2.15%	593	18	3.11%
MEDIUM						
County-Wide Totals	**8,438**	**327**	**3.88%**	**1,015**	**69**	**6.80%**
Clifton	3,319	122	3.68%	313	26	8.31%
Duncan	699	11	1.57%	109	2	1.83%
Unincorporated Greenlee County	4,420	194	4.39%	593	41	6.91%

Greenlee County Summary of Risk

Jurisdiction	Drought	Flooding	Levee Failure	Wildfire
Unincorporated Greenlee County	M	M	NH	M
Clifton	M	M	M	NH
Duncan	M	M	M	NH

M – Mitigation A/Ps will be identified
NH – Nuisance hazard - no mitigation is warranted
NV – Jurisdiction is not vulnerable to hazard – no mitigation is warranted

The Greenlee County Multi-Jurisdictional Hazard Mitigation Plan identified mitigation strategies but does not address emergency response and recovery. A Response and Recovery Plan was not available for review. Maintaining flood alert systems for Clifton and Duncan are a high priority in the Plan which can enhance response abilities in those communities.

Greenlee County Interagency Mutual Aid Agreement for Emergency Transport

Cochise County

The Cochise County Multi-Jurisdictional Hazard Mitigation Plan was adopted in 2017 and includes all of Cochise County, the Cities of Benson, Bisbee, Douglas, Sierra Vista, Tombstone, and Willcox, and the town of Huachuca City. FEMA approval was received in August of 2017.

Of the 15 identified potential hazards listed in the State's Hazard Response Plan, Cochise County identified seven as relevant to the County:

- Building Collapse/Mine Subsidence,
- Drought,
- Earthquake,
- Fissure,
- Flood/Flash Flood,
- Severe Wind, and
- Wildfire.

Building Collapse/Mine Subsidence

Because many areas of Cochise County were locations for subterranean mining activities, collapse of buildings, roadways, and infrastructure are vulnerable to failure due to the collapse or implosion of subterranean cavities. Additionally, criminal tunneling along the US/Mexico border is a concern as it is typically structurally crude and lacking structural support.

Tombstone and Bisbee are identified as having the most at-risk infrastructure including housing. Three percent of Tombstone's housing units are exposed to a high building collapse/mine subsidence hazard though the probability is measured as unlikely. High-risk areas within Bisbee are generally not subject to future development though failure of the City's storm water drainage system could present a severe hazard to both residential and commercial buildings and occupants.

Building collapse/mine subsidence may trigger an urgent need for evacuation and transportation assistance, particularly if an impacted area is more urban or the infrastructure impacted is highly populated (schools, hospitals, apartments, etc.)

Building Collapse/Mine Subsidence Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Bisbee	2.02 (Possible/Likely)	2.29 (Limited/Critical)	3.51 (6-12 hours/< 6 hours)	2.27 (< 24 hours/< 1 week)
Douglas	1.6 (Unlikely/Possible)	1.5 (Negligible/Limited)	3.2 (6-12 hours/< 6 hours)	1.5 (<6 hours/< 24 hours)
Huachuca City	1.42 (Unlikely/Possible)	1.71 (Negligible/Limited)	3.65 (6-12 hours/<6 hours)	1.71 (<6 hours/<24 hours)
Sierra Vista	2.04 (Possible/Likely)	2.04 (Limited/Critical)	3.61 (6-12 hours/< 6 hours)	1.83 (<6 hours/< 24 hours)
Tombstone	1.83 (Unlikely/Possible)	1.67 (Negligible/Limited)	3.67 (6-12 hours/< 6 hours)	1.67 (< 6 hours/<24 hours)
Willcox	1.31 (Unlikely/Possible)	1.38 (Negligible/Limited)	3.69 (6-12 hours/<6 hours)	1.69 (< 6 hours/<24 hours)
Unincorporated Cochise County	2.07 (Possible/Likely)	2.07 (Limited/Critical)	3.9 (6-12 hours/< 6 hours)	2.17 (< 24 hours/< 1 week)

Drought

The magnitude of drought is usually measured in time and the severity of the deficit. The County remains in a long-term drought status with wells across the County drying up or providing significantly less water. Prolonged drought is also believed to strongly include the formation of giant desiccation cracks where soil is clay rich. It is widely believed that earth fissures in the County are the result of subsidence due to groundwater pumping and climate conditions (drought).

Evacuation and transportation issues are not likely in a drought emergency.

Drought Risk

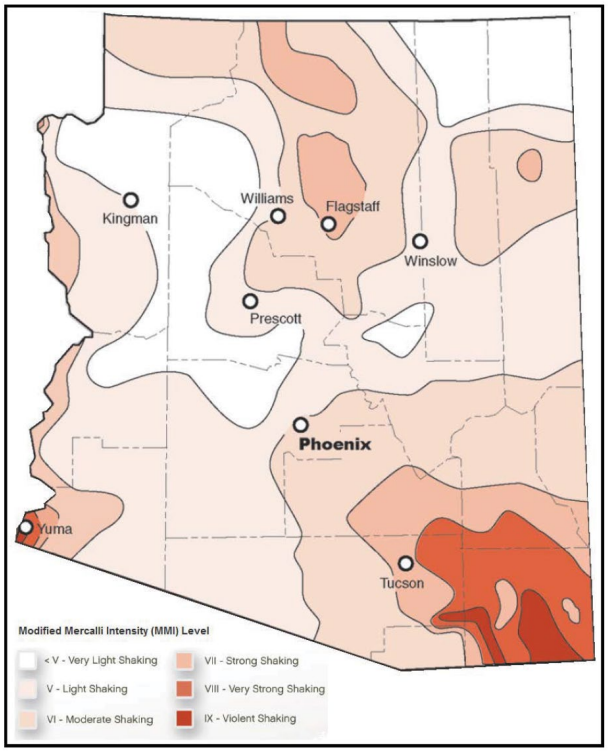
Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Benson	3.32 (Likely/Highly Likely)	2.21 (Limited/Critical)	1.21 (< 24 hours/12-24 hours)	3.68 (< 1 week/> 1 week)
Bisbee	2.61 (Possible/ Likely)	2.2 (Limited/Critical)	1.54 (> 24 hours/12-24 hours)	3.59 (< 1 week/> 1 week)
Douglas	2.3 (Possible/Likely)	2.2 (Limited/Critical)	2.0 (12-24 hours)	3.2 (> 1 week/< 1 week)
Huachuca City	2.74 (Possible/Likely)	2.26 (Limited/Critical)	2.39 (12-24 hours/6-12 hours)	2.97 (< 24 hours/< 1 week)
Sierra Vista	3.17 (Likely/Highly Likely)	2.26 (Limited/Critical)	1.39 (> 24 hours/12-24 hours)	3.43 (<1 week/> 1 week)
Tombstone	2.33 (Possible/Likely)	2.17 (Limited/Critical)	1.83 (12-24 hours/> 24 hours)	3.5 (> 1 week/< 1 week)
Willcox	2.56 (Possible/Likely)	2.06 (Limited/Critical)	1.81 (> 24 hours/12-24 hours)	3.31 (> 1 week/< 1 week)
Unincorporated Cochise County	3.03 (Likely/Highly Likely)	2.31 (Limited/Critical)	1.21 (> 24 hours/12-24 hours)	3.97 (> 1 week/< 1 week)

Earthquake

Arizona experiences more earthquakes than most states in the nation due to its close proximity to California and Mexico. A total of 15 earthquake epicenters have occurred in Cochise County with a maximum magnitude of 6.9 (1830) and an average of 4.9. Benson, Bisbee, and parts of unincorporated Cochise County have a Possible/Likely probability while the other jurisdictions have an Unlikely/Possible probability of magnitude that is Limited/Critical for the higher probability jurisdictions and Negligible/Limited for jurisdictions with less probability.

The following figure shows that Cochise County has some of the highest chances for experiencing the most severe ground shaking across the state. Jurisdictions that could be most impacted include Bisbee, Huachuca City, and Sierra Vista and portions of the unincorporated areas as shown by the darker red in the figure below:

Earthquake risk



Of note: The use of various vulnerability tools and analysis alongside other forecasts and data analysis sometimes create conflicting results or summaries that make it difficult to understand the true nature of the hazard or the realistic threat for the County. Earthquakes of large magnitude are part of the record and suggest that they are Likely in the future. Probability and Severity estimates may vary, however with a significant quake, emergency response requirements will be significant across the affected area and require significant resources in any response. Evacuation and transportation assistance could be considerable and needed in more than one area and jurisdiction depending on the severity of the quake.

Fissures

There are not methods of quantifiably prediction the probability and magnitude of earth fissures. Fissures are Possible/Likely in Benson, Bisbee, Douglas, Sierra Vista, Willcox, and areas of unincorporated Cochise County. They are Unlikely/Possible in Huachuca City and Tombstone. In Bisbee and parts of unincorporated Cochise County, the magnitude/severity of fissures is estimated to be Limited/Critical. In the other jurisdictions fissure magnitude/severity is estimated to be Negligible/Limited.

Continuous fissures presently impacting residential areas (subdivisions or multiple homes in close proximity) are found in the settlement of Cochise, City of Willcox, and Kansas Settlement. Other individual residences throughout unincorporated areas of the County are impacted as well.

Hazards directly related to fissures that may also require temporary or permanent relocation of residents include cracked or collapsing roads, broken pipes and utility lines, damaged or breached canals, cracked foundations and walls, damaged well casings and wellheads, disrupted drainage, and contaminated groundwater. Evacuation and transportation assistance is likely to be minimal and directed to specific areas of fissure activity impacting residences.

Fissure Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Benson	2.53 (Possible/Likely)	1.89 (Negligible/Limited)	3.37 (6-12 hours/< 6 hours)	2.58 (< 24 hours/< 1 week)
Bisbee	2.22 (Possible/Likely)	2.12 (Limited/Critical)	3.22 (6-12 hours/< 6 hours)	2.34 (<24 hours/< 1 week)
Douglas	2.1 (Possible/Likely)	1.5 (Negligible/Limited)	3.5 (6-12 hours/< 6 hours)	2.2 (< 24 hours/< 1 week)
Huachuca City	1.48 (Unlikely/Possible)	1.81 (Negligible/Limited)	3.39 (6-12 hours/< 6 hours)	1.87 (< 6 hours/< 24 hours)
Sierra Vista	2 (Possible)	1.91 (Negligible/Limited)	3.61 (6-12 hours/< 6 hours)	1.78 (< 6 hours/< 24 hours)
Tombstone	1.5 (Unlikely/Possible)	1.33 (Negligible/Limited)	3.83 (6-12 hours/< 6 hours)	1.5 (< 6 hours/<24 hours)
Willcox	2.38 (Possible/Likely)	1.88 (Negligible/Limited)	3.56 (6-12 hours/< 6 hours)	2.12 (< 24 hours/< 1 week)
Unincorporated Cochise County	2.66 (Possible/Likely)	2.1 (Limited/Critical)	3.93 (6-12 hours/< 6 hours)	2.52 (< 24 hours/< 1 week)

Flood/Flash Flood

The three main sources for flood and flash flood in Cochise County are tropical storm remnants (usually early autumn), winter rains (made worse with snowmelt), and summer monsoons (flash flooding). Flooding also occur as a secondary impact of wildfires. Cochise County has been part of nine flood related disaster declarations and there have been numerous other non-declared events. From 1996 to 2016, there were 151 flood events with 11 direct deaths and four injuries.

While Willcox is most at risk from a flooding event, all jurisdictions have localized areas prone to flooding. Severe flooding is also likely to negatively impact utility availability, emergency services, transportation networks, water supply systems, and telecommunications infrastructure. Evacuation and

transportation assistance is likely to be minimal and directed to specific areas of flooding where residences are impacted severely.

Flood Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Benson	3.16 (Likely/Highly Likely)	2.74 (Limited/Critical)	3.21 (6-12 hours/< 6 hours)	2 (< 24 hours)
Bisbee	3.17 (Likely/Highly Likely)	2.76 (Limited/Critical)	2.68 (12-24 hours/6-12 hours)	2.34 (< 24 hours/< 1 week)
Douglas	3.2 (Likely/Highly Likely)	2.2 (Limited/Critical)	3 (6-12 hours)	2.1 (< 24 hours/ < 1 week)
Huachuca City	2.81 (Possible/Likely)	2.48 (Limited/Critical)	3.19 (6-12 hours/< 6 hours)	1.94 (< 6 hours/< 24 hours)
Sierra Vista	3.52 (Likely/Highly Likely)	2.48 (Limited/Critical)	2.48 (12-24 hours/6-12 hours)	2.04 (< 24 hours/< 1 week)
Tombstone	3.17 (Likely/Highly Likely)	2 (Limited)	3.5 (6-12 hours/< 6 hours)	1.67 (< 6 hours/< 24 hours)
Willcox	3.19 (Likely/Highly Likely)	2.75 (Limited)	2.81 (12-24 hours/6 - 12 hours)	2.5 (< 24 hours/< 1 week)
Unincorporated Cochise County	3.59 (Likely/Highly Likely)	2.62 (Limited/Critical)	3 (6-12 hours)	2.24 (< 24 hours/< 1 week)

Severe wind hazards generally occur in the spring and early summer months or from thunderstorms. Based on the historic record, the probability of tornados occurring in Cochise County is probable. Located in Zone 1 of the FEMA wind zones (winds at 130 mph gust speed), severe wind activity is Likely/Highly in all jurisdictions with a magnitude/severity level of Limited/Critical.

Wind damage may impact infrastructure and transportation corridors as well as residences leaving more densely populated areas vulnerable.

Except for incidents of severe damage caused by wind, it is not expected that evacuation of residents or commercial areas would be required. Exceptions may be the need to temporarily remove people from hazardous conditions after a wind event such as persons at schools or hospitals that have been damaged and cannot safely attend to persons in these buildings.

Wildfire

Wildfire poses a significant threat across Cochise County, particularly at the interface between wildlands and inhabited areas. If not promptly controlled wildfires may grow into an emergency or disaster that threaten lives, infrastructure, and resources.

Two recent and major fires required evacuation of several homes and business. 650 homes evacuated and5 50 burned to the ground. 44 homes and 17 other buildings were damaged. Post-fire flooding also destroyed the City of Tombstone's water catchment structures and overall damage exceeded $20 million. Another fire required the evacuation of 50 residents and threatened 10 homes.

Wildfire poses a significant exposure to evacuation and transportation response needs in all areas across the county. Removing people from hazardous conditions, particularly in areas where vulnerable people with limited access to safe and timely transportation may reside or work will be critical. These include schools, hospitals, places of business, senior and disable residents, and neighborhoods where little reaction time is available.

Wildfire Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Benson	2.79 (Possible/Likely)	2.58 (Limited/Critical)	2.95 (12-24 hours/6-12 hours)	2.95 (< 24 hours/< 1 week)
Bisbee	3.05 (Likely/Highly Likely)	3.05 (Limited/Critical)	3.05 (6-12 hours/< 6 hours)	3.17 (< 1 week/> 1 week)
Douglas	3.2 (Likely/Highly Likely)	2.6 (Limited/Critical)	3.3 (6-12 hours/< 6 hours)	3.2 (< 1 week/> 1 week)
Huachuca City	3. (Likely/Highly Likely)	2.9 (Limited/Critical)	3.45 (6-12 hours/< 6 hours)	2.39 (< 24 hours/< 1 week)
Sierra Vista	3.61 (Likely/Highly Likely)	3.26 (Critical/Catastrophic)	2.78 (12-24 hours/6-12 hours)	3 (< 1 week)
Tombstone	3.17 (Likely/Highly Likely)	2.33 (Limited/Critical)	3.33 (6-12 hours/< 6 hours)	2.83 (< 24 hours/< 1 week)
Willcox	3.25 (Likely/Highly Likely)	2.88 (Limited/Critical)	3.19 (6-12 hours/< 6 hours)	2.5 (< 24 hours/< 1 week)
Unincorporated Cochise County	3.34 (Likely/Highly Likely)	2.97 (Limited/Critical)	3.24 (6-12 hours/< 6 hours)	3.59 (< 1 week/> 1 week)

Wildlands-Urban Interface Fire Risk

Community WUI	WUI Risk	Communities within WUI	Fire Dept/Dist
Benson	Low	Benson	Benson Fire Department
Bisbee	From Bisbee CWPP: 37% High 34% Moderate 29% Low	Bisbee Banning Creek, Highland Creek, Naco, South Bisbee, Warren	Bisbee Fire Dept., Naco Fire Dist., San Jose Fire Dist.
Douglas/Sunnyside	Moderate	Calumet, Douglas, Pirtleville, Sunnyside	Douglas Fire Dept., Sunnyside Fire Dist., Pirtleville Fire Dist.
Town of Huachuca City	Low	Campstone, Huachuca City, Whetstone	Huachuca City Fire Dept., Whetstone Fire Dept., PBW Fire Dist.
Sierra Vista/Palominas	Moderate	Bledsoe, Hereford, Miracle Valley, Nicksville, Palominas, Ramsey, Sierra Vista, Sierra Vista Southeast, Stark	Sierra Vista Fire Dept., Fry Fire Dist., Palominas Fire Dist.
Willcox	Moderate	Willcox	Willcox Fire Dept.

Wildfire risks are significant for a sizable portion of the county. The need for transportation and evacuation services in cases of fire at the wildlands-urban interface are significant. Access may be limited depending on fire location.

Risk Assessment Summary

The following table indicates each type of defined hazard in the Cochise County Multi-Jurisdictional Hazard Mitigation Plan and the level of risk for those threats in each jurisdiction.

Jurisdiction	Building Collapse / Mine Subsidence	Drought	Earthquake	Fissure	Flooding/Flash Flood	Severe Wind	Wildfire
Unincorporated Cochise County	L	H	L	M	H	M	H
Benson	L	H	L	M	H	M	H
Bisbee	H	M	H	H	H	M	M
Douglas	L	H	L	M	M	H	M
Huachuca City	L	M	L	L	M	H	H
Sierra Vista	L	M	L	L	H	M	H
Tombstone	H	L	M	L	H	M	L
Willcox	L	H	L	M	H	H	M
High Risk (H), Medium Risk (M), Low Risk (L)							

Survey respondents to the Mitigation Plan recommended a regional emergency evacuation plan. It is unclear of such a plan was developed.

Santa Cruz County

The Santa Cruz County Multi-Jurisdictional Hazard Mitigation Plan was adopted in 2018. The Plan includes the incorporated communities of Nogales and Patagonia and the unincorporated areas of Santa Cruz County. The Plan identifies six of the State's 15 hazards as relevant to the County. These are Dam Failure, Drought, Flooding, HAZMAT, and Wildfire.

Dam Failure

The largest dam failure risk is to Nogales Arizona through failures of flood control and water storage dams located upstream in Nogales Sonora MX. Failure would cause significant flooding at the international border and into the City of Nogales AZ.

Dam Failure Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Nogales	Likely	Catastrophic	< 6 hours	< 6 hours
Patagonia	Unlikely	Negligible	< 6 hours	< 6 hours
Unincorporated Santa Cruz County	Unlikely	Catastrophic	< 6 hours	< 24 hours

Community	Total Population	Population Exposed	Percent of Population Exposed	Total Population Over 65	Population Over 65 Exposed	Percent of Population Over 65 Exposed
HIGH						
County-Wide Totals	**47,384**	**4,788**	**10.10%**	**6,218**	**665**	**10.70%**
City of Nogales	20,773	2,940	14.15%	2,863	456	15.93%
Town of Patagonia	890	0	0.00%	201	0	0.00%
Unincorporated	25,721	1,848	7.18%	3,154	209	6.63%

Drought

Santa Cruz County has been included in each of the 21 State/Federal Drought Emergency declarations and 93 drought events since records have been kept in the County. Each of the Plan's jurisdictions is subject to drought and may experience secondary impacts affecting water supply, costs associated with water infrastructure, lost income from tourism and trade, and hazards such as fissures, flooding, subsidence, and wildfire.

Drought Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Nogales	Likely	Critical	> 24 hours	> 1 week
Patagonia	Possible	Critical	> 24 hours	> 1 week
Unincorporated Santa Cruz County	Highly Likely	Limited	> 24 hours	> 1 week

It is unlikely that evacuation and transportation issues will arise in hazardous drought conditions.

In the County's Plan, flooding is described as a result of precipitation and runoff related events. Other flooding from dam or levee failure are not addressed in this section.

The three seasonal atmospheric events that tend to trigger floods in Santa Cruz County are tropical storm remnants, winter rains, and summer monsoons. Another secondary source of flood hazards is related to wildfires and the extreme runoff from newly burned and denuded lands.

Santa Cruz County has been part of 15 declared flood disasters, some emanating from the Sonoran side of the border.

Flood Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Nogales	Highly Likely	Critical	< 6 hours	< 24 hours
Patagonia	Highly Likely	Catastrophic	< 6 hours	< 24 hours
Unincorporated Santa Cruz County	Highly Likely	Critical	< 6 hours	< 1 week

Population at risk for flooding

Community	Total Population	Population Exposed	Percent of Population Exposed	Total Population Over 65	Population Over 65 Exposed	Percent of Population Over 65 Exposed
HIGH						
County-Wide Totals	**47,384**	**18,973**	**40.04%**	**6,218**	**2,783**	**44.75%**
City of Nogales	20,773	9,242	44.49%	2,863	1,327	46.34%
Town of Patagonia	890	701	78.75%	201	157	77.88%
Unincorporated	25,721	9,030	35.11%	3,154	1,299	41.19%
MEDIUM						
County-Wide Totals	**47,384**	**926**	**1.95%**	**6,218**	**163**	**2.62%**
City of Nogales	20,773	677	3.26%	2,863	106	3.69%
Town of Patagonia	890	12	1.40%	201	3	1.60%

Flood emergencies may cut off access for residents that require assistance. However, this type of emergency has a duration of less than 24 hours though recovery from damage may take more than a week. Where infrastructure is involved (roads, bridges, etc.), recovery could take weeks or months. Loss of bridges and roads can impact transportation and evacuation routes when rendered inaccessible.

Hazardous Materials Incidents

Santa Cruz County faces HAZMAT hazards on its major roads and rail lines as well as pipelines transporting hazardous substances. The Nogales port of entry receives the most substantial number of hazardous waste shipments in Arizona with many loads originating in California. These shipments are avoiding more stringent California requirements at ports of entry. Hazardous incidents that happen in Nogales Sonora along the border and impact downstream waterways are often unknown until damage has been identified on the Arizona side. A number of incidents involving sulfuric acid and ammonia have been reported at or near the port of entry.

This type of hazard could command transportation and evacuation services when larger areas are impacted or when businesses and residences near the port of entry are directly impacted.

HAZMAT Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Nogales	Likely	Catastrophic	< 6 hours	< 1 week
Patagonia	Possibly	Limited	< 6 hours	< 24 hours
Unincorporated Santa Cruz County	Likely	Limited	< 6 hours	< 1 week

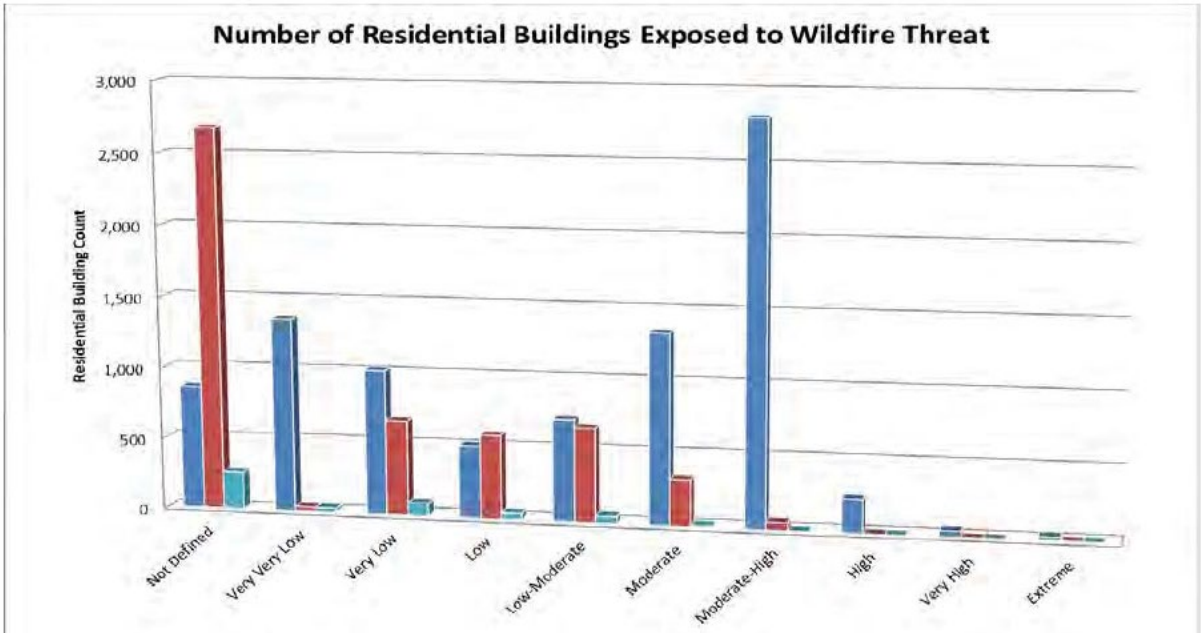
Population risk for HAZMAT hazard

Community	Total Population	Population Exposed	Percent of Population Exposed	Total Population Over 65	Population Over 65 Exposed	Percent of Population Over 65 Exposed
HIGH						
County-Wide Totals	**47,384**	**36,890**	**77.85%**	**6,218**	**5,061**	**81.39%**
City of Nogales	20,773	20,188	97.18%	2,863	2,815	98.31%
Town of Patagonia	890	890	100.00%	201	201	100.00%
Unincorporated	25,721	15,812	61.47%	3,154	2,045	64.84%
MEDIUM						
County-Wide Totals	**47,384**	**7,219**	**15.24%**	**6,218**	**721**	**11.59%**
City of Nogales	20,773	585	2.82%	2,863	48	1.69%
Town of Patagonia	890	0	0.00%	201	0	0.00%
Unincorporated	25,721	6,635	25.80%	3,154	672	21.31%

Santa Cruz County has logged eighty wildfires over one hundred acres (2017). It is expected that wildfire incidents will increase with climate change. There is a high probability of population displacement during a wildfire at the wildland urban interface.

Wildfire Risk

Participating Jurisdiction	Probability	Magnitude/ Severity	Warning Time	Duration
Nogales	Highly Likely	Critical	< 6 hours	< 24 hours
Patagonia	Highly Likely	Critical	< 6 hours	> 1 week
Unincorporated Santa Cruz County	Highly Likely	Limited	< 6 hours	> 1 week



	Not Defined	Very Very Low	Very Low	Low	Low-Moderate	Moderate	Moderate-High	High	Very High	Extreme
Unincorporated Santa Cruz County	865	1,362	1,015	506	717	1,336	2,809	237	43	27
City of Nogales	2,681	31	669	587	664	322	54	2	0	0
Town of Patagonia	260	27	92	42	48	10	0	0	0	0

Incidents of wildfire often require the use of transportation and evacuation services if located near the wildlands urban interface. Active fire may reduce access should roadways and infrastructure be damaged or in the fire line.

Risk Assessment Summary

Jurisdiction	Dam Failure	Drought	Flooding	HAZMAT	Wildfire
Unincorporated Santa Cruz County	X	X	X	X	X
Nogales	X	X	X	X	X
Patagonia		X	X	X	X

An Emergency Response Plan for Santa Cruz County was not identified. Discussions with Emergency Planners indicated that emergency response requiring transportation or evacuation relied heavily on school bus access and school-based drivers.

Task 3 – Review and evaluation of existing emergency plans among rural transit providers in the SEAGO region regarding their internal emergency response plans

Transit organizations reviewed:

Cochise County

Benson – 5311

No Emergency Plan was provided for this Transit Program.

Bisbee – 5311

The City of Bisbee has no Emergency Response Plan for its transit program. The City does have an Emergency Operation Plan dated March 2004. The Plan identifies eight natural hazards and 11 technological hazards as potential disasters. (Pandemics are not listed as a potential disaster.)

The Logistics Section is responsible for providing equipment, facilities, materials, and services in support of an emergency response. Staff Advisors are to prepare and maintain a resource inventory and serves as liaison to volunteers and private agencies. The Incident Commander is responsible for evacuation and securing disaster areas. The Public Works Director is responsible for identifying local transportation resources and arranging for their use in emergencies, and establishing and maintaining a reserve pool of drivers, maintenance personnel, parts, and tools. The Emergency Management Director coordinates evacuation planning including transportation.

Section X – Situations, Subsection R identifies transportation needs in certain disaster situations but does not indicate where transportation services will come from or how they will be accessed.

Section XI – Assumptions, Subsection E assumes that most people will evacuate themselves and recognizes that some populations (prisoners, hospital patients, schools, etc.) may require transportation. The Plan does not suggest where that transportation will come from.

Subsection R indicates that when the need arises, both public and private locally owned transportation resources will be made available for the duration of the emergency but does not indicate from where these resources will come.

Annex E – Evacuation, Transportation subsection defines the Public Works department as responsible for coordinating transportation needs for special population groups and emergency goods and services utilizing area schools, churches, and other organizations with transportation assets.

Annex R – Transportation: The Emergency Management Director is tasked with identifying transportation resources and ensuring agreements exist for utilization of public and private transportation assets. The Public Works Director is tasked with identifying and maintaining a resource list of transportation resources and coordinating with schools, churches, tour services, neighboring jurisdictions and private industry concerning the use of their assets.

Annex S – Emergency Contact numbers: These numbers have not been updated since the development of the Plan (2004).

Summary:

Comprehensiveness: There is no Emergency Plan for the Transit Program at the City of Bisbee. The City's Emergency Response Plan (2004) uses an outdated format of Sections and Annexes that make it difficult to comprehend and utilize.

Completeness: The Plan, with regard to Transportation identifies various hazards that may require transportation assets but does not identify where those assets might come from. A general listing of potential sources (schools, churches, private sources) is identified but no MOUs or agreements of mutual aid are included.

Internal and External Emergency Response: This Plan does not include transit related emergencies internal to the Transit organization. It does address external (local and regional) emergency plans.

Review and updates: The Plan calls for reviews and updates on an annual basis. There is no indication that the Plan has been reviewed or updated since its inception in 2004.

Conclusion: The Transit Organization (a program within the Public Works Department of the City of Bisbee) does not have an Emergency Response Plan for Transit related emergencies. The City's Emergency Response Plan is outdated and does not include sufficient information on transportation resources including those of the City's Transit Program.

Douglas – 5311

The City of Douglas and Douglas Rides has a comprehensive Safety, Security and Emergency Preparedness Plan. The Plan is dated 2012 and contains extensive supporting documentation and Resource Information. The Plan uses an extensive FTA template format that covers the following:

PREFACE
1. DEFINING THE MISSION
    1.1 INTRODUCTION
    1.2 SYSTEM OVERVIEW
    1.3 SAFETY AND SECURITY ROLES AND RESPONSIBILITIES
    1.4 CRITICAL ASSETS
2. ANALYZING THREATS
    2.1 OVERVIEW
    2.2 THREATS AND VULNERABILITIES
    2.3 SCENARIO ANALYSIS
    2.4 IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS
3. REDUCING VULNERABILITIES
    3.1 OVERVIEW
    3.2 HIRING AND TRAINING .....
    3.3 POLICIES AND PROCEDURE
    3.4 FACILITIES
    3.5 VEHICLE READINESS

3.6 ACCIDENT AND INCIDENT ANALYSIS
3.7 TRANSIT WATCH
4. PREPARING TO RESPOND
4.1 OVERVIEW
4.2 COORDINATION WITH EMERGENCY MANAGEMENT
4.3 COORDINATION WITH FIRST RESPONDERS
4.4 NOTIFICATION METHODOLOGY
4.5. SUCCESSION PLANNING
4.6 EXERCISES AND DRILLS
5. REACTING TO AN EVENT
5.1 OVERVIEW
5.2 ACCIDENTS AND INCIDENTS
5.3 ACTS OF NATURE
5.4 ORGANIZATION INFRASTRUCTURE
5.5 HAZMAT
5.6 CRIMINAL ACTIVITY
5.7 TERRORISM
6. MANAGING THE INCIDENT
6.1 NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)
6.2 INCIDENT COMMAND SYSTEM (ICS)
6.3 TRANSIT INCIDENT MANAGEMENT PROTOCOL
6.4 EMERGENCY INFORMATION DISSEMINATION
6.5 INCIDENT RECOVERY
7. ACTIVATING AND UPDATING SSEPP
7.1 OVERVIEW
7.2 ACTIVATION
7.3 EVALUATION AND MODIFICATION OF SSEPP
7.4 UPDATING SSEPP
8. SSEPP SUPPORTING DOCUMENTS
8.1 LIST OF KEY PERSONNEL & SSEPP RESPONSIBILITIES
8.2 CRITICAL ASSET IDENTIFICATION AND ANALYSIS
8.3 COMPLETED CAPABILITIES ASSESSMENT
8.4 PRIORITIZED VULNERABILITY REPORT
8.5 COMPLETED THREAT AND VULNERABILITY ASSESSMENT FORMS
8.6 COMPLETED FTA TOP 20 SECURITY PROGRAM ACTION ITEMS FOR TRANSIT AGENCIES: SELF-ASSESSMENT CHECKLIST
8.7 MEMORANDUM OF UNDERSTANDING BETWEEN [CITY OF DOUGLAS/DOUGLAS RIDES] AND COMMUNITY EMERGENCY MANAGEMENT
8.8 MEMORANDUM OF UNDERSTANDING BETWEEN [CITY OF DOUGLAS/DOUGLAS RIDES] AND FIRST RESPONDERS
8.9 INTERNAL AND EXTERNAL CONTACT LISTS
8.10 SUCCESSION LIST
8.11 EVALUATION FORM FOR TRANSIT INCIDENTS
8.12 MEMORANDUM OF EXECUTIVE APPROVAL
APPENDIX A INSTRUCTIONS FOR CREATING THE SSEPP
APPENDIX B RESOURCE INFORMATION

EMPLOYEE RECRUITMENT
CRISIS MANAGEMENT FOR TRANSIT DRIVERS
DRUG AND ALCOHOL POLICY REQUIREMENTS CHECKLIST
BOMB THREAT PROCEDURAL STEPS
RECOGNIZING WARNING SIGNS OF VIOLENCE
IDENTIFYING AND REPORTING UNUSUAL VEHICLES
IDENTIFYING AND REPORTING UNUSUAL BEHAVIOR
CONVENTIONAL WEAPONS AND IMPROVISED EXPLOSIVE DEVICES
REACTION TO WEAPONS AND IED THREAT AND ATTACK
CHEMICAL, BIOLOGICAL AND RADIOLOGICAL RELEASE
IED & CBR INCIDENT MANAGEMENT
RELEASE OF SENSITIVE INFORMATION TO THE PUBLIC
THE PS AND QS OF CRISIS COMMUNICATIONS
THE SEVEN CS OF CRISIS COMMUNICATIONS
TRANSIT WATCH INFORMATION

APPENDIX C FORMS

DRIVER TRAINING DOCUMENTATION FORM
DRIVER EVALUATION & COACHING DOCUMENTATION
VEHICLE INSPECTION REPORT
VEHICLE DEFECT AND CORRECTION REPORT
VEHICLE ACCIDENT REPORT FORM
INCIDENT / INJURY REPORT FORM
PREVENTIVE MAINTENANCE INSPECTION REPORT
BOMB THREAT CHECKLIST AND PROCEDURES
VISITOR SIGN-IN SHEET

Summary:

Comprehensiveness: At 179 pages, this Plan template is very comprehensive with eight major sections and three Appendixes. It is a template supplied by FTA.

Completeness: The plan includes several subsections from the template that are relevant but not populated. These include section 1.2 and all of section 8. Section 8 – Supporting Documentation, is where most of the Transit Organization specific information is to be located. This section is meant to contain the most vital information in the Plan but has not yet been populated by the City of Douglas.

Internal and External Emergency Response: This Plan includes emergency response information and protocols for emergencies that are internal (within the Transit Organization) and external (outside the Transit Organization including community and regional emergencies). It references MOUS with First Responders and the City. However, it appears that the MOU templates in section 8 have not been enacted.

Review and updates: The Plan calls for reviews and updates on an annual basis. There is no indication that the Plan has been reviewed or updated since its inception in 2012.

Conclusion: This Plan template is recommended by FTA for 5307 providers and can be made applicable to 5311 providers as it is highly comprehensive. City of Douglas/Douglas Rides will need to review, update, and complete the planning template, including MOUs with other entities/stakeholders and first responders, updating personnel policies, training of personnel, and completion of the various forms found in section-8 and the appendixes.

Sierra Vista – 5307

No Emergency Response Plan for the Transit Program or for the City was provided.

Douglas ARC – 5310

No Emergency Response Plan for the Transit Program was provided.

Vi-Cap – 5310

Vi-Cap has an Emergency/Pandemic Plan dated 2019. The Plan outlines who takes the lead in emergency response (Executive Director), the prioritization of clients requiring support, the location of information regarding staff, clients, and volunteers (Ride Scheduler), the existence of an Emergency Call Tree, intent to meet at a specified (not listed) location if communications are disrupted, service priorities for clients (transportation to shelter, special needs equipment, emergency cooking equipment), and provision of emergency supplies to clients (food, water, life sustaining items, and first aid supplies).

Vi-Cap also has a Pandemic Checklist that identifies lead (Executive Director) if a pandemic occurs, identifies the need for a continuity of operations plan (but does not include it in this Plan), identifies the need for staff and volunteers to be cross trained for continuity of business operations, and identifies the need for policies for flexible worksites and work hours. It also identifies the need to ensure services and products are available in the supply chain and identifies the need to update the emergency notification call-trees.

Summary:

Comprehensiveness: The Plan provided by Vi-Cap is for the organization. It does not include an Emergency Response plan for its transportation services and paid/volunteer drivers. At three pages and 11 points, the Plan provides very basic information, assurances, and priorities.

Completeness: A more complete Plan should address emergency response protocols including: internal and external emergency sections, internal emergency policies, protocols, training, and forms/lists (some of these exist in minimal form or are mentioned in the current Plan); External Emergency agreements, MOUs, and contact lists if assets will be used to assist in local or regional emergencies; Accident and Incident policies, protocols, and forms for volunteer and paid drivers; a list of threats and vulnerabilities (external emergency may make it difficult or impossible for volunteer drivers to respond – what is the contingency plan?); and staff/volunteer training.

Internal and External Emergency Response: This Plan does not include external emergency response plans other than services to its clients. This may be sufficient if the organization does not plan to assist other local and regional agencies in responding to emergencies. If so, it may wish to state that in the current plan.

Review and updates: The Plan does not indicate how often it should be reviewed and by whom.

Conclusion: This Plan is a good start to a more comprehensive and complete plan that would be useful to the organization, its staff, and paid/volunteer drivers. There may be templates (less burdensome that the FTA template) that would be more useful to Vi-CAP.

Women's Transition Project – 5310

No Emergency Response Plan for the Transit Program was provided by the agency.

Santa Cruz County

Santa Cruz Training Council – 5310

No Emergency Response Plan for the Transit Program was provided by the agency.

Patagonia Senior Services – 5310

The Senior Citizens of Patagonia provided an Emergency Plan (undated).

The agency is a non-profit organization providing a number of services including transportation. The Plan is developed around client safety and includes very basic information. The Board of Directors is to determine the roles and responsibilities for emergency response (not included in this Plan). The Center will be a shelter source providing meals and transportation as allowable. Cross training of employees allows for continuity of business and essential services. The agency keeps a list of volunteers and staff in their central office and on cell phones. A call-tree has been developed and distributed and the Center established as a central location for emergency command, supplying water, food, life sustaining items and first aid supplies as needed.

Summary:

Comprehensiveness: The Plan provided by Senior Citizens of Patagonia is for the organization. It does not include an Emergency Response plan for its transportation services and paid/volunteer drivers. The Plan provides very basic information that is focused on basic emergency response requirements such as leadership, continuity, training, communications, contingency, and basic services such as transportation, food, water, shelter, supplies, etc.

Completeness: A more complete Plan should address emergency response protocols including: internal and external emergency sections, internal emergency policies, protocols, training, and forms/lists (some of these exist in minimal form or are mentioned in the current Plan); External Emergency agreements, MOUs, and contact lists if assets will be used to assist in local or regional emergencies; Accident and Incident policies, protocols, and forms for volunteer and paid drivers; a list of threats and vulnerabilities (external emergency may make it difficult or impossible for volunteer drivers to respond – what is the contingency plan?); and staff/volunteer training.

Internal and External Emergency Response: This Plan does not include external emergency response plans other than services to its clients. This may be sufficient if the organization does not plan to assist other local and regional agencies in responding to emergencies. If so, it may wish to state that in the current plan.

Review and updates: The Plan does not indicate how often it should be reviewed and by whom.

Conclusion: This Plan is a good start to a more comprehensive and complete plan that would be useful to the organization, its staff, and paid/volunteer drivers. There may be templates (less burdensome that the FTA template) that would be more useful to the organization.

Horizon Health and Wellness – 5310

Horizon Health and Wellness provided an Emergency Management Plan updated April 2021.

While the agency serves registered clients, it will extend services to the general population as resources allow. The agency conducted a hazard vulnerability analysis and identified thirteen hazards or potential

emergencies for which it is prepared to respond and nine additional potential emergencies that are addressed in separate agency policies and procedures. .

With the activation of the Emergency Management Plan, the CEO or designee will determine the extent the Plan will be activation, determine if outside authorities will be notified, establish a control center, initiate a recall roster as needed, establish communications, coordinate release of information, and maintain roster of all patients and their location. Roles and responsibilities for other key staff are indicated in detail.

Transit resources will be allocated to client services during an emergency. Transportation management is directed by the Chief Crisis Stabilization Officer.

Special procedures for Active Shooter and Bomb Threat/Suspicious Objects, Chemical or Hazardous Material Spill, Earthquake, Facility Damage or Mass Casualty, Flood, Hostage Situation, Medical Emergencies, Severe Storm, Terrorist Attack, Tornado, and Wildfire are included in the Plan.

Training in Emergency procedures is given to each new employee and annually, thereafter. Review and updates to the plan are conducted annually.

Summary:

Comprehensiveness: The Plan provided by Horizon is focused on in-house emergencies within the organization. The Plan does outline the expected response for each potential hazard, who is responsible for which elements of emergency response, and how staff should respond and support clients. The Plan is easily understood and clearly written. The Plan identifies locations for Control Centers in four of the five counties it serves. Santa Cruz County is not included.

Completeness: The Plan does not include a separate Emergency Response plan for its transportation services and drivers (incident/accident response, driver training, on-board emergency, etc.) Nor does the Plan address how and under what circumstances the agency would provide mutual aid in the case of an external (local or regional) emergency. The Plan does say it will respond to external emergencies as resources allow. It may be beneficial to state under what circumstances this aid could be available and include any MOUs it has with emergency response organizations and first responders.

Evidence of updates, training, and drills might also be included or referenced (where can such evidence be found) as a means to monitoring expected outcomes.

Conclusion: Horizon Health and Wellness is a non-profit organization operating regionally across five counties. The Plan includes roles and responsibilities for emergency response activation that is clear and detailed. Efforts to include more information on how staff should address emergencies while in transit, and any information available on the conditions by which the agency would assist outside first responders in larger local and regional emergencies would enhance the Plan.

Pinal Hispanic Council – 5310

No Emergency Response Plan for the Transit Program was provided by the agency.

Graham County

Easter-Seals Blake Foundation – 5310

No Emergency Response Plan for the Transit Program was provided by the agency.

Mount Graham Safe House – 5310

No Emergency Response Plan for the Transit Program was provided by the agency.

Graham County Rehabilitation – 5310

No Emergency Response Plan for the Transit Program was provided by the agency.

Mary's Mission – 5310

No Emergency Response Plan for the Transit Program was provided by the agency.

Greenlee County

No providers located in Greenlee – See Graham County

Findings Summary

State and County

The State and County Plans are primarily Hazard Mitigation Plans and not Emergency Response Plans. As such, there is little information on the details of emergency response logistics and protocols. These Plans do, however; provide information on the types of hazards that jurisdictions believe are most relevant to their areas and provide data as to the probability and severity of such hazards and ensuing emergency conditions. This information will be useful to transit organizations in determining the types of emergencies they may experience both internally and as part of a response team to local and regional emergencies outside of their organizations. These Plans also provide information on the roles and responsibilities of jurisdictions in preparing and planning for crisis and provide contact information so that transit organizations can engage in planning updates, develop MOUs for mutual aid, and determine if their transportation resources would be useful for these external emergencies. No plan utilized or listed public transit agencies as a source for mutual aid, particularly when evacuation/transportation was expected to be needed.

Transit Organizations

Each Transit Organization listed in this workpaper was contacted via email and through coordination council meetings to determine if an emergency plan existed and, if so, asked that the plan be provided for review.

Of the fourteen organizations contacted, five provided their emergency plans. Only one provided a Plan that was specific to its Transit Program (Douglas) using an FTA template.

Based on information provided, none of the five Plans received had been updated since its creation.

While some of the plans acknowledged an organizational role as a potential source of assets for local or regional emergencies, none exhibited MOUs or agreements in how that engagement would be managed.

The FTA template (used by Douglas) was supplied as a model for larger 5307 providers and could be construed as burdensome for most 5311 and all 5310 providers. While it is most comprehensive and serves as a model for what should be included in an emergency plan, it may be more useful if reduced to essential information that would be easily accessed during trainings, drills, and implementation.

Overall, it appears that transit organizations have not had the staff time or capacity to develop comprehensive, complete emergency plans that address internal (within the organization) and external (local and regional) emergencies, nor plans specific to their transit programs.

Future Tasks and Working Papers

This project's scope of work encompasses five additional tasks.

Task 4 – Analysis of the capacity of rural transit providers to respond to emergencies as part of a state, local, or county-wide coordinated response plan.

Task 5 – Analysis of the capacity of rural transit providers to respond to emergencies within their organizations.

These tasks will be report in Working Paper 2 - Rural Transit Providers' Capacity to Address Emergencies in the SEAGO region

Task 6 – Identify potential priorities and protocols to address gaps in emergency planning for transit organizations.

Task 7 – Identify steps, activities, and policies needed to create or improve regional rural transit providers' capacity to address emergencies within their own organization and as important partners in broader, coordinate, community/county-based emergency response.

These tasks will be reported in Working Paper 3 – Gaps in Emergency Planning and Steps to Mitigate Them

Task 8 – Final report, will summarize the project, its findings, and working papers along with public comments and TAC meeting reports.

EMERGENCY SERVICES PLANNING FOR TRANSIT ORGANIZATIONS

SEAGO – 3/2022

Working Paper 2 – Rural Transit providers' capacity to address emergencies in the SEAGO Region.

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Project Overview

Introduction

Resiliency in the face of hazards, threats, and events is the hopeful outcome of any emergency planning. As the prospect of these emergency situations continues and even grows, rural transit agencies in southeastern Arizona are more likely to be tasked to implement their own internal emergency plans or work with larger, coordinated efforts to address emergencies faced by one or more communities.

Phase 1 of an ADOT funded planning effort seeks to identify gaps in emergency preparedness among 5310 and 5311 providers in the SEAGO region. This working paper describes the capacity of transit organizations to respond to emergencies, both internal (within the organization) and external (outside the organization) within their service area (Tasks 4 and 5 of funded scope of work).

Previous Working Paper(s)

Working Paper 1 reviewed the State, County, and local emergency response plans within the SEAGO region to determine existing roles for transit organizations and their assets. It also reviewed and evaluated the existing emergency plans for transit providers.

The findings summary in Working Paper 1 found that there is little information on the details of emergency response logistics and protocols among State and County Plans. Most municipalities relied on their County plan for emergency response. None indicated use of transit assets in their response protocols. Only one MOU for mutual aid existed between Greenlee County and the regional transit organizations, however, that MOU had expired, and no transit provider was aware of its participation in the MOU.

Of the fourteen transit organizations contacted, only five provided emergency plans, however, each was found to be insufficient, and none had active review, training, or practice schedules. These insufficiencies can be related to the lack of staff time and capacity to develop comprehensive, complete emergency plans that address internal and external emergency response.

Working Paper #1 was shared with the TAC members for this study where participants were encouraged to review the findings, share comments, and make recommendations. The Working Paper was shared with each member by email and was posted to the SEAGO website. No comments or recommendations were received.

Project Objectives for Working Paper 2

Task 4 – Analysis of the capacity of rural transit providers to respond to emergencies as part of a State, local, or county-wide coordinated response plan.

The purpose of this task is to determine if and how regional rural transit providers are able to play an active role in coordinated emergency response plans and identify where coordinated response plans include public transit without the transit agencies awareness.

Task 5 – Analysis of the capacity of rural transit providers to respond to emergencies within their organizations.

The purpose of this task is to determine if and how regional rural transit providers can respond to internal emergencies.

Effort & Outcomes from Survey

The first activity was to determine a transit organizations capacity to respond to emergencies as part of a State, local or county-wide coordinated response . Transit providers were asked if they had any formal agreements with emergency responders that would allow access to assets and/or personnel in the event of an emergency, particularly those that required evacuation of persons or special populations outside of the transit organizations' own consumers or constituents, or events that required moving emergency responders, supplies, materials, food, etc. to and from an emergency site.

Of the transit organizations contacted in the four-county SEAGO region, none were aware of any formal agreement(s) with outside emergency responders though most agreed that if called upon, they would try and help within the limits or confines of organizational capacity and policy. When asked about internal policies for using assets and or personnel for non-mission activities, including insurance requirements, agreements for use of personnel, damage, or fuel reimbursements, etc., transit organizations responded that no policies, protocols, or agreements were in place.

Task #2, was to determine the capacity of rural transit providers to respond to emergencies within their organizations. For this task, participants were asked to utilize a baseline survey initially developed by the Red Cross and adapted by SEAGO for this study. This readiness assessment was adapted for transit providers in a Word template format that allowed responders to check boxes and provide organizational information (see Appendix A for a sample assessment tool).

Survey data is considered baseline in that it indicates areas for improvement. SEAGO will use this data in creating technical assistance tools and templates for agencies to consider in building their emergency response and readiness programs.

Survey responses were provided by four 5311 organizations (Bisbee, Benson, Douglas, and Willcox); one 5307 (Sierra Vista); and nine 5310 organizations – six with active grants (Town of Huachuca City, ViCap, Santa Cruz Training Program, Senior Citizens of Patagonia, and Easterseals Blake Foundation) and three without (Echoing Hope Ranch, Mt. Graham Safe House, Graham County Rehabilitation Center). Additionally, the Graham County Government completed a survey though they provide no transit

services. Each organization that responded did so as part of their Coordination Council activities through the Mobility Management program at SEAGO.

The survey document assured transit providers that participation was entirely voluntary, that no individual data would be made available to the public, and that participation in the survey in no way committed the responding agency to take part in any emergency readiness programs. **For this reason, Working Paper 2 data will show agency names redacted prior to publication.**

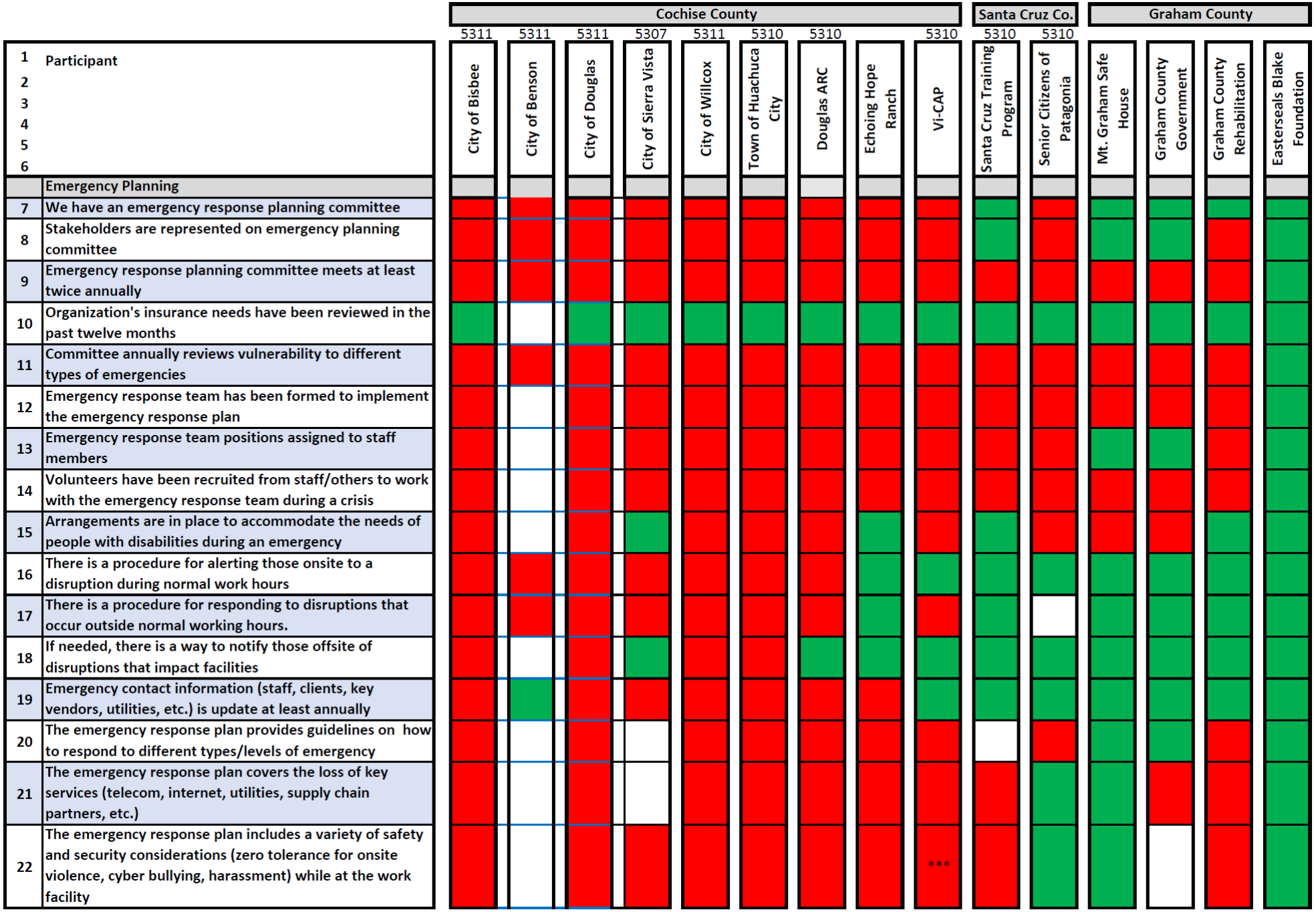
Of the 15 respondents, only five reported the existence of an Emergency Response Plan though several include activities that would be part of a plan in their organizations' emergency readiness activities. Overall, 5310 organizations appeared to be better prepared for emergencies as indicated by their positive responses to the survey questions. This may be an indication of requirements from other funding and licensure requirements.

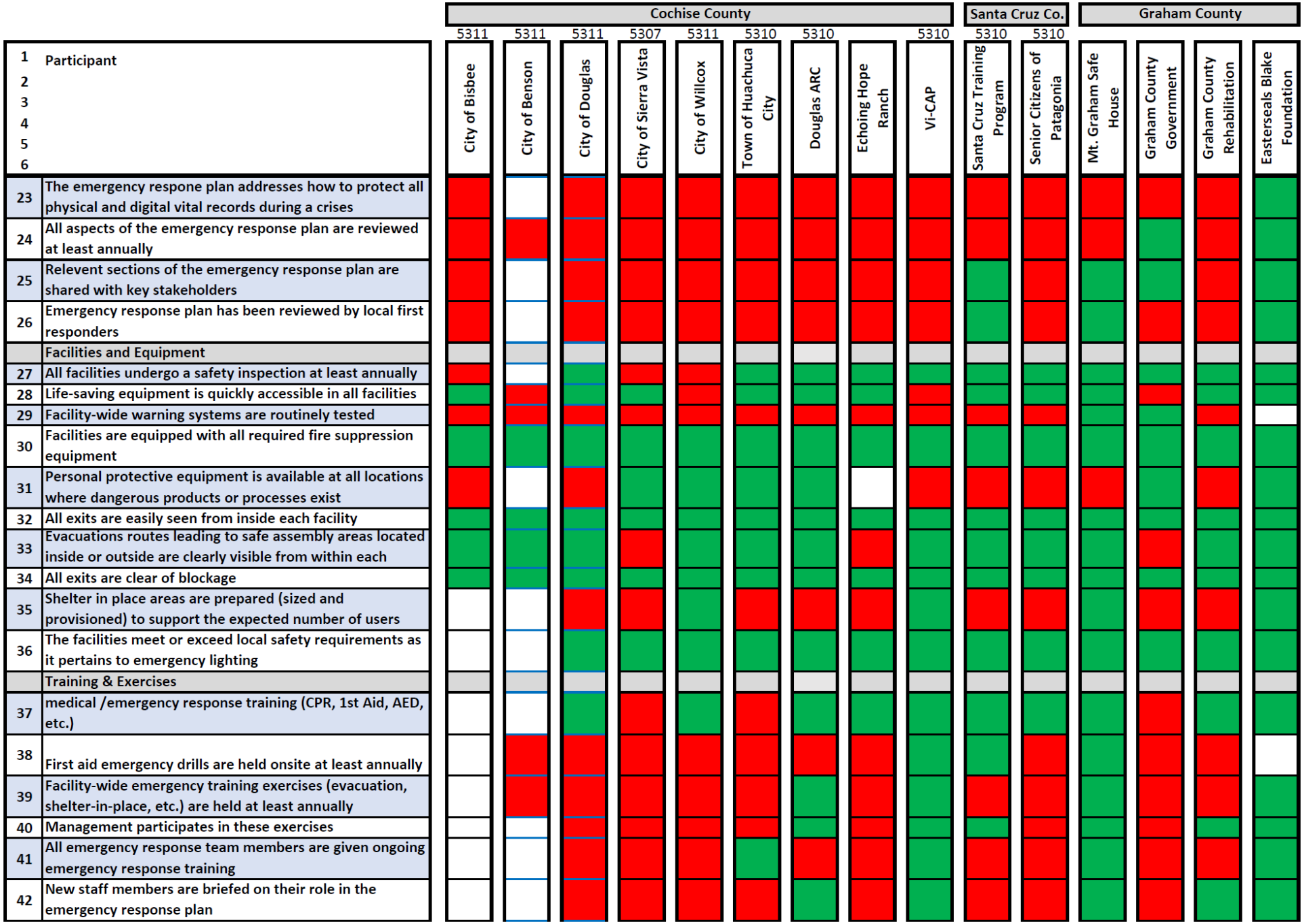
Each respondent did best in the Facilities and Equipment section of the survey which may indicate compliance with OSHA and other workplace requirements.

Training and Exercise questions were a mix of yes and no indicators with two 5310 organizations showing better responses than most. *See Table 1, Survey outcomes*

0 ORGANIZATIONAL READINESS FOR INTERNAL EMERGENCIES

2022

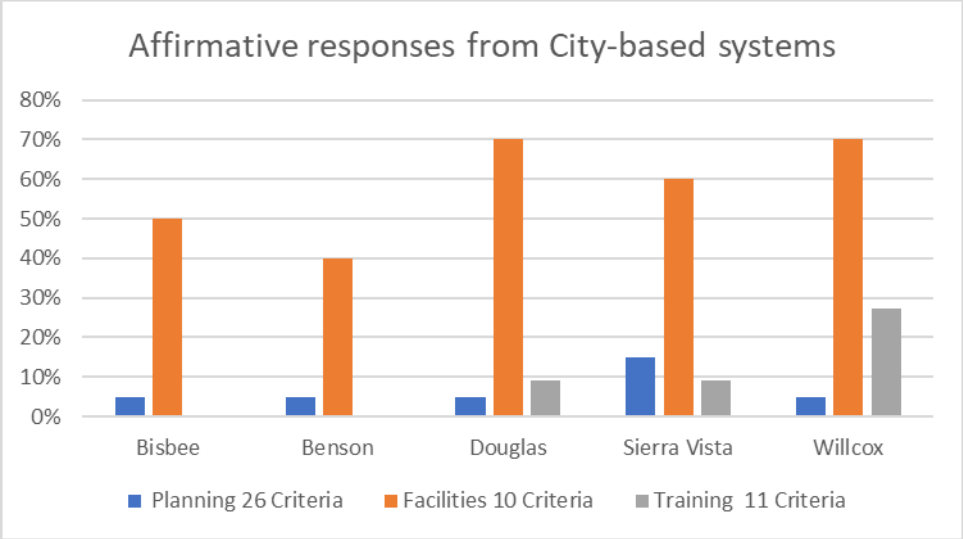


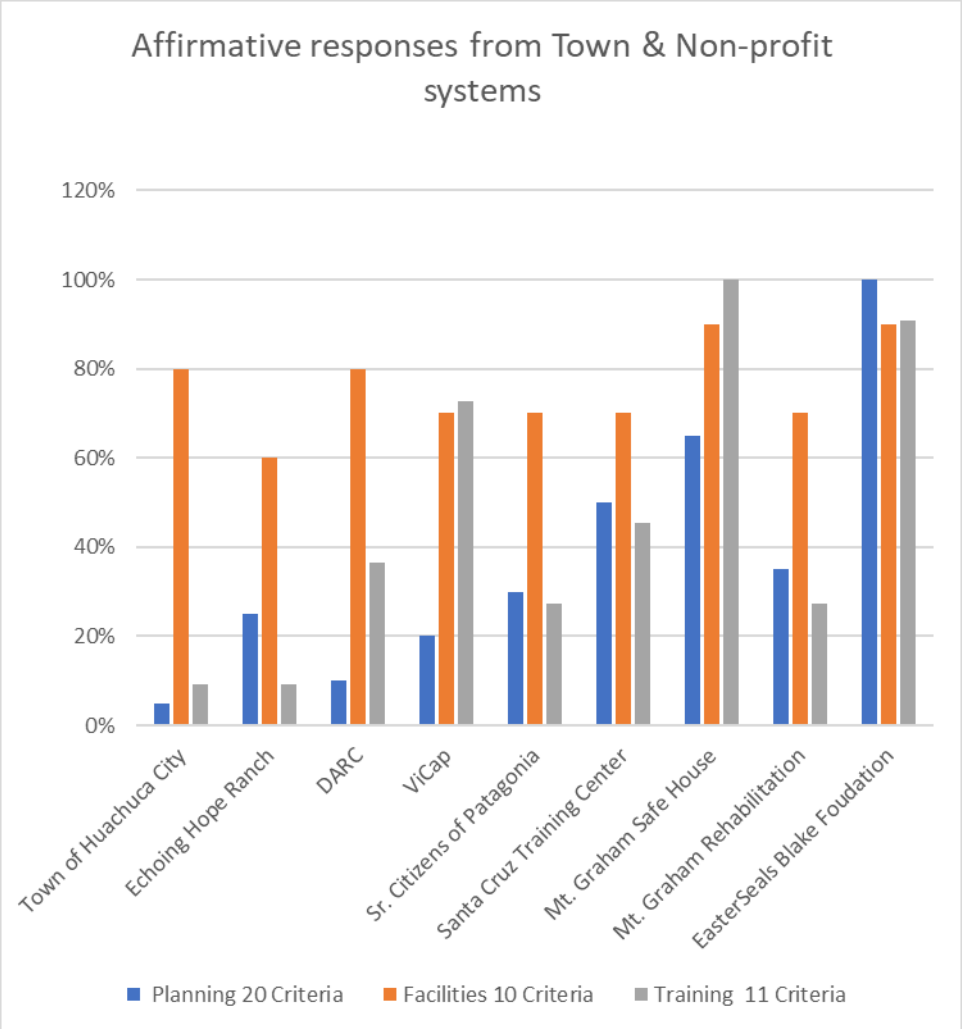

Cochise County
Santa Cruz Co.
Graham County
5311
5311
5311
5307
5311
5310
5310
5310
5310
5310
1
2
3
4
5
6
Participant
City of Bisbee
City of Benson
City of Douglas
City of Sierra Vista
City of Willcox
Town of Huachuca City
Douglas ARC
Echoing Hope Ranch
Vi-CAP
Santa Cruz Training Program
Senior Citizens of Patagonia
Mt. Graham Safe House
Graham County Government
Graham County Rehabilitation
Easterseals Blake Foundation
23 The emergency respone plan addresses how to protect all physical and digital vital records during a crises
24 All aspects of the emergency response plan are reviewed at least annually
25 Relevent sections of the emergency response plan are shared with key stakeholders
26 Emergency response plan has been reviewed by local first responders
Facilities and Equipment
27 All facilities undergo a safety inspection at least annually
28 Life-saving equipment is quickly accessible in all facilities
29 Facility-wide warning systems are routinely tested
30 Facilities are equipped with all required fire suppression equipment
31 Personal protective equipment is available at all locations where dangerous products or processes exist
32 All exits are easily seen from inside each facility
33 Evacuations routes leading to safe assembly areas located inside or outside are clearly visible from within each
34 All exits are clear of blockage
35 Shelter in place areas are prepared (sized and provisioned) to support the expected number of users
36 The facilities meet or exceed local safety requirements as it pertains to emergency lighting
Training & Exercises
37 medical /emergency response training (CPR, 1st Aid, AED, etc.)
38 First aid emergency drills are held onsite at least annually
39 Facility-wide emergency training exercises (evacuation, shelter-in-place, etc.) are held at least annually
40 Management participates in these exercises
41 All emergency response team members are given ongoing emergency response training
42 New staff members are briefed on their role in the emergency response plan

		Cochise County									Santa Cruz Co.		Graham County			
		5311	5311	5311	5307	5311	5310	5310		5310	5310	5310				
1 2 3 4 5 6	Participant	City of Bisbee	City of Benson	City of Douglas	City of Sierra Vista	City of Willcox	Town of Huachuca City	Douglas ARC	Echoing Hope Ranch	Vi-CAP	Santa Cruz Training Program	Senior Citizens of Patagonia	Mt. Graham Safe House	Graham County Government	Graham County Rehabilitation	Easterseals Blake Foundation
44	Staff knows how to respond to news media inquiries during an emergency															
45	After-action reports are completed for every emergency incident/exercise															
46	Management takes part in after-action report debriefings															
47	A date for the next update for readiness program has already been scheduled															

RED INDICATES A NO ANSWER
GREEN INDICATES A YES ANSWER
WHITE INDICATES NO ANSWER GIVEN

***ViCap has no plan but does have this information in another document


Affirmative responses from City-based systems
80%
70%
60%
50%
40%
30%
20%
10%
0%
Bisbee
Benson
Douglas
Sierra Vista
Willcox
Planning 26 Criteria
Facilities 10 Criteria
Training 11 Criteria


Affirmative responses from Town & Non-profit systems
120%
100%
80%
60%
40%
20%
0%
Town of Huachuca City
Echoing Hope Ranch
DARC
ViCap
Sr. Citizens of Patagonia
Santa Cruz Training Center
Mt. Graham Safe House
Mt. Graham Rehabilitation
EasterSeals Blake Foudation
Planning 20 Criteria
Facilities 10 Criteria
Training 11 Criteria

Cochise County Findings

5311-07s – Benson, Bisbee, Douglas, Willcox, Sierra Vista

Of the transit agencies responding to the survey, the 5311s and 5307 scored less than 15% in positive responses to the preliminary survey for emergency readiness for planning. Only Sierra Vista scored more than 10%. *See Figure 1.*

Because of OSHA requirements, most city-based transit agencies scored better in the facilities section in a range between 40% and 70% affirmative answers.
Affirmative answers for training questions scored less than 10% for all respondents except Willcox which scored 27%.

Bisbee and Benson did not answer a number of their questions bringing down their affirmative answer score and percentage.

Overall, the city-based transit agencies responded with far fewer affirmative responses (considering the lack of response for some questions) than the Town and non-profit responders. It appears that none of the Cities have a current formal emergency plan.

5310s – Town of Huachuca City, Douglas ARC, ViCap

Of the transit agencies responding to the survey within Cochise County, organizations scored higher in every category when compared to the city-based systems responding. This may be attributed to more stringent requirements from licensing and regulatory requirements. Again, planning and training responses had the lowest scores overall with facilities and equipment ranging between 60% and 80%. Non-profits scored higher than the single Town, another possible indication of more stringent requirements. None of the responding non-profit organizations in Cochise County are affiliated with a larger multi-regional organization. Lack of staffing and administrative planning resources may be a mitigating factor in their ability to plan and train their staff in emergency response.

Capacity of Cochise County cities, towns, and non-profits to address external emergencies

None of the Cochise County respondents have an active plan to address external emergencies for their organization as a whole. This is not an indication of their ability to respond but rather their efforts to plan and train employees on how to address requests for assistance in the case of an external emergency. Plans and training curriculum are absent though it is apparent that organizations would be willing to provide aide in an external emergency situation.

The capacity of these organizations to address external emergencies is highly likely once a plan is developed and training is provided.

Capacity of Cochise County cities, towns, and non-profits to address internal emergencies

As indicated in the survey, most Cochise County respondents do not actively plan and train for internal emergencies. Nearly all respondents indicated efforts to review insurance needs and requirements and make concerted efforts to comply with state and federal requirements for their facilities. Non-profit

organizations are much better prepared with some training for medical emergencies such as CPR, 1st Aid, AED, etc., while Cities may rely on their employed first responders (fire and police) to aid in handling internal emergencies.

Graham County Findings

5310s Mt. Graham Safe House, Graham County Rehabilitation, Easterseals Blake Foundation

There are no 5307 or 5311 transit agencies in Graham County. Of the four respondents, one, Easterseals Blake Foundation, a 5310 transit provider, is part of a multi-regional organization that is affiliated with a national organization. Easterseals Blake scored the highest of any respondents in the survey achieving scores above 90% in all three categories (Planning, Facilities, and Training). Graham County Government also responded (because they are not a transit provider, the data for Graham County Government was not included in the summary charts of Figures1 or 2). along with two smaller non-profit organizations that are unaffiliated with larger, higher-capacity, regional organizations. All four respondents scored higher, on average, than either Cochise or Santa Cruz County respondents.

Easterseals Blake Foundation answered affirmatively to every question they answered. They did not answer four questions, creating the highest score overall for all respondents. This may be attributed to support from its national parent organization and to the significant capacity of a multi-regional organization that supports emergency response and has the staffing to conduct planning, training, and facilities management with regard to emergency preparedness and response. The organization serves persons with developmental disabilities with residential and day programs, jobs training, and job placement.

Mt. Graham Safe House is a shelter for victims of domestic violence. As such, the organization is much more cognizant of the dangers posed to their clients and staff and provided significant affirmative answers in all three categories of the survey. The majority of their "no" answers fell in the planning category. They scored second highest in both Graham County and across the region.

Graham County Rehabilitation Center serves clients with additional needs with vocational training, day programming, and an after-school program. GCRC scored similarly to other non-profits across the region with lower scores in planning and training while still higher overall than the city-based transit providers across the region.

Capacity to address external emergencies

As with Cochise County, Graham County transit providers had no active plans in place to respond to external emergencies other than a willingness to provide aid when called upon. Use of vehicles, training of drivers, and coordination with insurers were not included in existing emergency response protocols. The capacity for Graham County organizations to respond to external emergencies is predicated on planning and training. Easterseals Blake has the highest capacity for such a response in that they are a large organization with planning and training capabilities. Each of the Graham County organizations responding to the survey serve clients with special or additional needs. Organizations would utilize resources first to support their clients during an external emergency. Capacity to address emergency needs outside of their own organizations may be limited by this factor, however; it is likely that each

could assist with non-evacuation efforts in support of a larger emergency response once their clients were deemed safe.

Capacity to address internal emergencies

Capacity among Graham County providers to address internal emergencies is relatively sound. Organizations may wish to develop more robust plans and training efforts to fill gaps indicated on their survey responses.

While Easterseals Blake Foundation has a remarkably high score for internal emergency readiness, Mt. Graham Safe House and Graham County Rehabilitation may have limited staff to dedicate to planning and training efforts. Utilization of planning and training tools provided as part of Working Paper 3 will be useful when paired with direct technical assistance in developing plans and training protocols needed.

Santa Cruz County Findings

5310s Senior Citizens of Patagonia, Santa Cruz Training Center

There are two transit providers in Santa Cruz County; both being 5310 funded organizations. Senior Citizens of Patagonia operates in Patagonia and Santa Cruz Training Center, operating in Nogales. In Patagonia, the Senior Center provides a variety of services including transportation to communities including Nogales, Sierra Vista, and Tucson. Santa Cruz Training provides residential, day programs, and job training and jobs along with transportation to its clients with developmental disabilities.

Both organizations fell within the average response rate for non-profit organizations in emergency planning, facilities, and training categories with the biggest gaps in planning and training. Like other non-profits, licensing and regulatory compliance requirements help the agency, particularly SCTP, to be prepared for emergencies.

Capacity to address external emergencies

Patagonia is located 17 miles west of Nogales and 43 miles east of Sierra Vista. The organization is volunteer driven and has three vehicle resources. Should an emergency in Patagonia require evacuation, the organization could respond if volunteer drivers are available, and vehicles are not already dispatched to neighboring communities. SCP has no active plan or agreements for responding to external emergencies, but like others, is willing to respond when and how possible.

Santa Cruz Training Center, located in Nogales, has numerous vehicles which can be utilized in an external emergency once clients in their residential, day, and job programs are made safe. Like SCP, SCTC does not have an emergency plan or agreement for responding to external emergencies.

Capacity to address internal emergencies

Both SCP and SCTC have reasonably good emergency readiness protocols for facilities and equipment for any internal emergency. Both also have elements of good planning and training in place. As with the other county non-profits, a more robust plan and training schedule would be useful in shoring up emergency preparedness for these to agencies.

SCTP has a large staff of case workers and a healthy administrative staff. Incorporating a more thorough emergency plan is within the capacity of the organization with the help of templates and training materials. SCP is largely a volunteer driven organization with modest capacity to take on a significant planning project and will likely rely on technical assistance in furthering its planning and training elements.

Summary

In reviewing the survey grid, it is apparent that city-based transit providers have the greatest need for assistance in developing or enhancing an emergency readiness plan. As mentioned in the body of this workpaper, Cities' may be relying heavily on their public safety programs (police and fire) to manage all emergency responses both externally and internally. However, Working Paper #1 identified no Transit Emergency Plans among most of the city-based systems, little facilities/equipment protocols, and few training schedules and curriculum. Transit programs in this category do not have active external emergency response plans or agreements.

Non-profits are in a much better position to manage internal emergencies, but like city-based systems, are not prepared to respond to external emergencies.

Non-profit transit providers that are part of larger regional organizations have the built-in staff capacity and parent-organization support for developing robust emergency readiness plans and training. This is apparent in the survey data where larger responding organizations scored higher in their affirmative responses. Smaller non-profits are more limited in staff capacity making it more difficult to set aside the time to develop plans, policies, and protocols without technical assistance, use of templates, and training.

Staffing among the small cities and towns is also limited so, while cities may rely on public safety departments for overall emergency response, transit programs will need to have transit-related emergency plans for both internal and external emergency events. Like small non-profits, cities will likely need and rely on technical assistance, use of templates, and training to build their emergency response plans, policies, and protocols.

SEAGO, in its capacity for planning and program development is best suited to provide the needed technical assistance, template building, and training needed for both non-profit and city-based transit programs in the region. Coordination meetings may be a mechanism for relating preliminary information and scheduling of training for use in templates. Individualized technical assistance will be most beneficial in making sure that transit providers are filling the gaps in their current practices and are prepared to maintain and update their plans while regularly training staff and new hires in the transit departments.

Next steps

Working Paper 2 will be posted on the SEAGO website for comments after it is presented to the TAC committee for review. This will allow any agency to revise or update its survey responses and to see how they compare to other transit agencies in the region with regard to emergency readiness.

The TAC meeting will also provide agencies an opportunity to share resources with regard to elements of emergency plans, protocols, policies, and training materials.

The final tasks of the planning study, Tasks 6 and 7 will identify potential priorities and protocols to address gaps in emergency planning and identify steps, activities, and policies needed to create or improve regional rural transit providers' capacity to address emergencies within their own organization and as important partners in broader coordinated, community/county-based emergency response.

Task 6 will look at the types of emergencies most likely faced by transit organizations including such emergencies as pandemics, fire, flooding, active shooters, vehicle accidents, chemical accidents, threats to drivers and passengers, medical emergencies, and others. Emergency types will be prioritized for the region and for each transit provider. A standard list of protocols will be developed as the first step in developing an emergency readiness and response plan template.

Task 7 will document a comprehensive outline of steps, activities, and policies required to develop a responsive emergency plan at the transit organization level for both internal and external emergencies.

These efforts will be documented in Working Paper #3 Gaps in Emergency Planning and Steps to Mitigate Them.

Appendix A

Safety and Emergency Readiness

Transit Program Self-Assessment – Base Line (before development of readiness program)

SEAGO 2022

Please complete and return form no later than February 18, 2022

Participant

1. **The name of your organization:**Click or tap here to enter text.

2. **The name of your safety/emergency readiness contact:**Click or tap here to enter text.

3. **Email address for readiness contact:**Click or tap here to enter text.

4. **Phone number for readiness contact:**Click or tap here to enter text.

5. **Mailing address for organization:** Click or tap here to enter text.

Click or tap here to enter text.

6. **Name and email address of CEO or Executive Director:** Click or tap here to enter text.

Click or tap here to enter text.

Emergency Planning

7. **We have an emergency response planning committee**

☐Yes ☐No

8. **The interests of all key stakeholders are represented on the emergency response planning committee**

☐Yes ☐No

9.The emergency response planning committee meets at least twice annually

☐Yes ☐No

10. The organization's insurance needs have been reviewed in the past twelve months.

☐Yes ☐No

11. At least annually, the emergency response planning committee reviews our vulnerability to different types of emergency situations (e.g., fires, floods, cyber-attacks, medical emergencies, etc.) and identifies the top five threats facing the organization.

☐Yes ☐No

12. An emergency response team has been formed to help implement the emergency response plan.

☐Yes ☐No

13. Management has assigned key positions on the emergency response team to staff members.

☐Yes ☐No

14. Volunteers have been recruited from staff, clients, and constituents to work with the emergency response team during a crisis.

☐Yes ☐No

15. Arrangement are in place to accommodate the needs of people with disabilities during an emergency.

☐Yes ☐No

16. There is a procedure for alerting those onsite to a disruption during normal work hours.

☐Yes ☐No

17. There is a procedure for responding to disruptions that occur outside normal work hours.

☐Yes ☐No

18. If needed, there is a way to notify those offsite of disruptions that impacts our facility.

☐Yes ☐No

19. Emergency contact information (staff, clients, key vendors, utilities, etc.) is updated at least annually.

☐Yes ☐No

20. The emergency response plan provides guidelines on how to respond to different types/levels of emergency.

☐Yes ☐No

21. The emergency response plan covers the loss of key services (e.g., telecom, internet, utilities, supply chain partners, etc.)

☐Yes ☐No

22. The emergency response plan includes a variety of safety and security considerations (e.g., zero-tolerance for onsite violence, cyber bullying, harassment, etc.) while at the work facility.

☐Yes ☐No

23. The emergency response plan addresses how to protect all physical and digital vital records during a crisis.

☐Yes ☐No

24. All aspects of the emergency response plan are reviewed at least annually.

☐Yes ☐No

25. We share relevant sections of the emergency response plan with key stakeholders.

☐Yes ☐No

26. We have reviewed our emergency response plan with local first responders.

☐Yes ☐No

Facilities and Equipment

27. All facilities undergo a safety inspection at least annually

☐Yes ☐No

28. Life-saving equipment (e.g., AEDs, 1st Aid Kits, emergency radios, etc.) is quickly accessible on-site.

☐Yes ☐No

29. We have a tested facility-wide warning system.

☐Yes ☐No

30. Our facility is equipped with all required fire suppression equipment (e.g., fire extinguishers, smoke alarms, exit lighting, etc.)

☐Yes ☐No

31. Personal protective equipment (e.g., eye-protection, rubber boots, eye-wash signs, etc.) is available at all locations where dangerous products or processes exist.

☐Yes ☐No

32. All exits are easily seen from inside the facility.

☐Yes ☐No

33. Evacuation routes leading to safe assembly areas located inside or outside are clearly visible from within the facility.

☐Yes ☐No

34. All exits are clear of blockage.

☐Yes ☐No

35. Shelter in place areas are prepared (sized and provisioned) to support the expected number of users.

☐Yes ☐No

36. The facility meets or exceeds local safety requirements as it pertains to emergency lighting.

☐Yes ☐No

Training & Exercises

37. At least 10% of our workforce has received emergency medical emergency response training (e.g., CPR, AED, 1st Aid, protection against blood-borne pathogens, etc.).

☐Yes ☐No

38. First aid emergency drills are held onsite at least annually.

☐Yes ☐No

39. Facility-wide emergency training exercises (evacuation, shelter-in-place, etc.) are held at least annually.

☐Yes ☐No

40. Management participates in these exercises.

☐Yes ☐No

41. All emergency response team members are given ongoing emergency response training.

☐Yes ☐No

42. New staff members are briefed on their role in the emergency response plan (e.g., how to report an emergency, how to safely evacuate, etc.)

☐Yes ☐No

43. Management has been trained on how to manage news media inquiries during an emergency.

☐Yes ☐No

44. Staff knows how to respond to news media inquiries during an emergency.

☐Yes ☐No

45. After-action reports are completed for every emergency incident/exercise.

☐Yes ☐No

46. Management takes part in after-action report debriefings.

☐Yes ☐No

47. A date for the next update for our readiness program has already been scheduled.

☐Yes ☐No

This report is voluntarily submitted to SEAGO for purposes of developing an action plan to develop or enhance an existing safety/emergency readiness program for this agency.

No individual data provided with this survey will be shared or made public.

SEAGO personnel may contact those individuals listed in the Participant section for clarification or additional information.

Providing answers to this survey in no way commits the responding agency to take part in any emergency planning or readiness programs.

By signing below, I acknowledge these statements and agree to submit the survey for its intended purpose.

Click or tap here to enter text.
-
_____
_
Authorized person's signature (by typing full name, one has signed the document)

Date Click or tap to enter a date.

For assistance in completing this form, contact Melanie Greene, SEAGO, 520-255-3274
melanie@mgreeneprd.com

This form may be returned to SEAGO via email to melanie@mgreeneprd.com **or by mail to**
Emergency Preparedness Program
Transportation Division
SEAGO
1403 W. Hwy. 92
Bisbee AZ 85603

EMERGENCY SERVICES PLANNING FOR TRANSIT ORGANIZATIONS

SEAGO – 6-2022

Working Paper 3 – Rural Transit providers' capacity to address emergencies in the SEAGO Region.

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Project Overview

Introduction

Resiliency in the face of hazards, threats, and events is the hopeful outcome of any emergency planning. As the prospect of these emergency situations continues and even grows, rural transit agencies in southeastern Arizona are more likely to be tasked to implement their own internal emergency plans or work with larger, coordinated efforts to address emergencies faced by one or more communities.

Phase 1 of an ADOT funded planning effort seeks to identify gaps in emergency preparedness among 5310 and 5311 providers in the SEAGO region. This working paper describes the capacity of transit organizations to respond to emergencies, both internal (within the organization) and external (outside the organization) within their service area (Tasks 4 and 5 of funded scope of work).

Previous Working Paper(s)

Working Paper 1 reviewed the State, County, and local emergency response plans within the SEAGO region to determine existing roles for transit organizations and their assets. It also reviewed and evaluated the existing emergency plans for transit providers.

The findings summary in Working Paper 1 found that there is little information on the details of emergency response logistics and protocols among State and County Plans. Most municipalities relied on their County plan for emergency response. None indicated use of transit assets in their response protocols. Only one MOU for mutual aid existed between Greenlee County and the regional transit organizations, however, that MOU had expired, and no transit provider was aware of its participation in the MOU.

Of the fourteen transit organizations contacted, only five provided emergency plans, however, each was found to be insufficient, and none had active review, training, or practice schedules. These insufficiencies can be related to the lack of staff time and capacity to develop comprehensive, complete emergency plans that address internal and external emergency response.

Working Paper #1 was shared with the TAC members for this study where participants were encouraged to review the findings, share comments, and make recommendations. The Working Paper was shared with each member by email and was posted to the SEAGO website. No comments or recommendations were received.

Working Paper #2 analyzed the capacity of rural transit providers to respond to emergencies as part of a State, local, or county-wide coordinated response plan. The purpose of this task was to determine if and how regional rural transit providers are able to play an active role in coordinated emergency response plans and identify where coordinated response plans include public transit without the transit agencies awareness.

Working Paper #2 also analyzed the capacity of rural transit providers to respond to emergencies within their organizations. The purpose of this task was to determine if and how regional rural transit providers can respond to internal emergencies.

The findings summary in Working Paper #2 found that cities may be relying heavily on their public safety programs (police and fire) to manage all emergency responses both externally and internally. However, there are no Transit Emergency Plans among most of the city-based systems, little facilities/equipment protocols, and few training schedules and curriculum. Transit programs in this category do not have active external emergency response plans or agreements. It also found that non-profits are in a much better position to manage internal emergencies, but like city-based systems, are not prepared to respond to external emergencies.

Project Objectives for Working Paper 3

The final tasks of the planning study, Tasks 6 and 7, identify potential priorities and protocols to address gaps in emergency planning and identify steps, activities, and policies needed to create or improve regional rural transit providers' capacity to address emergencies within their own organization and as important partners in broader coordinated, community/county-based emergency response.

Task 6 looks at the types of emergencies most likely faced by transit organizations including such emergencies as pandemics, fire, flooding, active shooters, vehicle accidents, chemical accidents, threats to drivers and passengers, medical emergencies, and others. Emergency types are prioritized for the region and for each transit provider. A standard list of protocols is developed as the first step in developing an emergency readiness and response plan template.

Task 7 documents a comprehensive outline of steps, activities, and policies required to develop a responsive emergency plan at the transit organization level for both internal and external emergencies.

Emergency types and priorities

The first activity, Task 6, determines the types of emergencies each transit organization may be faced with based on their local, infrastructure, and forces found in their service area environment.

Using information gathered in Working Paper 1 and Working Paper 2, the following chart was constructed as a baseline for helping each agency formulate a responsive and relevant emergency readiness and response plan.

Transit Agencies who self-selected for this analysis and technical assistance are included in this summary. Agencies such as EasterSeals Blake Foundation opted not to participate as they felt their emergency planning was adequate. However, they do not have any agreements with first responders for mutual aid in responding to emergencies external to the agency. Therefore, they remain included for the purposes of this study and future implementation planning.

	Policies & Protocols				Internal		External		
Transit Organization	**MOU with third party emergency response organizations**	**Transit Emergency Readiness and Response Plan**	**Facilities & Equipment**	**Training & Exercises**	**Priority Emergency 1**	**Priority Emergency 2**	**Priority Emergency 3**	**Priority Emergency 4**	**Priority Emergency 5**
City of Bisbee	create	create	update	create	On-board	Facilities	Wildfire	Flood	Wind
City of Benson	create	create	update	create	On-board	Facilities	HM/Train Interstate	Wildfire	Flood
City of Douglas	create	update	update	create	On-board	Facilities	Flood	Fire	HM
City of Sierra Vista	create	create	update	create	On-board	Facilities	Facilities Other	Wildfires	Ft. Huachuca Incident
City of Willcox	create	create	update	create	On-board	Facilities	HM/Train Interstate	Flood	Wildfire
Town of Huachuca City	create	create	update	create	On-board	Facilities	Wildfire	Severe Weather	Ft. Huachuca Incident
Douglas ARC	create	create	update	update	On-board	Facilities	Flood	HM	Fire
Echoing Hope Ranch	create	create	update	create	On-board	Facilities	Fire	Flood	Severe weather
Vi-Cap	create	create	update	update	On-board	Facilities	Severe weather	Fire	Ft. Huachuca Incident
Santa Cruz Training Program	create	create	update	update	On-board	Facilities	HM/Train	Flood	Fire
Senior Citizens of Patagonia	create	create	update	create	On-board	Facilities	Fire	Severe Weather	Flood
Mt. Graham Safe House	create	create	update	no action needed	On-board	Facilities	Fire	Flood	HM
Graham County Rehabilitation	create	create	update	update	On-board	Facilities	Fire	Flood	HM
Easterseals Blake Foundation	create	no action needed	no action needed	no action needed	On-board	Facilities	Fire	Flood	HM

On Board Emergencies include:	Vehicle Accidents	Passenger Incidents	Dangerous Passenger	Passenger illness	Driver illness	Hazardous Materials	Severe weather conditions	Vehicle Failure	Communications Failure
Facilities Emergencies include:	Fire/Flood	Severe weather	Long term power outage	Hazardous Materials	Epidemic/ Pandemic	Long-term loss of communications & digital capacity	Human Threat (active shooter, terrorist)	Loss of Leadership or Integral Staff	Data Breach

Task 7 requires the development of an outline for Emergency Planning, Protocols, Policies, and Readiness. Utilizing the FTA guidelines and researching other state and regional guides for emergency planning (California and New Mexico Departments of Transportation offer excellent guides for their rural transit providers in emergency planning), the following template outline will serve as a base for each transit agency in developing their Emergency Readiness and Response Plan. SEAGO will work with each throughout an implementation effort (not part of this funded study) to construct the necessary plans, policies, and protocols that make each agency ready in case of emergency.

Outline for Template

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Introduction

Transit Agency

Purpose of Plan

TYPES OF EMERGENCY RESPONSES ADDRESSED

Internal

On Board

Passenger fall or illness

Passenger incident

Dangerous Passenger

Driver Incapacitation

Non-passenger human threat

Dangerous items on vehicle

Vehicle Breakdown

Vehicle Collision w/o injury

Vehicle Collision w/injury

Vehicle Collision w/death

Vehicle Fire

Vehicle Collision with Fire

Vehicle Rollover

Vehicle immersion in water

Severe weather conditions/natural disasters

Chemical or biological hazard

Communications Failure

Facility

Facility Fire

Facility other disasters (chemical spill, storm, active shooter threat, digital/internet loss, long term utility loss, dangerous items, etc.)

Leadership/integral staff loss

Data Breach

Alternative workspace plan

Communications protocols (phone trees, emails, non-electronic communications)

Emergency gathering locations

External

Mutual Aid Agreements with First Responders and Emergency Planners for evacuation and emergency team support (material and supplies as well as delivery and transportation for emergency responders).

EMERGENCY PLANNING, DOCUMENTATION, POLICIES, & PROTOCOLS

This section reviews and responds to four major chapters for emergency planning: Prepare, Prevent, Respond, & Recover.

PREPARE

Internal analysis

- Hazzard and Threat Assessment
  - Types of Threats
  - Location of Facilities and Transit Routes relative to hazards
  - Exposure to natural hazards
  - Exposure to Hazardous materials
  - Fire Risk
  - Likelihood of dangerous activity involving criminals, substance abusers, mentally impaired individuals
  - Value of assets to domestic/international terrorists
  - Security Systems, fencing, and perimeter security
  - Lighting, surveillance, and monitoring capabilities for facilities and vehicles
  - Life safety equipment and supplies
- Scenario Analysis
  - Accidents & Incidents (facilities and vehicles)
  - Acts of nature (weather, epidemics, etc.)
  - Loss of organizational infrastructure (communications, internet, facilities, etc.)
  - Hazardous materials
  - Criminal threats (active shooter, robbery, physical threats, etc.)

- Communications & Emergency Response Responsibilities
    - Internal Emergency Response Team/Leadership
        - Roles and responsibilities
        - Delegation of authorities
        - Communications protocols and call trees
        - Meeting/gathering protocols
        - First responder contacts and protocols
        - Coordination with stakeholders
        - Drills and Exercises
        - Externally generated activities

Procedures, Policies, and Protocols

- Emergency Declarations
    - Internal, External
- Implementing Emergency Response Protocol
    - Emergency Response Team Roster

Functional Responsibility	Regular Job Title	Name
Team Leader		
Deputy Team Leader/ Alternate Team Lead		
Alt. Deputy Team Leader		
Safety Officer		
Alt. Safety Officer		
Information Officer/ Interagency Liaison		
Deputy Info Officer/ Alt. Info Lead		
Alternate Deputy Information Officer		
Operations Management		
Alternate Operations Management		
Incident Planning		
Alternate Planner		
Incident Logistics		
Alternate Logistics		
Incident Finance/Admin.		
Alt. Finance/Admin. Incident Claims Mgt. Legal Counsel		

- Emergency response Protocols for each critical emergency threat (fire, flood, natural disaster, epidemic, hazardous materials, etc.)
    - *Emergency Handbook, Driver Handbook*
- Employee Responsibilities
    - Non-emergency response team employees' responsibilities
        - *HR Handbook, Emergency Handbook*
- Posting of Emergency response procedures (hazardous materials, escape routes, gathering areas, call lists, checklists, foreign language considerations, etc.)
    - *Common areas, HR Handbook, Emergency Handbook, Office, Hallways, Driver Handbook*
- Training and practice policies
    - *HR Handbook, Emergency Handbook, Driver Handbook*
- Driver response policies
    - *Driver Handbook*
- Safety policies
    - *HR Handbook, Emergency Handbook, Driver Handbook*
- Vehicle procurement requirements & policies (escape locations, GPS, onboard emergency response supplies storage)
- Hazardous Materials policies
    - *HR Handbook, Emergency Handbook, Driver Handbook*
- Activation and Mobilization Checklist

Completed	Not Required/ Applicable	Activity
		Notify family and friends of your mobilization
		Implement your existing plans for dependent care (i.e., notify childcare providers, schools, etc.)
		Obtain your organization's drive-away kit (You may not be able to complete this activity if the activation occurs during non-duty hours and the kit is in your office.)
		Record a new greeting on your office voicemail that indicates your new office number
		Pack these necessary items:
		• Identification badge
		• Driver's license
		• Health insurance card
		• Prescription card
		Pack map/directions to the alternate facility
		Obtain emergency contact numbers (business and personal)
		Obtain and pack required medications and medical equipment
		Pack special needs items you require during the day:
		• Glasses
		• Hearing aids and batteries
		• Vitamins
		• Extra medications
		• Contact lens supplies

Completed	Not Required/ Applicable	Activity
		Obtain adequate cash/credit cards
		Pack clothing (if you plan to use or are directed to use onsite housing at the alternate facility)
		Pack a jacket appropriate for the season regardless of your housing status
		Pack personal hygiene/toiletry items if you plan to use onsite housing
		• Soap
		• Shampoo
		• Razor
		• Blow dryer
		• Toothbrush
		• Toothpaste
		• Contact lens supplies
		Pack a flashlight and extra batteries if you plan to use onsite housing
		Fill your personal vehicle with gas if you are driving to the alternate facility
		Deploy to the alternate facility in accordance with the instructions provided in notification message and in accordance with the COOP Plan

- Data Security policies
    - *HR Handbook, Emergency Handbook*
- Public Relations Policies regarding Emergency Response
    - *HR Handbook, Emergency Handbook*
- Interagency Response Coordination policy and protocol
    - *Emergency Handbook, Driver Handbook*

Emergency Plan Outline

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3.2.7 Other Personnel
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3.3.1 System Security Matrix
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3.5 Training and Exercising
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4.1 Threat and Vulnerability Identification
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5.1 Evaluation
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5.1.2 External
5.2 Modification and Update

PREVENT

- Risk Reduction
- Training & Development
- Security/Awareness
- Safety/Security Data Acquisition & Analysis

RESPOND

- Internal incident Response Responsibilities
    - Vehicle
    - Facility
- Suspension and Restoration of Service
- Interagency Coordination (MOU responsibilities with other agencies and first responders)

RECOVER

- Continuity of Operations
- Business Resumption
- Crises Counseling
- Long-term Recovery

Summary

SEAGO, in its capacity for planning and program development, is best suited to provide the needed technical assistance, template building, and training needed for both non-profit and city-based transit programs in the region. Coordination meetings may be a mechanism for relating preliminary information and scheduling of training for template use and technical assistance. Individualized technical assistance will be most beneficial in making sure that transit providers are filling the gaps in their current practices and are prepared to maintain and update their plans while regularly training staff and new hires in the transit departments.

Next steps

Working Paper 3 will be posted on the SEAGO website for comments after it is presented to the TAC committee for review. This will allow any agency to revise or update data used in responses and see how they compare to other transit agencies in the region with regard to emergency readiness.

The TAC meeting will also provide agencies an opportunity to share resources with regard to elements of emergency plans, protocols, policies, and training materials.

This working paper completes the study for Emergency Readiness and Response among transit programs in the SEAGO region. SEAGO has been awarded funds to assist transit agencies in implementing the development of an emergency plan including the development of MOUs with first responders and stakeholder agencies.

Appendix D – ERRP Program Template

EMERGENCY READINESS AND RESPONSE PROGRAM

[*Organization Name] [Transit Name*]

Business Address

Mailing Address

5311 5310 Rural Transit / EMSID Fixed Route / Paratransit / Dial-a-ride

Transit Manager/Supervisor Name

[*Executive Director, City Manager]* Name

Emergency Readiness and Response Program (ERRP) Point of Contact (POC) Name

Drafted by SouthEastern Arizona Governments Organization in collaboration with *[Transit Organization Name]*

APPROVED BY

[Name of ED or City Manager, Title]

Signature and Date

[Name of Mayor or Board President, Title]

Signature and Date

This document will be reviewed, updated, and approved annually in the month of its original approval.

Updates are authorized by the [*ED, City Manager*] and tasked to the *[ERRP Point of Contact] and [Transit Manager/Supervisor].*

Proposed updates will be developed by transit employees including drivers, dispatchers, mechanics, and managers, and will be submitted to the Transit Advisory Committee for review and comment.

Annual review and approval of the updated EERP will be provided by the governing body of *[TRANSIT ORGANIZATION NAME].*

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Volume 1 – Emergency Readiness and Response Program Plan

Section 1: Introduction to Emergency Readiness and Response Program (ERRP) Plan

1.1 Background

In the summer of 2022, the *[TRANSIT ORGANIZATION NAME]* participated in an Emergency Readiness and Response Study conducted by SouthEastern Arizona Governments Organization (SEAGO) to determine our organization's capacity to prepare for, prevent, respond to, and recover from both internal and external emergencies. While the Federal Transit Administration does not require that rural transit agencies (5311-5310 program funding) submit a safety plan as a condition of funding, [TRANSIT ORGANIZATION NAME] believes that good safety and emergency planning and practice is essential in reducing injury, death, and loss. The establishment of this Emergency Readiness and Response Program (ERRP) constitutes the organization's transit safety and emergency considerations as deemed appropriate to the Transit program's size and scope of service.

1.2 Authority

This Plan constitutes [*TRANSIT PROGRAM NAME]* policy and was approved by the *[ORGANIZATIONAL GOVERNING BODY NAME]* on *[DATE]* and authorizes employees holding positions described herein, that have been charged with emergency readiness and response to implement the plan as described and/or updated.

The *[ORGANIZATIONAL GOVERNING BODY NAME]* will review and update the ERRP every year and reauthorize employees with each review.

The ERRP follows the FTA Guidelines for Public Transportation Safety.

1.3 Purpose, Goals and Objectives of ERRP Plan

1.3.1 Goals

The ERRP Plan provides the *[TRANSIT ORGANIZATION NAME]* with an emergency readiness capability that will:

- Ensure that emergency readiness and response are addressed during all phases of transit system operation, including the hiring and training of personnel; the procurement and maintenance of equipment; the development of agency policies and protocols; and coordination with local public safety and community emergency planning agencies.
- Promote evaluation of methodologies that encourage safe operation through identification, evaluation, and resolution of threats and vulnerabilities, and the ongoing assessment of organizational capabilities and readiness.
- Create a culture that supports employee safety as well as the safety of those who utilize the transit services through motivated compliance with agency policies and protocols and the appropriate use of system equipment.

1.3.2 Objectives

While every threat cannot be identified and resolved, *[TRANSIT ORGANIZATION NAME]* can take steps to be more aware of potential threats and better protect passengers, employees, facilities, and equipment, and to stand ready to support community needs in response to a major event. Objectives include:

A. Achieve a level of emergency preparedness and readiness that meets or exceeds the operating experience of similarly sized agencies in Arizona.
B. Expand our training program for employees, volunteers, and contractors to address security awareness and emergency management issues,
C. Enhance our coordination with local and regional emergency planning agencies and first responders regarding emergency preparedness issues.

1.3.3 Scope

The Emergency Readiness and Response Program is made up of four volumes.

- Volume 1 is the Emergency Readiness and Response Program Plan.
- Volume 2 is the Emergency Readiness and Response Program Manual for Internal Emergencies.
- Volume 3 is the Emergency Readiness and Response Program Manual for External Emergencies.
- Volume 4 is the Emergency Readiness and Response Program Manual for Recovery

This document constitutes **Volume 1, Emergency Readiness and Response Program Plan** (ERRPP). Other volumes are located in separate documents associated with this plan. Each are to be reviewed and updated annually with authorization to carry out the plan provided by the [*ORGANIZATION GOVERNING BODY*].

Key Elements of the ERRPP include:

- Transit system description
- ERRP Roles and responsibilities
- Identification of threats & vulnerabilities
- Training and readiness exercises
- Coordination with local and regional emergency planners and responders
- Evaluation and modification of ERRP

Section 2: Transit System Description

2.1 Organizational Structure
[INCLUDE SPECIFIC INFORMATION HERE]
2.2 Operating Characteristics and Service
[INCLUDE SPECIFIC INFORMATION HERE]
2.2.1 Service Area
[INCLUDE SPECIFIC INFORMATION HERE]
2.2.2 Service Design
[INCLUDE SPECIFIC INFORMATION HERE]
2.3 Vehicles and Facilities
[INCLUDE SPECIFIC INFORMATION HERE]
2.4 Measures of Service

Measure of Service	Indicator
Annual Rides/Trips	
Total Vehicles	
Total Vehicles with Ramps/Lifts	
Modes of Service	
Total Expenses	
Revenue Miles	
Revenue Hours	
Cost per Trip	
Cost per Mile	
Cost per Hour	

2.5 Safety Events, Injuries, , and Fatalities (49CFR473.5)

2.5.1 Safety Events (Accidents, Incidents, Occurrences

Total number of Transit Vehicle Safety Events in the most current 12-month period. Rate of accidents per total vehicle revenue miles for each mode.

Total number of Transit Vehicle Safety Events in the previous 12-month period. Rate of accidents per total vehicle revenue miles for each mode.

2.5.2 Injuries

Total number of reportable injuries sustained in the most current 12-month period. Rate of injuries per total vehicle revenue miles for each mode.

Total number of reportable injuries sustained in the previous 12-month period. Rate of injuries per total vehicle revenue miles for each mode.

2.5.3 Fatalities

Total number of fatalities and rate per total vehicle revenue miles by mode in the most current 12-month period.

Total number of fatalities and rate per total vehicle revenue miles by mode in the previous 12-month period.

2.5.4 Vehicle Reliability

Mean or average distance between major mechanical failures by mode in the most current 12-month period.

Mean or average distance between major mechanical failures by mode in the previous 12-month period.

Reportable Data	Most current 12 months	Previous 12 months
Safety Events		
Accidents		
Incidents		
Injuries		
Fatalities		
Vehicle Reliability – Average distance between major mechanical failures		

It is the goal of [*TRANSIT ORGANIZATION NAME*] to have no safety events, injuries, or fatalities. Safety events, injuries and fatalities are reported to the Arizona Department of Transportation Transit Division as required by the *[5311 5310]* program contract and FTA.

Section 3: ERRP Roles and Responsibilities

3.1 Philosophy

[TRANSIT ORGANIZATION NAME] management expects all employees, volunteers, and contractors, especially those working directly with passengers to support the ERRP.

All employees, volunteers, and contractors have a responsibility to identify security threats and emergency situations and develop strategies to control, minimize, or eliminate them.

The ERRP is intended to ensure that, if confronted with a security or emergency event, personnel will respond effectively, using good judgement, ensuring due diligence, and building on best practices identified in training, exercises, policies, and protocols.

3.2 Division of Responsibilities

3.2.1 All Personnel

[TRANSIT ORGANIZATION NAME] personnel must understand and adopt their specific roles and responsibilities, as identified in the ERRPP, thereby increasing their own personal safety and the safety of passengers, during normal operations and in emergency conditions. To ensure the success of the ERRP, all transit personnel must perform the following functions:

- Immediately reporting all suspicious activity, no matter how insignificant it may seem, to the [*Executive Director, City Manager*] or his/her designee;
- Immediately reporting all security incidents
- Using proper judgment when managing disruptive passengers and potentially volatile situations
- Participating in all security and emergency preparedness training, including drills and exercises
- Becoming familiar with, and operating within, all security and emergency preparedness procedures for the assigned work activity
- Notifying the [*Executive Director, City Manager*] or his/her designee when a physical or mental condition, or required medications or therapies, may impair the ability to perform security or emergency preparedness functions
- Accurately completing appropriate statements and reports

3.2.2 [Executive Director/City Manager/other]

Under the authority of the *[NAME OF TRANSIT AGENCY]'s [GOVERNING BODY], the [CEO, EXECUTIVE DIRECTOR, CITY MANAGER]* has the overall authority to develop and execute the agency's ERRP. Ultimate accountability for implementation of the ERRP rests with the *[CEO, EXECUTIVE DIRECTOR, CITY MANAGER*]. In addition, the *[CEO, EXECUTIVE DIRECTOR, CITY MANAGER]* is responsible for the following specific activities:

- Ensuring that sufficient resources and attention are devoted to the ERRP, including:
    - Development of standard operating procedures related to employee security duties;
    - Development and enforcement of safety and security regulations;
    - Development of emergency operating procedures to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents; and
    - Provision of proper training and equipment to employees to allow an effective response to security incidents and emergencies.
- Development of an effective notification and reporting system for security incidents and emergencies.
- Designating a Point of Contact (POC) to manage the ERRP.
- Communicating security and emergency preparedness as top priorities to all employees.
- Developing relations with outside organizations that contribute to the ERRP , including local public safety and emergency planning agencies.

3.2.3 ERRP Point of Contact (POC)

To ensure coordinated development and implementation of the ERRP, the *[EXECUTIVE DIRECTOR, CITY MANAGER, OTHER]* has designated *[INSERT TITLE]* as the Security and Emergency Preparedness Point of Contact (POC) for development and implementation of the ERRP. The POC, who reports directly to the [Executive Director, City Manager], has been granted the authority to utilize *[NAME OF AGENCY]* resources to develop the ERR Program and Plan, to monitor its implementation, and to ensure attainment of security and emergency preparedness goals and objectives.

The *[INSERT TITLE]* has the responsibility for overseeing the ERRP on a daily basis. The [*INSERT TITLE]* will be the direct liaison with the agency's operators and dispatchers, regarding the Program. The *[INSERT TITLE]* will also serve at the *[Organization Name]'s* primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the *[INSERT TITLE]* will serve as the lead liaison for the agency.

In managing this Program, the POC will:

- Be responsible for successfully administering the ERRP and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives including internal and external emergencies as well as recovery;
- Review current agency safety, security and emergency policies, procedures, and plans, and identifying needed improvements;
- Develop and implement plans for addressing identified improvements;
- Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness, including participation in formal meetings and committees;

- Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness;
- Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness;
- Review new agency purchases to identify security related impacts; and
- Ensure performance of at least one emergency exercise annually.

3.2.4 Transit Manager/Supervisor

Transit Managers/Supervisors are responsible for communicating the transit agency's security policies to all employees, volunteers, and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to *[NAME OF TRANSIT AGENCY]* operations personnel in a manner that encourages them to incorporate ERRP practices into their everyday work. The specific responsibilities of supervisors include the following.

- Having full knowledge of all standard and emergency operating procedures.
- Ensuring that drivers make security and emergency preparedness a primary concern when on the job.
- Cooperating fully regarding any accident investigations as well as listening and acting upon any security concerns raised by the drivers.
- Immediately reporting security concerns to the *[INSERT TITLE].*

In addition, when supporting response to an incident, supervisors are expected to:

- Provide leadership and direction to employees during security incidents;
- Manage minor non-threatening rule violations;
- Defuse minor arguments;
- Determine when to call for assistance;
- Make decisions regarding the continuance of operations;
- Respond to fare disputes and service complaints;
- Respond to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance;
- Complete necessary security related reports;
- Take photographs of damage and injuries; and
- Coordinate with all outside agencies at incident scenes

3.2.5 Drivers

In addition to the general responsibilities identified for ALL PERSONNEL, drivers (including volunteers and contractors) are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Each driver will:

- Take charge of a security incident scene until the arrival of supervisory or emergency personnel;
- Collect fares in accordance with agency policy;
- Attempt to manage minor non-threatening rule violations;
- Respond verbally to complaints;

- Attempt to defuse minor arguments;
- Determine when to call for assistance;
- Maintain control of the vehicle;
- Report all security incidents to agency dispatch;
- Complete all necessary security related reports; and
- Support community emergency response activities as directed by *[NAME OF TRANSIT AGENCY]* policies and procedures.

3.2.6 Other Personnel

Other personnel who support *[NAME OF TRANSIT AGENCY]* also have responsibilities for the ERRP.

Dispatchers are expected to:

- Receive calls for assistance;
- Dispatch supervisors and emergency response personnel;
- Coordinate with law enforcement and emergency medical service communications centers;
- Notify supervisory and management staff of serious incidents;
- Establish on-scene communication;
- Complete any required security related reports; and
- Provide direction to on-scene personnel.

Mechanics (including volunteers and contractors) are expected to:

- Report vandalism;
- Report threats and vulnerabilities of vehicle storage facilities;
- Provide priority response to safety and security critical items such as lighting; and
- Maintain facility alarm systems.

Human Resources personnel are responsible for:

- Ensuring all pre-employment screening processes are carried out effectively;
- Notifying the *[EXECUTIVE DIRECTOR /CITY MANAGER, Transit Manager/Supervisor]* of employee disciplinary action that may result in the affected employee becoming a risk to *[NAME OF TRANSIT AGENCY]* facilities, systems, passengers, employees, or other assets; and
- Educating employees on employee ID policy and procedure.

3.3 ERRP Practices Matrix

In support of the roles and responsibilities identified in the previous sections, these practices are essential to assuring the successful implementation of the ERRP. The Matrix below identifies specific practices and assigns responsibility along with frequency.

P Primary Task Responsibility. The identified participant(s) is (are) responsible for the preparation of the specified documentation.
S Secondary or Support Responsibility. The identified participant(s) is (are) to provide the necessary support to accomplish and document the task.
R Review/Comment Responsibility. The identified participant(s) is (are) to review and provide comment on the task or requirement.
A Approval Responsibility. The identified participant is to review, comment and subsequently approve the task or requirement.

Frequency: Daily (D); Monthly (M); Quarterly (Q); Yearly (Y); As Required (AR)

Practice	**[ED/City Manager]**	**Transit Manager/Supervisor**	**Human Resources**	**Ops & Maintenance**	**Frequency**
Employee Job Descriptions include responsibilities as outlined in the Roles section of ERRPP	A	S & R	P		AR
Orientation of new employees including responsibilities as outlined in the Roles section of ERRPP	A	S & R	P		AR
Monthly Safety meetings that review some element of the ERRP (covering each element over the course of a defined period)	R	P		S	M
Review of Incident/Accident Reports and analysis with recommendations	A	P		S	M
Conduct formal training exercises for safety and emergency response protocols (internal and external)		P		S	Q
Conduct safety audit for vehicles and facilities	A	P		S	Q
Conduct safety surveys of staff and riders	A	P	S	S	Q

Comment/Complaint Review and analysis with recommendations	A	P		S	Q
Training & Exercise events	A	P	S	S	Q
Review of all safety/emergency policies and protocols	P	S			Y
Review and update ERRP plans, policies, and protocols for internal and external emergency response	P	S	S	S	Y
Update rider guides to reflect changes in plans, policies, and protocols	A	P		S	Y
Review of state and local emergency plans	P	S & R			Y
Annual meeting with agency staff regarding transit safety and the roles of non-transit personnel	P	S & R			Y
Annual meeting with local emergency response managers and responders to review internal protocols and external emergency response resources	P	S & R			Y
Analysis of security and emergency threats with recommendations	P	S & R		S	Y
Participate in emergency response exercises with external emergency managers	A	P	S	S	Y

Section 4: Training and Exercising

[Name of Transit Agency] understands that ERRP training and exercises are critical to assuring readiness and responsiveness from all staff, contractors, volunteers, and partners in delivering safe transit services to the community. As such, the *[EXECUTIVE DIRECTOR/CITY MANAGER]* will empower the *Transit Manager/Supervisor* to establish training and exercise protocols, provide resources to implement training and exercises, and require staff participation as recommended by the training schedule and curriculum. All personnel receiving training will have a record of the training title, date, duration, and

participation recorded in their personnel file. The *Transit Manager/Supervisor* will also maintain training records for compliance audits. Training topics include but are not limited to:

4.1 Vehicle Safety 1

Audience: Drivers, volunteer drivers, mechanics, contract mechanics
Frequency: New employee orientation, annually thereafter
Method(s): Classroom, Training Toolbox (short, 15-minute reviews during staff meetings), Printed materials in handbooks.
Topics:

- Review of vehicle safety features & equipment (extinguishers, first-aid, flashlights, flares, reflective triangles, pry bar, reflective vest, jumper cables, emergency notification cards, spare tire, jack, camera, biohazard kit, seat belt cutter, etc.)
- Pre-post check requirements
- Lift and ramp safety
- Preventive maintenance requirements (tires, suspension, belts, lubricants, brakes, etc.)
- Reporting safety hazards
- Driver/Mechanic report forms for safety concerns
- Safety considerations in vehicle procurement

4.2 Vehicle Safety 2

Audience: Drivers, dispatchers, volunteer drivers
Frequency: New employee orientation, annually thereafter
Method(s): Classroom, Training Toolbox, Printed materials in handbooks.
Topics:

- New vehicle orientation
- Defensive Driving
- Ride Check Evaluation
- Accident Management and Reporting forms
- Driving Conditions
- Passenger safety policies
- Communications
- Incident and Injury reports
- Witness forms
- PASS training
- Crises Management
- Diffusing Conflict
- CPR/First Aid/Blood-borne Pathogens
- Fatigue Awareness and Sleep Apnea Awareness
- Distracted Driving
- On Board Safety Kit review and use
- Driver report forms for safety concerns
- Internal emergency protocols for drivers and vehicle use
- External emergency protocols for drivers and vehicle use

4.3 Operator and Employee Safety

Audience: All transit related employees
Frequency: New employee orientation, annually thereafter

Method(s): Classroom, Training Toolbox, Printed materials in handbooks.
Topics:

- Drug & Alcohol policies
- Drug & Alcohol testing
- Drug & Alcohol referral, treatment, and evaluation
- Reasonable suspicion training (managers and supervisors)
- Incident and Injury reports
- Employee injury claims
- ERRP Plan and Protocols Overview (Volumes 1-4)
- Emergency communications
- Internal Emergency readiness and response in depth (Volume 2)
- External Emergency readiness and response in depth (Volume 3)
- Reciprocal agreements with other Transit Agencies
- Emergency Recovery Protocols (Volume 4)

4.4 Exercise/Practice – Emergency Response
Audience: All transit related employees
Frequency: Quarterly with focus one or more emergency scenarios
Methods: On-site and in vehicle exercises with classroom training
Topics:

- Vehicle evacuation
- Passenger assault with injury
- Fire at facilities
- Assault or threatening person at facilities
- Natural disaster (classroom run-through of protocols)

Section 5: Coordination with Local Public Safety Agencies

The *[ORGANIZATION NAME*] and its *[TRANSIT AGENCY NAME]* collaborate with local and [*county name*] County public safety agencies to improve emergency and incident preparedness and response. The [*Executive Director/City Manager*], the POC, and the *Transit Manager/Supervisor* will participate in emergency planning efforts conducted by the County Emergency Response team, as well as the County Sheriff's office and other emergency planning individuals and committees.

[*Organization Name*] will participate in a minimum of one exercise or drill with local public safety organizations.

The *Transit Manager/Supervisor* will work with the ERRP POC and first responders (police and fire department names) to facilitate an understanding of vehicle emergency/safety equipment and vehicle access points, fuel type, and vehicle evacuation protocols that will be used by drivers. Additionally, the *Transit Manager/Supervisor* will identify for first responders, the security considerations for facilities and bus storage areas. The *Transit Manager/Supervisor*, ERRP POC, and First Responders will agree on emergency response protocols for security threats and emergency responses that are deemed most relevant to the [*Organization Name*].

The *Transit Manager/Supervisor* will share with Emergency Response coordination leaders the availability, type, and capacity of vehicles available for emergency response external to [*Organization Name*]. Information on driver availability, insurance requirements, fueling, expense reimbursement, and oversight will be shared along with contact information for mobilizing vehicles and drivers.

This information will be reviewed and updated quarterly or whenever key contact information has changed.

5.1 Emergency Planners for [*County name*] County
[Contact Name, email address, mailing address, work number, cell phone number]

5.2 First Responders for [*County Name*] County
Sheriff's Office [*Contact name, email address, mailing address, work number, cell phone number]*

5.3 First Responders for [*City, Town*]
Police [*Contact name, email address, mailing address, work number, cell phone number*]
Fire [*Contact name, email address, mailing address, work number, cell phone number*]

Section 6: Coordination with Other Transit Agencies

In the event of a critical incident, [*Organization Name*], may rely on other transit agencies to provide interim transit services or access to vehicles which may be needed. Agreements for these services are documented in a Memorandum of Understanding with each agency and outline the types of service, vehicles, and use agreements for insurance, damage, fueling, fees, maintenance, route information, etc. These agreements may be reciprocal in nature.

6.1 Transit Agencies

6.1.1 [*name of agency],*
[point of contact]
[contact information, email, mailing]
[contact information, work phone, cell phone]
[services provided]
[vehicles available]
[Use agreement/MOU]

Section 7: Threat and Vulnerability Assessment

During the SEAGO Emergency Response & Readiness study, *[NAMES OF THREATS FROM STUDY FOR THIS AGENCY]* were identified as reasonable threats to [*Organization NAME*] with regard to emergency response requirements. Additionally, [*Organization NAME*] relies on data collected regarding incidents, accidents, and threats received to identify vulnerabilities of the transit system.

These include on-board threats such as passenger drunkenness, disorderly conduct, or illness; passenger disputes and minor assaults; passenger failure to follow rider rules and responsibilities (fare evasion, loud noise, littering, eating/drinking); passenger threats to driver and/or other transit staff; vehicle accidents, vehicle equipment failure; and dangerous weather.

Vulnerabilities will be reviewed and updated annually. For each vulnerability, the [*Transit Agency*] will conduct an assessment to determine which of three approaches best addresses resolution:

Eliminate
Mitigate
Accept

Additionally, transit staff will identify policies and protocols that may be updated to enhance the elimination and mitigation of identified vulnerabilities and will revise the ERRP Volumes 1-4 accordingly.

Section 8: Evaluation and Modification of the ERRP

8.1 Evaluation

8.1.1 Internal

The ERRP Plan is a 'living document' and needs to address issues associated with system security and emergency preparedness in a timely manner on a proactive basis. It is incumbent upon all appropriate personnel of the [*TRANSIT AGENCY NAME*] to constantly evaluate the effectiveness of the ERRP and its implementation. The ERRP POC [*TITLE OF POC]* will work with the [*EXECUTIVE DIRECTOR/CITY MANAGER*] and the *Transit Manager/Supervisor* to ensure that the ERRP is evaluated for effectiveness on an annual basis.

8.1.2 External

The ERRP POC and *Transit Manager/Supervisor* will also serve as the liaison with external agencies involved in the auditing of existing procedures associated with the ERRP

8.2 Modification and Update

The EERP will be reviewed and evaluated annually. Additionally, staff will provide feedback regarding ERRP effectiveness during training and exercise events as well as in the reporting of incidents and accidents. If during the internal or external evaluation of the ERRP, or based on findings from other sources, the *[TRANSIT AGENCY NAME*], in coordination with the ERRP POC will revise the EERP and supporting documentation and training to reflect new practices, policies, and protocols.

A history of changes will be recorded within the EERP Plan along with the dates of changes and the approving authority.

Volume 2 – Emergency Response Implementation Manual – Internal Emergencies

Volume 2 is comprised of direction, policy, and protocols for addressing emergencies that are limited to the [*ORGANIZATION NAME*], including those that occur with vehicles and in facilities or on the Agency's property.

For each emergency type identified as a potential threat, this volume identifies efforts FOR PREPARATION, PREVENTION, PROTECTION, RESPONSE, AND COMMUNICATION.

The [*EXECUTIVE DIRECTOR/CITY MANAGER*], ERRP POC, and *Transit Manager/Supervisor* are responsible for assuring staff familiarity with each element of this manual and for verifying the accuracy of staff lists and vehicle inventories and assuring the availability and functionality of all safety equipment and supplies. This volume will be reviewed and updated quarterly for staff and vehicle information, and annually for policy and protocol relevance.

Each potential vulnerability is indicated by a separate tab.

TAB 1 Threats in Person

PREPARE

All employees are to receive training regarding threats both in person and via email or phone or other conveyance.

Employees will be trained on Agency policy regarding threatening behaviors and how those behaviors will be addressed with regard to law enforcement intervention and/or employment status. The Agency subscribes to a zero-tolerance policy for employees and requires all employees to report all threatening behaviors to their immediate supervisor, unless that supervisor is the threatening person, in which case, the employee must notify their manager or any person whose position is managerial.

The Agency will also train employees on basic protocols should threats be made by non-employees in the workplace or to employees engaged in their work outside the workplace.

Employees, their supervisors, and/or managers, will maintain a copy of the Emergency Communications tree (Volume 2 Appendix A) at their workspace. This Communications tree provides the names, work phone number, cell phone number, and email address of those who must be notified in the case of an emergency.

PREVENT

To the extent possible, the Agency will protect employees from outside threats by assuring the Agency policies are enforced and that adequate training regarding employee responsibilities for workplace safety, vehicle safety and facility safety functions is provided.

All employees are responsible for maintaining vigilance in identifying potential threatening behaviors and being aware of their surroundings and those who come into the workspace, vehicle, or other space occupied by the employee while on the job.

All employees shall review their Workplace Safety Checklists (Volume 2 Appendix B) monthly and report any safety concerns or failures immediately.

Employee work badges must be worn at all times, recognizable (front facing) and visible (outside jackets, sweaters, shirts, or other garments). Any visitors must also wear Agency badges at all times while in facilities, vehicles, or on Agency property. Employees must report any person without proper badge identification to their supervisor. All supervisors/managers are required to inquire of the person the purpose of their being on the premises and escort the person to obtain the proper identification or out of the building, or off the premises.

PROTECT

All employees have a right to protect themselves first during a threat emergency. If you witness an individual who is acting in a hostile and belligerent manner, notify your Supervisor/Manager. Drivers in transit vehicles will notify the Dispatcher. The Supervisor/Manager or Dispatcher will contact law enforcement agencies. All employees are to report threats of violence including bodily harm, or threats to persons involving harm to others, regardless of perceived intent.

RESPONSE

If you determine conditions merit a direct call to 911(weapons present and/or brandished) and you can do so without endangering yourself, remain calm and use a quiet voice. Try to provide information in a calm and clear manner so the 911 operator can quickly relay information to responding law enforcement and emergency personnel.

Provide your name and street address, a description of the situation, the number of persons making threats and any information about the threatening person including gender, race, age, language, clothing, physical features, presence of weapons, and whether or not you recognize the person or know their name.

If you can't speak, leave the line open so the dispatcher can listen and try to pinpoint your location.

After calling 911, if it safe to do so, exit the building. DO NOT APPROACH OR ATTEMPT TO APPREHEND THE PERSON.

If you cannot exit the building, go to a room that can be locked or the door barricaded. Stay behind solid objects and away from the door as much as possible. Turn off the lights. Get others in the room to lay on the floor, out of a potential line of fire.

If a driver is actively running a transit route and he/she or a passenger is threatened by another passenger or person at a bus stop, the driver will attempt to bring the vehicle to a safe stop, out of traffic, but in clear view should law enforcement be called. The driver will notify dispatch immediately. Dispatch, with the driver, will determine if law enforcement intervention is required. If so, dispatch will call 911 and inform the driver.

The driver may disembark any threatening passenger. If the passenger is uncooperative and refuses to disembark, the driver will notify dispatch and wait for law enforcement. If the threatening passenger is brandishing a weapon, the driver must use discretion in contacting dispatch and may choose to dial 911 directly (if phone communications are available), leaving the line open if the driver is unable to safely communicate conditions to dispatch or 911.

Drivers will use their discretion as to the threat to other passengers. Evacuation is recommended any time that the risks of staying on board the vehicle are greater than the risks involved in getting and having passengers off the vehicle.

Vehicles

During on-board threat emergencies, vehicles should be moved to the shoulder, out of high traffic lanes, or to any place where stopping the vehicle can be done safely. Vehicles should remain visible from a main street or thoroughfare when possible. Emergency flashing lights shall be on, and the vehicle (bus or cutaway) door left open. Vehicles may be left running at the discretion of the driver, particularly to maintain cooling systems when passengers are still on board. Passengers who wish to disembark and can do so safely, may leave the vehicle until the threatening behavior is resolved.

Drivers will photograph any damage to the vehicle sustained during a threat emergency.

Medical

Employees in facilities at the time of threatening behavior shall notify their Supervisor/Manager of any injuries to themselves or other employees. If injuries are grave, employees shall call 911 directly to report the injury and request emergency medical response.

Employees trained in first-aid or other medical duties will assist injured persons to reduce further injury and to relay injury status to responders.

Injured persons shall not be moved unless further injury is imminent by remaining in the building.

Drivers operating routes will alert dispatch or 911 operators if there are injuries to anyone onboard. Drivers, when possible, shall assist injured passengers to reduce further injury and to relay injury status to responders.

Drivers will not move injured passengers from the vehicle unless further injury is imminent by remaining on board.

Evacuations and Quick Cover

Emergency escape routes have been assigned for each area of the facility. In the case of emergency evacuation due to threat, Supervisors/Managers are responsible for determining if evacuation is safer than staying. If evacuation is not possible or safe, employees should move to a room with a door that closes and locks and remain quiet; turning ringers off on cell phones. When possible, text messages to law enforcement describing location, number of employees in the group, and current conditions can be sent. Only when law enforcement has established an all-clear may employees evacuate the building.

Supervisors/Managers are responsible for accounting for all assigned employees either personally or through a designee, by having all employees report to a pre-determined designated rally point and conducting a head count. All Supervisors/Managers are required to report their head count by name to the Emergency Point of Contact or Emergency Coordinator.

The Supervisor/Manager is responsible for accounting for all assigned employees at the designated rally point and conducting a head count by name. All Supervisors/Managers will report head count and those missing to the Emergency Point of Contact or Emergency Coordinator.

Employees trained to provide specific rescue and medical duties shall carry out these duties whenever possible. Injured persons shall not be moved unless the threat of further injury is greater.

COMMUNICATE

Employees are responsible for and expected to communicate any threat to their immediate supervisor/manager, or in the case of a threat with a weapon, a direct call to 911.

Supervisors/Managers are responsible for maintaining communication with the Emergency Point of Contact or Emergency Coordinator.

Dispatchers are responsible for alerting Supervisor/Manager and emergency responders to emergencies on vehicles.

Emergency POCs will utilize the Emergency Call Tree to inform persons of the state of the threat emergency.

All communication with media regarding a threat shall be provided by the *[EXECUTIVE DIRECTOR CITY MANAGER]. Employees may not give quotes to reporters on behalf of the Agency.*

TAB 2 Bomb Threats

PREPARE

[TRANSIT AGENCY NAME] will work with local law enforcement and first responder agencies to train and practice the response to a bomb threat. Local emergency responders will review and comment on response strategies and policies.

PREVENT

All [*TRANSIT AGENCY]* personnel are responsible for reporting any bomb threat from any source including phone, in person, or via email or other electronic means. Reports are to be made to the *Transit Manager/Supervisor*. Drivers, if receiving a threat on-board. Must immediately evacuate the vehicle if possible and contact either the dispatcher or 911.

All personnel are responsible for being aware of their surroundings and reporting any suspicious package. Reports are to be made to the *Transit Manager/Supervisor*. Drivers will report any suspicious package left on vehicles.

Signs of a suspicious package:

- No return address
- Poorly handwritten
- Excessive postage
- Misspelled words
- Stains
- Incorrect titles
- Strange odor

PROTECT AND RESPOND

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on in Volume 2 Appendix C.

If a bomb threat is received by phone:

- Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
- Listen carefully. Be polite and show interest.
- Try to keep the caller talking to learn more information.
- If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
- If your phone has a display, copy the number and/or letters on the window display.
- Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
- Immediately upon termination of call, DO NOT HANG UP, but from a different phone, contact authorities immediately with information and await instructions.
- Notify your ERRP POC and Supervisor/Manager
- Evacuate the premises using protocols in Appendix E
- Notify drivers and other employees not to return to facility

If a bomb threat is received by handwritten note: Call _____

Handle note as minimally as possible.

If a bomb threat is received by e-mail: Call _____

Do not delete the message.

- Foreign postage
- Strange sounds
- Restrictive notes
- Unexpected delivery

DO NOT:

- Use two-way radios or cellular phone. Radio signals have the potential to detonate a bomb.
- Touch or move a suspicious package.

COMMUNICATE

Employees are responsible for and expected to communicate any bomb threat to their immediate supervisor/manager, or in the case of an imminent threat with a visible weapon or threatening device, a direct call to 911.

Supervisors/Managers are responsible for maintaining communication with the Emergency Point of Contact or Emergency Coordinator.

Dispatchers are responsible for alerting Supervisor/Manager and emergency responders to emergencies on vehicles.

Emergency POCs will utilize the Emergency Call Tree to inform persons of the state of the threat emergency.

All communication with media regarding a threat shall be provided by the [*EXECUTIVE DIRECTOR CITY MANAGER*]. Employees may not give quotes to reporters on behalf of the Agency.

TAB 3 Vehicle Fires

PREPARE

All drivers will receive training and participate in exercises on dealing with vehicle fires. Training for new employees will include exercises in reporting, evacuation, and dealing with injuries. Training and exercise for all drivers will be held at least annually and recorded in the employee record.

PREVENT

Drivers are responsible for monitoring their vehicles for safety hazards and fires. Drivers are required to complete pre and post inspections of vehicles both before and after their shift. Drivers are required to report any deficiencies found during the inspection to their *Transit Manager/Supervisor*, and to prepare any documentation needed for maintenance personnel to identify the deficiency and repair it.

PROTECT AND RESPOND

If smoke or fire is present, move the vehicle out of traffic lanes, shut off all electrical power, evacuate the vehicle immediately, and contact dispatch. If equipped with a cell phone, call 911 directly followed by a call to dispatch.

Do not open the hood or engine compartment if there are signs of fire in either area.

Drivers are not expected to fight the fire themselves and should only use a fire extinguisher if they are sure of what to do and it is safe to do so. **The primary purpose of the fire extinguisher is to provide a safe way out of the vehicle for evacuation purposes.**

Attempt to use a fire extinguisher only if all of the following apply:

- Dispatch and emergency personnel have been contacted and the vehicle has been evacuated.
- The fire is small, contained, and not spreading beyond its starting point.
- The exit is clear, there is no imminent peril, and you can fight the fire with your back to the exit.
- You can stay upwind and avoid smoke. Smoke inhalation must be avoided as just a small amount of toxic smoke can render you unconscious.
- The proper extinguisher is readily at hand, and you know how to use it.

If possible, use the 'Buddy System' and have someone else back you up while you fight the fire. If you have any doubt about your safety, or you cannot extinguish the fire, leave immediately.

Using a fire extinguisher: 1) Pull the pin; 2) stand back several feet and upwind from the fire; 3) depress the handle and sweep back and forth towards the base of the fire. You usually can't expect more than 10 full seconds of power per unit.

When vehicle is evacuated and dispatch/responders notified, count the number of passengers, and determine if there are injuries. Notify dispatch/responders of the number, type, and severity of injuries. Make sure passengers are well away from vehicle.

Dispatch will determine the number of passengers impacted and dispatch another vehicle to remove them from the fire site. Passengers will be asked to provide any information on how the fire started if it was started in the passenger cabin.

The Driver or other transit staff, if able, shall take pictures of vehicle and vehicle location once it's safe to do so.

COMMUNICATE

Drivers are responsible for and expected to communicate any vehicle fire to the dispatcher or a direct call to 911.

Transit Manager/Supervisor are responsible for maintaining communication with the ERRP POC or Emergency Coordinator.

Dispatchers are responsible for alerting *Transit Manager/Supervisor* and emergency responders to emergencies on vehicles.

Emergency POCs will utilize the Emergency Call Tree to inform persons of the state of the threat emergency.

All communication with media regarding a threat shall be provided by the [*EXECUTIVE DIRECTOR CITY MANAGER*]. Employees may not give quotes to reporters on behalf of the Agency.

TAB 4 Vehicle Accidents

PREPARE

All drivers will receive training and participate in exercises on dealing with vehicle accidents. Training for new employees will include exercises in reporting, evacuation, and dealing with injuries. Training and exercise for all drivers will be held at least annually and recorded in the employee record.

PREVENT

All drivers are responsible for conducting pre and post route vehicle inspections to assure vehicles are operating safely. Maintenance personnel are responsible for assuring that vehicles are properly maintained for safety.

Drivers shall avoid backing up the vehicle without clear visuals in all mirrors. Vehicle back-up alarms (beeping) shall be checked with each pre-and post-inspection.

PROTECT and RESPOND

Every driver is obligated, as a condition of their employment, to report any and all accidents involving a transit vehicle. Procedures for minor accidents without injuries can be found in the driver manual. In the event an accident occurs that constitutes an emergency, the drivers must take additional action toward the safety of themselves, their passengers, and the vehicle.

In the case of an accident drivers will**:**

- Stop. Do not leave the scene of an accident, no matter how minor, until directed by your supervisor. Use your hazard lights to indicate the bus has stopped.
- Do not move the bus. Documenting the positions of vehicles involved in a collision is extremely important. Unless there is imminent danger of another collision, potential fire, or situation that could cause more damage, do not move the vehicle until directed by police or supervisor. If the vehicle must be moved prior to that, note exactly where it stopped after the collision.
- Assess the situation. Before reacting, take a moment to survey your surroundings. Decide what immediate actions need to be taken and consider what needs to be done. Injured passengers may need assistance, or drivers may need to evacuate passengers from the bus. Taking the time to evaluate the scene will give the chance to plan accordingly.
- Reassure the passengers. Drivers' ability to remain calm can have an enormous effect on passengers especially the elderly or those with special needs. Keeping the passengers calm will help drivers handle the situation more easily.
- Notify dispatch and call 911. Make it clear that the call is urgent by stating "This is Vehicle Number 72, and there is an emergency." Stating the bus number allows dispatch to pin down where the vehicle should be even if no other information is available. Answer all the questions from dispatch or 911 calmly and clearly. Know where the vehicle is located with cross streets so responders can find it.
- Apply first aid, but only within the limits of your training. Never move an injured student unless he or she is in imminent danger (e.g., in the path of a spreading fire). Tend to life-threatening injuries first, such as severe bleeding, loss of consciousness and shock, and do not exceed the limits of your first aid training.

- Protect the scene. After any injuries have been addressed, use reflectors, cones and/or flares to warn oncoming traffic. Place them far enough back to truly protect the bus from another collision. If passengers are evacuated, make sure they are located in a safe place.
- Account for all passengers. As soon as possible, make an accurate passenger list. If possible, document exactly where each passenger was located at the time of the accident. Be prepared to provide emergency responders with this list and advise them of passengers with specific/special needs. Ask other passengers to help, if necessary.
- Document what happened. Ask people who witnessed the accident to wait for police to arrive. Using a form auto collision worksheet, Appendix D, describe the accident and capture key information about other vehicles and drivers that were involved, as well as the name, address, and phone number of the witnesses. Ask the latter to record what they saw on statement or courtesy cards, if available.
- Cooperate with authorities. Police officers will need to gather information or may need assistance. In severe accidents, a command post may be established to coordinate rescue efforts. As emergency personnel arrive, you can stand back and allow them to take over.

COMMUNICATE

- Drivers are responsible for notifying the dispatcher of the accident, even if 911 has been called to the scene.
- Drivers will communicate the number and types of injuries sustained in the accident, if any, and provide information on any other vehicles involved.
- Dispatch will notify 911 if the drive has not already done so, providing the location, the type of vehicle(s) involved, any injuries, and the number of passengers in the vehicle.
- Dispatch will also notify the Supervisor or Manager who will determine if the Emergency POC is to be notified.
- Make no statements at the scene. Be polite and helpful but refrain from placing or taking blame for the accident. What you say at the scene may be admissible in court. Do not discuss the accident with anyone other than law enforcement, your supervisors or attorney. If approached by media, politely explain that you're not permitted to comment at the scene. Ask reporters to talk to your supervisor. Avoid using the phrase "no comment," as it often leads reporters to make negative assumptions.

TAB 5 Facilities – Fire/Explosion

PREPARE

All personnel will receive training and participate in exercises on dealing with fires and or explosions at facilities. Training for new employees will include exercises in reporting, evacuation, and dealing with injuries. Training and exercise for all personnel including drivers will be held at least annually and recorded in the employee record.

PREVENT

All employees are responsible for reporting fire/explosion hazards in the workplace and on the grounds surrounding the facility. Additionally, all employees are responsible for preventing fire/explosion hazards when possible, following these standard protocols:

- No open flames or embers in buildings,
- No hazardous chemicals left unsecured or near sources of ignition,
- No open flames or embers on the grounds of the facility without precautions necessary to contain flames or embers, and
- No blocking of safety equipment including fire extinguishers and alarms.

PROTECT & RESPOND

If a fire occurs in your area

- Evacuate: See Appendix E for evacuation protocols.
- Take your emergency supplies, car keys, purse, and/or wallet and other personal items if it is safe to do so.
- Do not attempt to save possessions at the risk of personal injury.
- While exiting, pull the fire alarm and note other hazards and any remaining personnel.
- Proceed to safest exit.
- If you are the last to leave, close doors behind you to confine the fire, but do not lock them
- If an area is smoky, stay low to the ground. Crawl if necessary.
- Assume smoke and/or fumes are hazardous
- Use a wet cloth, if possible, to cover your nose and mouth
- Use the back of your hand to feel the upper, lower, and middle parts of closed doors
- If the door is hot or smoke is visible, do not open the door. Look for another way out.
- If the door is cool, brace yourself against it and open slowly
- If you see fire, confine it by closing doors and windows, if safe to do so
- Never go back into a burning building

Call 911 give the following information:

- Your name
- Telephone number
- Location of the fire (building, floor, room number, etc.)
- Severity of fire
- Indicate whether people or equipment are involved or are in imminent danger

Note: Do not hang up until the dispatcher does

Check in at the designated Emergency Assembly Point (EAP) for the building you are in and report any noted hazards or remaining personnel

Do not return to the building until instructed to do so by emergency personnel

Consult the Evacuation Procedure section in Appendix E for additional information

If you are trapped inside your office

Call 911 and give the following information:

- Your name
- Telephone number
- Location of the fire (building, floor, room number, etc.)
- Severity of fire
- That you are trapped inside your office (location)

Note: Do not hang up until the dispatcher does

Wedge cloth material along the bottom of the door to keep out smoke

Close as many doors as possible between you and the fire

If your clothes or those of another are on fire, STOP, DROP, AND ROLL

Use extinguishers on small fires (smaller than a trash can) only if it is safe to do so. Remember "PASS":

- Pull the pin
- Aim at the base of the fire
- Squeeze the nozzle
- Sweep back and forth

EXPLOSION

Chemical accidents, leaking gas, faulty equipment, or explosive devices could all be the cause of life-endangering explosions. Explosions usually result in falling debris and structural damage that can cause serious injuries. Explosions often accompany or follow fires, floods, and power outages and vice versa.

If inside the building

- Seek cover under a desk, table or other heavy furniture which can provide protection from flying glass and debris.
- Remain inside the building until it is safe to exit. DO NOT USE ELEVATORS.
- While exiting, pull the fire alarm, check for fire, note other hazards and any remaining personnel.
- Take your emergency supplies, car keys, purse, and/or wallet and other personal items, if it is safe to do so.
- Consult the Evacuation Procedure Appendix E for additional instructions.

Call 911 and give the following information:

- Your name
- Telephone number
- Location of the explosion (building, floor, room number, etc.)
- Materials involved in explosion, if known
- Description of the situation

Note: Do not hang up until the dispatcher advises you to disconnect

Check in at the designated Emergency Assembly Point (EAP) for the building you are in and report any noted hazards or remaining personnel

If trapped in office with exit blocked

Call 911 and give the following information:

- Your name
- Telephone number
- Location of the fire or area blocked (building, floor, room number, etc.)
- Severity of fire or blockage

Note: Do not hang up until the dispatcher does

Be prepared for possible further explosions;

- Crawl under a table or desk for protection
- Stay away from windows, mirrors, overhead fixtures, filing cabinets, bookcases, and electrical equipment
- Do not use matches or lighters
- If smoke or fire is present:
- Wedge cloth material along the bottom of the door to keep out smoke
- Close as many doors as possible between you and the fire

If outdoors

Stay clear of buildings, trees, or other falling hazard areas

Proceed to the designated Emergency Assembly Point (EAP) for the building you are in and check in

Should you become trapped in debris

Stay calm

If a window is available, place an article of clothing (shirt, coat, etc.) outside the window as a marker for rescue crews

If there is no window, tap on a pipe or wall so that rescuers can hear where you are

If possible, use a flashlight to signal your location to rescuers

Avoid unnecessary movement so that you don’t kick up dust

Cover your nose and mouth with anything you have on hand to prevent breathing in dust and other debris. (Dense-weave cotton material can act as a good filter. Try to breathe through the material.)

If possible, use a whistle to signal rescuers

Shout only as a last resort (to prevent dust inhalation, tiring too quickly, or losing your voice)

COMMUNICATE

All employees are required to report any incidence of fire immediately and utilize the fire alarm system to aid in quickly clearing the facility. Once evacuation is complete and 911 has been notified, employees will notify their immediate supervisor of the nature and size of the fire, the status of evacuation efforts, and that 911 has been notified. Supervisors/Managers will notify the ERRP POC of the same.

Employees will make no statements at the scene. Be polite and helpful but refrain discussing the fire with anyone other than emergency response personnel and your supervisor. If approached by media, politely explain that you're not permitted to comment at the scene. Ask reporters to talk to your supervisor. Avoid using the phrase "no comment," as it often leads reporters to make negative assumptions.

TAB 6 Facilities – Severe weather and flooding

PREPARE

All personnel will receive training and participate in exercises on dealing with severe weather and/or flooding at facilities. Training for new employees will include exercises in reporting, evacuation, and dealing with injuries. Training and exercise for all personnel including drivers will be held at least annually and recorded in the employee record.

PREVENT, PROTECT, RESPOND

While severe weather and flooding cannot be prevented, damage and injuries caused by such events can be mitigated.

Severe weather threats to facilities may involve loss of power, heavy winds, lightning strikes, and flooding. All employees are responsible for being familiar with emergency protocols for these conditions.

In cases of severe weather, personnel shall remain in the building unless doing so presents a greater risk for injury. Should evacuation of the facility be necessary, personnel will follow the evacuation protocols in Appendix E and report to the assigned Emergency Assembly Point.

In cases where severe weather conditions create a loss of power, personnel will follow the loss of power protocols in TAB 9 Power Outage.

Weather events with strong and potentially damaging winds require personnel to avoid windows and doors leading to the outside. Personnel shall, when possible without threat of injury, close curtains, blinds, or other window covers, close all doors, and gather in interior rooms or hallways.

During a strong electrical storm, personnel will assure that computers and other equipment subject to damage from electrical surges are protected with surge protection devices or unplugged.

When a severe weather threat passes, Supervisors and managers will determine that all personnel are safe and alert XXX (maintenance) of any damage. If power loss continues for an extended period, Supervisors and managers will determine if personnel may leave the building safely to return home.

Serious water damage can occur from many sources: burst pipes, fire sprinkler activation, clogged drains, broken skylights and windows, construction projects, major rainstorms, water main breaks, or loss of power to sump pumps.

If a water leak or flooding occurs:

Call XXXX and give the following information:

- Your name
- Telephone number
- Location of the leak (building, floor, room number, etc.)
- Severity of the leak

Indicate whether any people or equipment are involved or are in imminent danger

- If you know the source of the water and are confident of your ability to stop it (unclog the drain, turn off the water, etc.), do so cautiously
- If there are electrical appliances or outlets near the leak, avoid contact
- If there is any possible danger, evacuate the area
- If you can do so safely:
- Secure vital equipment, records, and hazardous materials by moving them to higher, safer ground
- Shut off all non-essential electrical equipment
- Locate those persons with special needs and provide assistance if possible. Otherwise, provide their location to emergency responders.
- Consult the Evacuation Procedures Appendix E for additional information
- Do not return to the building until instructed to do so by Public Safety or Maintenance Customer Service

Note: Call XXX for assistance with flood clean-up.

COMMUNICATE

All employees are required to report any incidence of flooding immediately and, when eminent danger necessitates, utilize the fire alarm system to aid in quickly clearing the facility. Once evacuation is complete employees will notify their immediate supervisor of the nature of the flood, the status of evacuation efforts, and the potential source of flooding. *Transit Manager/Supervisor* will notify the ERRP POC of the same.

Employees will make no statements at the scene. Be polite and helpful but refrain discussing the flood with anyone other than emergency response personnel and your supervisor. If approached by media, politely explain that you're not permitted to comment at the scene. Ask reporters to talk to your supervisor. Avoid using the phrase "no comment," as it often leads reporters to make negative assumptions.

TAB 7 Medical emergencies

Medical emergencies constitute a number of different types of emergencies from personal injuries to sudden illness, accidents, and outcomes from other types of emergencies (fire, flood, electrical storm, etc.)

PREPARE

All personnel will receive training and participate in exercises on dealing with medical emergencies. Only employees trained in addressing medical emergencies directly will be responsible for actions described in this section that directly address an injured or ill person.. Employees not trained to address medical emergencies will be responsible for alerting trained employees, their supervisors, and 911 to the nature of the emergency. Training for new employees will include exercises in reporting, communications, assessing medical emergency events, and dealing with injuries. Training and exercise for all personnel including drivers will be held at least annually and recorded in the employee record.

Employees trained in directly responding to medical emergencies will renew their certifications annually and receive additional training and engage in practice exercises at least annually.

PREVENT

All employees are responsible for actively practicing safety in the workplace as described in Appendix B Workplace Safety Checklist.

All employees are responsible for reporting any safety hazard or perceived safety hazards to their Supervisor/Manager immediately.

PROTECT AND RESPOND

Employees trained in First Aid shall respond to incidents of personal injury so long as their own safety is not compromised. These employees will instruct other employees to notify 911 when the injury requires more than simple first-aid.

Employees trained in the use of automated external defibrillators may use such devices as trained and instructed. They must call 911 or instruct others to call as soon as possible when using defibrillators. Once a trained employee has turned over response to emergency responders, the employee must contact their *Transit Manager/Supervisor* immediately.

Employees witnessing sudden illness where the ill person is in distress and in the facility or on a transit vehicle must notify trained personnel and 911, when necessary, remaining with the emergency dispatcher until the dispatcher hangs up. Employees must notify a Supervisor/Manager of any sudden illness requiring emergency response.

Drivers must notify dispatch and 911, if necessary, when responding to a sudden illness. Drivers will stop the vehicle and allow healthy passengers off the vehicle until emergency responders have completed their assistance. Drivers may not abandon passengers experiencing sudden and distressing illness without assistance at the site.

All employees will use precautions in handling or assisting persons with injuries or sudden illness and be prepared to defend against biohazards (gloves, PPE, bloodborne pathogen kit).

Where there are mass injuries at the workplace or on board a transit vehicle, an employee or driver will notify 911 immediately and be prepared to provide information on the number of injured persons and the extent of the injuries. All trained employees (first aid and defibrillator) will assist injured persons so long as their own safety is not compromised. *Transit Manager/Supervisor* will immediately notify the ERRP POC of the emergency. *Transit Manager/Supervisor* will then coordinate with emergency responders to assist with response efforts.

If The Emergency Appears To Be Life-Threatening

Examples: Altered mental status, unconsciousness, difficulty breathing, chest pain or discomfort, inability to move, potential head, neck, or spinal injuries, large broken bones, uncontrollable bleeding, stroke, etc.

If unsure if it is life threatening treat as if it is.

- Call 911 immediately.
- Do not move the victim.
- Send someone to meet responding personnel at building entrance and guide them to the emergency location. If possible, one person should remain with the patient until EMS arrives.
- Provide First Aid to level to which you are trained, after obtaining consent from the person.
- If you suspect a heart attack, have someone who is trained in AED use administer AED. If there are no trained personnel in the area, retrieve the nearest AED, open, and follow the written and/or audio instructions.

After dialing 911 notify *Transit Manager/Supervisor* when possible.

If poisoning is suspected, call the Poison Control Center at 800-222-1222.

Drivers responding to injured or ill passengers shall obtain and note the

- Name of injured person
- Injured person's address and telephone number if known
- Date and time of injury or sudden illness
- Description of what happened
- Brief summary of action taken
- Names of any witnesses
- Conditions at site of accident (wet/dry, lights on/off, apparent hazards or absence of such, etc.)

Report this information to the Dispatcher and/or *Transit Manager/Supervisor* and follow up with written information and accident reports.

If The Emergency Requires Medical Attention But Appears Not To Be Life-Threatening

Examples: minor cuts, abrasions, sprains, etc.

- Provide First Aid to level to which you are trained after obtaining consent from the person. (Every employee should have access to a first aid kit, each department is responsible to provide and maintain these kits)
- Call the *Transit Manager/Supervisor*

- Encourage the injured person to go to the emergency room or their physician for follow up care. Allow the injured person to make that determination. Provide as much help and support as possible until transportation arrangements have been made. (Do not volunteer to transport the injured person, as this would increase exposure to liability.)
- *Transit Manager/Supervisor* will call the emergency contact person listed in the injured employee's file.
- NOTE: If the injured person chooses not to be transported to a medical facility, and the *Transit Manager/Supervisor* disagrees with that determination, the *Transit Manager/Supervisor* may insist that a trained person be called to the scene to assist in making the determination; then call 911.

If Accident Or Injury Appears To Require No First Aid Or Medical Attention

Occasionally, accidents will occur where individuals, including the accident victim, will assume that no injury has occurred, and that no medical attention is required. However, symptoms may become evident later, and an accident report should still be filed with the *Transit Manager/Supervisor* as soon as possible and always within 24 hours. If the accident victim is unwilling to provide his/her name and other information, report time of day, incident location details and physical description of individual involved.

COMMUNICATE

Employees will immediately call for personnel trained in medical emergencies and their *Transit Manager/Supervisor* when alerted to injuries or sudden illness. Drivers will determine if emergency responders are to be summoned and will call 911 directly if deemed necessary. Drivers will notify dispatchers of any incident of injury or sudden illness among passengers and the status of emergency response. Dispatchers will alert *Transit Manager/Supervisor* to the nature of the medical emergency and potential biohazards.

All employees are required to notify *Transit Manager/Supervisor* of any injury or illness in the workplace or on transit vehicles.

Trained employees using automated external defibrillators must call 911 as soon as possible and shall notify their Supervisor/Manager of the incident as soon as possible.

Employees will make no statements at the scene. Be polite and helpful but refrain discussing the medical emergency with anyone other than emergency response personnel and *Transit Manager/Supervisor*. If approached by media, politely explain that you're not permitted to comment at the scene. Ask reporters to talk to your supervisor. Avoid using the phrase "no comment," as it often leads reporters to make negative assumptions.

TAB 8 Emergency Reduction in Operations

It is the policy of [*Transit Organization Name]* to remain operational during published operating hours in order to maintain our commitment to the community by providing transportation services to passengers and the public. During an emergency that will interrupt or reduce service for prolonged periods of time, it will be a priority to minimize, to the degree possible, the negative impact on services and people.

PREPARE

All personnel will receive training and participate in exercises on dealing with an emergency reduction in services. Training for new employees will include exercises in communicating a reduction in service among drivers, employees, and the public and in prioritizing passengers with life sustaining medical needs and working with emergency responders for larger non-organizational emergencies. Training and exercise for all personnel including drivers will be held at least annually and recorded in the employee record.

PREVENT

Reduction in service during internal emergencies should be minimized to the extent possible. Quick recovery in identifying priority services and passengers, along with updated driver, volunteer driver, and emergency services personnel lists are essential in mitigating service reductions.

PROTECT AND RESPOND

During periods of internal emergency (fire, flood, severe weather, threat, etc.) the dispatcher will notify all drivers and transit support personnel that emergency operations protocols are being enacted.

Developing Emergency Conditions (Less than 1 day)

Decisions to reduce transit services or allow staff members to leave work early during an emergency situation will be the responsibility of the *Transit Manager/Supervisor* and/or the ERRP POC. Transit is considered a critical service for passengers requiring life sustaining medical services. These services will be maintained to the extent possible during any emergency. Critical employees include dispatchers, drivers, and at least one mechanic, and are expected to report to work during emergency period in accordance with the terms of their employment.

Dispatchers, drivers, and relief drivers will be notified of revised schedules and priority routes and passengers.

Changes in schedules for less than 1 day will be communicated to regular riders and riders with disabilities (particularly those with life sustaining-medical appointments) for whom contact information is available. *Transit Manager/Supervisor* and ERRP POC may determine if a more public announcement is desirable and contact the appropriate media outlets including radio, television, and social media.

Reduction in Operations (Greater than 2 days)

The *[City Manager, Executive Director]* will analyze emergency conditions and assess the level of risk in maintaining operations either in full or reduced, in consultation with the ERRP POC. In consultation with the *Transit Supervisor/Manager*, the [*City Manager, Executive Director*] and ERRP POC will determine the level of reduction of services.

Critical Transit employees will report to work as required by the terms of their employment to maintain the desired level of operations.

If the facilities used to house transit operations are unavailable during the emergency, the *Transit Manager/Supervisor* will work with ERRP POC and *[City Manager/Executive Director]* to locate adequate space for dispatch, operations, and vehicle storage and maintenance. This relocation effort will take place within 12 hours of when the ERRP POC announced the extended reduction in operations.

The ERRP POC will determine the potential length of the reduction in operations and alert all employees that the Continuity of Operations Plan has been activated. See Appendix F

The *Transit Manager/Supervisor* will alert critical employees of revised transit schedules and priorities. If the emergency reduction in operations occurs during non-working hours, the *Transit Manager/Supervisor* will alert all critical personnel as to the changes in operations, new location, if applicable, for transit headquarters, and new location, if applicable, of transit vehicles. Critical personnel will also be informed of changes to the schedule.

Transit personnel not identified as critical during reduced operations will receive instructions from the *Transit Manager/Supervisor* or ERRP POC as to the nature of the emergency, status of the reduction in operations, and whether or not they are expected to return to work.

Employees may be asked to perform job activities that are not part of their normal work effort. These tasks will be assigned by the *Transit Manager/Supervisor* in support of the emergency conditions for *[Transit Organization Name]*

The ERRP POC along with the *Transit Manager/Supervisor* will provide all employees with the necessary PPE to maintain health and safety.

The [City Manager Executive Director] along with the ERRP POC will determine when and how operations will return to normal.

COMMUNICATE

In periods of extended reduction in operations, the [*City Manager, Executive Director*] in coordination with the ERRP POC and the *Transit Manager/Supervisor*, will be responsible for all communications both internally and externally. All employees will direct media inquiries to the ERRP POC.

The *Transit Manager/Supervisor* will work with transit personnel to identify special needs passengers and alert them to any reduction is operations.

If all standard communication functions are unavailable, critical staff, *Transit Manager/Supervisor*, ERRP POC, and organizational leadership will meet at the appointed rally point to receive instructions and develop strategies for communicating with other staff and passengers.

TAB 9 Power Outage

PREPARE

The ERRP POC will identify critical functions that rely on stable power resources. Suitable backup resources (generators) will be made available once an extended power outage period has been declared.

Each *Transit Manager/Supervisor* will have handy access to one or more flashlights, extra batteries, and emergency supplies.

All employees should be aware of the closest exit.

All personnel will receive training and participate in exercises on dealing with power outages. Training for new employees will include a review of the Power Outage response plan. Training and exercise for all personnel including drivers will be held at least annually and recorded in the employee record.

PREVENT

All employees are responsible for the safe usage of all power sources. The use of multi-socket power cords may only be used with permission of the facilities manager or the *Transit Manager/Supervisor*.

All electrical junction boxes will be inspected periodically to assure proper function and adequate amperage.

PROTECT AND RESPOND

Any power outage will be reported to the *Transit Manager/Supervisor*.

- Assess the extent of the outage in the building or beyond in the community.
- Help persons in darkened work areas move to safety.
- Unplug desktop computers, equipment, and appliances during the outage, especially if no surge protector is connected.
- Open windows for additional ventilation.
- Keep refrigerators and freezers closed throughout the outage.

If it is determined that power will be unavailable for periods beyond two hours, the *Transit Manager/Supervisor* in coordination with the *[City Manager/Executive Director]* will determine if the organization will call for a reduction in operations and which critical services will continue to operate. See TAB 8.

If evacuation of the building is necessary, See Appendix E. As you leave, turn off lights and equipment that will automatically turn on with the resumption of power.

COMMUNICATE

If all standard communication functions are unavailable, critical staff, *Transit Manager/Supervisor*, ERRP POC and organizational leadership will meet at the appointed rally point to receive instructions and develop strategies for communicating with other staff and passengers.

Dispatchers will alert Drivers to the power outage and the potential lack of GPS monitoring from the facility.

TAB 10 Chemical Spills & Hazardous Materials

PREPARE

All personnel will receive training and participate in exercises on recognizing hazardous chemicals and their proper handling and storage. Training for new employees will information on where to find chemical hazard sheets and how to report chemical spills. Training and exercise for all personnel including drivers will be held at least annually and recorded in the employee record.

PREVENT

All hazardous chemicals and substances will be stored in safe storage containers or closets with shelving that provides protection from falling and includes an inventory of the chemicals stored there.

The *Transit Manager/Supervisor* will keep a copy of the inventory at their station.

All employees will report any suspicious chemical or gas odor to the *Transit Manager/Supervisor*.

PROTECT AND RESPOND

All chemical spills, regardless of type or size, will be reported to the *Transit Manager/Supervisor*. If the spill presents a potential fire hazard or injury, if possible to do so safely, confine the spill, then immediately activate alarm, and evacuate the area. See Appendix E.

If the spill is a health threatening release and it is safe to do so, close all doors in order to isolate the area. Evacuate the building. See Appendix E.

Call 911 and give the following information:

- Your name
- Telephone number
- Location of the spill, leak – address, building number, room, etc.
- Name of the material involved, if known.
- Quantity of the material involved
- Time of the incident
- If anyone is injured or exposed to material
- If there is a risk of fire or a fire or explosion has occurred.

Do not hang up until the dispatcher does.

Do not attempt to clean up a spill unless you are trained to do so, know it is safe, have the proper equipment, and the spill is less than 1 ounce.

If the spill is not a health threatening release and it is safe to do so, and you have knowledge of the material and proper equipment and training, clean up the spill.

If the spill has entered a drain, alert your *Transit Manager/Supervisor* and Facilities Maintenance.

Chemical Spills in vehicles require employees to evacuate the vehicle after pulling safely to the side of the road.

Drivers will assure all passengers are evacuated and then call the dispatcher to report the spill.

Dependent on the material spilled, the dispatcher will send a backup vehicle to board passengers and continue the route.

If the material spilled on board presents a fire hazard or danger of injury, the dispatcher will call 911 and report the spill providing

- Your name
- Telephone number
- Location of the spill, leak – address, building number, room, etc.
- Name of the material involved, if known.
- Quantity of the material involved
- Time of the incident
- If anyone is injured or exposed to material
- If there is a risk of fire or a fire or explosion has occurred.

If there is a personal injury or chemical contamination

- Call 911 with the same information as above.
- Move the victim to safety if able to without further injury while maintaining your own personal safety
- Remove contaminated clothing
- Flus all areas of the body contacted by chemicals with copious amounts of water for 15 minutes.

COMMUNICATE

Employees will immediately call their *Transit Manager/Supervisor* when alerted to chemical hazards and spills. Employees will call 911 first, if the spill presents a fire hazard or potential for injury.

Drivers will determine if emergency responders are to be summoned and will call 911 directly if a chemical spill presents a fire hazard or potential for injury.

Drivers will also notify dispatchers of any chemical or hazardous materials spill and the status of emergency response. Dispatchers will alert *Transit Manager/Supervisor* to the nature of the hazardous material or spill.

Employees will make no statements at the scene. Be polite and helpful but refrain discussing the hazardous material emergency with anyone other than emergency response personnel and *Transit Manager/Supervisor*. If approached by media, politely explain that you're not permitted to comment at the scene. Ask reporters to talk to your supervisor. Avoid using the phrase "no comment," as it often leads reporters to make negative assumptions.

TAB 11 Pandemics and Epidemics

The Covid-19 pandemic offered valuable insights that informed the [*Organization Name*] response.

Allowing that FTA and State of Arizona provide rulings and oversight of ongoing transit services during a pandemic, the [*Executive Director/City Manager*] will authorize the Transit Manager/Supervisor to implement the Pandemic/Epidemic Response. See Appendix G.

PREPARE

All personnel will receive training and participate in exercises on responses and protocols during a pandemic or epidemic. Utilizing the Pandemic Epidemic Response Checklist (see Appendix G), all employees will become familiar with the requirements of the response and how to deal with conflicts arising from passenger concerns. Training for new employees will include a review of the Checklist and their role during an infectious disease event (essential or non-essential employee) Training and exercise for all personnel including drivers will be held at least annually and recorded in the employee record.

PREVENT

At the onset of any global pandemic or domestic epidemic, the *[Executive Director, City Manager]* in consultation with the ERRP POC and the Transit Manager/Supervisor, shall determine when and how any response will be initiated.

In early stages where the federal or state mandates have not been issued, the *[Transit Agency*] will encourage drivers and passengers to take preventive action for the protection of both employees and passengers.

PROTECT RESPONSE

When the [Organization Name] has declared that a Pandemic – Epidemic Emergency exists, the Transit Manager/Supervisor will advise all transit employees and review with them the Pandemic Epidemic Response protocols. See Appendix G.

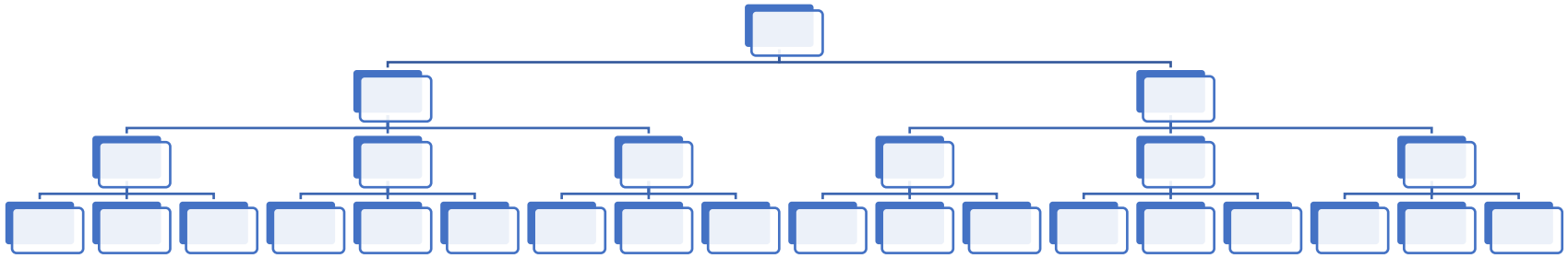
COMMUNICATE

The Transit Manager/Supervisor will alert all transit employees when the *[Organization Name]* has declared a Pandemic Epidemic emergency.

All essential personnel will be advised of any changes in roles or duties as well as the assignment of back-up roles should essential employees become infected.

The public and passengers will be alerted that pandemic/epidemic protocols are in place and advised as to the changes in or reduction of operations. The Transit Manger/Supervisor will assure that public notices are frequent and utilize multiple means (i.e., social, print, and radio media, as well as public postings, handouts to passengers in both English and Spanish, and notices at bus stops).

Appendix A Emergency Contact Tree



Appendix B Workplace Safety Checklist

Workplace Inspection Checklist

Entrances and Exits	Yes	No	N/A
Are entrances and exits to and from work areas free from obstructions?			
Are exit doors clearly marked?			
Walkways, Floors and Stairs	**Yes**	**No**	**N/A**
Are stairs and walkways kept clear of boxes, equipment, cables, and other obstacles?			
Is the tread on stairs in good condition and adequate to minimize slipping?			
Is the foot space on each stair adequate?			
Are handrails adequate and in a good state of repair?			
Are stairs in a good state of repair?			
Do stairs have anti-slip materials where warranted?			
Are floors clear of slip and trip hazards, e.g., extension cords, torn carpet, uneven surfaces, cracks, holes, etc.?			
Are walkways clear of trip hazards such as open drawers, boxes, etc.?			
Are walkways and stairs wide enough?			
Are walkways free of oil and grease?			
Are walkways adequately lit and clearly marked?			
Do walkways have unobstructed vision at intersections?			
Storage Facilities	**Yes**	**No**	**N/A**
Are materials stored in bins whenever possible?			
Is sufficient storage provided?			
Are heavy items stored between mid-thigh and shoulder height?			
Is there a safe means of accessing high shelves?			
Is storage equipment in good condition and not overloaded?			
Is stored material secured to prevent shifting/falling?			
Are storage areas free from rubbish?			

Are shelf units properly attached to walls and are cabinets/cupboards stable?			
Are racks and pallets in good condition?			

Lighting, Ventilation and Temperature	Yes	No	N/A
Does the lighting in the work area allow staff to see their work easily?			
Are all light fittings in good working order? No flickering lights, etc.?			
Are glare and excessive brightness minimized in the work area?			
Is temperature maintained at a comfortable level?			
Is there adequate ventilation throughout the work area?			
Are all light bulbs, tubes and lighting covers adequately cleaned?			
Are ventilation ducts kept clean and unobstructed?			
Is general indoor air quality acceptable for the majority of occupants, i.e., temperature, humidity, air flow, etc.?			
Equipment	**Yes**	**No**	**N/A**
Is equipment clean and working properly?			
Are photocopiers located away from workstations to reduce noise and exposure to fumes?			
Is all lifting or moving equipment in good condition?			
Are fax machines, printers, binders, laminators, and other office equipment in good condition?			
Are procedures for safely operating equipment accessible to staff?			
Are lockout/tagout procedures used?			
Are there clear indications when equipment is switched on?			
Are there procedures to report faulty equipment?			
Are equipment guards in place?			
Are noise levels controlled and is hearing protection being used?			
Hazardous Substances	**Yes**	**No**	**N/A**
Are hazardous substances properly labeled?			
Are hazardous substances properly stored?			
Do procedures exist for the safe use and disposal of hazardous substances?			

Are material safety data sheets available for all chemicals?			
Is there a register of hazardous substances?			
Are all containers labeled?			
Are eye wash stations readily available and easily accessible to employees?			

Electrical	Yes	No	N/A
Are all cords, plugs and sockets in good condition, i.e., not frayed, exposed, cracked, etc.?			
Has electrical equipment been inspected, tested, and tagged in accordance with company policies and regulations?			
Are portable power tools in good condition?			
Are all electrical items in good condition?			
Have switches and circuits/circuit breakers been identified and are they in working condition?			
Are battery chargers marked and well ventilated?			
Staff Amenities	**Yes**	**No**	**N/A**
Are staff toilets and bathroom facilities in good condition?			
Are toilets and bathroom facilities cleaned regularly?			
Is kitchen equipment in good working order?			
Are hot water taps appropriately marked?			
Are surfaces in bathrooms and kitchen areas slip free?			
Is kitchen and bathroom rubbish removed regularly?			
Do kitchens contain fire extinguishers that are serviceable and accessible?			
Are microwaves, refrigerators, etc., cleaned regularly to reduce risks of infection and fire?			
Emergency Procedures	**Yes**	**No**	**N/A**
Can emergency signals and alarms be clearly heard?			
Are emergency exits clearly marked, easy to open and functional?			
Are alarms and signals tested on a regular basis?			
Are emergency exit lights operational?			
Has there been an evacuation drill in the last 12 months?			

Are evacuation drills reviewed and documented?			
Have floor wardens been appointed?			
Are the names and details of office/floor wardens and emergency procedures displayed?			
Is an evacuation plan displayed?			
Are fire extinguishers easily identified and located?			
Have fire extinguishers been inspected and tagged within the last six months?			

Emergency Procedures (Continued)	Yes	No	N/A
Are fire hoses conveniently located in major corridors?			
Are sprinkler systems and smoke detectors operational?			
Have re-entry procedures following an evacuation been developed and displayed?			
Has emergency evacuation training been provided to all employees?			
First Aid	**Yes**	**No**	**N/A**
Have first aid responders' names been communicated to all employees?			
Are the names and contact details of first aid responders and locations of first aid kits displayed?			
Are there adequate numbers of currently trained first responders in or near work areas?			
Are first aid kits clearly labeled?			
Are first aid kits easily accessible?			
Are first aid kits regularly maintained and stocked?			
Are emergency telephone numbers clearly displayed?			
Are storage areas for AED devices communicated to personnel?			
Security	**Yes**	**No**	**N/A**
Are premises secure while employees are at work, e.g., during minimum staff shifts?			
Are security doors operational?			
Are there procedures for managing suspicious mail and threats?			
Have employees been trained in workplace violence procedures?			
Desks/Workstations	**Yes**	**No**	**N/A**

If desks are adjustable, can the adjustments be easily made?			
Is there enough space on each desk for the work required?			
Is the height of desks appropriate for the main tasks performed, e.g.,. keyboarding?			
Are items in constant use within easy reach?			
Are workstations/desks stable and undamaged?			
Do workstations have adequate storage?			
Are waste bins emptied regularly?			
Is there sufficient space around workstations to provide safe access?			

Desks/Workstations (Continued)	Yes	No	N/A
Have staff been provided with information on how to optimize their workstation, where applicable? Provide comment:			
Have aids been provided for computer workstations (for example, footrests and document holders)?			
Personal Computers	**Yes**	**No**	**N/A**
Are monitor screens located approximately an arm's length away?			
Are the tops of screens located just below eye level?			
Can the height and angle of the monitor be adjusted?			
Are characters displayed on screens legible and stable?			
Is screen glare minimized?			
Is the mouse situated in a convenient position so that the user does not have to reach or stretch?			
Is the mouse easy to move?			
Chairs (Used for working at personal computers)	**Yes**	**No**	**N/A**
Can the height of chairs be adjusted according to the tasks being undertaken?			
Can the height of back rests be adjusted to provide appropriate lumbar support?			
Can the angle of the back rests be adjusted so that users are sitting upright when using a personal computer?			

Can the chairs be moved close to the workstation without being obstructed by arm rests?			
Are chairs stable and undamaged?			
Is the mouse easy to move?			
Training	**Yes**	**No**	**N/A**
Are new employees provided safety training during employee orientation?			
Is job-specific training held for employees on a regular basis?			
Is training provided on the safe use of common equipment?			
Are personnel familiar with applicable material safety data sheets?			
Are all personnel familiar with the emergency evacuation plan?			
Is all training documentation current and accessible?			
Have all personnel been trained in work-alone procedures?			
Have personnel been trained in the use of personal protective equipment (gloves, respirators, hearing protection, safety glasses, lab coats, hard hats) and is PPE provided where necessary?			

Safe Lifting	Yes	No	N/A
Have workers been trained on, and are they using, safe lifting techniques?			
Are employees avoiding heavy loads (splitting into smaller loads or asking for help)?			
When lifting, do employees bend their knees to take pressure off their backs?			

Appendix C Bomb Threat Checklist

DATE: **TIME:**

TIME CALLER HUNG UP: **PHONE NUMBER WHERE CALL RECEIVED:**

Ask the caller:

Where is the bomb located? (building, floor, room)

When will it go off?

What does it look like?

What kind of bomb is it?

What will make it explode?

Did you place the bomb?

Why?

What is your name?

Exact words of the threat:

Where is the caller located – background noise

Approximate age of caller

Is the voice familiar? If so, who does it sound like?

- Other points:

Caller's Voice	Background Sounds	Threat Language
☐ **Female**	☐ Animal noises	☐ Incoherent
☐ **Male**	☐ House noises	☐ Message read
☐ Accent	☐ Kitchen noises	☐ Taped message
☐ Angry	☐ Street noises	☐ Irrational
☐ Calm	☐ Booth	☐ Profane
☐ Clearing throat	☐ PA system	☐ Well-spoken
☐ Coughing	☐ Conversation	
☐ Cracking Voice	☐ Music	
☐ Crying	☐ Motor	
☐ Deep	☐ Clear	
☐ Deep breathing	☐ Static	
☐ Disguised	☐ Office machinery	
☐ Distinct	☐ Factory machinery	
☐ Excited	☐ Local	
☐ Laughter	☐ Long distance	
☐ Lisp	**Other Information:**	
☐ Loud		
☐ Nasal		
☐ Normal		
☐ Ragged		
☐ Rapid		
☐ Raspy		
☐ Slow		
☐ Slurred		
☐ Soft		
☐ Stutter		

Appendix D Auto collision worksheet

DATE OF REPORT: _____

ABOUT THE ACCIDENT

Date of Accident_____Time _____A.M / P.M.

Were you Inbound or Outbound ? (circle one)

Veh. No._____Route _____Driver _____

Driver's ID No. _____ Address _____ Date of Birth _____

Location Of Accident _____

Road Condition _____ Weather _____

At What Distance Did You Notice The Impending Accident _____ Feet

What Was Your Speed _____MPH

Approximate Distance Traveled After Impact _____ Feet

Did You Sound Horn _____

No. of Passengers On Board At Time Of Accident _____

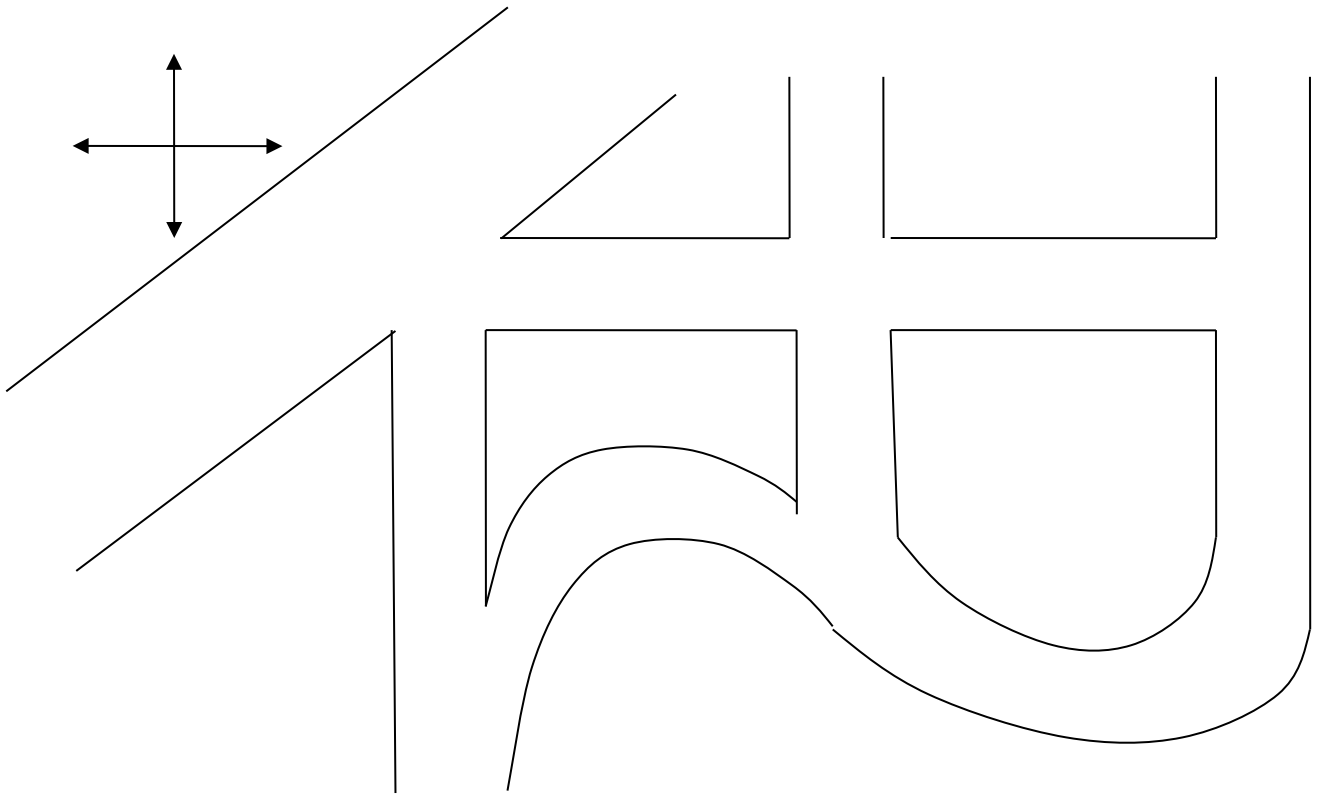
Point Of Impact On Your Vehicle _____

Damage To Your Vehicle Confined To _____

NARRATIVE (DESCRIPTION OF ACCIDENT)

WITNESSES		
Names	**Addresses**	**Phone Numbers**

SKETCH OF ACCIDENT SCENE



Please indicate on the diagram the position of vehicles, directions they were facing, traffic signal lights or stop signs, and other information which you deem pertinent.

NOTE: IDENTIFY VEHICLES BY NUMBER WITH THE TRANSIT VEHICLE ALWAYS LABLED #1

ABOUT THE INJURIES

Were passengers in transit vehicle injured? _____Yes _____No If yes, list below:

Name	Address	Transported for medical treatment?

Was anyone in the Other Vehicle injured? _____Yes _____No If yes, list below:

Name	Address	Transported for medical treatment?

ABOUT THE SECOND VEHICLE, PEDESTRIAN OR PROPERTY

Year	Make	Type	Color	License Plate	State	Inbound	Outbound

Driver or Pedestrian's Name _____

Address _____ City _____ State _____ Age ___

Owner's Name _____ Address_____

City _____ State _____

Insurance Number _____ Company _____

Agent _____

Point of Impact _____

Damage to His/Her Vehicle _____

What Did Driver Say _____

Approximate Distance Vehicle Traveled After Impact _____FT

Number of Passengers In Vehicle _____

Did Police Investigate _____ Department _____

ABOUT THE THIRD VEHICLE, PEDESTRIAN OR PROPERTY

Year	Make	Type	Color	License Plate	State	Inbound	Outbound

Driver or Pedestrian's Name _____

Address _____ City _____ State _____ Age _____

Owner's Name _____ Address_____

City _____ State _____

Insurance Number _____ Company _____

Agent _____

Point of Impact _____

Damage to His/Her Vehicle _____

What Did Driver Say _____

Approximate Distance Vehicle Traveled After Impact _____FT

Number of Passengers In Vehicle _____

Did Police Investigate _____ Department _____

Signature of Person Preparing This Report: _____

Signature of Person Receiving This Report: _____

IF MORE THAN THREE VEHICLES, PEDESTRIANS OR PROPERTIES ARE INVOLVED ATTACH ADDITIONAL COPIES OF THIS PAGE

Appendix E Evacuation

Prepare:

Determine in advance the nearest exit from your work location and the route you shall follow to reach that exit in an emergency. Emergency evacuation signage is posted in buildings. Building occupants should become familiar with evacuation routes and assembly points. Establish an alternate route to be used in the event your route is blocked or unsafe.

During an evacuation:

- If time and conditions permit, secure your workplace, and take your important personal items such as car keys, purse, medication, glasses.
- Follow instructions from emergency personnel.
- Check doors for heat before opening. Do not open the door if it's hot.
- Walk, do not run. Don't push or crowd.
- Keep noise to a minimum so you can hear emergency instructions.
- Use handrails in stairwells; stay to the right.
- Assist people with disabilities.
- Move to your assembly point unless otherwise instructed.

If relocating outside the building:

- Move quickly away from the building.
- Watch for falling glass and other debris.
- Keep roadways and walkways clear for emergency vehicles.
- If you have relocated away from the building, do not return until notified by University Police or safety personnel that it is safe to do so.
- Whenever the fire alarms/strobes are activated, occupants must evacuate the building and reassemble at your designated assembly point. Occupants on floors above the ground floor must use emergency exit stairwells to leave the building. Do not use elevators!
- For certain emergencies such as a bomb threat or a natural gas leak, the fire alarms/strobes may not be activated. Instead, Supervisor/Manager or ERRP POC shall move through the building and order the occupants to evacuate.
- Emergency evacuation signage is posted in buildings so that occupants can become familiar with the evacuation routes and assembly points for their area.

Access and Functional Needs

Evacuation of person with Access and Functional needs should be given high priority in all emergencies. In an emergency situation, it is important that you are familiar with the needs of our disabled community during the evacuation process. Persons with access and functional needs are encouraged to self-identify and convey any special needs that may be required. Become familiar with the building and its exits.

The following guidelines are important to follow:

- Always ask how you can help before attempting any emergency evacuation assistance.
- For safety reasons, try to avoid evacuating people who use wheelchairs while they are still in their wheelchair. Try to evacuate disabled persons without the wheelchair, empty wheelchairs will be evacuated later if possible. If not, move the disabled person to the nearest stairwell landing and shout for help. It may be necessary to leave the person in the stairwell and retrieve assistance from emergency personnel.
- Establish a buddy system to assist persons with disabilities, those who self-identify and communicate their needs, can be assigned a buddy to help during evacuations.

Tips to Remember When Interacting with Persons with access and functional needs

Blindness or Visual Impairment

- Provide verbal instructions to advise them regarding the safest routes or directions.
- Ask if he or she would like to hold onto your arm as you exit.
- Give other verbal instructions or information

Deafness or Hearing Impairment

- Gain attention by establishing eye contact or tapping on shoulder. Clearly state the problem. Gestures and pointing are helpful but be prepared to write information out if needed.

Relocation of Persons with Disabilities

- Individuals with disabilities are encouraged to self-identify and provide assistance instructions, this will be helpful to co-worker during the evacuation process.
- If assistance is not available, go to nearest stairwell landing and shout for help. It may be necessary to leave the person in the stairwell and retrieve help from emergency personnel.

Persons using crutches, canes, or walkers

In emergency evacuations, these individuals should be treated as if they were injured. Have the individual sit on a sturdy chair, preferably a chair with arms, and follow the procedure for non-ambulatory persons discussed below.

Non-ambulatory persons

Evacuation may not be necessary or advisable. Many stairwells are designed to provide temporary protection from fire or other danger. An able-bodied volunteer shall stay with a wheelchair user on the stairwell platform while a second person notifies emergency personnel or paramedics of the exact location of the wheelchair user. If immediate evacuation is necessary, be aware of the following considerations:

1. Wheelchairs have movable parts; some are not designed to withstand stress or lifting.
2. You may need to remove the chair batteries; life-support equipment may be attached.

3. In a life-threatening emergency, it may be necessary to remove an individual from their wheelchair. Use caution, as lifting persons with restricted mobility, may cause them bodily harm or injury.
4. Wheelchairs should not be used to descend stairwells. Use an emergency evacuation chair.
5. Non-ambulatory persons may have respiratory complications. Take them to a location away from smoke or fumes. Ask them if they have any needs or preferences.
6. Check the evacuation routes for obstructions before assisting the person to the exit.
7. Delegate other volunteers to collect the wheelchair.
8. Return the person to their wheelchair as soon as it is safe to do so.

Providing Assistance

Always consult with people in the wheelchairs, asking them how you might assist them; i.e.,

1. The number of people they require for assistance.
2. Methods to remove them from the wheelchair.
3. Taking precautions for pain, catheters, catheter-bags, limb-plasticity, braces, etc.
4. Whether to carry them face-forward or -backward down a flight of stairs.
5. Whether a seat cushion or pad shall be brought along, should the wheelchair be left behind?
6. In lieu of a wheelchair, ask if they prefer a stretcher, cushioned- or padded-chair, or car seat.
7. Whether paramedic assistance is required.

Insert Emergency Assembly area map here.

Appendix F Continuity of Operations Plan (COOP)

1. Purpose of a Continuity of Operations Plan

The purpose of a Continuity of Operations Plan (COOP) is to prepare [*transit agency name*] so that it can provide essential agency functions following a significant event that limits or restricts the availability of personnel, facilities, or technical systems.

The COOP is a specific component of *[transit agency's*] overall Emergency Readiness and Response Program (ERRP) Plan . While the ERRP Plan is an organized approach to emergency management, including a concept of operations before, during and after emergency situations, the COOP is specific to the recovery and restoration of essential transit functions and services. The COOP focuses on restoring limited operating capability, usually within a 12-hour period and for a period of up to 30 days. Beyond 30 days, it is assumed that [transit agency] will have reestablished a degree of normality.

2. Approval of the COOP

2.1 Authority

This Plan constitutes [*TRANSIT PROGRAM NAME*] policy and was approved by the [*ORGANIZATIONAL GOVERNING BODY NAME*] on [*DATE]* and authorizes employees holding positions described herein, that have been charged with emergency readiness and response to implement the plan as described and/or updated.

The [*ORGANIZATIONAL GOVERNING BODY NAME*] will review and update the COOP every year and reauthorize employees with each review.

The COOP follows the FTA Guidelines for Public Transportation Safety.

3. Identification of essential functions & services

Functions

- Fuel delivery
- Vehicle maintenance
- Communications
- Payroll
- Public Information

Services in priority order

- Dispatch
- Paratransit or DAR for disabled and those needing life sustaining services (e.g., dialysis)
- Fixed Route service
- Flex Route service

4. COOP elements

- Fuel delivery
- Vehicle maintenance
- Communications
- Payroll

- Reimbursements
- Public Information

For each identified essential function, the transit agency shall describe the actions that need to be taken and the tasks that need to be performed. This could take the form of specific procedures, checklists, task lists or a combination of all three. In some cases, specific procedures could be helpful in implementing an essential function. In other cases, specific procedures may be impractical, and a list of tasks along with reliance on individual ingenuity may be the best approach.

Successful implementation of essential functions is also dependent upon the availability of pertinent

resources. Sections 4.2 through 4.8 describe resources that should be given specific consideration and should be addressed within the COOP. In addition to resources required to implement essential functions, resources needed to sustain personnel in the fulfillment of their responsibilities shall be considered.

4.1 Activation

The [*City Manager, Executive Director]* will, in consultation with the ERRP POC and the *Transit Manager/Supervisor*, activate the COOP when emergency conditions exceed 2 days or when the [*City Manager, Executive Director*] feels that activation of the COOP is in the best interest of the organization.

The [*City Manager, Executive Director*] will, in consultation with the ERRP POC and the *Transit Manager/Supervisor*, determine the anticipated length of time the COOP will be in force and authorize the relocation of transit operations if required.

The [*City Manager, Executive Director*] will authorize the procurement of and/or use of the necessary resources in order to maintain transit operations under the COOP plan.

4.2 Alternative operating facilities The transit agency shall identify alternative operating facilities for the performance of its essential functions for those locations that could be severely impacted by a plausible all-hazards emergency and plan for these to be available when needed. Alternative operating facilities should provide sufficient space for needed equipment and for personnel to work in a healthy, safe, and secure environment. Additionally, alternative facilities should be identified so that essential services can be restored within a defined timeline and sustained for a period as determined by executive staff (generally up to 30 days).

As a practical matter, the agency should explore using existing facilities under its control to serve as alternative facilities to the degree possible. This might entail some expenditure in equipping facilities for dual use (i.e., facility normal function as well as alternative emergency function), as this is more viable than maintaining facilities that are used only in times of disaster response. Each agency shall determine specific alternative operating facilities based on its analysis of essential functions.

4.3 Communication systems

The transit agency shall identify the communication systems that will be needed to support each essential function, and plan for these to be available when needed. Consideration shall be given to the various links that need to be established. These links might include communications with internal departments, field personnel, outside agencies, law enforcement and the public. Based on response

needs, transit agencies will need to acquire and allocate mobile communications equipment such as mobile phones and laptops. Additionally, in cases where an alternative operating facility may be needed, the COOP should address how communications will be made available at the alternative facility.

4.4 Employees/human capital

The transit agency shall identify the staffing needs to establish and maintain each essential function, and plan for these to be available when needed. As each essential function is evaluated with regard to human capital, the following elements shall be considered:

- Which functions are essential, and how many employees are needed to perform those functions?
- Which employees or job classes will be needed to perform each function?
- Which employees will be realigned from current duties to assist with the essential functions?
- Where will they be located and how will they communicate? (See sections 4.2 and 4.3.)
- Will employees require provisions such as transportation, food, and lodging? (See Section 4.6.)
- How will the employees be notified? (See Section 4.8.)
- What preparatory training needs to be provided to employees who will be called upon to fulfill these essential functions that may be non-routine tasks? (See Section 4.9 for additional information.)

4.5 Vital/essential records, databases, and systems

The transit agency shall identify the vital/essential records, databases and hard copy documents needed to support the essential functions, along with the appropriate equipment to access the electronic files, and plan for these to be available when needed. In addition to immediate operational needs, legal and financial documents and obligations shall also be considered. Appropriate processing and backup of vital/essential records and documents shall be maintained to meet the needs of the agency during and after the disaster recovery phase. Depending on the nature of the emergency, a transit agency's accounting department will need to accurately maintain financial records to acquire emergency-specific funding.

In cases when an alternative operating facility will be needed to sustain the essential functions, the COOP shall address how the necessary equipment, systems and records will be made available at the alternative location.

4.6 Additional resource requirements

The transit agency shall identify critical physical resources required, beyond those specifically covered in previous sections, to sustain each critical function, and plan for these to be available when needed. Fuel, electrical power, parts, materials, equipment, and other similar items should be considered. In addition, extraordinary provisions may be necessary to support critical employees, including transportation, food, and lodging. When appropriate, transit agencies shall integrate their plans with local and regional transportation agencies or departments to allow them to provide and share resources during an emergency.

4.7 Delegation of authority and order of succession

The COOP shall address pre-delegated authority for making policy determinations at the headquarters and field levels to ensure adequate oversight and coordination of the essential functions. Additionally, the COOP shall identify critical senior managers and critical technical experts needed to implement and sustain each essential function. For each of these individuals, the transit agency shall identify one or more alternative individuals who will be authorized to assume the post, if the primary individual is unavailable, along with any rules governing the limitations and conditions of the authorization.

4.8 Notification and contact lists

The transit agency shall develop a notification procedure and maintain contact lists and notification call-down rosters necessary to implement and sustain the essential functions. The procedure for maintaining and updating contact lists shall be detailed in the COOP.

This might take the form of a cascading structure. The contact information for executive managers and individuals with primary responsibilities for implementing tasks within each essential function (along with appropriate alternatives) shall be listed first, along with a notification procedure to ensure that a chain of command structure is implemented early in the process. Each task leader, such as a department manager, would then implement the department-specific notification procedure to acquire the necessary personnel.

4.9 Training and exercises

The transit agency shall provide appropriate training for individuals who may need to fill essential roles and/or assume unconventional responsibilities within the COOP. Additionally, exercises or drills shall be conducted periodically to validate the plan and to identify any gaps. In practice, efficiencies will be gained by conducting these exercises in conjunction with (or annexed to) other emergency response exercises. COOP drills and exercises shall involve activation of alternative operating facilities and accessing of remote networks.

4.10 Devolution

Devolution provides planning and program guidance to ensure the continuation of any essential functions in the event of the loss of capabilities. Although this may be a part of traditional COOP planning, devolution may not apply to all transit agencies or functions and should be documented as needed.

4.11 Reconstitution

The transit agency shall consider what procedures, if any, are needed to resume normal operations. Consideration shall be given to how the agency will inform employees that the COOP is no longer in effect and to what instructions will need to be provided for resumption of normal services.

Table of activities for Continuity of Operations by Event type.

Site:	Event:		
	Description	Priority	Restoration Schedule
Mission Essential Functions	Fuel delivery Vehicle maintenance Communications Payroll Reimbursement requests Public Information	1 2 3 4 5 6	
Mission Essential Services	Dispatch Ride Request Responses DAR/Paratransit Fixed Route Flex Route	1 2 3 4 5	
Staff Responsible Name & phone number & cell number for each function and service and alternate name and numbers	Fuel delivery		
	Vehicle maintenance		
	Communications		
	Payroll		
	Reimbursement requests		
	Public Information		
	Dispatch		
	Ride Request Responses		
	DAR/Paratransit		
	Fixed Route		
	Flex Route		
Communications Needs	Reimbursement requests		
	Public Information		
	Dispatch		
	Ride Request Responses		
	DAR/Paratransit		
	Fixed Route		
	Flex Route		
Necessary Actions and Alternatives	Fuel delivery		
	Vehicle maintenance		
	Communications		
	Payroll		
	Reimbursement requests		
	Public Information		
	Dispatch		
	Ride Request Responses		
	DAR/Paratransit		
	Fixed Route		
	Flex Route		
Alternate Site Activation			

Critical Equipment & Existing Replacement Inventory	Fuel delivery	
	Vehicle maintenance	
	Communications	
	Payroll	
	Reimbursement requests	
	Public Information	
	Dispatch	
	Ride Request Responses	
	DAR/Paratransit	
	Fixed Route	
	Flex Route	
PPE Requirements	Fuel delivery	
	Vehicle maintenance	
	Communications	
	Payroll	
	Reimbursement requests	
	Public Information	
	Dispatch	
	Ride Request Responses	
	DAR/Paratransit	
	Fixed Route	
	Flex Route	
Critical Supplies & Existing Replacement Inventory	Fuel delivery	
	Vehicle maintenance	
	Communications	
	Payroll	
	Reimbursement requests	
	Public Information	
	Dispatch	
	Ride Request Responses	
	DAR/Paratransit	
	Fixed Route	
	Flex Route	
Vital Records & Backup Locations		
External Partner Contacts	ADOT – Name, work phone, cell phone AAA – Name, work phone, cell phone	
Other Contacts	DHS County Emergency Management Traffic Control NEMT Providers	
Key Locations		

Essential Password Locations	
Emergency Numbers	

Sample Continuity Worksheet

Site: Event:	Probability: Impact:
MEFs Affected (Includes associated ESAs)	Overnight Shelter – Priority A – Restore within 4 hours Food Distribution – Priority A – Restore within 12 hours Shower/Restroom Facilities – Priority B = Restore within 24 hours Case Management Services – Priority B = Restore within 36 hours Service Referrals – Priority C – Restore within 15 days Mobile Clinic Use – Priority C – Restore within 30 days ***List all MEFs that can be affected by the event***
Staff Responsible	*Site Leadership* – (XXX) XXX-XXXX Alternate : (XXX) XXX-XXXX ***For each MEF, list the names and contact information for all related staff, all related volunteers, and all of their assigned alternates***
Communication Needs	Phones – Land Lines, Cellphones Two-Way radios Email ***List all means of communication necessary to perform affected MEFs***
Necessary Actions and Alternatives	**Contact all external partners who may rely on, or provide services for, affected MEFs** ***Shelter Activities* (Shift times)** Prepare beds – Performed by X VOLUNTEER(S)– supervised by STAFF MEMBER *If event has damaged supplies and more are needed, refer to replacement section* *If event has damaged beds or rendered them inaccessible, activate alternate site* Perform intakes – Performed by X STAFF MEMBER(S) *If event shuts down intake computers* – Switch to paper intakes, store at front desk *If event blocks main entrance* – Redirect clients to entrance on DIRECTION side ***Kitchen Activities* (Shift times)** Prepare food – Performed by X VOLUNTEER(S) and Y STAFF MEMBER(S) *If event has damaged stoves, prepare no-cook meals from refrigerator* *If event has damaged stoves and ruined supplies, activate alternate site* Distribute food – Performed by X VOLUNTEER(S) and Y STAFF MEMBER(S) *If event has blocked access to dining area, activate alternate site* *If event has damaged dining supplies, refer to replacement section* ***List the functions, alternatives, and staff/volunteer requirements for each affected MEF***
Alternate Site Activations	*Overnight Shelter Activities* – Activate winter shelter site early OR Redirect shelter users to shelter site 2 OR Contact shelter partner agencies and request assistance OR Request emergency hotel vouchers from funder (Extreme weather only) *Food Distribution Activities* – Set up outdoor cooking equipment/tables if available OR Distribute food using only non-cook supplies OR Redirect clients to shelter site 2 OR Redirect clients to other distribution centers ***List the alternate site options for each affected MEF***
Devolution Procedures	*Shelter Operations – Activate Winter Shelter* Contact winter shelter site owners to request permission to use site for emergency **If permission is granted –** Inform shelter team of transition requirement Instruct front desk to inform incoming clients of location change Inform existing clients of need to transfer to winter shelter site Once shelter operations at primary site have ceased, relocate staff/supplies to winter site **If permission is denied –** Contact shelter site 2 and request beds ***For each alternate site/MEF, describe the devolution process***
Critical Equipment & Existing Replacement Inventory	*Shelter* Beds (25) – located at winter shelter

Appendix G – Pandemic – Epidemic Response Checklist

During a pandemic, it is very important to follow the recommendations of federal agencies (e.g., FTA, CDC) and state agencies (e.g., AZDOT, AZ Department of Health) to insure accurate information. The *Transit Manager/Supervisor* will subscribe to email updates from such agencies where possible.

Caution: many individuals, political leaders, talk radio hosts, Internet media, social media and others may have "opinions" on issues and recommendations to follow during a pandemic. Transit agency decisions should be based on federal and state agencies requirements and recommendations.

Implementation checklist

The ERRP POC and the *Transit Manager/Supervisor* will be responsible for assuring that all pandemic/epidemic protocols are implemented, that staff are adequately trained, and that up-to-date information on federal and state regulations and protocols are monitored.

Face coverings/masks

For people aged 2 years or older—including passengers and workers—[*Transit Agency*] will follow federal and state recommendations for wearing a well-fitting mask or respirator over the nose and mouth in indoor areas including transit vehicles. Where a federal mask mandate is in place, [Transit Agency] will require the use of masks or approved respirators for all employees and passengers.

All passengers, regardless of medical documentation, must wear masks during a federal or state mask mandate.

Driver compartment barriers

[Transit Agency] will establish barriers with clear material for driver social distancing and block off front row seats within six feet of the driver.

Onboard social distancing

[Transit Agency] will

- Limit the number of passengers to provide adequate (6 feet) spacing between passengers, using signs in seats
- Use larger buses, if possible

Facility distancing

[Transit Agency] will
Provide adequate (6 feet) spacing between workspaces and workers

Vehicle and facility ventilation

[Transit Agency] will

- Use the ventilation system in non-recirculated mode or open the windows on vehicles
- In facilities, follow the CDC recommendations for ventilation in buildings, which include:
    - Increasing the amount and circulation of outdoor air

- Ensuring ventilation systems operate properly and provide acceptable indoor air quality for the current occupancy level for each space
- Improving air filtration, including central air as well as portable high-efficiency particulate air (HEPA) fan/filtration systems
- Ensuring restroom exhaust fans are functional and operating at full capacity when the building is occupied
- Running the HVAC system at maximum outside airflow for 2 hours before and after the building is occupied

Vehicle and transit facility cleaning

[*Transit Agency*] will

- Use disinfectant fogging on all vehicles
- Clean and disinfect, using disposable gowns and gloves, all high touch surfaces on vehicles and facilities multiple times throughout the day following CDC guidelines
- Make available onboard and in-facility hand sanitizing dispensers or wipes

Fare collection

[Transit Agency] will

- Suspend fares for the period authorized by the *[Executive Director, City Manager*] in consultation with the Transit Manager/Supervisor
- Relocate fare boxes to passenger section if collecting fares
- Utilize AAA fare passes for eligible passengers

Mobility device securement

[Transit Agency] will

- Drivers will use gloves, masks/shields
- Drivers will require passenger to also wear adequate masks/shields

Essential trip limitations – on demand response service (but not ADA complementary paratransit), the transit agency could prioritize transport for:

[Transit Agency] will prioritize transportation for:

- Healthcare employees
- First responder employees
- Grocery, pharmacy, restaurant employees
- Food and medicine purchasers
- Non-emergency medical trips

Testing employees for infection

Employee testing requirements will be established by the ERRP POC in consultation with the *[Executive Director, City Manager]* and the Transit Manager/Supervisor.

Testing requirements will be posted where every employee can read it within the facility and will include employee notifications by email.

[Transit Agency] will provide tests to employees for required testing.

All employees will be required to have their temperature taken before entering the facility.

Any employee found to have a higher-than-normal temperature will be asked to return home and test for infection.

Any employee experiencing infection symptoms while at work will quarantine and test for infection.

Vaccinations

The [*Agency Organization*] requires/encourages all employees to get vaccinated for the virus as soon as vaccinations are available.

At-risk employees

[Organization Name] recognizes that some employees are at a higher risk of infection. The [*Executive Director, City Manager*] will recommended administrative leave for CDC-identified high-risk conditions for those over 60 or those living with someone over the age of 70 and for employees with medical conditions that present a high risk of further medical problems should they become infected.

Staff reductions

The *Transit Manager/Supervisor*, in consultation with the ERRP POC and the *[Executive Director. City Manager]* will determine when a reduction in operations may be necessary due to lack of essential employees.

Drivers returning to work after an extended leave will receive refresher training on pandemic/epidemic protocols.

Provide refresher training for drivers returning to work after an extended leave

The *Transit Manager/Supervisor* will work with regional NEMT providers in the area to arrange rides for transit passengers with urgent medical appointments during a reduction in operations.

Volume 3 – Emergency Response Implementation Manual – External Emergencies

In addition to preparing for and responding to internal emergencies, [*Organization Name]* is prepared to also provide mutual aid for external emergencies in the region. External emergencies are defined as those that do not originate within [*Organization Name*] and may benefit from the use of [*Organization Name*] resources including vehicles, personnel, materials, and supplies.

As with internal emergencies, [*Organization Name*] works to Prepare, Communicate, Respond, Report, and be Reimbursed when providing mutual aid. The following defines our policies, roles, and responsibilities, toward achieving a timely and effective response to external emergencies.

General Policies

It is the policy of the [*Organization Name*] to actively engage in Mutual Aid during times of emergency, rather local or widespread. [*Organization Name*] collaborates with [*County Name*] County Emergency Management [*as well as [City Name] Emergency Responders*] through an MOU (See Appendix A) and participates in emergency response training and exercised designed and provided by its Mutual Aid partner(s).

The [*Board of Directors or City Council*] will review and reauthorize all Mutual Aid agreements on an annual basis and report any changes or dissolutions to all Mutual Aid signors within the conditions of the MOU.

The ERRP POC and the Transit Manager/Supervisor will provide training and exercise opportunities to all employees with obligations as part of the MOU on an annual basis and upon hiring of essential employees.

The Transit Manager/Supervisor, in consultation with the ERRP POC, will determine the availability and scope of Mutual Aid services based on vehicle and driver availability, disruption to regularly scheduled transit services, localized emergency response obligations, and duration of requested services.

The *Transit Manger/Supervisor* will keep the ERRP POC informed of any changes to the vehicle inventory or when a vehicle is taken out of service temporarily as well as the names and contact details for each driver available and on-call status of each.

The *Transit Manager/Supervisor* will provide the ERRP POC and or the designated reimbursement coordinator with timely reports of resources utilized in responding to an emergency through the established MOU.

The [*Executive Director, City Manager*] in coordination with the EERP POC, the Transit Manager/Supervisor, and a representative of the [*County Name*] County Emergency Management personnel will evaluate all response actions after an emergency response has been completed. Based on this evaluation, the [*Executive Director, City Manager*] will make recommendations for changes to the MOU, training needs, and policy changes that will improve the response efforts in the future

Disaster/Emergency Types

[*County Name*] County Emergency Management has identified the following types of disasters/emergencies as those that require preparedness and response.

Retrieve these from County Emergency Management plans.

Roles

[*Organization Name*]'s role in external emergency response is that of providing support to other emergency response agencies though resources including personnel, vehicles, materials, and supplies as outlined in the mutual aid agreement also known as a Memorandum of Understanding.

The [*Executive Director, City Manager*] is responsible for authorizing the activation of the Mutual Aid Agreement (MOU – Appendix A) and assuring that resources are available and that the ERRP POC and *Transit Manager/Supervisor* are adequately informed of their responsibilities. The [*Executive Director, City Manager*] is also responsible for providing resources in support of training, exercise, oversight, and evaluation of all external emergency response activities.

The ERRP POC is responsible for

- Management of external emergency response activities including the assignment of vehicles, personnel, materials, and supplies
- Communications with and between [*County Name*] County Emergency Management personnel, Incident Command personnel, *Transit Manager/Supervisor*, and [*Executive Director, City Manager*]
- All reports and reimbursement requests related to the external emergency response
- Facilitating post-emergency evaluation with [*County Name*] County Emergency Management, Incident Command, and organization personnel
- In coordination with the *Transit Manager/Supervisor*, preparing and presenting training and exercise opportunities for organization personnel as part of both internal training and external training and exercises with Emergency Management and Incident Command personnel

The *Transit Manager/Supervisor* is responsible for

- Training drivers and receiving driver agreements (See Appendix C) for external emergency response protocols
- Maintaining a vehicle key list and locations for back-up keys.
- Maintaining an accurate vehicle inventory (See Appendix B) and driver contact list and making it available to the ERRP POC
- Communications with Transit personnel regarding responsibilities, Incident Command contacts, deployment locations, fuel cards, and management of transit personnel during deployment for an external emergency response.
- The collection and tracking of all data, expenses, resource inventory depletion, fuel use, vehicle damage and any other information needed for reporting and reimbursement as part of the emergency response
- Communications with the public and existing transit passengers as to any changes in regular transit schedules, fare structures, or requirements (masks, medical trips only, etc.) and the expected duration of these changes

Prepare

The [*Executive Director, City Manager*] will assure that resources are available for the adequate training and exercises necessary to effectively address external emergencies. The ERRP POC, in coordination with the Transit Manger/Supervisor is responsible for coordinating training and exercises with [*County Name*] County Emergency Management. All training will be recorded and entered into the personnel records.

Communicate

The ERRP POC, in coordination with the *Transit Manager/Supervisor* will determine the method of communication that will be used during an external emergency based on Incident Command requirements and resources available. Personal cell phones, organization cell phones, radios, and computer equipment will be made available to the extent possible without jeopardizing other essential activities of the organization.

Essential and responding personnel will be trained on the use of any communications equipment that is unfamiliar to the organization.

Only the [*Executive Director, City Manager*] and/or his/her designated personnel will respond to press inquiries regarding the external emergency response. All other personnel will state that they are not authorized to respond and provide the person inquiring with contact information for those that are authorized.

Respond

When a requesting agency calls for support via the Mutual Aid Agreement (also titled MOU, See Appendix A) the [*Executive Director, City Manager*] will authorize activation and alert the ERRP POC.

The ERRP POC will notify the *Transit Manager/Supervisor* and create a strategy to respond quickly.

The *Transit Manager/Supervisor* and ERRP POC will notify drivers that the MOU has been activated and provide information on where and how to report.

The ERRP POC will contact Incident Command personnel to report the type and number of resources available and receive instructions on the location, mission, duration, and expectations for the mutual aid.

The ERRP POC and *Transit Manager/Supervisor* will maintain communications with drivers as to changes in response information and assure adequate support for drivers and other emergency response personnel throughout the emergency.

Drivers will maintain communications with dispatchers, the *Transit Manager/Supervisor*, and/or the ERRP POC and will be in direct contact with the Incident Command as needed and instructed.

Drivers will record origin and destination, mileage data, fuel use, payload information including number of passengers, and the type and quantity of materials and supplies being transported to and from the emergency location. Drivers will collect all receipts associated with expenditures made on behalf of the response.

Report

The *Transit Manager/Supervisor* will collect data and generate expenditure reports, resource inventory depletion reports, and payload and mileage reports for each day of the emergency response. Reports will include number and name of drivers and other personnel engaged in the response, the origin, and destinations of drivers with associated milage, the number of passengers transported, and the type and quantity of payload materials and supplies transported. The report will also include any additional resources used or depleted and other expenses incurred. The report will also indicate the Incident Command personnel authorizing the response.

Reports concerning damage to vehicles and other resources will be included in all reimbursement invoices with estimates for repairs. Vehicle insurance claims will include damage reports and the conditions under which the damage occurred. Drivers will complete a vehicle accident report for every incidence of damage.

All reports will be kept for a period of two years or as long as there are unresolved conditions associated with invoicing or liability; whichever is longer.

Reimburse

The ERRP POC in coordination with the *Transit Manager/Supervisor* will generate invoices and provide documentation supporting the invoices to the [*Executive Director, City Manager*] for approval and authorization to submit to the [*County Name*] Emergency Management official with copies going to appropriate [*Organization Name*] staff including finance, HR, and Fleet Management.

The *Transit Manager/Supervisor* will monitor, with Finance personnel, the payment of all outstanding invoices and report any delinquencies to the EERP POC and [*Executive Director, City Manager*].

Appendix A – MOUs with County and City Emergency Managers

RECITALS

WHEREAS, it is necessary that all of the resources and facilities of the [*County Name*] and its various departments and agencies be made available to prevent and combat the effect of disasters which may result from such calamities as natural, and human caused disasters; and

WHEREAS, it is desirable that each of the parties hereto should aid and assist each other in the event that a disaster or emergency should occur, by the interchange of services, vehicles, and facilities, including, but not limited to transportation services and facilities, to cope with the problems of rescue, relief, evacuation, rehabilitation, and reconstruction which would arise in the event of a disaster; and

WHEREAS, it is necessary and desirable that a cooperative agreement be executed for the interchange of such mutual aid on a countywide basis.

NOW, THEREFORE, IT IS HEREBY AGREED by and between each and all of the parties hereto as follows:

Purpose

Effective emergency response is the result of planning, training, exercising, and interagency cooperation. This Memorandum of Understanding ("MOU") is intended to document the intention of the [*Organization Name*] of [*County Name*] and the [*County Name*] County Office of Emergency Management to work together, on a continuing and lasting basis, toward maximum cooperation and mutual assistance in the areas of transportation emergency management. To the maximum extent possible, as outlined below, the parties will develop joint programs for coordination, communication, planning, training, conducting exercises, and responding to disasters impacting the parties to this agreement. It is hereby understood that this Agreement shall not supplant pre-existing mutual aid agreements nor deny the right of any agency hereto to negotiate other mutual aid agreements. This Agreement is for the benefit of the signatory agencies only and no other person or entity shall have any rights whatsoever under this Agreement as a third-party beneficiary.

This MOU establish a mechanism whereby through which [*Organization Name*] agrees to support the [*County Name*] Emergency Management and work together as cooperating parties during emergency evacuations, including aiding in the safe transport of children, the elderly, and people with access and functional needs.

Mutual Agreement

1. COORDINATION

[*Organization Name*] and its [*Transit Name*] named in this MOU have agreed to share resources under unified command during times of transportation emergencies or other disasters within the County and is established for the coordination of information and resources to best serve the community. The [*County Name*] County Office of Emergency Management agrees to include [*Organization Name*] in emergency preparedness, response, and recovery activities in the county, and to provide appropriate credentials to them to facilitate their role in supporting community evacuations. [*Organization Name*] agrees to furnish, upon its sole discretion, those resources, and services it deems to be available to [*County Name*] County as necessary to assist in the prevention, response, recovery, and mitigation of

emergencies and/or disasters. [*Organization Name*] will use its best efforts to share and provide such resources to the extent that they are available.

2. COMMUNICATION

The parties agree to foster strong reliable relationships and to disseminate, share, and evaluate information appropriate to their respective stakeholders and staff. The parties also agree to provide updated phone lists, email lists, and other essential contact information at least annually. The [*County name*] County Office of Emergency Management will also consider communications equipment needs and other special needs enabling transportation to integrate into emergency operations when so requested.

3. TRAINING AND EXERCISES

The parties agree to the development of joint exercises that require the expertise of participating entities for the safety of life and property.

4. COORDINATED RESPONSE

The parties to this agreement agree that they will work together to provide a coordinated response to emergencies that threaten the life or safety of transportation clients or the community at large. The parties will do so in accordance with the National Incident Management System (NIMS), the Arizona Standardized Emergency Management System (SEMS) and the Incident Command System (ICS).

When activated in emergency response, resources of the [*Organization and Transit Agency Name*] that are made available pursuant to this Agreement shall, whenever possible, remain under the control and direction of the providing [*Organization Name*]. Service requests will be reimbursed by the requesting party at the cost allocation rate for fixed and variable expenses.

5. RESPONSIBILITIES OF PARTIES

[*Organization Name*] shall assist in only those situations for which it has determined that it has qualified personnel, appropriate equipment, and necessary materials. The [*Organization Name*] shall have no responsibilities or incur any liabilities because they do not provide resources and/or services to the [*County Name*] County. [Organization Name] shall retain the right to withdraw some or all of their resources at any time. Notice of intention to withdraw shall be communicated to the Requesting Agency's designated official, or the official's designee, as soon as practicable. [*Organization Name*] shall not be required to deplete unreasonably its own resources, facilities, and services in furnishing such mutual aid.

[Organization Name] may be tasked with

- Transportation of evacuees from at-risk areas to reception centers, shelters, or other safe havens
- Modifying existing transportation services to better serve the transportation needs of evacuees
- Modifying existing transportation policies (e.g., fare policies, pets on vehicles, securement of
- mobility devices) to better accommodate the needs of evacuees (including people with access
- and functional needs)
- Returning evacuees from safe havens to their residences (re-entry)

- Transporting emergency responders to and from at-risk areas
- Transporting emergency supplies and materials for emergency response to and from at-risk areas and/or to reception centers, shelter, or other safe havens.

6. DEPLOYMENT ACTIVITY

This agreement may be activated only by notification by the designated Incident Commander (IC) or his/her designee. Deployment activation, pursuant to this MOA, may occur at any time, day, or night, including weekends and/or holidays; including 24/7 continuous service. Upon acceptance of deployment, [*Organization Name*] will have equipment in route to the designated location within 120 minutes from the time it receives the official deployment notification from the IC or his/her designee. For reimbursement purposes, mission tasking will begin when the [*Organization Name*] and its [*Transit Name*] personnel are requested and mobilized and will conclude when the deployment authorization has been met or the IC and/or his designee issues demobilization orders for the resource(s).

7. TERMS

- This agreement shall be in full force and effect beginning the date of execution and ending [*Date five years hence*]
- This agreement will be renewed automatically unless terminated pursuant to the terms hereof
- [*Organization Name*] personnel who respond must be in good standing, and up to date on all requisite licensing and permitting
- Deployed [*Organization Name*] personnel must abide by all federal, state, and local laws
- All deployed personnel from [*Organization Name*] will be properly identified by uniform and/or employer identification card (with photo if available).
- [*Organization Name]* will only deploy staff upon receipt and under the terms of the official deployment notification(s) as described in Paragraph B6.
- [*Organization Name*] must provide detailed records certifying miles and hours of service provided.

8. COST REIMBURSEMENT

In the event that this Agreement is activated, and [*Organization Name*] assets are deployed, [*Organization Name*] may invoice the requesting agency based on the total allocated miles at the current federal rate plus $ XX cost per hour. The cost per hour rate will increase 2% each year for the duration of the agreement.

Reimbursable services included in “cost per hour rate”

- Employees’ wages and salaries for paid time spent in Requesting Entity’s service area and paid time during travel to and from such service area, plus the Responding Entity’s standard payable additives to cover all employee benefits and allowances for vacation, sick, leave and holiday, pay, social and retirement benefits, all payroll taxes, workmen’s compensation, employer’s liability insurance, and other contingencies and benefits imposed by applicable law or regulation.

Reimbursable services not included in “cost per hour rate”

- Employee travel and living expenses (meals, lodging, and reasonable incidentals).

- Replacement cost of materials and supplies expended or furnished.
- Repair or replacement cost of equipment damaged or lost.
- Charges, at rates internally used by the Responding Entity, for the use of vehicles and other equipment requested.
- Administrative and general costs which are properly allocated to emergency assistance, to the extent such costs are not included in the "cost per hour rate" or mileage rate.

9. METHOD FOR REIMBURSEMENT

- The Requesting Agency will provide a method for submitting the required information for invoicing as part of the initial notification.
- [*Organization Name*] must submit accurate paperwork, documentation, receipts, and invoices to the Requesting Agency within 30 days after demobilization
- If the Requesting Agency determines that [*Organization Name*] has met all requirements for reimbursement, they will reimburse the [*Organization Name*] within 30 days of receiving a properly executed reimbursement request

10. RESOURCE ESTIMATES

In order for the OA to properly plan for transportation needs for disaster response, [*Organization Name*] estimates the following resources could be made available by the [*Transit Agency Name*]:

- Detail vehicles that may be made available
- Detail staff that may be made available

11. PRIVILEGES AND IMMUNITIES

All privileges, immunities, rights, duties and benefits of officers and employees of any party to this agreement shall apply while those officers and employees are performing functions and duties pursuant to this Agreement, unless otherwise provided by law. Employees of [*Organization Name*] remain employees of [*Organization Name*] while performing functions and duties pursuant to this Agreement.

C. AGREEMENT MODIFICATION PROCESS

Modifications to this agreement may be presented at any time and shall be mutually agreed upon in writing after joint discussions involving all parties. This Agreement shall become effective when executed by all parties and shall remain in effect for a period of five (5) years and shall automatically be renewed for successive five (5) years periods unless terminated by any party upon sixty (60) days prior written notice.

D. INDEMNITY

The parties to this MOU shall indemnify, defend, and hold harmless each of the other parties from liabilities caused by any of the other parties arising directly or indirectly from the negligent performance of the Agreement or work, or willful misconduct related to the work provided, however, that nothing in this agreement purports to or should be understood to provide for indemnity of any of the parties for their own negligence or willful misconduct. If obligated to indemnify, defend, or hold harmless any party to this MOU, each party shall reimburse the other party for their costs, attorney's fees, expenses, and

liabilities associated with any resulting legal action. Each party shall seek all of the other parties' approval of any settlement that could adversely affect any other party. The term "Party" as used in this section includes its officers, agents, and employees. This agreement supersedes any party's right as a public entity to indemnity and contribution as provided by law.

E. CONTRACT CLAIMS

This Agreement shall be governed by and constructed in accordance with the laws of the state of Arizona as interpreted by Arizona courts. However, the parties may attempt to resolve any dispute arising under this Agreement by any appropriate means of dispute resolution.

F. ACCEPTANCE AGREEMENT

As noted, by the signatures (below) of [*Organization Name*] through its authorized agent and the *[County Name*] County parties agree to accept the terms and conditions as set forth in this Agreement and agree to abide by the requirements herein. All amendments of this MOA must be in writing and agreed to by both parties.

[Organization Name]

Address and contact information

_____

Signature of Representative or Authorized Agent:

_____ _____

Printed Name and Title Date

[*County Name*] County Office of Emergency Management

Address and contact information

_____

Signature of Operational Area Representative or Authorized Agent

_____ _____

Printed Name and Title Date

Appendix B – Vehicle Inventory

Insert Vehicle Inventory here – must include year, make model, condition, availability for emergency response as part of the MOU with County Emergency Management.

Appendix C – Driver Agreements

This is the agreement that drivers sign regarding their willingness or obligation to be on call for and responding to emergencies as described in the MOU with County Emergency Management. The agency may wish to rotate drivers for on-call purposes, perhaps for a three-month period.

[Name of Driver] [priority phone number] [secondary phone number] alternative contact [name and number of person who will know the whereabouts of the driver and how to reach him/her], [email] [address], [physical address of home], [make and model of personal vehicle] (for use when arranging parking outside of business hours if needed).

(*Driver*) has agreed to, as part of their job description, and as a condition of employment, to assist [*Organization Name*] in its emergency response efforts as described in the MOU with [*County Name*] County Office of Emergency Management.

The Driver agrees to keep communication devices on and available during all periods that they remain on call for emergency response.

The Driver will notify *Transit Manager/Supervisor* if they cannot fulfill the on-call responsibilities including the reason and duration for the inability to respond.

The Driver will be tasked with transporting people, persons with functional disabilities, materials, and supplies, as required from the requesting agency during the emergency.

The Driver is responsible for carrying out the duties described when assigned and will maintain communication with the *Transit Manager/Supervisor* and/or ERRP POC throughout the emergency, and with the Incident Command Post as necessary.

The Driver will be responsible for the safeguarding of all equipment, materials, and supplies issued as part of the emergency response and report any vehicle accidents occurring during the response effort.

The Driver will immediately report to Dispatch and/or Incident Command any dangerous conditions that may present further risk to him/herself, passengers, or on-board materials and supplies.

The Driver will maintain discretionary judgement and decision making with regard to the safety of him/herself and the passengers, as well as the overall condition of the vehicle, and may request further guidance from the *Transit Manager/Supervisor* and or ERRP POC if there is any concern that the response request may increase the risk of injury or irreparable damage to the vehicle or its contents.

The Driver agrees to not relinquish any equipment or vehicle to any unauthorized person except and unless not doing so puts the Driver in peril for injury.

The Driver agrees to record origins and destinations, mileage, and payload (including the number of passengers and/or the type and quantity of materials and supplies) for each trip or trip section.

The Driver is responsible for submitting reports on a daily basis to the *Transit Manager/Supervisor*.

The Driver is responsible for maintaining adequate fuel levels and will receive refueling location information from the dispatcher and or Incident Command.

The Driver is responsible for noting any damage done to the vehicle during the emergency response and will take pictures of such damage upon completion of the response.

The Driver will not respond to requests for information from any source other than the authorized emergency responders (e.g., *Transit Manager/Supervisor*, Dispatcher, [*Executive Director, City Manager*], Public Safety Officials, Medical responders). The Driver will respond to any media request by stating they are not authorized to provide information or answer questions and provide media representatives or others asking with information on who to contact at [*Organization Name*] or Incident Command.

The Driver can expect to be paid for each hour he/she has been in response mode and paid time and a half for each hour served beyond their regular weekly scheduled amount.

The Driver may not agree to work beyond a 12-hour period without permission from the *Transit Manger/Supervisor* and only with the ADOT required rest periods for commercial drivers.

AGREED TO BY:

_____ _____

Driver signature Date

_____

Driver Name printed

_____ _____

[Transit Manger/Supervisor or Executive Director, or City Manager] Date

_____

Printed Name of official

Appendix D – Reimbursement Report Form

Melanie@mgreeneprd.com

[Organization Name]
Name: [Authorized Contact]
Street Address: [Street Address]
Mailing Address: [if different]
City, State: [City, State]
ZIP Code: [ZIP Code]
Phone: [Phone]
E-mail: [E-Mail]

EMERGENCY SERVICES REIMBURSEMENT INVOICE

Invoice # [No]	Period: [Date] to [Date]

[Emergency Services Requesting Agency]
Name: [Name]
Street Address: [Street Address]
City, State: [City, State]
ZIP Code: [ZIP Code]

Description	Amount ($)
[Date] [Vehicle number & Driver Name]	
Transportation of [passengers, materials, supplies, or emergency workers]	
Mileage @ [rate per mile]	
Hours @ [rate per hour]	
[Date] [Vehicle number & Driver Name] Transportation of [passengers, materials, supplies, or emergency workers] Mileage @ [rate per mile] Hours @ [rate per hour]	
[Gallons of fuel used during period of invoice] Fuel @ [cost per gallon or receipt] if not charging using a mileage rate	
[Response related repairs or additional maintenance] include receipts	
[Other costs for the period]	

[Comments or Special Instructions]

Payment is due within [Number (#)] days.

SUBTOTAL	
DISCOUNT	
TAX	
TOTAL	

Make payments to the organization at the address listed at the top of invoice.
Payment due in 30 days Submit questions regarding this invoice to the contact person listed at the top of invoice.

Appendix E – Vehicle Inspection Form - Post Emergency Response

Insert your pre-post inspection form here.