

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.

Transit Organization	Policies & Protocols				Internal		External		
	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

- Hazard 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 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

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

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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

Section 1: Introduction to System Security and Emergency Preparedness

- 1.1 Background
- 1.2 Authority
- 1.3 Purpose, Goals and Objectives of SSEP Program 3
 - 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.