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]*.

Contents

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:
    o Development of standard operating procedures related to employee security duties;
    o Development and enforcement of safety and security regulations;
    o Development of emergency operating procedures to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents; and
    o 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	A	P		S	Q

recommendations					
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 <mark>Appendix E</mark> for additional information
- Do not return to the building until instructed to do so by Public Safety or Maintenance Customer Service

Note: Call <mark>XXX</mark> 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. *<mark>Transit Manager/Supervisor</mark>* 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 <mark>Transit Manager/Supervisor</mark> 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 <mark>Transit Manager/Supervisor</mark>.

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 <mark>Transit Manager/Supervisor</mark>.
- 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 <mark>Transit Manager/Supervisor</mark> in coordination with the <mark>[City Manager/Executive Director]</mark> 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, <mark>Transit Manager/Supervisor</mark>, 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?			

	Yes	No	N/A
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?			

	Yes	No	N/A
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

	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   **PHONE NUMBER WHERE**
HUNG UP: **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:

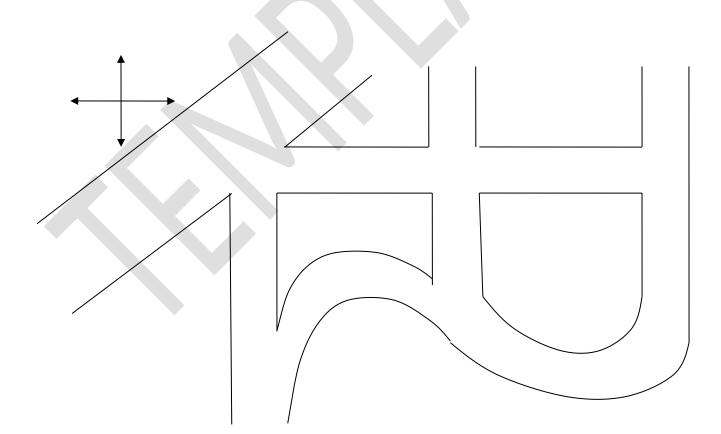| Caller's Voice	Background Sounds	Threat Language
☐ **Female**	☐ Animal noises	☐ Incoherent
☐ **Male**	☐ House noises	☐ Message read
☐ Accent	☐ Kitchen noises	☐ Taped message
☐ Angry	☐ Street noises	☐ Irrational
☐ Calm	☐ Booth	☐ Profane
☐ Clearing throat	☐ PA system	☐ Well-spoken
☐ Coughing	☐ Conversation	
☐ Cracking Voice	☐ Music	
☐ Crying	☐ Motor	
☐ Deep	☐ Clear	
☐ Deep breathing	☐ Static	
☐ Disguised	☐ Office machinery	
☐ Distinct	☐ Factory machinery	
☐ Excited	☐ Local	
☐ Laughter	☐ Long distance	
☐ Lisp		
☐ Loud	**Other Information:**	
☐ 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.
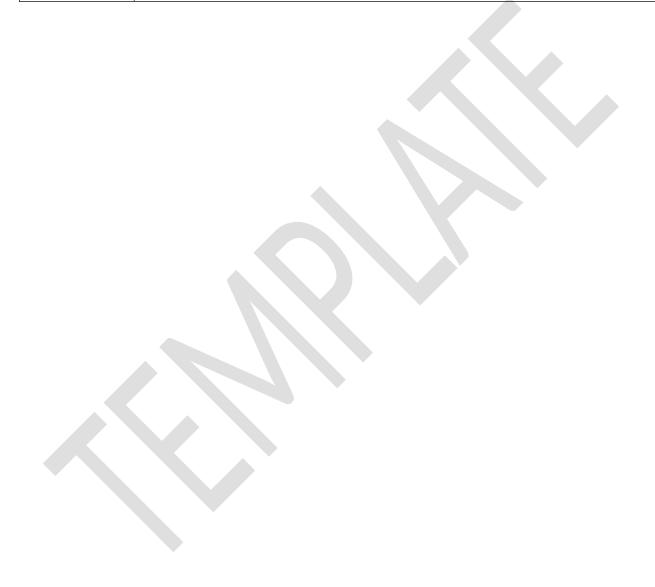
4.11 Reconstitution

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:		Priority	Restoration Schedule
	Description		Priority	Restoration Schedule
Mission Essential Functions	Fuel delivery		1	
	Vehicle maintenance		2	
	Communications		3	
	Payroll		4	
	Reimbursement requests		5	
	Public Information		6	
Mission Essential Services	Dispatch		1	
	Ride Request Responses		2	
	DAR/Paratransit		3	
	Fixed Route		4	
	Flex Route		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:	Probability:
Event:	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 **MEF**s 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 **MEF**s*

Necessary Actions and Alternatives	**Contact all external partners who may rely on, or provide services for, affected **MEF**s**
	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.
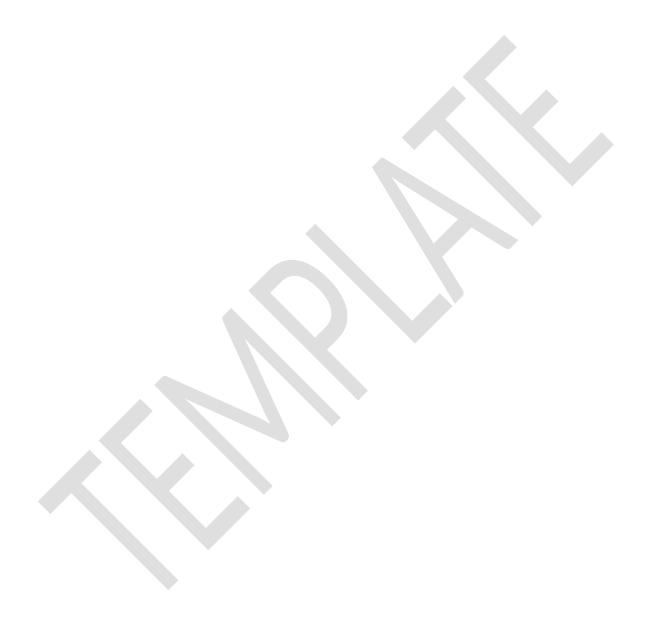
F. ACCEPTANCE AGREEMENT

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

[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