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.
**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
  o Types of Threats
  o Location of Facilities and Transit Routes relative to hazards
  o Exposure to natural hazards
  o Exposure to Hazardous materials
  o Fire Risk
  o Likelihood of dangerous activity involving criminals, substance abusers, mentally impaired individuals
  o Value of assets to domestic/international terrorists
  o Security Systems, fencing, and perimeter security
  o Lighting, surveillance, and monitoring capabilities for facilities and vehicles
  o Life safety equipment and supplies

• Scenario Analysis
  o Accidents & Incidents (facilities and vehicles)
  o Acts of nature (weather, epidemics, etc.)
  o Loss of organizational infrastructure (communications, internet, facilities, etc.)
  o Hazardous materials
  o Criminal threats (active shooter, robbery, physical threats, etc.)
• Communications & Emergency Response Responsibilities
  o 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
  o Internal, External

• Implementing Emergency Response Protocol
  o Emergency Response Team Roster

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

▪ Emergency Handbook, HR Handbook, Job Description
• 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

<table>
<thead>
<tr>
<th>Completed</th>
<th>Not Required/Applicable</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Notify family and friends of your mobilization</td>
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<tr>
<td></td>
<td></td>
<td>Implement your existing plans for dependent care (i.e., notify childcare providers, schools, etc.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>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.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Record a new greeting on your office voicemail that indicates your new office number</td>
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<tr>
<td></td>
<td></td>
<td>Pack these necessary items:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identification badge</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Driver’s license</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Health insurance card</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Prescription card</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pack map/directions to the alternate facility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Obtain emergency contact numbers (business and personal)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Obtain and pack required medications and medical equipment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pack special needs items you require during the day:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Glasses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hearing aids and batteries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Vitamins</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Extra medications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Contact lens supplies</td>
</tr>
</tbody>
</table>
• Data Security policies
  o *HR Handbook, Emergency Handbook*
• Public Relations Policies regarding Emergency Response
  o *HR Handbook, Emergency Handbook*
• Interagency Response Coordination policy and protocol
  o *Emergency Handbook, Driver Handbook*

**Emergency Plan Outline**

Section 1: Introduction to System Security and Emergency Preparedness
1.1 Background
1.2 Authority
1.3 Purpose, Goals and Objectives of SSEP Program
  1.3.1 Purpose
  1.3.2 Goals
  1.3.3 Objectives
1.4 Scope

Section 2: Transit System Description
2.1 Organizational Structure
2.2 Operating Characteristics and Service
  2.2.1 Service Area
  2.2.2 Service Design
2.3 Vehicles and Facilities
2.4 Measures of Service

Section 3: SSEP Program Roles and Responsibilities
3.1 Philosophy
3.2 Division of Responsibilities
  3.2.1 All Personnel
3.2.2 Executive Director
3.2.3 SSEP Program Point of Contact (POC)
3.2.4 Vehicle Accident Prevention Committee (VAP)
3.2.5 Supervisors
3.2.6 Drivers
3.2.7 Other Personnel
3.3 Responsibility Matrices
3.3.1 System Security Matrix
3.3.2 Emergency Preparedness Matrix
3.4 Existing SSEP Capabilities and Practices
3.5 Training and Exercising
3.6 Coordination with Local Public Safety Agencies
3.7 Coordination with Other Transit Agencies

Section 4: Threat and Vulnerability Resolution Process
4.1 Threat and Vulnerability Identification
4.2 Threat and Vulnerability Assessment

Section 5: Evaluation and Modification of the SSEPP
5.1 Evaluation
5.1.1 Internal
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.