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16. Abstract

This guidebook provides an overview of emergency planning guidelines for rural and small urban transit agencies, including hazard mitigation, emergency procedures, coordination with other local agencies, training, and emergency response and recovery considerations. The guidebook includes examples and appendices from other publications and from existing transit emergency plans, as well as contact information for additional publications, software, and training related to emergency planning.

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EMERGENCY MANAGEMENT PLANNING FOR TEXAS TRANSIT AGENCIES: A GUIDEBOOK

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DISCLAIMER

The contents of this guidebook reflect the views of the authors, who are responsible for the findings and conclusions presented herein. The contents do not necessarily reflect the official views or policies of the Texas Department of Transportation or the Federal Highway Administration. This report does not constitute a standard, specification, or regulation, and is not intended for construction, bidding, or permit purposes.

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Chapter 1 — INTRODUCTION

Public transit agencies have a history of providing assistance during crisis situations, performing vital services such as evacuation of victims and transport of emergency personnel. In the aftermath of major disasters, public transit systems have often supplemented or replaced damaged or blocked roadways, maintaining mobility for residents and for repair and recovery workers. Public transit agencies in Texas make substantial contributions to local emergency operations, as the following examples indicate:

- VIA of San Antonio, The T of Fort Worth, Colorado Valley Transit, Del Rio Transit, and Laredo Municipal Transit are among many Texas transit systems that provided evacuations during 1998's string of storms and flooding. Connect Transit (Gulf Coast Center COG), Kleburg County Transit, and the Corpus Christi RTA also have a history of providing evacuation and other emergency transportation services during severe storms. SPAN (Denton) has provided evacuations for floods and for a hotel fire.

- Houston METRO and Capitol Metro of Austin use buses as heated or air-conditioned shelters and treatment centers for emergency workers at the site of a fire or hazardous-material incident.

- Sun Metro of El Paso stands ready to provide evacuations, transport, and shelter for emergency personnel and volunteers, to block roads as directed by police, and to monitor road and weather conditions to determine safe routes in inclement weather or other adverse conditions. In addition, transit sedans are available to police if a larger police fleet is needed. Metro vehicles are equipped with multichannel two-way radios that can provide communications support to emergency efforts.

- The City of Lewisville transit system parks one spare bus at a city fire station on a regular basis, available to the transit system when needed but at the fire department's disposal for evacuations, personnel and resource transport, or other emergency functions.

This guidebook is intended to serve as a source of information and ideas to assist public transit systems in developing their own written emergency management plans and formalizing their participation in the emergency management programs within their communities.

DISASTER RELIEF AND THE TEXAS STATE EMERGENCY MANAGEMENT PLAN

At the federal level, disasters and large-scale emergency responses are addressed by United States Code Title 42, *The Public Health and Welfare*. This law authorizes the President to commandeer public and private resources to respond to a large-scale disaster. The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) provides for federal assistance for disaster relief efforts. The request for federal assistance must come from state governors.

In Texas, the Texas Disaster Act of 1975 (now Texas State Government Code Chapter 418) authorizes the governor to call upon people and resources as needed to respond to large-scale emergencies within the state. The Texas State Emergency Management Plan (EMP) outlines the overall organization of a state-wide emergency response effort. Each of the functional areas of the EMP is described in what is known as an "annex," rather than a chapter or section. A listing of all the annexes is shown in Figure 1. Finally, the Texas Disaster Act provides for a state Disaster Emergency Funding Board and a Disaster Contigency Fund, which provide funding for local disaster relief efforts when other resources are insufficient.

The Texas Disaster Act requires county-level emergency management programs, with municipal programs also recommended, for response to local emergencies or disasters. Declarations of local disasters are made by the presiding officer of a county or municipal governing body (county judge or mayor of a city, respectively) and authorize the implementation of the county or municipal emergency plan. Many local emergency management plans follow the format used by the EMP, which helps to ensure that all vital functions of emergency response are performed with minimal "overlap" and maximum effectiveness.

TxDOT recommends that Texas transit agencies develop their own emergency plans and coordinate where possible with their local jurisdictions in area-wide emergency planning. The district public transportation coordinators are one resource for assistance in developing transit emergency plans.

The most common role for public transit to play in county or municipal plans is within Transportation (Annex S). Identification of transportation resources and coordination of those resources for moving people and supplies are functions that many transit agencies are well-equipped to lead or support. However, transit may also fill roles in Evacuation (Annex E), in which travel route monitoring and assessment are needed in addition to transporting people; in Law Enforcement (Annex G), which may require roadblocks for traffic control and additional transportation for police; in Communications (Annex B), which requires both communications equipment and the ability to deliver that equipment to the needed sites; or in other functional areas depending on the particular needs of the city or county and the resources of the transit agency.

Demand-responsive, door-to-door transit systems are likely to have an additional advantage in emergency response: through client records and the interaction of personnel with their riders, the transit providers know location and needs of many of the homebound residents in their cities or counties. This information can be a valuable resource not only for evacuations, but also for functions such as Warning (Annex A) and Public Information (Annex I).

Figure 1. Annexes (Functions) within the Texas State Emergency Management Plan.

Annex	
A	**Warning** - dissemination of information regarding imminent emergency situations to the public and to other local and state agencies
B	**Communications** - telecommunications support: equipment, software, and coordination
C	**Shelter and Mass Care** - shelter, food, emergency first aid, and relief supplies
D	**Radiological Emergency Management** - response to radiological emergencies, radiological monitoring and assessment, protective action recommendations
E	**Evacuation** - development and execution of evacuation plans, including routing, traffic control, and coordination of evacuation support
F	**Firefighting** - fire detection and suppression, training for firefighting operations, incident command for response and recovery operations
G	**Law Enforcement** - traffic control, security, and related activities in support of emergency response actions
H	**Health and Medical** - medical care, records of casualties, coordination with hospitals and other medical facilities
I	**Public Information** - development and dissemination of instructions, news briefings, and other public/media information during emergency activities
J	**Recovery** - coordination and conduction of post-disaster recovery activities, requests for disaster assistance
K	**Public Works and Engineering** - engineering support services, including debris removal, highway maintenance, damage assessments, building and facility inspection/stabilization/demolishment

Figure 1. Annexes (Functions) within the Texas State Emergency Management Plan (continued).

Annex	
L	**Energy and Utilities** - emergency power and other energy sources, restoration of noncommunications utility systems
M	**Resource Support** - procurement of facilities, equipment, fuel, furniture, airline tickets, etc. that are not readily available through other agencies
N	**Direction and Control** - overall coordination of emergency response/recovery mobilization; control of Emergency Operations Center (EOC)
O	(Reserved — has been designated "Human Services" in some local plans)
P	**Hazard Mitigation** - mitigation activities for the jurisdiction, including establishment of regulations, standards, etc. that manage identified hazards
Q	**Hazardous Material and Oil Spill Response** - identification, containment, and cleanup of hazardous material and oil spills, public information regarding hazardous material spills
R	**Search and Rescue** - search, extrication, and immediate medical treatment for stranded or trapped victims
S	**Transportation** - coordination of transportation services for evacuation, transport of emergency personnel and equipment
T	**Donations Management** - coordination and setup of facilities for receipt and distribution of donated goods
U	**Legal and Administrative Services** - administrative and fiscal policy guidance
V	**Food and Water** - food, water, and ice resources to areas affected by disaster
W	**Military Support** - National Guard and State Guard personnel and material assistance

COMPREHENSIVE EMERGENCY MANAGEMENT

The Federal Emergency Management Agency (FEMA) was formed in 1979, meshing five separate federal agencies that had dealt with various aspects of disaster and emergency response. The formation of FEMA also consolidated the concept of **Comprehensive Emergency Management** (CEM), which takes into account not only the response to a specific emergency but also the conditions prior to and following the crisis. FEMA takes an "all-hazards" approach to emergency response, defining functions and activities that are common to all types of emergencies, rather than planning responses differently for each type of emergency.

CEM emphasizes the importance of **mitigation**, **preparedness**, **response**, and **recovery** in managing and containing the effects of an emergency situation. Federal disaster management and the Texas State Emergency Management Plan are designed around these four phases of emergency management.

- **Mitigation** refers to actions taken to minimize potential risks and hazards. Mitigation for transit systems may include vehicle and facility design considerations, training in safety procedures and standards, and other activities that promote safe operating conditions on a day-to-day basis.

- **Preparedness** is the groundwork that should be laid for crisis intervention. Emergency capability assessment, responsibilities and communications within and between organizations, emergency procedures, and training are all issues that need to be addressed in advance of an emergency situation in order for a response effort to be effective.

- **Response** begins when the emergency situation has occurred; or, in some cases, when warning signs indicate that an emergency is imminent. Continued communications and coordination of response activities are vital factors in reducing the severity of the emergency.

- **Recovery** takes place after the crisis has passed and involves repairing damage and restoring normal operations. Debriefing and assessment of the response and its success are also part of the recovery phase; experiences from one response effort will be useful in refining preparations for the next.

The following chapters of this guidebook will provide further descriptions of each of the four steps, as well as samples and outlines to enable you to tailor an emergency plan to the resources and activities of your transit system and the surrounding community.

> ***Note:*** This guidebook contains guidelines and examples from other published documents on emergency management and from transit system emergency management plans. Information that has been taken from published works is presented in numbered figures. Examples from transit emergency plans are indicated by "Example" headings at the top of the page.

Chapter 2 — MITIGATION

Vehicle design standards, accessibility of facilities, equipment maintenance, and safe operating procedures are all associated with normal transit operations and are not obvious components of emergency planning. However, these elements of day-to-day operation are a vital part of the crisis **mitigation** phase of emergency management.

Crisis mitigation refers to activities that will help to prevent some emergencies and will help lessen the effects of the ones that occur. Manufacturing standards, building codes, and insurance coverage are some examples of crisis mitigation in industry. For transit agencies and providers, mitigation activities also include design and maintenance standards for vehicles and equipment and procedures that promote safe, secure operations.

Mitigation is an ongoing process. Existing policies and standards require regular evaluation and updating. This chapter provides a brief summary of mitigation activities for transit agencies, with suggested resources for further information. Your agency likely has policies and standards in place for most of the areas described, due to existing federal and state guidelines. However, you may wish to document these activities in the agency's preparedness plan.

RISK AND HAZARD ASSESSMENT

Risk assessments contribute to the formation of policies and standards by pinpointing the risks and hazards that are likely to occur and the transit system's potential areas of vulnerability. Each of the risks identified should then be assessed to determine potential impact on transit operations, employee safety, and property loss or damage.

The risks and hazards associated with emergency response must also be identified and resolved, with priority given to the safety of transit riders, employees, and property. Houston METRO's emergency plan, for example, specifies that a police vehicle will accompany any METRO vehicle that travels to an evacuation site or other disaster area. The effect of emergency response activities on normal transit operations must also be considered, with a policy in place that specifies the circumstances under which normal transit operations will be altered or suspended.

Figure 2 summarizes common types of hazards that can affect a transit system. Other types of hazards may be unique to geographic locations. For example, some transit systems have found that rising water caused by severe weather outside their vicinity is a common event in their service area. In another example, a failure of the local radio station (used as the emergency broadcast system) could be a technological failure that especially impacts rural areas. Geographically, the transit system may also be affected by its proximity to railroads or major highways and find that vehicles may be immobilized by blockages on the rail line or highway.

A detailed risk assessment assigns a level of risk to each identified hazard, based on the potential for damage to property, personnel, and operations: **negligible**, **marginal**, **critical**, or **catastrophic**. Based on the level of risk and the estimated probability of the identified hazard occurring, priorities can be set to mitigate hazards. Figure 3 summarizes this prioritization.

Figure 2. Risk Factors.

Historical — What types of events have occurred at the transit system?

- Fires
- Severe weather
- Hazardous material spills
- Transportation accidents
- Earthquakes
- Hurricanes
- Tornadoes
- Terrorism/Quasi-terrorism
- Utility outages

Technological — What could result from a process or system failure?

- Fire, explosion, hazardous materials incident
- Safety system failure
- Telecommunications failure
- Computer system failure
- Power failure
- Heating/cooling system failure
- Emergency notification system failure

Physical — What types of emergencies could result from the design or construction of a transit facility or vehicle? Does the physical facility enhance safety? Consider:

- Physical construction of the facility
- Hazardous processes or by-products
- Facilities for storing combustibles
- Layout of equipment
- Lighting
- Evacuation routes and exits
- Proximity of shelter areas

Geographic — What can happen as a result of the transit system's location?

- Proximity to flood plains, seismic faults, and dams
- Proximity to companies that produce, store, use, or transport hazardous materials
- Proximity to nuclear power plants

Human Error — What emergencies can be caused by employee error? Are employees trained to work safely? Do they know what to do in an emergency? Human error is the single largest cause of workplace emergencies and can result from:

- Poor training
- Poor maintenance
- Carelessness
- Misconduct
- Substance abuse
- Fatigue

Regulatory — What emergencies or hazards is the transit regulated to deal with? Analyze each potential emergency from beginning to end. Consider what could happen as a result of:

- Prohibited access to the facility
- Loss of electric power
- Communications lines down
- Ruptured gas mains
- Water damage
- Smoke damage
- Structural damage
- Air or water contamination
- Explosion
- Building collapse
- Trapped persons
- Chemical release

Source: Critical Incident Management Guidelines, pp. 15-16.(1)

Figure 3. Hazard Resolution Matrix.

	I. Catastrophic	II. Critical	III. Marginal	IV. Negligible
A. Frequent	***Unacceptable***	***Unacceptable***	***Unacceptable***	Acceptable/WR*
B. Probable	***Unacceptable***	***Unacceptable***	Undesirable	Acceptable/WR*
C. Occasional	***Unacceptable***	Undesirable	Undesirable	Acceptable
D. Remote	Undesirable	Undesirable	Acceptable/WR*	Acceptable
E. Improbable	Acceptable/WR*	Acceptable/WR*	Acceptable/WR*	Acceptable
*Acceptable/WR — Acceptable with review by management staff				

Source: Critical Incident Management Guidelines, p. 18.(1)

MITIGATING HAZARDS

Once hazards are identified and priorities are set for addressing them, various mitigation methods can be used to resolve them. *Critical Incident Management Guidelines (1)* recommends the following mitigation methods for resolving identified risks, in decreasing order of effectiveness:

- design the system to eliminate the problem,
- design the system to control the problem,
- add safety or security devices to control the problem,
- add warning devices to control the problem, and
- institute special procedures or training to control the problem.

Federal, state, and industry regulations and standards for vehicles and facilities specify some design criteria that contribute to hazard mitigation. See Appendix A for a summary of federal requirements for public transit vehicle features, excerpted from *Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems (2)*.

Information Resource — Design Guidelines

Additional guidelines for vehicles and equipment are provided in the following documents, available from the Federal Transit Agency (FTA):

Standardization of Availability, Location, and Use of Safety Equipment on Urban Transit Buses; FTA-MA-26-0011-96-1, May 1996.

Bus and Passenger Accident Prevention; FTA-MA-26-0010-94-1, June 1994.

A special tool available at no cost that you can use to assist in your transit agency's risk assessment is *Transit Risk Manager* software, described below.

Information Resource — Risk Assessment

The Transportation Research Board (TRB) published the software ***Transit Risk Manager*** in 1996 as the result of a Transit Cooperative Research Program study examining transit loss data. The Windows®[1]-based software is designed to help assess a transit system's risk management practices, tailoring the assessment to the laws and regulations in the state in which the transit system operates.

Transit Risk Manager provides or assists with the development of the following:

- risk profile of the transit system, based on identified hazards,
- recommended insurance options,
- "best practices" for dealing with identified risks, through design or policy,
- "loss triangles" to predict future losses and insurance/funding needs,
- documentation, including risk management policy statements, self-insurance plan documents, safety policy statements, and
- prototype insurance specifications.

The software can be obtained free of charge from APTA:

American Public Transportation Association
c/o TCRP Dissemination
1201 New York Avenue, N.W.
Washington, D.C. 20005
FAX (202) 898-4019
e-mail: trcp@apta.com

[1]*Windows® is a registered trademark of the Microsoft Corporation.*

Recommended Documentation for Crisis Mitigation

The desired result of a transit agency risk assessment is a set of criteria, standards and operating procedures that will contribute to crisis mitigation. The following mitigation documentation is recommended as a minimum for most transit providers.

Design Criteria

- vehicles
- facilities (buildings, shelters)
- communication equipment
- power

Operating Practices

- vehicle and equipment maintenance schedules and records
- communication/radio procedures
- speed limits, accident and traffic violation procedures
- passenger loading and unloading procedures, including assistance of passengers with special needs
- security measures
- required onboard emergency equipment and supplies

Passenger Education

- onboard policies
- safe riding practices
- personal security

Examples of transit system mitigation documentation are provided on the following pages.

As each transit system develops its own emergency plan, it will reflect the unique attributes of that system. For example, if the system's buses have seatbelts, the standard onboard policy will probably reflect that all belts must be buckled before the engine starts. Required onboard emergency supplies may similarly be dependent upon the area served. Maps, for example, may be an important part of the onboard emergency supply list for service in rural areas to deal with identifying alternate routes in case of road closures or rising water.

Vehicle Maintenance Schedule

MAINTENANCE INTERVALS SCHEDULE	
3,000 MILES	
*	Change engine oil and replace oil filter
6,000 MILES	
*	Change engine oil and replace oil filter
*	Rotate tires and adjust air pressure
*	Lubricate steering linkage suspension, driveshaft U-joint. Grease fittings.
9,000 MILES	
*	Change engine oil and replace oil filter
*	Inspect exhaust system for leaks, damage, or loose parts. Remove any foreign material trapped by exhaust systems shielding.
	NOTE: It is normal for a certain amount of moisture and staining to be present around muffler seams. The presence of soot, light surface rust, or moisture does not indicate a faulty muffler.
*	Lubricate steering linkage suspension, driveshaft U-joint. Grease fittings.

(Continued)

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Radio Procedures

SUBJECT: RADIO PROCEDURES
Review date: 6/05/98
Revision date: 6/15/98

POLICY

To insure the safety of our drivers and passengers and to enhance the performance of our operations, all Connect Transit personnel will be familiar with two-way radio operations.

PROCEDURE

12. Staff utilizing the two-way radio shall follow the standard use practices of the FCC. Use of profanity, abusive language, or other inappropriate broadcast is not allowed and could result in disciplinary action.

13. All base stations and vehicle units shall be tuned to appropriate assigned frequency at all times.

14. Staff should initiate communications by stating who they are calling "Base (101, etc.) this is 102 (base, etc.)." At the completion of the transmission both parties will indicate that the transmission is completed by saying their call sign and "clear."

15. Except in the event of an emergency, all staff should listen five (05) seconds before transmitting to ensure there are no transmissions in progress. Transmissions should not be interrupted unless it is an emergency.

16. In the event of an emergency, establish communications on the primary freq. and immediately shift to the secondary freq. State the emergency and what assistance you are requesting. To insure help arrives that is appropriate you should include the following items as soon as possible:

    a. Who you are and your location in detail. Include which city, as some streets are the same throughout our area. Give cross streets and local landmarks if appropriate.

    b. State what assistance you need, supervisor, police, EMT.

    c. State how many passengers and what their status is at the time.

    d. If you are not involved with the emergency, stay off the radio; communications should be between dispatch and the unit requesting assistance. After initial contact communications may be between a supervisor and the unit or dispatch and a supervisor.

17. Radio channels are as follows: *(continued)*

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Traffic Violations Procedures

SUBJECT: TRAFFIC VIOLATIONS PROCEDURES
Review date: 6/5/98
Revision date: 6/15/98

POLICY

Drivers are responsible for their driving records at all times. As required by law, any person holding a Commercial Drivers License must report any moving violation to their employer.

PROCEDURE

1. If involved in a moving violation while in a Connect Transit vehicle, you are required to do the following:
    a. **DO NOT MOVE THE VEHICLE** unless directed to do so by law enforcement personnel or Connect Transit management staff. Once directed to move the vehicle, drive only as far as to clear whatever hazard or obstruction you may have been causing. **DO NOT CONTINUE YOUR ROUTE**.
    b. Contact dispatch as to the nature of the violation (Speeding ticket, etc.)
    c. You will be required to submit to an alcohol & drug screening within two hours. Failure to submit to this screening will result in termination of employment.
    d. While awaiting results of the alcohol & drug screening tests, you will be suspended without pay.
2. If involved in a moving violation while in a private vehicle, you are required to do the following:
    a. Notify Connect Transit Management staff as soon as possible after the violation occurs with details as to location, time, etc.
    b. Provide Connect Transit with a copy of the citation issued.
3. Once a year, a records check will be conducted. If a violation shows up that has not been reported, you will be subject to termination of employment.

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Onboard Policies

SUBJECT: ONBOARD POLICIES
Review date: 6/5/98
Revision date: 6/15/98

POLICY

Safety of our passengers is our primary goal. It takes cooperation between driver and passengers. Passengers relate cleanliness to security. If a vehicle is clean and safe it presents a positive image within the area we serve.

PROCEDURE

1. Rules that apply to both drivers and passengers:
    a. No smoking, eating or drinking will be permitted on the vehicle.
    b. No animals, except for dog guides or animal assistants, will be allowed on the vehicle.
    c. No abusive, derogatory, or offensive language will be tolerated.
2. Passenger responsibilities:
    a. No disruptive behavior or any other behavior that will affect the safe completion of the route will be tolerated.
    b. Connect Transit will not transport anyone who is displaying violent or aggressive behavior.
    c. Any passenger displaying unsafe behavior will be removed from the vehicle immediately to protect the safety of other passengers.
3. Driver responsibilities:
    a. Prior to departing facility, driver will inspect vehicle for cleanliness, and remove all trash, etc, and insure vehicle is clean.
    b. Prior to departing facility, driver will insure all potential safety hazards such as wheel chair straps are properly stored. Items such as wheel chair straps will be brought out when needed and stored properly when not in use.
    c. Upon returning to the facility, and when needed during the course of the day, driver will ensure vehicle is clean and in a safe posture.
    d. It is the driver's responsibility to fill out an Incident Report within 24 hours if any behavioral violations occur and contact the General Manager immediately through dispatch.

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Required Onboard Emergency Supplies (page 1 of 2)

POLICY

It is the policy of Connect Transportation to maintain fully stocked first-aid kits, biohazard clean-up packs, fire suppression equipment, and vehicle emergency equipment and emergency instructions in all vehicles.

PROCEDURE

1. The assigned vehicle driver shall inspect the vehicle daily for the following emergency supplies and document on the pre-trip inspection sheet (form CGG9500).

    a. First Aid Kit — First aid lists are stored in all vehicles. Kits are restocked, if necessary when inspected. These items are obtained from the vehicle custodian who handles supply orders. The first aid kit contains the following:
        1. 32- 3/4 x 3" sheer bandages
        2. 20- 1 x 3" fabric bandages
        3. 4 small non-stick pads
        4. 2- 2" soft-gauze pads
        5. 2 oval eye pads
        6. 1 triangular bandage
        7. hypo-allergenic first aid tape
        8. 1- 2" elastic bandage
        9. tube of first aid creme
        10. 10 antiseptic wipes
        11. first aid guide
        12. contents card
        13. scissors
        14. 2 disposable latex medical gloves
        15. 1 CPR resuscitator with one-way valve & filter

    b. Biohazard clean up pack kit.
        1. 1 pair of latex medical gloves.
        2. 1 liquid treatment system
        3. 1 pair of disposable waste scoops/scrapers
        4. 1 surface disinfectant wipe
        5. 1 antimicrobial wipe
        6. 1 biohazard waste bag
        7. 1 evidence/syringe container
        8. 1 biohazard instruction sheet

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Required Onboard Emergency Supplies (page 2 of 2)

c. Fire suppression equipment — a 5 pound ABC dry chemical fire extinguisher is mounted in each vehicle, beside or behind the rear driver seat.

   1. The extinguisher is inspected to insure proper pressure (the indicator is in the green zone). If the indicator enters the red zone, the extinguisher is removed from the vehicle and replaced by the Fleet Manager.

   2. The Fleet Manager shall inspect extinguisher annually and replace or recharge the test.

   3. A fire inspection tag shall be affixed with current year and date and inspecting companies' signature.

   NOTE: All emergency kits and fire extinguishers must be mounted in vehicle.

d. Flashlights — a two cell flashlight is issued to all drivers for use in all Connect Transportation vehicles. Flashlights are inspected daily for operation and battery charge, and illumination. Dead or weak batteries are replaced as needed. Fresh batteries are obtained from the General Manager and Fleet Manager.

e. A safe cut seat belt cutter is mounted in the dash are of all vehicles.

f. Emergency vehicle supplies, jumper cables, fuses and emergency signal markers are maintained in the rear of all vehicles.

g. Emergency instructions — written procedures regarding the handling of mechanical and road emergencies are located in the vehicle glove compartment.

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Chapter 3 — PREPAREDNESS

The **preparedness** phase of emergency management establishes the objectives, procedures, and resources for a future emergency response effort. At both the agency level and the community level, preparedness activities include the development of documented emergency procedures, assignment of responsibilities for all phases of emergency operations, and training and evaluation of the planned emergency activities. This chapter begins with a brief overview of transit agency emergency planning, followed by a description of community emergency plans in Texas and ways in which transit agencies might become involved in community emergency response. The chapter concludes with a summary of education and training pertaining to emergency management.

TRANSIT-RELATED EMERGENCY PLANNING

Just as standard operating procedures and policies contribute to safe and efficient transit operations under normal conditions, established emergency procedures are necessary for safe and efficient management of unexpected events.

The FTA's *Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems (2)* recommends that transit systems develop emergency response procedures for the following scenarios:

- passenger fall or illness,
- vehicle breakdown,
- driver incapacitation,
- vehicle collision,
- vehicle fire,
- vehicle collision with fire,
- vehicle rollover,
- vehicle immersion in water, and
- severe weather conditions/natural disasters.

Other potential emergency scenarios that could affect transit operations include the following:

- chemical or biological hazards and
- bomb or other terrorist threats.

Information Resource — Transit Security

Further information on **transit security measures** can be found in the following documents, all available from the FTA:

Transit Security Handbook; FTA-MA-90-9007-98-1

Transit Security Procedures Guide; FTA-MA-90-7001-94-2

Emergency Preparedness for Transit Terrorism; TCRP Synthesis 27

Transit System Security Program Planning Guide;
FTA-MA-90-7001-94-1, January 1994, reprint November 1997

While the specifics of emergency procedures will vary according to factors such as vehicle type and the type of transit service provided, they will all incorporate some basic elements:

- **Situation assessment**—ascertaining the facts of the emergency situation, including the type(s) of hazard present, the people, facilities, and vehicles involved, and the types of emergency assistance that will be needed.

- **Notification procedures**—reporting an emergency or incident, including all relevant details for a needed emergency response. (See Figure 4.) Notification also includes informing and updating passengers about the nature and status of the incident.

- **Protection of the incident scene**—identification and control of secondary hazards that may pose further threats to passengers or emergency personnel, traffic control at the scene.

- **Evacuation and rescue assistance**—emergency access to vehicles via exit doors, windows, roof hatches; emergency extrication procedures, which may involve cutting seatbelts and/or removing seats and other vehicle components in order to disentangle passengers.

These emergency procedures, besides protecting lives and resources in transit-related emergencies, will be a valuable asset for transit personnel involved in community-wide emergency response. Some examples of response procedures for transit-related emergencies are provided on the following pages.

Emergency procedures should be reviewed (and updated where necessary) on a regular basis, as well as after an emergency reponse effort. A review is recommended every six months.

Figure 4. Dispatcher Notification Sheet.

DISPATCHER NOTIFICATION SHEET	
When an emergency is reported, the dispatcher should ask the following:	
1.	Vehicle number and driver name
2.	Exact location of the emergency - Road - Cross Street - Direction Headed - Landmarks
3.	Type of emergency - Accident - Fire - Mechanical Difficulty - Health Difficulty
4.	Number of possible injuries
5.	Extent of injuries
6.	Whether emergency personnel have been notified
7.	Time that emergency occurred

Source: Critical Incident Management Guidelines, p.E-6.

Vehicle Accident/Collision

POLICY

It is the policy of the Gulf Coast Center to maintain emergency and reporting procedures in the event of a vehicle accident, which are made available and communicated to all staff and vehicle operators.

PROCEDURE

1 Evaluating Accident

a. The first thing to do after an accident is to find out if any passengers have been injured; secure the vehicle immediately to protect passengers.
b. Call for assistance (EMS, Police, etc.)
c. **STAY CALM**
d. Turn to passengers and ask if everyone is all right, look to see if there are any unconscious or seriously injured — look for bleeding, broken limbs, vomiting, poor breathing (**Administer First Aid**).
e. Look for signs, such as disorientation, confusion, or inability to respond to questions. These could indicate serious head injury.
f. After you have determined that there are no serious injuries and emergency ambulance and first aid is not required,

The local Police, Sheriff, or Department of Public Safety officer must be called to investigate the scene of the accident.

g. Contact the Gulf Coast Center/Fleet Manager at pager 409/942-0706 or 281/765-0497.

2. Post Accident

Once you have responded to the accident by following the procedures described above it will be necessary to obtain information and perform other actions to protect passengers and staff.

The most important of these activities is to document what happened.

a. Remove the Texas Risk Council Fund Insurance information packet, either in the glove box or above the vehicle visor.
b. Insurance Form must be completed. Answer All Questions.
c. Obtain names, addresses, and phone numbers of passengers in your vehicle.
d. Get the license plate number first, then obtain names of driver and passengers in other vehicle.
e. Get the names of the investigating police officer and his or her agency (county, city, also badge number and a case number if available).
f. If an ambulance was called, write down which hospital it went to.
g. Note the time and specific location of the accident.

3. **Do not talk to anyone about the accident except the appropriate authorities**.

a. Do not blame others or take the blame for the accident.
b. Avoid discussing details with anyone except Gulf Coast Center officials, Police, or EMS.
c. **Don't volunteer any information to anyone!!!**
d. Don't make any statements to the press or bystanders, refer their questions to the Gulf Coast Center's Public Relations Director of the Director of Transportation.
e. If contacted by an attorney or any other individual about the accident, refer them to the Gulf Coast Center's Transportation Director.

Complete and turn in an Incident Report to the Connect Transit General Manager within 24 hours.

The Fleet Manager or General Manager will respond and investigate accident scene.

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Security Breaches

POLICY

It is the policy of Connect Transportation to maintain the security of the premises and vehicles by reporting and responding to breaches in security.

PROCEDURE

1. In an effort to establish and maintain a safe and secure environment.
   a. Any individual seen in the office area or the bus parking premises who is not recognized shall be stopped and questioned.
   b. If the individual has business at Connect Transportation escort him or her to the proper person, or to the facility front desk.
   c. If the individual runs off, notify the General Manager or Fleet Manager immediately and complete an Incident Report.
   d. If the individual becomes belligerent or threatening in any way, leave the scene, notify the General Manager or Fleet Manager and call 911.
   e. Follow the instructions given by 911. Provide the following information, to the best of your ability, then complete an Incident Report.
      1. Height
      2. Weight
      3. Gender
      4. Ethnicity
      5. Clothing description
      6. Any distinguishing marks (physical, language, mobility, etc.)
2. Assault — If an individual is found on the Connect Transportation premises and is assaulting a person served or staff person, retreat to a safer location and secure the safety of the other persons served and staff.
   a. Call 911 and follow the instructions given by 911.
   b. Maintain visual observance of the individual, if possible.
   c. Assist the police upon arrival, and provide any first aid necessary.
   d. Complete an Incident Report within 24 hours.
3. Prank or Disturbing Phone Calls — Staff receiving prank or disturbing calls shall do the following:
   a. Report the call to the General Manager and request further instructions.
   b. Call 911 if determined necessary by the General Manager and provide any distinguishing voice characteristics such as pitch, accent, speech impairments, etc.
   c. Complete an Incident Report within 24 hours.
4. Unlocked doors, when opening or after hours — If a door is found unlocked, the following action should be taken:
   a. Re-lock door.
   b. Contact the Connect Transportation General Manager or Facility Manager.
   c. The General Manager or his designees will perform an immediate search of the area, and contact Alert Alarms for the last person to exit the building entry alarm and security system.
   d. The General Manager shall complete an Incident Report within 24 hours.
5. Missing Property — If Gulf Coast Center/Connect Transportation property is found missing, the following action should be taken:
   a. Look for the item in the immediate area where it is normally kept.
   b. Report the item to the General Manager or person responsible for the item.
   c. Report the item to the Director of Central Publishing.
   d. File an Incident Report within 24 hours.

Source: Operator Safety Manual, Connect Transportation, Gulf Coast Center

Severe Weather Action Plan (for Maintenance Department), page 1 of 2

MAINTENANCE DEPARTMENT - SEVERE WEATHER ACTION PLAN

1.0 SCOPE
The Severe Weather Action Plan (SWAP) governs actions of Maintenance divisions during a severe weather emergency.

2.0 PURPOSE
The SWAP will define the roles, responsibilities, equipment, and supply requirements for for the two divisions to repond and allocate resources in the most effective manner.

3.0 DEFINITIONS
SWAP - Severe Weather Action Plan
RC room - Resource Coordination Room

4.0 FORMS
Severe Weather Tracking Sheet

5.0 REQUIRED SAFETY EQUIPMENT
- Severe weather gear
- Appropriate footwear
- Back supports
- Reflective safety vests

6.0 PROCEDURES

6.1 PENDING THE ONSET OF SEVERE WEATHER, THE VICE PRESIDENT, MAINTENANCE WILL NOTIFY THE FOLLOWING PERSONNEL FOR ACTION.

A. Assistant Vice President, Fleet Maintenance to assure personnel and vehicles are appropriately staffed and stocked (refer to paragraph 6.7).

B. Assistant Vice President, Technical Service to assure Resource Coordination (RC) room is stocked (refer to paragraph 6.7).

C. Assistant Vice President of Ways, Structures and Amenities to assure that adequate personnel and equipment are available to address severe weather needs of track/power switches and to sand operating and passenger facilities.

6.2 UPON NOTIFICATION OF SEVERE WEATHER, THE VICE PRESIDENT OF MAINTENANCE WILL CONTACT THE ABOVE PERSONNEL FOR IMPLEMENTATION OF THE SWAP.

6.3 THE ASSISTANT VICE PRESIDENT, FLEET MAINTENANCE WILL NOTIFY SECTION MANAGERS/ASSISTANT MANAGERS TO ACCOMPLISH THE FOLLOWING.

A. Identify personnel to operate service trucks.
B. Install chains on non-revunue vehicles as necessary.

6.3.1 THE ASSISTANT VICE PRESIDENT OF WAYS, STRUCTURES AND AMENITIES WILL:

A. Identify personnel to operate service trucks.
B. Notify personnel of assignments related to tracks and power.
C. Notify personnel of assignments related to facility sanding.

(Continued)

Source: Severe Weather Action Plan, Dallas Area Rapid Transit (DART)

Severe Weather Action Plan (for Maintenance Department), page 2 of 2

6.4 THE ASSISTANT VICE PRESIDENT, TECHNICAL SERVICE WILL NOTIFY:

A. All section managers to instruct personnel to dress warmly and prepare for relief of service truck operators.
B. Manager, Maintenance Support to prepare map board and RC room.
C. Assistant Vice President Senior Manager, Ways & Structures, Amenities.

6.5 ASSIGNMENTS AND RESPONSIBILITIES

A. Service truck operators
   1. Notify RC room by 800 MHz radios as soon as they are underway, giving their vehicle number, destination, and vehicle they are to retrieve. If destination is not known, request a destination from the RC room.
   2. Notify RC room by 800 MHz radio when the vehicle has been freed.
   3. Request the next location from RC room. If directed by transportation supervisor at the scene to proceed to another location, service truck operator shall notify RC room first.
   4. If service truck operator waits longer than 15 minutes for a radio response or next assignment, he/she shall use the land line to contact the RC room at 828-6779.

B. Assistant Vice President, Bus Fleet Maintenance
   1. Monitor all dispatch consoles for reports of stuck buses.
   2. Notify Assistant Vice President, Technical Service of all stuck bus locations and times.
   3. Pass on all requests for communications to chief dispatcher. Determine when service trucks may be released for return.

C. Assistant Vice President, Technical Service
   1. Monitor 800 MHz radios for stuck vehicles and for service truck communications.
   2. Maintain severe weather tracking sheet.
   3. Communicate with Assistant Vice President, Fleet Maintenance on recommended locations for sanding.
   4. Assign all service trucks and sanding trucks.

D. The Manager, Maintenance Support will track all stuck vehicles and service truck locations on the map.

6.6 EQUIPMENT AND PERSONNEL

A. Service trucks and sanding trucks
   - 800 MHz radio
   - Sand
   - Chains
   - Shovel
   - Flashlight
   - Flares
   - Hand tools
   - Wheel chocks
   - Mapsco
   - Vehicle log sheet
   - Back supports
   - Reflective vests
   - Two persons (minimum)

B. Resource Coordination room
   - Map and magnetic tags
   - 800 MHz radios (3 minimum)
   - 900 MHz radios (2 minimum)
   - Severe Weather Tracking Sheet
   - Telephones (lane line and cellular)

Source: Severe Weather Action Plan, Dallas Area Rapid Transit (DART)

Chemical/Biological Hazard Procedure

SUSPECTED CHEMICAL/BIOLOGICAL DEVICE

What to Look For:

1. Strange odors, haze, or "fog" in unexpected areas. Chemicals often have a sweet or "freshly cut grass" smell. Or may have an "almond" smell. Note: not all chemicals are visible or carry an odor.
2. Oily or wet residue on floor or walls.
3. Broken or abandoned containers that indicate two or more chemicals have been mixed together.
4. Birds, mice, insects or other animals appearing ill, confused, or dead or dying in a certain area.
5. People falling ill at the same time, with difficulty breathing, or with dizziness or nausea.

What to Do:

1. Turn off car-borne HVAC if in a vehicle. Notify your dispatcher via radio of the possible emergency.
2. Stop short of the area if at all possible — do not enter into the suspect area.
3. If suspected release is outside the vehicle and vehicle is already in the area of the release, attempt to move out of the area to an upwind location before opening doors.
4. If release is inside the vehicle, stop vehicle as soon as possible in an area where the doors can be safely opened without exposing others outside the vehicle to the suspect release.
5. Evacuate customers to a safe location upwind from the release, to a minimum distance of 300 feet. DO NOT CAUSE A PANIC — Remain calm and collected.
6. Once outside the suspect release area, do not re-enter the area, or allow anyone else to enter the area. Specially equipped and trained personnel will be en-route to handle the incident.
7. Meet the police as soon as they arrive — they will need to talk to you for important information.

Source: Emergency Management Plan of the Metropolitan Transit Authority of Harris County

Bomb Threat Procedures (page 1 of 2)

Bomb Threat Procedures

In the face of an ever increasing number of bombings and bomb threats directed toward public transportation throughout the nation, it is imperative that a plan of action be developed for METRO employees most likely to receive bomb threats via telephone.

Primary Objectives

To initiate the use of a bomb threat checklist for determining the course of action to be taken in the event of a bomb threat.

To provide training of personnel who will utilize the bomb threat checklist.

Utilization of these guidelines and decisive courses of action to be taken in response to threats will result in the safety of all concerned.

Receipt of Bomb Threat

Upon receipt of a telephoned bomb threat, utilization of the attached Bomb Threat Checklist is imperative. A Bomb Threat Checklist will be readily accessible to all METRO personnel who either answer a telephone on a regular basis (Customer Service, PBX Operators, Receptionist), or may otherwise be in a position to receive a telephone bomb threat. In addition, the above personnel will receive in depth training in the use of this form.

A signal has been devised whereby a bomb threat recipient can alert co-workers that a bomb threat is being received. This signaling system will allow a co-worker to listen to the threat and help gather information.

The signaling device will be an 8" x 12" poster card with the inscription "BT". The "BT" stands for Bomb Threat. Upon receiving a bomb threat, the recipient should pick up the card and display it to fellow co-workers. This procedure will sufficiently alert co-workers without alerting the threatener or general public.

Questions to Ask

1. <u>When is the Bomb going to explode?</u> The answer to this question may tell how much time you have to evaluate and respond to the threat. For example, if the threatener replies, "It's going to go off this afternoon," the recipient may want to ask "What time this afternoon," in an attempt to accurately pinpoint the planned time of detonation.

2. <u>Where is the Bomb right now?</u> This question may be followed by several others in an attempt to pin down the exact location of the bomb, if any. For example, if the threatener replies "It's in the Pass Card Center," the next question should be "Where in the Pass Card Center?" Responses to these questions will help in determining whether or not the threatener has really identified or knows his target and will assist in determining which areas should be given priority in search operations.

   Sometimes a false lead may serve to destroy the credibility of the threat. For example, the threatener says, "There is a bomb on your bus," the response he hears back is "Oh no, do you mean that special bus with all those poor crippled kids on it?" (there is no bus with cripples kids on it). If he responds "Yes, that's the one, I'm going to blow all those kids away." You know that his credibility is considered lessened by his acceptance of the false lead.

Source:Emergency Management Plan of the Metropolitan Transit Authority of Harris County

Bomb Threat Procedures (page 2 of 2)

Questions (continued)

3. What does it look like? The response to this question may give a hint as to whether you are looking for an "open" bomb (components obviously identifiable) or a closed bomb (components or entire bomb concealed or disguised).

4. What kind of bomb it is? The threatener's reply may give you some insight into his expertise in the explosive area. If he had identified himself as representing a certain group, his response and your intelligence assessment of the group's capability will be helpful in evaluating the threat.

5. Did you place the bomb? This question will enable the threatener to state his complaint or vent his anger and tell why he is making the threat and/or has planted the bomb.

6. Why? In answering this question, he may identify with some group, and that information can be correlated with his response to question #3.

7. What is your address? Surprisingly enough, people do have a habit of replying to this question without thinking.

8. What is your name? Surprisingly enough, people do have a habit of replying to this question without thinking.

Callers Voice

When completing the checklist, check the spaces which apply. Also check the spaces for sex, approximate age, race, and length of call.

Background Sounds

Listen for noises that might help in determining where the call was made.

Threat Language

Determine if caller is educated, foul mouth, incoherent, etc. Keep the caller on the line as long as possible. Ask the caller to repeat the message. Make sure you write the exact wording of the threat. If more than one person heard the threat, then each should make separate accounts of what was said, in order to obtain a complete and accurate dialogue.

Once the threatener has hung up, contact the METRO Police Department at 635-5550. The threat must be evaluated in order to determine its validity. Information received by the recipient and recorded on the Bomb Threat Checklist will assist METRO Police in determining the response actions to be taken. Once a decision has been made concerning what action is to be taken, notification will be made to persons who have been previously identified as having an active role in the actions being taken.

In-service training in the use of the Bomb Threat Checklist can aid police in search and evacuation procedures, as well as assisting in the investigative phase of the threat.

Source:Emergency Management Plan of the Metropolitan Transit Authority of Harris County

Bomb Threat Checklist

CALLER'S VOICE:

_____ Calm	_____ Laughing	_____ Lisp
_____ Angry	_____ Crying	_____ Raspy
_____ Excited	_____ Normal	_____ Deep
_____ Slow	_____ Distinct	_____ Ragged
_____ Rapid	_____ Slurred	_____ Clearing Throat
_____ Soft	_____ Nasal	_____ Deep Breathing
_____ Loud	_____ Stutter	_____ Cracking Voice
_____ Disguised	_____ Accent	_____ Familiar - if so
_____ who did it sound like?		

BACKGROUND SOUNDS:

_____ Street Noises	_____ House Noises	_____ Factory/Machinery
_____ Crockery	_____ Motor	_____ Animal Noises
_____ Voices	_____ Office Machinery	_____ Clear
_____ PA System	_____ Music	_____ Static
_____ Local Call	_____ Long Distance	_____ Pay Phone

THREAT LANGUAGE

_____ Well Spoken/ Educated	_____ Foul	_____ Incoherent
_____ Message Read by Threat Maker	_____ Irrational	_____ Taped

REMARKS: _____

_____

REPORT CALL IMMEDIATELY TO THE METRO POLICE DISPATCHER AT 635-5550

Date_____ **Time** _____ **Phone Number** _____ **Location** _____

Name _____

Source:Emergency Management Plan of the Metropolitan Transit Authority of Harris County

COUNTY/CITY EMERGENCY MANAGEMENT PLANS

The following is a summary of the major sections of an emergency management plan modeled on the Texas EMP. Your city or county should already have a similar local emergency plan in place.

Contact the **county judge**'s office and/or **city mayor**'s or **city manager**'s office in your jurisdiction to obtain a copy of the local emergency plan and to begin inquiries about your transit system's possible contributions to emergency planning and operations. An assessment of your agency's capabilities and resources and of the emergency management needs of the city or county will help determine the possible tasks that transit can perform in community emergency response. The most obvious role for public transit is in Transportation (Annex S), but depending on the needs of the jurisdiction and the capabilities and resources of the transit system, transit resources could also play a part in traffic control (Annex G — Law Enforcement), local communications (Annex B — Communications), or other functions. The state EMP model may also be an appropriate format for your transit system's own emergency plan.

Major Sections of an Emergency Management Plan

I. Authority

Authority for emergency response activities and the use of community resources and services to respond to large-scale emergencies is granted by legislation that includes the Robert T. Stafford Disaster and Emergency Assistance Act (federal level) and the Texas Disaster Act of 1975 (state level). A complete listing of federal and state legislative authority is included in the Texas EMP. Local ordinances may also provide guidance for emergency response.

II. Purpose

A statement of the overall goals, objectives, and scope of the emergency plan.

III. Situation and Assumptions

Situation defines the concepts of *emergency* and *disaster*, briefly outlines the major hazards that may affect the city or county, and identifies the likely emergency management needs that will arise as a result.

Assumptions include the likely conditions and scenarios that will affect emergency response activities and results, either positively or negatively.

IV. Concept of Operations

This section summarizes the way in which emergency response activities will be carried out. As described in Chapter 1 of this guidebook, the format for emergency response in the state EMP is FEMA's "all-hazards" approach, with annexes defining the specific response functions that will be applied to all types of emergency situations.

The basic outline of emergency response activities may be summarized in this section, designating the activities that will comprise mitigation, preparation, response, and recovery phases of emergency management.

Each service function is detailed in a separate annex to the basic emergency plan (listed in Figure 1 in Chapter 1). Detailed tasks and activities for each phase of emergency management (mitigation, preparedness, response, and recovery) are described in this section. In a Transportation or Evacuation annex (or in the transit system emergency plan) Section IV should also include guidelines that are agreed upon by the jurisdiction concerning when evacuation and transportation services should stop due to dangerous conditions. Water depth, wind speeds, and/or other criteria that will make continued operations by the transit system too hazardous should be specified.

V. Organization and Assignment of Responsibilities

This section addresses the functional organization of response and recovery activities.

Primary responsibility for the administration of the jurisdiction's emergency plan lies with the county judge (city mayor). The judge/mayor may assign execution and organization of the plan to a city manager, the local police or fire chief, or to an "executive committee" consisting of representatives from two or more agencies. This section lists basic task assignments for this primary director or group.

Service (function) responsibilities are assigned for each of the emergency functions designated (transportation, communication, etc.), with local agencies filling lead or support roles according to the activities required for each function. This section lists basic task assignments for each of the service functions.

VI. Direction and Control

This section designates overall control of emergency operations, including the location and direction of an Emergency Operations Center (EOC). Emergency powers of government and circumstances/authority for requesting outside assistance are also addressed.

VII. Emergency Response Levels/Increased Readiness Actions

Some emergency situations strike with little or no warning, necessitating the startup of emergency response activity from "zero." For many types of emergencies, however, it is possible to anticipate the onset of crisis conditions and begin to prepare for response. These emergency response levels each correspond to a set of increased readiness actions, which are designed to position response personnel and resources for maximum effectiveness when and if emergency conditions occur.

VIII. Continuity of Government

This section establishes the lines of succession for (1) the judge/mayor as overall authority for the area and (2) for the authority within each service annex. Procedures for protecting vital government records from damage during the crisis are also established in this section.

IX. Administration and Support

This section addresses miscellaneous administrative procedures, from finance to record-keeping. Interorganizational agreements on funding, resources, and procedures for requesting state and/or federal assistance are included.

X. Development and Maintenance

In this section, responsibility for the development and maintenance of the plan is designated, including reviews and changes, distribution, and training. A schedule for reviews and updates to the plan should be included. A twice-yearly review of the emergency plan, ideally in conjunction with training or test scenarios, is recommended.

An example of a local emergency management plan (Brazos County Interjurisdictional EMP) is provided in Appendix B. Examples of Annex S (Brazos County and City of Port Arthur) are provided in Appendices C and D, respectively. An example of a transit standard operating procedure (SOP) (Port Arthur Transit) is provided in Appendix E.

An outline for developing an emergency management plan Annex or Transit SOP is provided in Appendix F, ready for completion with emergency planning information from your own agency or jurisdiction.

The following examples show portions of the local emergency management plan for Brazos County and its associated cities. Transportation-related tasks and responsibilities are designated in the overall, or "basic," plan and also in Annex S (Transportation), displayed side by side.

Concept of Operations: General Information

Emergency Management Plan, Brazos County Interjurisdictional	Annex S — Transportation (Brazos County)
Section IV. Concept of Operations	**Section IV. Concept of Operations**
A. General It is the responsibility of local government to protect life and property from the effects of hazardous events within its own jurisdiction. Local government has the primary responsibility for emergency management activities. This plan is based upon the concept that the emergency functions for various agencies/organizations involved in emergency management will generally parallel normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. Day-to-day functions that do not contribute directly to the emergency may be suspended for the duration of any emergency. The efforts that would normally be required for those functions will be redirected to the accomplishment of emergency tasks by the agency concerned. B. Declaration (cont'd...)	A. General 1. The process of furnishing emergency transportation services during a major emergency involves two series of action: <u>First</u> - Essential immediate transportation needs are identified and actions taken to provide for persons in the hazard area. <u>Second</u> - Future continuing transportation needs and capabilities are estimated and actions taken to obtain needed resources. This type of transportation support would more likely involve movement of supplies and equipment more than people. 2. In most local disasters, transportation requirements can be satisfied by using private vehicles, Brazos Transit System, school and church buses, and various local government-owned vehicles. If needs cannot be met locally, then additional assets are requested through mutual aid agreements with neighboring jurisdictions and/or through state assistance. 3. Local government requests for transportation support should be made directly to the agency concerned (i.e., Brazos Transit, school, church, business, etc.) 4. For the attack hazard and in accordance with state and federal policies, the transportation industry will function under its own management and operate systems and facilities to provide the maximum service for essential needs as specified by federal, state, and local government authorities. The transportation industry will be responsible for continuity of management, protection of personnel and facilities, conservation of supplies, restoration of damaged lines and terminals, rerouting, expansion or improvement of operations, and securing of necessary manpower, materials and services.

Source: Brazos County Interjurisdictional Emergency Management Plan

Concept of Operations: Phases of Management

Emergency Management Plan, Brazos County Interjurisdictional	Annex S — Transportation (Brazos County)
Section IV. Concept of Operations	**Section IV. Concept of Operations**
C. Phases of Management - This plan follows an all-hazard approach and acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. Likewise, the plan accounts for activities before and after, as well as during emergency operations; consequently, all phases of emergency management are addressed as shown below. 1. Mitigation - Mitigation activities are those which eliminate or reduce the probability of a disaster occurring. Also included are those long-term activities which lessen the undesirable effects of unavoidable hazards. 2. Preparedness - Preparedness activities serve to develop the response capabilities needed in the event an emergency should arise. Planning and training are among the activities conducted under this phase. 3. Response - Response is the actual provision of emergency services during a crisis. These activities help to reduce casualties and damage, and speed recovery. Response activities include warning, fire, evacuation, rescue and other similar operations. 4. Recovery - Recovery is both a short-term and a long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved, state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. Examples of recovery actions would include temporary housing and food, restoration of nonvital government services, and reconstruction of damaged areas.	B. Phases of Management 1. Mitigation a. Develop transportation resource list. b. Identify possible transportation needs which could result from various disasters. c. Maintain a current listing of transportation resources. 2. Preparedness a. Review plans for transporting persons lacking personal transportation. b. Coordinate with schools, churches, and private industry on use of their assets for emergencies. c. Coordinate with Law Enforcement Service on evacuation routes and assembly areas for picking up persons needing public transportation. 3. Response a. Procure transportation as needed. b. Respond to and coordinate all transportation requests. c. Maintain records on use of private vehicles. 4. Recovery a. Transport supplies and personnel as needed. b. Revise plans as required.

Source: Brazos County Interjurisdictional Emergency Management Plan

Organization and Assignment of Responsibilities (excerpt)

Emergency Management Plan, Brazos County Interjurisdictional	Annex S — Transportation
Section V. Organization and Assignment of Responsibilities E. Emergency Services Responsibilities	**Section V. Organization and Assignment of Responsibilities** B. Task Assignment
16. Transportation — Annex S (Assigned to Fleet Managers/Transportation Directors) - This function involves the identification and coordination of available transportation resources (i.e., public transit and school buses), not necessarily providing them. This function is usually associated with transportation needs during an evacuation to include trnasportation to reception areas for people without access to private automobiles. Particular attention should focus on people in group quarters, such as the elderly and infirm, the disabled, boarding school residents, etc. Primary Tasks: a. Identify local transportation resources and arrange for their use in emergencies. b. Coordinate deployment of transportation equipment to city/county services requiring augmentation. c. Establish and maintain a reserve pool of drivers, maintenance personnel, parts and tools. d. Maintain records on use of privately-owned transportation equipment and personnel for purpose of possible reimbursement. e. Prepare and maintain Annex S (Transportation) to this plan and supporting Standing Operating Procedures (SOPs).	1. Emergency Management Director a. Ensure transportation resources are identified. b. Ensure agreements exist for utilization of other public and private transportation assets. c. Ensure the distribution of essential goods and services. d. Ensure the public is informed of transportation routing and assembly areas. 2. Transportation Officers (Fleet Managers, and EMC's) a. Identify available transportation resources and develop resource list. b. Coordinate and develop agreements with schools, churches, neighboring jurisdictions, and private industry on use of their assets. c. Coordinate with Public Information Officers and Law Enforcement personnl on evacuation routes and assembly areas. d. Coordinate the transportation and delivery of consumables to designated mass feeding facilities. e. Coordinate the use of transportation assets for crisis stocking of fallout shelters. f. Coordinate with all other emergency services (i.e., health and medical, public works, law enforcement, fire and rescue, etc.) to augment transportation for medicine, equipment, construction materials, workers etc. 3. Law Enforcement a. Security of roadways b. Traffic control 4. Public Works a. Debris removal from roadways

Source: Brazos County Interjurisdictional Emergency Management Plan

PUBLIC TRANSIT ROLES IN EMERGENCY MANAGEMENT

The functions a transit system will be able to perform in an emergency response scenario will vary depending on the resources of the transit system and the needs and resources of the city or county in which it operates. Some possibilities for transit agency involvement in Texas include the following:

- evacuation of local residents during flooding, fires, hazardous-material spills, bomb threats, or other emergency conditions;
- transport of emergency workers and volunteers to and from an emergency staging site;
- supplemental transportation for people and supplies within a city or county during recovery from flooding or other area-wide disasters;
- use of air-conditioned/heated buses as shelter/respite facilities for emergency workers and victims; especially valuable during a fire or hazardous-material response effort;
- communications support, if buses are radio-equipped;
- monitoring road and weather conditions; determining safe travel routes; and
- providing supplemental vehicles for police or other local agency.

This is not an all-inclusive list, nor will all transit agencies be equipped to perform every role on this list. Each transit agency must assess its own resources, capabilities, and the potential needs and hazards that are likely to be faced within its city or county. Working with local governments and emergency response personnel, transit agencies can determine the functions that they are best able to fulfill within the jurisdiction's emergency management plan.

Resource and Capability Assessment

Resource and capability assessment is the first step in becoming involved with a community emergency management plan. A thorough assessment of the transit agency's facilities, equipment, and personnel will help to determine the emergency functions the agency is best suited to lead or support. A form is provided on the following page to assist in the initiation of that assessment.

As part of the capability assessment, two levels of emergency transit services may be defined. A low level of transit involvement, which utilizes only a small portion of the agency's vehicles, personnel, and other resources, would be indicated for a smaller-scale incident. A large-scale disaster may require more extensive use of transit resources, with regular transit service altered or suspended for the duration of the emergency. Houston METRO's definition of small-scale and large-scale emergency assistance is shown in the example on page 39.

Capability Assessment Summary

Types of emergency response services the transit agency is able to perform:

- □ Surplus transportation for emergency response personnel
- □ Shelter/respite facilities for emergency response personnel
- □ Transport of emergency equipment and supplies
- □ Evacuation assistance
- □ Communications support
- □ Traffic control/roadblocks or barriers
- □ Other (describe) _____

Transit System — Resources Available

Buses	Size/Capacity	Number	Lift-Equipped?	Heated/Air-Conditioned?
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
Other Vehicles	Sedans _____ Other (specify) _____			
Personnel	Vehicle Operators _____ Transit Security _____ Dispatch _____ Administrative _____ Other (specify) _____		Personnel with Special Training: EMT/First Aid _____ Other _____	
Equipment	□ Communications: radio, cell phones, other _____ □ Generators		□ Towing equipment □ Other (specify) _____	
Information/ Records	□ Names/addresses of transit-dependent residents □ Names/addresses of mobility-impaired residents □ Other (specify) _____			
Facilities Suitable for Use as:	□ Communications Center _____ □ Evacuation Shelter for ___ persons: _____ □ Other (specify)_____			

Transportation Resource List

APPENDIX 2 TO ANNEX S

PASSENGER TRANSPORTATION ASSETS

1. Local Transportation Resources

   A. Publicly-Owned Transportation Assets

      1) Port Arthur Independent School District
      Contact: Mr. Charles Getwood
      Telephone: 989-6252

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	57	48	
Bus	3	10	Wheelchair Equipped

      2) Sabine Pass Independent School District
      Contact: Mr. John David Villot, Superintendent
      Telephone: 989-6252

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	4	48	
Van	1	15	
Van	1	6	

      3) Port Arthur Transit
      Contact: Tom Kestranek, Transit Manager
      Telephone: 983-8767

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	5	29 Passenger	1 Wheelchair tie-down
Bus	5	30 Passenger	2 Wheelchair tie-downs
Van	6	12/18 Passenger	3 Wheelchair tie-downs
Van	1	15 Passenger	
Van	1	12 Passenger	
Forklift	1	8,000 Pound	
Electric Generator	1	7,200 Watts	Capacity for 120/140 Volts

2. Privately-Owned Transportation Assets

   A. Churches

      1) Proctor Baptist Church
      Contact Person: Dr. Rick Erwin, Pastor
      Telephone: 722-8097 (Office)
      729-9448 (Home)

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	1	25	
Van	1	15	

   (Family Life Center which could be used as an assembly site)

Source: Port Arthur Transit Emergency Management Plan

Transit in Community Emergency Management: Levels of Assistance

Local Assistance Planning — Levels of Assistance

There will be two distinct situations in which METRO will be asked to provide assistance: minor emergencies which have little or no effect on our normal level of service, and those situations of a greater magnitude which result in service interruptions.

Both types of situations have vastly different implications on METRO's internal priorities. Certainly, the continued safety and operation of our system would take precedence in most situations, while if we were not operating we would have more resources available to offer. Because of the differences, these two areas will be divided and addressed separately as MINOR OCCURENCES and MAJOR EVENTS.

Minor Occurrences

The METRO EOC would not be in operation during situations which are classified as minor occurrences. The requests for assistance usually involve transportation of sick or injured, evacuations, or for efficient public safety operations. All requests would be directed to the METRO Police Department. The Chief of METRO Police of his designee would have the authority to provide whatever assistance possible. The level of assistance provided would then be communicated to the General Manager.

[continued]

Major Events

In these situations, the METRO EOC would be in operation due to the actual or potential interruption of service. The METRO EOC would have the responsibility to review all requests for assistance and determine at what level we would be able to respond without affecting the level of service provided or the safety of patrons and employees. All calls, after being received by the METRO Police Dispatcher, will be immediately relayed to the Emergency Operations Center for review and appropriate action.

Source:Emergency Management Plan of the Metropolitan Transit Authority of Harris County

Interorganizational Agreements

Interorganizational agreements help to organize coordinated efforts between transit agencies and other emergency response personnel. This structure should designate the lead and support agencies for emergency response functions, as well as the lead personnel within each agency.

Elements of an interorganizational agreement between the transit agency and other local agencies/authorities should include the following:

- Activities that the transit agency will (a) lead or (b) support, e.g.:
  - evacuation
  - supplemental transportation
  - roadblocks/traffic control
  - shelter
  - communication, monitoring

- Chain of communication between and within agencies
  - lead person at each agency
  - phone numbers, fax, email

- Responsibilities and authority
  - protocols for decision-making and communication
  - level of authority at field level

- Resources of transit agency and other support organizations
  - number of buses and other vehicles; location of fleet
  - emergency equipment
  - designated shelters
  - number of personnel: full-time, part-time, and volunteer

- Funding for emergency response activities
  - services and resources that will be funded by the transit agency
  - services and resources that will be funded by other city or county agencies
  - other funding sources that may be utilized

Interorganizational agreements should also provide for emergency assistance provided by emergency service agencies to transit in case of a transit-related emergency. Figure 5 summarizes recommended elements of agreements between transit agencies and emergency service agencies.

The roles and tasks for each local agency established by interorganizational agreements should be outlined in Section V, *Organization and Assignment of Responsibilities* of the county/city emergency management plan and detailed in Section IV, *Concept of Operations* and Section V of the plan's annexes, as applicable. Within the transit agency, emergency responsibilities and tasks for each department (e.g., dispatch, maintenance, vehicle operators) should be specified, as in the DART Severe Weather Action Plan example on page 24.

Figure 5. Elements of Interorganizational Agreements.

When arranging protocols, the transit system should distribute information (e.g., a booklet and/or videotape) about the system to local response organizations in the system's operating territory. These materials should include illustrations of equipment and descriptions of entry and evacuation procedures for the transit system's vehicles, stations, and other facilities.

The content of inter-organizational agreements relating to emergency planning and procedures should encompass the following elements for each of these suggested organizations:

A. Emergency Medical Service (EMS)

- Establish appropriate EMS unit jurisdictions.
- Establish level of service (equipment, personnel, etc.) to be delivered in response to various types and degrees of emergencies.
- Establish appropriate methods of communication for continuous coordination during a response.
- Familiarize EMS personnel with the operating system trains and facilities.
- Conduct periodic drills involving participation by EMS personnel.

B. Local, County, and State Police/Sheriff/Highway Patrol Departments

- Establish a full understanding of jurisdictional responsibilities between any transit system police or security force and the local police departments.
- Establish level of service (equipment, personnel, etc.) to be delivered in response to various types of transit emergencies (as opposed to assistance delivered in response to to security or crime related incidents such as "assist officer" calls).
- Establish appropriate methods of communication for continuous coordination during a response.
- Establish procedures corresponding to the types of emergency service anticipated (e.g., crowd control, authorized access control, security threat) unique to emergency situations.

(continued)

Source: Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems, Appendix A (2), and *Critical Incident Management Guidelines, Appendix B(1).*

Figure 5. Elements of Interorganizational Agreements (continued).

C. Fire Departments

- Establish appropriate fire department jurisdiction.
- Establish level of service (e.g. equipment and personnel) to be delivered in response to various types of transit system emergencies.
- Specify level of notification, command and control, and degree of responsibility on-site.
- Establish appropriate methods of communication and develop procedures for continuous coordination and transfer of command.
- Provide training for fire department personnel to familiarize them with transit equipment and facilities and access/egress procedures.
- Conduct periodic drills involving the fire department.
- Identify any special tools and equipment that the firefighters might need that they would not normally possess to address transit emergencies.

D. Hospitals

- Establish the level of emergency services generally available at various hospital locations in the vicinity of the transit system routes.
- Establish the manner in which patients will be assigned or routed to various hospitals (e.g., by the fire/rescue communications center, fire department, emergency medical services, etc.)

E. Public Utilities

- Transit systems should coordinate an agreement with local public utilities regarding points of contact in an emergency, and services to be provided by each.

Source: Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems, Appendix A, and *Critical Incident Management Guidelines, Appendix B.*

No-Fare Emergency Service

You may wish to institute a policy of no-fare service during emergency situations, when transit may be supplying alternate transportation for safety reasons or is evacuating an area of the city or county. Issues to address in a no-fare policy include the criteria and procedure for declaring no-fare service and the point at which fares will once again be charged for service. An example of a no-fare service policy appears on the following page. This policy, from DART, does not explicitly state when fares will resume, as the decision for no-fare service seems to be made on a day-by-day basis. For large-scale emergencies, a no-fare policy might include restoration of fares at some point during the recovery phase.

No-Fare Service Policy

NO-FARE SERVICE DURING SEVERE WEATHER CONDITIONS

RATIONALE
To assist in regional safety during emergency conditions by providing free public transportation to area residents who must travel during the emergency time period.

To provide no-fare service during extremely hazardous driving conditions when schedules are disrupted and passengers are inconvenienced.

CRITERIA
Extremely hazardous driving conditions (icing on bridges, streets, and roadways; hazardous conditions caused by weather on neighborhood streets; road closings; sanding resources stretched to capacity). Any conditions that cause an unusual disturbance which severely affects normal operations. National weather service forecasts of extremely hazardous conditions. Major and extensive regional school and business closings.

OPERATING PLAN

Transportation

Between 2:00 a.m. and 4:00 a.m., DART and Contractors will assess the street and rail conditions and report to the OCC bus dispatcher office or train control center, who will notify the Vice President of Transportation. When weather and dangerous driving conditions are confirmed, the Vice President of Transportation will call the Executive Vice President, who will determine whether the conditions warrant notifying the President/Executive Director.

President/Executive Director

Between 4:00 a.m. and 6:00 a.m., or as soon as notified, the President/Executive Director will determine if the criteria is met and will inform the Executive Vice President to implement no-fare service. The President/Executive Director will also notify the Vice President of Marketing/Communications and Media Relations Officer.

Media Relations and Marketing/Communications

The Vice President of Marketing/Communications will notify the Manager of Customer Service to prepare telephone information operators to answer inquiries, and the Media Relation Officer will inform all radio and television stations between 4:00 a.m. and 6:00 a.m., or as soon as notified.

FARE DATA COLLECTION

To evaluate the financial impact, bus operators will use the #9 key to log adult riders and the #2 key for all reduced fares.

Source: Severe Weather Action Plan, Dallas Area Rapid Transit (DART)

Increased Readiness Actions

For emergency situations in which there are advance warning signs, increased readiness actions allow emergency teams to position themselves for response and recovery activities, maximizing the effectiveness of these phases of emergency management.

The four commonly used stages of increased readiness are as follows:

- **Condition 4** (Response Level 1, Texas EMP) — At the state level, Condition 4 indicates that emergency situations (or potential situations) may exist within the state but are currently manageable at the local level (without more then routine levels of state assistance). For local emergency planning, Condition 4 indicates a situation that will trigger a higher degree of emergency readiness than is usually present. Condition 4 scenarios include the onset of hurricane or other storm seasons, droughts that lead to increased fire hazards, the potential for local civil unrest, or international tensions.

- **Condition 3** (Response Level 2, Texas EMP) — At the state level, Condition 3 indicates a higher-than-normal level of readiness within the state agencies for emergency response assistance. In local plans, Condition 3 indicates the presence of situations that could develop into an emergency: tornado, flash flood, hurricane, or winter storm watches; small-scale civil unrest; or an international situation that could result in an attack on the area.

- **Condition 2** (Response Level 3, Texas EMP) — At the state level, Condition 2 indicates that emergency conditions have escalated to the point where substantial state assistance and resources are required. Condition 2 at the local level signifies hazardous conditions such as tornado, flash flood, winter storm, or hurricane warnings; violent local civil disorder; or probable enemy attack.

- **Condition 1** (Response Level 4, Texas State EMP) — In the EMP, this condition indicates that a "state of emergency" has been declared, with all available state resources and efforts directed to emergency assistance. For local emergency responders, Condition 1 means that hazardous conditions are imminent, in the form of tornado sightings, imminent flooding or hurricane landfall, widespread violence due to civil disorder, or an imminent enemy attack.

Increased readiness actions are outlined in the basic emergency plan and in the annexes, and should be detailed in the transit system's own plan. Examples are shown from Brazos County Transportation Annex and from the Houston METRO emergency management plan; the METRO plan shows the separate activities for each METRO department during each of the four increased readiness stages.

Increased Readiness Actions, Local Emergency Plan, Annex S (Transportation)

VII. Increased Readiness Actions

A. Condition 4 - Prepare

1. Obtain information of the situation.
2. Brief officials (Mayors and County officials).
3. Review and update Transportation Annex and Standing Operating Procedures (SOP).
4. Review of government and privately owned transportation resource lists.
5. Review personnel lists and responsibilities.
6. Review mutual aid agreements.

B. Condition 3 - Alert

1. Brief department and industry heads.
2. Alert all personnel.
3. Update routing and assembly data for public information.

C. Condition 2 - Mobilize

1. Brief transportation staff on routing and assembly areas.
2. Advise the public with instructions.

D. Condition 1 - Relocate

1. Activate Relocation Plans

Source: Brazos County Interjurisdictional Emergency Management Plan, Annex S

Increased Readiness Actions for Transit Agency Departments (Part 1 of 2)

	General Manager	Media/Public Info	Emerg. Mgmt. Coordinator	METRO Police	Operations	Maintenance	EC & RE	Human Resources
CONDITION 4 Beginning of disaster vulnerability season.	1. Brief Board Members and Senior Staff on overall emergency operations.	1. Review emergency news releases and appropriate contact numbers. 2. Brief Senior Staff on emergency information programs and news releases. 3. Instruct all personnel in emergency responsibilities.	1. Review and update Emergency Mgmt. Plan and SOPs for EOC operation. 2. Brief Senior Staff on EOC operation and procedures. 3. Review and update warning and communication process for employees.	1. Review and update law enforcement provisions in Emergency Mgmt. Plan. 2. Review assignment of all personnel. 3. Conduct test and training.	1. Review and update transportation provisions in Emergency Mgmt. Plan. 2. Review assignment of all personnel. 3. Conduct test and training. 4. Instruct all personnel in emergency procedures.	1. Review and update maintenance provisions in Emergency Mgmt. Plan. 2. Review assignment of all personnel. 3. Conduct test and training. 4. Conduct test and check readiness of all emergency equipment. 5. Check readiness at all facilities.	1. Review assignments of all personnel. 2. Instruct key personnel in emergency procedures. 3. Review with contractors the emergency procedures.	1. Review assignments of key personnel. 2. Instruct key personnel in emergency procedures.
CONDITION 3 Situations exist that could develop into a hazardous condition.	1. Review and update procedure for support of area government agencies.	1. Commence increased readiness information to public and ride sponsors. 2. Meet with local news media to review METRO's emergency preparedness plans and activity.	1. Review and finalize alert list with department heads. 2. Check readiness of all facilities and departments. 3. Alert key EOC staff members. 4. Begin watch of possible emergency, log activities, and monitor developments. 5. Correct any deficiencies.	1. Check readiness of law enforcement equipment, supplies, and facilities. 2. Correct deficiencies in equipment or facilities. 3. Alert Superintendents and other key personnel. 4. Maintain close contact with Transtar.	1. Designate location and type of equipment in case of immediate request for transportation. 2. Alert Superintendents and other key personnel. 3. Review alert list with all personnel.	1. Correct all deficiencies in equipment and facilities. 2. Review alert list with all personnel. 3. Alert Superintendents and other key personnel.	1. Alert key personnel. 2. Review readiness plans with active contractors. 3. Review alert list with all personnel. 4. Coordinate with contractors for potential use of services and equipment for METRO emergencies.	1. Alert key personnel. 2. Review alert list with all personnel. 3. Review readiness plans.

Source: Emergency Management Plan of Metropolitan Transit Authority of Harris County.

Increased Readiness Actions for Transit Agency Departments (Part 2 of 2)

	General Manager	Media/Public Info	Emerg. Mgmt. Coordinator	METRO Police	Operations	Maintenance	EC & RE	Human Resources
CONDITION 2 Situations exist that have definite characteristics of developing into a hazardous condition.	1. Brief Board Members and Senior Staff of possible emergency. 2. Review assignments of all employees.	1. Maintain contact with local media on activities being performed by METRO to prepare for emergency. 2. Provide readiness info and status of METRO operations to Ride Sponsors and METRO patrons. 3. Provide information as requested on info numbers.	1. Alert EOC Staff. 2. Staff EOC at standby level. 3. Establish contact with Transtar. 4. Prepare to send METRO representative to man Transtar. 5. Alert key METRO personnel of possible emergency duty.	1. Alert personnel of possible emergency duty. 2. Place off-duty personnel on standby. 3. Closely coordinate with Transtar for any requests for assistance (transportation of evacuation). 4. Establish liaison with local police, fire, and EMS organizations.	1. Alert personnel of possible emergency duty. 2. Instruct off-duty personnel to standby. 3. Be prepared to respond to requests and to assist in evacuations.	1. Alert key personnel of possible emergency duty. 2. Place off-duty personnel on standby as required.	1. Alert key personnel of possible emergency duty. 2. Alert contractors of possible emergency situation.	1. Alert key personnel of possible emergency duty. 2. Be prepared to respond to requests from the EOC.
CONDITION 1 Hazardous conditions are imminent.	1. Oversee and direct METRO operations from METRO EOC. 2. Commence liaison with various local governments.	1. Notify public as to status of METRO during the emergency. 2. Monitor activity in EOC so as to adequately inform public to status of service as the emergency passes.	1. Staff EOC at full strength. 2. Maintain 24-hour operation. 3. Maintain 24-hour contact/liaison with Transtar.	1. Mobilize all law enforcement personnel. 2. Begin increased security of facilities. 3. Assist in evacuations.	1. Mobilize emergency crews to ensure buses, patrons and employees are safe. 2. Handle requests for transportation services. 3. Maintain the ability to respond to such requests 24 hours per day	1. Mobilize emergency work crews as needed.	1. Coordinate with contractors as appropriate as emergency situation passes.	1. Mobilize response crews as requested by the EOC.

Source: Emergency Management Plan of Metropolitan Transit Authority of Harris County.

EDUCATION, TRAINING, AND EVALUATION OF THE EMERGENCY PLAN

Training and test scenarios are essential to the effectiveness of any emergency plan. Training and testing allow weaknesses in communications and procedures to be detected and corrected or mitigated before they damage an actual response effort. Personnel participating in training and training exercises become familiar with procedures and decision making, reducing the "guesswork" for carrying out similar decisions and procedures during an actual crisis situation.

Emergency Plan Dissemination and Education

The first step of effective education is the dissemination of the emergency plan and procedures to all employees who will have a role in carrying out the plan. The emergency plan can be part of a complete employee handbook, which also includes the rules and standard operating procedures of the transit system and operation instructions for vehicles and equipment. Ideally, these standard and emergency operating procedures should be presented and discussed as part of **initial employee training** and in **regular reviews and refresher courses**.

Procedures Training

Demonstrations and hands-on training are important companions to written instructions, for both standard and emergency procedures. All transit personnel, regardless of the specific job assignments, should receive training on the agency's standard operating and emergency procedures, including the following topics:

- **Vehicles**
  - operation of regular and emergency exits
  - location and operation of emergency equipment
  - operation of wheelchair lifts and restraints, if applicable

- **Communications**
  - operation of radio, cell phone, and/or mobile data terminal
  - standard and emergency radio channels
  - emergency notification procedures and points of contact

- **Facilities**
  - location and operation of emergency equipment
  - exit and evacuation procedures

Training on more complex procedures should be provided to personnel according to specific job assignments. Training on transit vehicle operation, including exits and emergency equipment, is also important for personnel from other emergency response agencies who may use or come to the assistance of transit vehicles.

Exercises and Drills

- **Tabletop exercises—**requiring the least equipment, preparation time, and cost, tabletop exercises are a verbal discussion and review a single procedure or scenario. Tabletop exercises are useful to develop or confirm procedures by helping to identify overlapping duties and areas of confusion. They are usually conducted in a conference-room setting, and are most effective with a small group.

- **Walk-through drills** can involve more participants and are a more thorough review of procedures, but still without an extensive commitment of equipment and preparation time.

- **Functional drills** test specific emergency procedures such as notification/communication, vehicle evacuation, and use of emergency equipment.

- **Full-scale exercises** may involve the transit agency alone, drilling response activities and communications among the different departments (dispatch, maintenance, vehicle operators); or they may be community-wide, testing the coordination of responsibilities among the county's or city's emergency response agencies.

A number of Texas transit agencies participate in area-wide emergency-response exercises. The Bee County Community Action Agency takes part in Bee County's annual hurricane drills. The Regional Transportation Authority (RTA) of Corpus Christi participated in simulations of airport evacuation and emergency medical transport in 1998. SPAN, Inc., of Denton County is part of regular county-wide mock disaster scenarios. Waco Transit similarly participates in twice-yearly testing scenarios with the city.

Key elements of training exercises, from tabletop discussions to full-scale mock disasters, include the following:

- **Facilitators/coordinators** who head up the planning and execution of the exercise and determine its objectives and scope.

- **Evaluators** who monitor and analyze the results of the exercise and identify areas for possible improvement. Figures 6 and 7 are sample "critique sheets" that identify some of the questions and criteria that evaluators may use.

- **Simulators** who may fill the roles of outside agencies, "victims," or other entities with whom emergency response personnel would interact in an actual emergency.

- **Design and development teams** who bring expertise from different technical areas and have an understanding both of how a given disaster scenario might evolve and of the factors that could affect response activities.

Figure 6. Drill Critique Sheet—Command and Control Evaluation.

I. COMMAND AND CONTROL EVALUATION

EVALUATOR'S NAME
ADDRESS
PHONE

1. Time exercise initiated:

2. Method of notification to Fire Depts., Police, Ambulance Service, EMS, Hospitals:

3. Upon arrival at scene, how was the Command Post established?

4. Was there adequate radio communication equipment?

5. When responding units arrived on the scene, did they report to the Command Post?

6. Principal weaknesses observed?

7. Principal strengths observed?

8. Additional remarks:

9. Recommendations:

Source: Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems, p. E-1.(2)

Figure 7. Drill Critique Sheet—Security at the Scene.

IV. SECURITY AT THE SCENE

EVALUATOR'S NAME
ADDRESS
PHONE

1. Time exercise initiated:
2. Did reponding police agencies arrive in a timely manner?
3. Were adequate police personnel on the scene?
4. Upon arrival on the scene, did police personnel set up in strategic locations?
5. Did police personnel have adequate communications?
6. Could you determine the number of police agencies on the scene?
7. How many vehicles actually were set up within the Command Post area?
8. Was the individual or individuals in charge at the Command Post easily identified?
9. Should there have been messengers posted at the Command Post?
10. Were adequate directions given to extricating victims from and around the aircraft?
11. Major points of weakness:
12. Principal strengths:
13. Additional remarks:
14. Recommendations:

Source: Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems, p. E-4 (2)

A thorough discussion of the design and execution of training exercises can be found in the *Emergency Exercise Handbook (3).* Training opportunities, including courses on emergency simulations and evaluation, are available from the Texas Division of Emergency Management, the Communitry Transportation Association of American (CTAA), and the Transportation Safety Institute. More information on these training opportunities is found on the following page.

The Texas Division of Emergency Management (DEM) offers training in a wide range of emergency management topics. Tuition and provided course materials are free to eligible participants, and requests may be made to have training conducted locally for groups of 20 or more, if schedules permit. A partial listing of training courses is shown below, excerpted from the DEM web site *(http://www.txdps.state.tx.us/dem/training.htm)*. Descriptions of these and other courses appear on the web site, as well as further information on eligibility, registration, and accreditation for the courses. Information can also be obtained by contacting DEM at the following address:

Texas Department of Public Safety
Division of Emergency Management
Box 4087
Austin, TX 78773-0225
(512) 424-2196
FAX (512) 424-2444

Professional Development Series

- Introduction To Emergency Management
- Emergency Planning Workshop
- Basic Skills: Leadership and Influence
- Basic Skills: Decision Making & Problem Solving
- Basic Skills: Effective Communication
- Developing Volunteer Resources
- Texas Exercise Design & Evaluation Course

Applied Practical Series

- Incident Command System/Emergency Operations Center (ICS/EOC) Interface
- Debris Management
- Disaster Related Safety Needs of Seniors and Persons with Disability
- Local Situation Assessment
- Flood Fight Operations
- Multi-hazard Safety Program for Schools
- Resource Management
- Mass Fatalities Incident
- Donations Management
- Disaster Response and Recovery Operations
- Mitigation for Emergency Managers

Comprehensive Exercise Curriculum

- Exercise Control/Simulation Course
- Exercise Program Manager/Management Course
- Exercise Controller/Simulator Workshop
- Exercise Evaluator Workshop
- Texas Exercise Design & Evaluation Course

The Community Transportation Association of America (CTAA) offers a two-day Driver certification course and a three-day "Train-the-Trainer" course on Passenger Service and Safety (PASS). The course covers passenger assistance techniques, with a focus on serving persons with disabilities.

Information concerning course fees, dates, and locations is at the CTAA website (*http://www.ctaa.org/training/pass/*) or can be obtained by contacting Len Cahill of the Community Transportation Association staff by phone at (202) 661-0205, or e-mail at cahill@ctaa.org.

The Transportation Safety Institute in Oklahoma City offers several courses in transit safety and emergency procedures. Information on current transit safety courses can be found on the website (*http://www.tsi.dot.gov/divisions/Transit/transit.htm*) or by contacting the TSI Transit Division:

Transit Division, DTI-80
Transportation Safety Institute
P. O. Box 25082
Oklahoma City, Oklahoma 73125-5050
Telephone: (405) 954-3682
Fax: (405) 954-0367

General TSI course and schedule information can be obtained by calling 1-800-858-2107. A partial listing of courses, excerpted from the website, is shown below.

- System Safety Concepts and Management
- Bus Accident Information
- Fire/Life Safety Training Seminar
- Bus Accident Casualty Extrications
- Safety Evaluations of Alternative Fuel Facilities and Equipment
- Transit System Security
- Effectively Managing Transit Emergencies

FEMA offers on-line materials for several of its emergency management courses, including *IS 1 Emergency Program Manager: An Orientation to the Position*. Course materials for this introduction to emergency program planning are available at *http://www.fema.gov/emi/is1.htm*

Additional course information can be found at *http://www.fema.org/emi/* or by contacting FEMA. The Region VI FEMA office, which includes Texas, can be reached at (940) 898-5399.

Chapter 4--RESPONSE

The **response** phase of emergency management puts the planned emergency activities, responsibilities, and agreements into effect. This chapter provides a brief overview of initial response activities, information aids for transit employees, and tips for communicating with the media and the public during an emergency situation.

Since emergency situations bring chaos and confusion with them, the most crucial factor in effective emergency response is to have a plan of action. All local agencies involved in community emergency operations should know in advance whom to contact for specific response needs. In some recent emergency situations in Texas, transit systems had the resources and personnel ready to assist with emergency operations, but because the local emergency management plan did not officially include those transit resources, the agencies were unable to contribute as fully as they might have.

Some rural systems may have so few personnel in a county that they are unable to participate in a response team. Having a plan in place can clarify both when and how a system will respond, and if a conscious decision has been made not to actively participate in a response team effort because of limitations or risks. In cases where few if any transit system personnel are located in more remote areas, the possibility of involving volunteers in the response process could be considered.

An important consideration when planning for large-scale emergencies, in which large areas of the community will be affected, is the safety and well-being of the families of emergency workers. Evacuating the family members of response team members early in the crisis will help workers focus on their tasks during the response effort.

EMERGENCY RESPONSE ACTIVATION

In most non-transit-related emergencies, transit system personnel will be notified of emergency response activation by police, fire departments, or other emergency response agencies. However, for transit-related emergencies, or if a transit vehicle operator or other employee happens to be an observer of an emergency situation unfolding, the transit employee must act as the **first responder** and begin the process of activating emergency response procedures. The first responder must accomplish the following tasks:

- **Situation assessment** — information collected at the scene that will help to determine the type and extent of emergency services that will be required. Figure 8 lists the types of information that should be collected and communicated to the dispatcher (or to the designated emergency contact).

- Establishment of a **command post**, if applicable, for staging of further emergency services. A command post should be near enough to the scene of the emergency for quick and effective access by emergency workers, but not within the immediate crisis area, and it should allow room for other emergency response vehicles and crews. Figure 9 shows the critical tasks listed by New York City Transit for a first responder to an emergency.

Figure 8. Notification Procedures.

Critical Information from First Responders

- Type of emergency
  - Fire
  - Accident/derailment/collision
  - Death or injury in the right-of-way
  - Right-of-way intrusion
  - Hazardous material spill/leak
  - Earthquake
  - Tornado
  - High velocity winds
  - Flooding
  - Explosion
  - Hostage/barricade situation
  - Bomb threat
- Location of emergency
  - Milepost location and track designation [or highway mile marker]
  - Street address
- Type of structure/vehicle involved
  - Train serial number and length
  - Bus number and route
  - Station and exact location in station
- Size of area involved
- Number of additional transit personnel/transit police officers or other personnel required
- Assistance required from external agencies (e.g., ambulance, fire, public utility)
- Number and type of casualties/injuries

Source: Critical Incident Management Guidelines, p. 63(1).

Figure 9. Critical Incident Management for First Responders.

New York City Transit (NYCT) Critical Incident Management
Memo Book Insert: Critical Tasks

- Assess Nature of Incident
  - Exact location
  - Extent of casualties and damage
  - Most limiting factors (What must be done to bring the incident under control?)
  - Are there sufficient resources on the scene?
  - Assistance required
  - Probable effect of incident on other areas
- Communicate Results of Assessment to
  - Communications unit
  - Relieving supervisor
- Provide Direction to Responding Units
  - From street to staging area
- Establish Perimeters
  - Inner perimeter (to prevent further injury at location of problem)
  - Outer perimeter (to retain control of area used by responding units for command posts and staging areas)
- Provide Rescue and First Aid
- Identify and Control Access Routes
  - From scene to local hospital(s)
  - From local commands to scene
  - At the scene (vehicle parking)
- Incident Priorities (Police Objectives)
  - Protect life and provide safety
  - Prevent further injury or damage
  - Protect property
  - Restore order

Source: Critical Incident Management Guidelines, p. 67(1).

QUICK-REFERENCE INFORMATION AIDS

While the full emergency plan is a valuable reference tool for transit personnel during preparation for emergency situations, it may not be the ideal information source during an actual emergency, when events happen quickly and decisions may have to be made by personnel "in the field." Like the emergency plan, quick reference aids should be updated regularly — ideally, every six months or as events dictate.

Quick-reference cards and checklists can provide the kind of "cheat-sheet" information that will help personnel keep their emergency response activities as organized as possible under conditions that may be chaotic.

Quick reference aids should be:

- small — easy to carry and to store within reach,
- durable — laminated pages if possible,
- brief, and
- tailored to the job and to the emergency response "role" — i.e., vehicle operator, dispatcher, public information officer, etc.

The Disaster Preparedness Guide produced by the City of Houston for city residents contains summary and checklist information for specific types of emergencies (hurricanes — including a hurricane evacuation map, floods, tornadoes, hazardous material incidents, and severe weather) as well as emergency telephone numbers and general emergency preparedness tips. The overall size of the spiral-bound guide is 5.5 by 8.0 inches, and information is clearly indexed, using graduated page widths to allow each section's label to be seen when the guide is viewed from the front. The guide's evacuation map is shown as an example on the following page. This format is one that could be adapted for transit employee information aids as listed below.

Quick Reference Aids for Dispatchers

- Checklist for notification/assessment (see Figure 10)
- Contact people, phone numbers, radio frequencies
- Maps — evacuation routes, city and county maps
- Jurisdictional boundaries and emergency response "command structure"

Quick Reference Aids for Transit Vehicle Operators

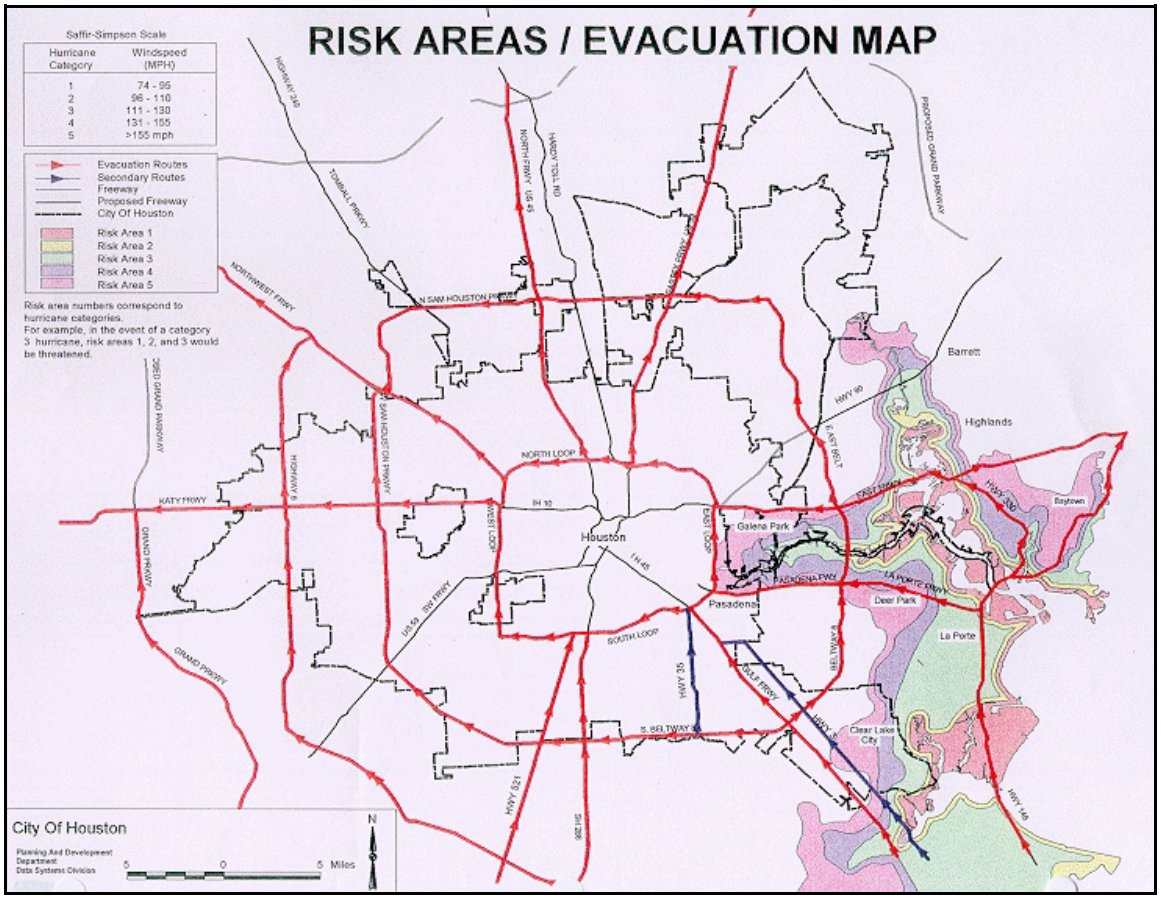
- Checklist for notification/assessment (see Figures 8 and 10)
- Contact people, phone numbers, radio frequencies
- Maps — evacuation routes, city and county maps
- Jurisdictional boundaries and emergency response "command structure"
- Vehicle graphics/instructions including location and operation of emergency exits, engine shut-off, passenger evacuation procedures
- First responder responsibilities and checklist of actions

Quick Reference Aids for Other Local Agencies

The following quick reference information can be provided to local police, fire departments, and other emergency responders who might work with transit personnel and/or vehicles.

- Contact people, phone numbers, radio frequencies
- Maps — evacuation routes, city and county maps
- Vehicle graphics/instructions including location and operation of emergency exits, engine shut-off, passenger evacuation procedures

Evacuation Map



Source: Disaster Preparedness Guide, City of Houston

Figure 10. Notification Procedures.

√	Accident Information Checklist
	Information has been collected on other drivers involved in the accident.
	Information has been collected on other vehicles involved in the accident.
	Information has been recorded on people injured as a result of the accident.
	Passenger cards have been distributed and collected from every passenger who was on the vehicle at the time of the accident.
	Information has been gathered from people who witnessed the accident.
	Information has been recorded for any non-vehicle property damage.
	Information has been recorded on police officers who were at the accident scene.
	A description of the accident has been recorded.

Source: Critical Incident Management Guidelines, p. E-5(1).

COMMUNICATING WITH THE MEDIA AND THE PUBLIC

For large-scale emergencies involving several local agencies, the primary reponsibility for communicating with the media and dispersing public information will lie with the person or agency in charge of Annex A (Warning) and Annex B (Communications). However, for transit-related incidents or other situations in which the transit agency may need to provide information to the media, Figure 11 provides some general guidelines and advice.

The transit agency should designate a public information officer through whom information is released to the media. All communication with reporters concerning transit activities should be handled by or approved by the public information officer.

The media can be extremely helpful in disseminating information about evacuations and other emergency instructions and in preventing public panic and confusion. Local agencies will aid this process through good media relations and communications.

Figure 11. Media Relations During Crisis.

Preparation is the key when dealing with the media at an emergency scene. Standard messages for the public in different types of scenarios should be prepared in advance. Pre-written messages can serve as the core information for a particular scenario so that only the details have to be added under the duress of a crisis. Recommendations for the transit system's media staff during an emergency include the following:

1. Send out at least a summary statement or fact sheet as soon as possible after a crisis begins. This minimizes possible disruption caused by the media trying to obtain the information on their own at the scene.
2. Ensure that enough media relations staff is at the scene to meet reporters as they arrive and to handle media requests.
3. Try to obtain information from the media. They have cameras in the field and may have prior access to some information.
4. Maintain contact with the Incident Commander at all times, even when members of the media are briefing the media.
5. Do not try to isolate the media from the emergency area. Reporters will manage to get there on their own.
6. Allow television and print photographers to get as close to the scene as possible. This must be an organized effort.
7. Consider a pool set-up if that is only way that access to the scene can be arranged.
8. Do not use danger as an excuse for keeping the media away from the response. In most cases, opportunities can be arranged for footage and pictures to be taken near the incident scene.
9. Maintain awareness of which media are at the scene.
10. Arrange opportunity for the Incident Commander to brief the media, though access to the Incident Commander should be provided prudently. A good rapport with the media during normal operations should help to minimize the media's insistence on briefings with the Incident Commander during crises.
11. Monitor press briefings and news conferences. Questions may arise that staff members can immediately begin to verify, confirm, or research.
12. Know which media are present at the briefings.
13. Ensure that all media releases are posted in the briefing area and copies are distributed to members of the media.

Because live interviews are becoming increasingly more common on television, media staff must be constantly aware that their answers are being transmitted via television to the audience. Even if the interview is being taped, remarks can be edited in a way that distorts the media specialist's intent. Thus, it is extremely important for transit media specialists to be well prepared when conducting an interview during a crisis. They should know the subject matter involved thoroughly, anticipate questions, and have a plan of action.

(continued)

Source: Critical Incident Management Guidelines, p. H-3(1).

Figure 11. Media Relations During Crisis (continued).

Media relations spokespersons should be articulate, authoritative, compassionate, polite, and honest, and should have a sense of humor. They should try to observe the following guidelines:

1. Dress appropriately, if there is time to prepare. Uniformed personnel should be in uniform.
2. Present a clear, concise opening statement that covers basic facts.
3. Always be pleasant.
4. Use body language that promotes a credible and professional image:
   - Strong and authoritative voice
   - Appropriate facial expressions
   - Appropriate gestures
   - Demonstration of compassion
   - Eye contact with the entire audience
   - Natural, relaxed stance and breathing
5. Avoid unflattering and distracting body language.
6. Take and maintain control of the interview.
7. Defer questions of policy to the policy makers.
8. Stay calm, regardless of the confrontational nature of the questioners or their deadline pleas:
   - Do not rush answers.
   - Do not get flustered or defensive.
   - Think through the question being asked.
   - Buy some time on a question by giving some background information on the issue before answering the question.
   - Try to turn negatively directed questions into answers that reflect positively on the response effort.
9. Use a straightforward manner.
10. Stick to the news. Do not give opinions on what is interesting or important.
11. Always tell the truth to reporters.
12. Do not assign blame, do not estimate damage cost, and do not speculate.
13. Never repeat a negative.
14. Never say "no comment."
15. Avoid using jargon or acronyms.
16. Never downplay any question from the media.

Source: Critical Incident Management Guidelines, p. H-3(1).

Chapter 5 — RECOVERY

The primary activities of the **recovery** phase of emergency management are the restoration of normal (or improved) conditions in the community, the restoration of normal transit service, and assessment and documentation of emergency response operations.

RESTORATION OF NORMAL CONDITIONS AND SERVICE

Depending on the responsibilities of the transit agency as specified in the local emergency management plan, recovery activities may include transportation of work crews and returning evacuees, delivery of supplies and equipment, and/or continued assistance with communications, roadway monitoring, or other recovery operations.

If transit service has been altered or suspended during the emergency, it should be restored as soon as is feasible. Figure 12 lists eight steps as a general guide to restoration of normal service.

Figure 12. Restoring Transit Service.

1. Determine critical services and prioritize needs.
2. Assess damage and determine required resources.
3. Communicate to appropriate authorities.
4. Implement critical services.
5. Assess feasibility of restoring normal operations.
6. Perform trial runs of normal operations.
7. Communicate with employees.
8. Resume all scheduled service on all routes.

Source: Critical Incident Management Guidelines, pp. 75-76(1).

Depending on the nature and severity of the emergency and its aftermath, restoration of transit service will be dependent on other recovery activities:

- clearing debris from roadways and transit facilities,
- repairing damaged vehicles and/or acquiring replacements (temporary or permanent),
- monitoring damaged roadways and assessing stability,
- testing equipment that may have been affected by the emergency, and
- replenishing supplies.

Continued communications and coordination with other local agencies as specified in the emergency management plan will help to maximize the effectiveness of these activities and will help to ensure that any requests by the local jurisdiction for state or federal assistance/funding include transit needs.

AFTER-ACTION REPORTS, DEBRIEFING, AND ASSESSMENT

After-action reports include documentation of vehicle, facility, and equipment use, along with any necessary repairs or maintenance (see example); records of activities performed by all departments during response and recovery; and identification of problem areas and lessons learned.

Immediate debriefing of all personnel involved with emergency operations is recommended to capture details about the events, activities, and difficulties encountered. A more formal, systematic debriefing should be conducted within two weeks of the incident.

The following topics should be included in debriefings for major incidents *(1)*:

- interagency relationships: communications, misunderstandings, tasks that were not covered in the response or actions that were needlessly performed by more than one agency;
- decision-making processes;
- problems encountered and possible solutions or mitigating actions for future events; and
- innovations developed.

The drill evaluation sheets included as examples in Chapter 3 (pages 50-51) provide examples of questions that might also be addressed as part of an after-action debriefing. The resulting assessment of the response and recovery phases will provide valuable information for future modifications to the emergency plan.

Vehicle/Equipment Record Form

A. Date and time acquired: _____
Odometer/hour meter reading: _____

B. Vehicle type:_____ Vehicle ID #: _____ License #: _____

Operator provided: Yes __ No __

C. Operational status: Good __ Fair __ Poor__

D. Acquired from: _____

E. Vehicle owner (if known) _____

F. Maintenance performed, if any:

1. _____
2. _____
3. _____

G. Date and time vehicle returned: _____
Odometer/hour meter reading: _____

1. Operational status: Good __ Fair __ Poor__

H. Remarks:

Source: Brazos County Interjurisdictional Emergency Management Plan, Annex S

Chapter 6 — BUILDING AND MAINTAINING EMERGENCY MANAGEMENT CAPABILITY: THE IEMS PROCESS

The Integrated Emergency Management Implementation (IEMS) process was developed by FEMA as a framework for building emergency response capability within an agency or a jurisdiction. The four-phase emergency management concept used by FEMA and the State of Texas and described in this guidebook incorporates the 13-step IEMS process, summarized below. IEMS is an iterative process, with each analysis and incident evaluation readjusting the long-term development plan.

1. **Hazards Analysis**—the identification of all potential hazards that could threaten the community or jurisdiction, and assessment of the potential impact of each hazard.

2. **Capability Assessment**—the jurisdiction's capability for performing the necessary emergency management functions (evacuation, communications, etc.) to respond to the identified hazards. Comparison of current capabilities with FEMA standards.

3. **Emergency Operations Plans**—descriptions of the emergency procedures that will be followed in event of any of the identified hazards. The functions described should be common to all emergency response efforts, regardless of the specific hazard involved.

4. **Capability Maintenance**—updates to the emergency plan, maintenance of equipment, training, and exercises.

5. **Mitigation Efforts**—where possible, applying codes, ordinances, and other preventative measures to reduce the potential impacts of identified hazards on the jurisdiction's resources.

6. **Emergency Operations**—response to actual emergency conditions, carried out according to current plans.

7. **Evaluation**—lessons learned from actual emergency situations; updating capability assessments and capability shortfalls.

8. **Capability Shortfall**—analysis of the difference between optimum (FEMA standard) capabilities and current capabilities.

9. **Multi-year Development Plan**—overall scheduling and funding of capability improvements.

10. **Annual Development Increment**—year-by-year detailed schedule for carrying out the multiyear development plan.

11. **State/Local Resources**—identification of funding and support available through state and local government for development of emergency response capabilities

12. **Federal Resources**—similar to number 11; guidelines for federal support.

13. **Annual Work Increment**—updating of emergency operations and the multiyear development plan to incorporate improvements in system capabilities.

Information Resource — Emergency Preparedness Criteria

FEMA standards for emergency capabililities have been adopted from the National Fire Protection Association (NFPA).

NFPA 1600: Recommended Practice for Disaster Management, 1995 Edition can be obtained from the NFPA on-line catalog at the following web site: *http://catalog.nfpa.org/* Select the "*member*" or "*non-member*" link to the catalog index page and the link for the "*Codes and Standards*" category, or place an order by calling 1-800-344-3555.

A draft of the document may be viewed at *http://www.emforum.org/vforum/990113.htm*

REFERENCES

1. Boyd, M.A., Maier, M.P, and Caton, J.E. *Critical Incident Management Guidelines*. Report number FTA-MA-26-7009-98-1, Federal Transit Agency, Washington, D.C., 1998.

2. Hathaway, W.T. and Markos, S.H. *Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems*. Report number UMTA-MA-06-0196-91-1, Federal Transit Agency, Washington, D.C., 1991.

3. Gillis, T.K. *Emergency Exercise Handbook*. PennWell Books, Tulsa, Oklahoma, 1996.

Sources of Emergency Plan Examples

Brazos County Interjurisdictional Emergency Management Plan
City of Port Arthur and Port Arthur Transit Emergency Management Plans
City of Tyler Emergency Management Plan
Disaster Preparedness Guide, City of Houston
Emergency Management Plan of the Metropolitan Transportation Authority of Harris County
Operator Safety Manual, Connect Transportation, Gulf Coast Center
Severe Weather Action Plan, Dallas Area Rapid Transit (DART)

APPENDIX A. FEDERAL GUIDELINES GOVERNING PUBLIC TRANSIT VEHICLES

The following information appears as Chapter 5 and Appendix F of *Recommended Emergency Preparedness Guidelines for Urban, Rural, and Specialized Transit Systems.*

5. VEHICLES

The purpose of the guidelines presented in this section is to identify those vehicle features which can minimize the consequences of a transit emergency. In order to reduce hazards to passengers and damage to vehicles in an emergency, it is essential that persons who are called upon to respond have the proper knowledge and tools to gain access into the vehicle and to assist passenger evacuation. Accordingly, these guidelines identify those generic vehicle features which could minimize the effects of an emergency on passengers, shorten emergency response time, and improve the effectiveness of passenger evacuation. These performance-oriented guidelines reflect the best practices of the transit industry and are intended to be used primarily when procuring new vehicles or when rehabilitating existing vehicles.

A wide disparity exists between states relative to the policy and regulations concerning vehicle procurement. Vehicles used to provide transit service may be purchased by individual transit systems; groups of transit systems; or state, regional, and local government authorities or agencies. Because of the procurement process and the site-specific operations of transit operators, it is not possible to provide emergency preparedness recommendations that will apply to every aspect of vehicles used for all types of transit service.

For most procurements, the individual transit system specifies structural requirements, crashworthiness, reliability, and maintainability of subsystems, i.e., brakes, doors, heat, ventilation, air conditioning, and other electrical and mechanical components. Depending on knowledge of safety issues and techniques to address them, transit systems and state and local government authorities or agencies may request changes to the standard model offered by a manufacturer. It is critically important that the transit system or other authorizing agency consider emergency preparedness, particularly passenger evacuation, early in the acquisition process to ensure that the as-built vehicles will be constructed so as to meet these concerns. The following discussion reviews the existing types of regulations and guidelines which pertain to transit vehicle features relating to emergency preparedness.

Federal regulations contain requirements for new model buses purchased with UMTA funding. 49 CFR, Part 665 (Reference 25) includes testing requirements for bus structural strength and distortion to verify the operability of all passenger doors,

passenger escape mechanisms, windows, and service doors. 49 CFR, Part 609 (Reference 3) requires that standard full-size buses be equipped with features to permit use by elderly and handicapped (disabled) persons. These accessibility features include handrails, lighting, etc. which could aid passengers in evacuating a vehicle if an emergency occurs. In addition, UMTA has published guideline specifications for wheelchair lifts, ramps, and securement devices (References 26 through 29) which contain items relating to emergency preparedness for elderly and disabled passengers.

Section 504 of the Americans with Disabilities Act of 1990 (ADA) requires that the Architectural and Transportation Barriers Compliance Board (ATBCB) supplement its existing minimum guidelines and requirements for accessible design (MGRAD) to ensure accessibility of public and private transit systems to individuals with disabilities (Reference 30). In addition, the Secretary of Transportation is responsible, under Section 229 (b) of ADA, for issuing standards for "ADA-affected" vehicles. These standards are to be consistent with the minimum guidelines and requirements issued by the ATBCB in accordance with Section 504 of ADA (Reference 9). When completed (anticipated in mid-1991), these standards, guidelines, and requirements will contain items relating to emergency preparedness for elderly and disabled passengers.

The document "Baseline Advanced Design Transit Coach Specifications" (Reference 7) contains minimum guidelines for the procurement of 35- and 40-foot buses and has been used by many transit systems. Other references (31, 32, 33, and 34) provide generic guidance for vehicle procurement pertaining to other types of transit vehicles. All of these documents contain useful information on vehicle features relating to emergency preparedness.

Motor vehicles, including buses, must meet the appropriate Federal Motor Vehicle Safety Standards (FMVSS), established by the National Highway Traffic Safety Administration (NHTSA), as contained in 49 CFR, Part 571. However, some FMVSS requirements relating to emergency preparedness are not applicable for some types of vehicles which carry 10 persons or less, such as certain types of vans, multipurpose passenger vehicles, and station wagons (used to provide transit service in many areas), unless specified in the vehicle procurement.

Finally, the Federal Highway Administration (FHWA), Bureau of Motor Carrier Safety, describes motor vehicle emergency preparedness requirements in the Federal Motor Carrier Safety Regulations, 49 CFR, Part 393 (Reference 35). However, the regulations do not apply to vehicles wholly engaged in intracity operations.

Appendix F contains a summary listing of federal regulations for vehicle features relating to emergency preparedness.

It should be noted that the intent of the guidelines presented in this section is to provide generic recommendations for transit vehicle features which relate to emergency preparedness. These guidelines are not intended to supersede or conflict with existing federal regulations for motor vehicles. All new vehicles shall comply with the legal requirements of federal, state, and local authorities in effect at the date of vehicle procurement. Transit systems are in no way precluded from requiring and enforcing more stringent requirements relating to emergency preparedness.

5.1 STRUCTURAL INTEGRITY/CRASHWORTHINESS

In an emergency, sufficient vehicle structural integrity and resistance to extreme deformation are necessary to prevent the driver and passengers from being trapped inside the vehicle and to protect them from further injury during evacuation (See Section 2.3.)

It is essential that vehicles used for transit service be constructed in a way that protects the driver in a collision or rollover. If uninjured, the driver can provide directions and assistance for passenger evacuation. Moreover, an intact structure should be maintained from which passengers can evacuate. FMVSS 201, 202, 203, 204, 205, 206, 212, and 219 (see Appendix F) contain regulations applicable according to type of vehicle and Gross Vehicle Weight Rate (GVWR). In addition, many small transit systems have referenced FMVSS 220 and 221 (which apply to school buses) in their vehicle specifications and require that manufacturers meet those requirements for rollover and body joint strength. (FMVSS 222 contains requirements for school bus crashworthiness.) The Baseline Advanced Design Transit Coach Specifications contain guidelines which also address these concerns.

Transit systems should consider the following recommendations:

- For transit vehicles less than 35 feet long:

  Alternative 1 - The requirements of FMVSS 220 and FMVSS 221 should be used to ensure that the framework and body (including modified van raised roofs) are attached together in a way that maintains the integrity of the vehicle and that prevents shearing off of fasteners.

  Alternative 2 - Depending on gross motor vehicle weight and type of side doors, the requirements of FMVSS 214 (Side door strength for passenger car intrusion resistance in a side impact) and FVMSS 222 could be adapted for use for van and multipurpose vehicle specifications. However, this would not feasible for vehicles equipped with bi-fold doors.

- Seats and wheelchair securements/passenger restraints should be attached to major components of the frame or to reinforced anchorages located in the floor or wall panels.

- Placement of wheelchair lifts and ramps or the way they are attached to the vehicle should not significantly diminish vehicle structural integrity in a collision or rollover.

- Minimum criteria for strength, stress, and impact resistance for body wall construction and bumpers of transit vehicles should be established.

- Heavier fasteners (designed to resist vibration) and braces, and stronger supports should be used when adding a heavier battery, special bumper, lift, or other heavy equipment to a vehicle.

5.2 SEATING AND INTERIOR ARRANGEMENT

In an emergency, the seating and interior arrangement could cause further injury and reduce the ability of the vehicle driver and passengers to evacuate the vehicle, impede response personnel access, or hinder attempts at extricating passengers.

Urban buses typically have either longitudinal or transverse seating. The longitudinal arrangement, with seats facing inward towards the center, provides a wider aisle space and thus higher passenger capacity (more room for standing passengers). Transverse seating, with seats facing forward and a narrower aisle, permits a smaller passenger capacity (fewer standees). UMTA requires that both seating arrangements have designated floor areas equipped with at least one wheelchair securement (tie-down) device (Reference 3). The passenger compartment in transit vehicles used for typical rural and specialized service has one or more bench seats facing the front of the vehicle. Normally, the aisle space is very narrow between seats, and it is difficult to stand erect (unless the vehicle is a modified van or bus). There are often designated floor areas equipped with

wheelchair securement devices. When trying to leave the vehicle in an emergency, passengers may have to move through the interior of the vehicle to reach an exit. The seating arrangement may determine how quickly passengers can move to the exits. The narrow space between seats is likely to pose considerable difficulty to those passengers who use personal assistive devices (see Section 5.3 for discussion of related access/egress issues). Seats which break away from the floor or walls could cause direct injury and block doors; FMVSS 207 (Seating systems) and the Baseline Advanced Design Transit Coach Specifications contain requirements and guidelines which address these concerns.

Many passengers are able to enter transit vehicles using ramps or lifts without leaving their wheelchairs. Other passengers are able to transfer from wheelchairs and use vehicle seating; the wheelchair may or may not be carried on board the vehicle. Placement of wheelchairs and methods of securing wheelchairs and passengers differ widely within transit vehicles; in an emergency, these variations can interfere with the evacuation of passengers. The wheelchair should be considered in the same category as an interior passenger seat, which must meet FMVSS 207 requirements for seats. Accordingly, to protect wheelchair users and other passengers, the wheelchair (even if not occupied) must be fastened securely to the interior of the vehicle. References 36-41 contain additional information relating to transit wheelchair securement issues. In addition to the hazards of unwanted wheelchair movement, other unattached personal assistive devices (crutches or canes, etc.) could pose tripping or impact hazards to passengers unless securely stored within the vehicle.

A number of passengers, particularly those who are young, elderly, or disabled (including wheelchair users), are unable to sit securely (due to lack of upper body control or other reason), in either passenger seats or wheelchairs, without some type of restraint while the transit vehicle is moving. If not restrained, these passengers may be particularly vulnerable to injury in an emergency, again complicating extrication.

If the vehicle driver remains seated, is not injured, and is able to maintain control of the vehicle in the emergency, he/she will more likely be able to provide directions to passengers and assist them to evacuate the vehicle. This is the basic rationale behind the FMVSS 208 requirement for driver position seat belts. OSHA (Reference 42) has

also proposed a rule that would mandate employers to require that their employees wear the seat belts in vehicles equipped to meet FMVSS regulations; this would apply to transit vehicle drivers.

Injuries resulting from failure of a securement device or the wheelchair wheel could complicate extrication efforts by the driver or response personnel in an emergency (see also Sections 2.3.4 and 2.3.7). Impact testing (References 43 and 44) has demonstrated that some wheelchair wheels do not remain intact and some common types of securement devices are ineffective during sudden vehicle acceleration braking, or maneuvering, or even in low-level collision impact situations. References 40 and 45 describe research efforts aimed at developing standards to address these issues.

While evacuating a vehicle, passengers may have difficulty maintaining their position and balance, or be unable to break a fall if grab rails are not provided or if they are located at locations too high to reach. Padded and covered handgrips on seats enhance comfort and provide protection from sudden impact but cannot always be gripped firmly by young, elderly, or disabled persons and may thus also contribute to falls during passenger evacuation. Finally, contact with sharp or rough edges of vehicle interior components such as lifts, lift controls, ramps, etc. could also cause injuries to passengers during evacuation.

Transit systems should consider the following recommendations:

- Seating should be arranged to minimize the potential for injury in a collision or rollover and to maximize the evacuation capability (i.e., wide aisle with no exits blocked by seats or wheelchairs).
- If feasible, areas for securing wheelchairs in a forward position should be located near, but not blocking, one of the principal vehicle exits.
- Bus seating areas for elderly and disabled passengers should be provided which allow direct, short-distance, unhindered access to at least one of the principal exits.
- Seats and wheelchair securement/passenger restraint systems should not protrude above the floor surface to minimize tripping hazards.
- Three-point passenger restraint (lap and shoulder) belts should be provided for all passengers who are unable to sit securely in either the passenger seats or wheelchairs while the vehicle is moving, or who do not possess sufficient control of their bodies to brace themselves in a sudden stop. All passenger restraint systems should retract and lock to fit snugly and prevent undesired belt extension. (FMVSS 208, 209, and 210 contain further information and requirements applicable to passenger restraint systems.)

- A four-point securement system for wheelchairs should be installed to prevent shifting and limit movement during normal vehicle operation, and during sudden acceleration, braking, or manuevering. (See also following point.)

- Wheelchair securement devices and attachment points should be subjected to dynamic load tests to demonstrate that they can withstand the forces which could be encountered during transit operations. These tests should be conducted as appropriate to the vehicle size, weight, and mode of service. (See References 29 and 36 for information relating to dynamic testing.)

- Passenger restraint systems which restrain occupants independently from the wheelchair securement systems should be provided.

- When not in use, passenger restraint devices, wheelchairs (and foot rests), other personal assistive devices, and wheelchair securement devices should be stored in a manner so they do not protrude or present other hazards to passengers.

- Wheelchair battery packs should be a sealed or jell-type and should be secured on the wheelchair so that they will not break loose in a collision or rollover.

- Emergency response organization personnel should gain familiarity with various types of wheelchair securement and passenger restraint devices used by a particular transit system and should receive training on how to extricate passengers from these devices and wheelchairs (see Section 4.2).

- Handgrips and stanchions of a diameter which can be easily gripped (Reference 46) and reached by passengers (particularly the young, elderly, or disabled) should be provided throughout the vehicle.

- Stanchions and other interior fittings should not block or impede access to vehicle exits (e.g., doors, windows, roof hatch).

- If unpadded handgrips and stanchions are provided, textured surfaces should be used to permit a more secure grip.

- Design of the vehicle interior should limit the presence of sharp corners and edges.

- All exposed edges or other hazardous protrusions of wheelchair lifts should be protected with energy-absorbing padding.

5.3 ACCESS AND EGRESS

Emergency access to and egress from a transit vehicle may be achieved through side doors, rear doors and roof hatches (if provided), and windows. Some doors and windows cannot be opened by passengers, and not all vehicles have doors on both sides and/or rear doors.

An insufficient number of exits and passenger inability to locate or operate exits can hinder passenger evacuation. Since engine fires can occur in the vicinity of the main entryway or a rollover could block it, more than one exit should be available for use in an emergency. Reduced visibility due to smoke or lack of lighting could prevent passengers from locating exits. Lack of exit operating instructions, confusion or anxiety, could prevent passengers from opening normal or emergency exits. Furthermore, if a power loss occurs for the door controls on buses, it may be impossible for the driver to open the vehicle side doors by using the normal control.

FMVSS 217 (Bus window retention and release) contains requirements for the number and size of bus emergency exits based on a loaded GVWR of more or less than 10,000 lbs; it also contains requirements for bus emergency exit releases, extension, and identification. According to NHSTA, all transit vehicles which carry 10 or more persons are considered to be buses. The Baseline Advanced Design Transit Coach Specifications describe guidelines for door interlocks and master switches for the manual operation of passenger doors from inside and outside large buses in an emergency. (See Section 5.7 for further discussion of emergency exit and other emergency equipment identification.)

Young, elderly, or disabled persons may be unable to evacuate the vehicle through the windows or may risk injury if they try. Vehicle floor height could hinder wheelchair users or persons with impaired mobility or other physical or medical conditions from evacuating the vehicle quickly and safely. UMTA requires a stationary floor height of not more than 22 inches, an effective floor height including a kneeling feature of not more than 18 inches, and a front-door ramp or front-door lift for boarding and exiting (Reference 3). Many new, smaller transit vehicles have lower floor heights. However, if a lift or ramp is not available or cannot be used, unassisted movement from the vehicle to the roadway may be extremely difficult, if not impossible, for wheelchair users or other persons.

Even if the wheelchair lift is not working, it should be possible to evacuate wheelchair passengers by carrying them out bodily or by using flexible stretchers, blankets, etc.

Transit systems should consider the following recommendations:

- For transit vehicles other than buses, at least one alternate means of vehicle entry/exit should be provided in addition to the main door used by passengers. (Buses are already regulated by FMVSS 217.)

- Where feasible, FMVSS 217 requirements, which regulate bus exits, should also be considered for the provision of other transit vehicle emergency exits (type, size, number, etc.). Emergency exit identification is discussed in Section 5.7.

- Where feasible, the capability should be provided to manually open emergency exit doors and windows from the outside of all transit vehicles.

- The provision of an outside control for operation of the roof hatch and instructions for its use should be provided on the outside of the vehicle.

- Operable windows and roof hatches, if provided, should be completely removable or designed to stay open in an emergency without outside support. (An alternative method to keep windows open would be the use of a separate device, appropriate to the type of vehicle, which transit and emergency response personnel could carry to the emergency scene.)

- FMVSS 217 regulates access to bus doors and windows designated as emergency exits. Other transit vehicle emergency exits should not be blocked by any seat or other obstruction.

- Bus seating areas for elderly and disabled passengers should be provided which allow direct, short-distance, unhindered access to at least one of the principal exits.

- An interlock between the wheelchair lift or ramp and the vehicle transmission which prevents the vehicle from being moved when the lift is in operation should be provided.

- Wheelchair lifts should be capable of manual operation in the event of loss of electric or hydraulic power.

- Wheelchair lifts, ramps, and evacuation equipment should be secured so that they do not protrude or pose a hazard.

- Transit systems should evaluate special evacuation equipment and should use it as appropriate to enable the swift removal of passengers (see Appendix B).

- Flooring should consist of a non-skid surface with no protrusions which could impede evacuation.

5.4 FIRE SAFETY

Early detection and containment can prevent or minimize vehicle fires and can allow increased time for evacuation. Overheat sensors or other detection devices can warn the vehicle driver to take appropriate action such as shutdown equipment or use a fire extinguisher to extinguish the fire before it grows out of control. The use of fire walls and interior materials which resist flame spread and emit limited

amounts of smoke can provide additional time for evacuation from a vehicle fire. Motor vehicles purchased by transit systems are currently required to comply with FMVSS 302 (Flammability of interior materials). UMTA has addressed the specific fire safety of transit vehicle interior materials by proposed guidelines for flammability and smoke emission performance requirements (Reference 47).

The requirements of FMVSS 301 (Fuel system integrity) address the concern of reducing a fire resulting from fuel spillage which could shorten the time available to evacuate the vehicle.

Transit systems should consider the following recommendations:

- Where feasible, an engine compartment overheat detection/fire suppression system should be provided. This system should be equipped with a time delay (to take into account false indications) and a manual override.
- Each vehicle should be equipped with a 10 lb. fire extinguisher with an ABC fire rating. For larger vehicles, a 20 lb. ABC rated or a 17 lb. Halon type fire extinguisher should be provided.
- UMTA Recommended Fire Safety Practices for Selecting Transit Bus and Van Materials should be consulted when preparing the vehicle procurement package.
- Inadvertent ignition in the event of a collision should be addressed by eliminating potential ignition sources (e.g., master engine shut-down and battery disconnect switches).

5.5 COMMUNICATIONS

Inability to communicate during an emergency can escalate a situation and delay the response by the vehicle driver, or other transit or emergency response personnel. The driver and emergency response personnel must be able to communicate with different types of passengers. For example, the inability of a passenger to understand an instruction because of visual, hearing, or other impairment could make it difficult to move that person to safety. Moreover, the driver must also be able to maintain contact with the transit system dispatcher at all times.

Transit systems should consider the following recommendations:

- Paper and markers should be provided inside the vehicle to allow the vehicle driver to communicate with hearing-impaired passengers.

- All vehicles should be equipped with radios which are provided with a backup power supply (i.e., portable battery pack).
- The vehicle should have a secured area for storage of change and/or a system calling card for telephone use.

5.6 VISIBILITY

Visibility problems could increase passenger risk during an emergency. Tinted windows are provided on many vehicles to reduce heat transfer during warm months and protect passenger privacy (specialized service). However, it may be very difficult for emergency response personnel to see inside the vehicle, thereby hindering passenger extrication and evacuation. Moreover, normal vehicle lighting may fail or be inadequate. Finally, if an emergency occurs at night or during severe weather conditions, other vehicles may be unable to see the transit vehicle despite vehicle headlight and taillight flashers which meet FMVSS 108 (Lamps, reflecting devices and associated equipment).

To improve visibility under emergency conditions, transit systems should consider the following recommendations:

- Vehicle window tinting should be evaluated in terms of ability of emergency response personnel to see inside the vehicle to determine the number and condition of passengers as opposed to the benefits of reducing heat levels.
- Where feasible, emergency lighting should be provided at all vehicle emergency exit locations.
- Appropriate exterior areas of the vehicle should be marked with luminous or light-reflective paint.
- A flashlight (with batteries carried separately and spares), as well as flares and/or reflective triangles which meet FMVSS 125 (Warning devices), should be stored securely inside the vehicle.

5.7 GRAPHICS

Graphics (signs) are the informational symbols (e.g., words and pictures) indicating the location and operations of vehicle emergency equipment such as emergency exits (FMVSS 217 requirements apply for bus emergency exit identification), fire extinguishers, radios, etc.

The information conveyed by graphics in transit vehicles can be confusing. Emergency exits on vehicles other than buses may not be clearly marked, and directions on how to operate those exits may not always be visible or understandable. Moreover, there may not be any signs identifying exits or instructing their use. In the absence of such signs, passengers may unintentionally operate exits or emergency equipment incorrectly or in a dangerous manner. While inadequate or nonexistent identification of emergency exits and exiting instructions could impede or delay the evacuation of any passenger, the impact could be even greater on the visually impaired. Moreover, if energy is expended on an erroneous action, passengers may severely tax or even deplete their energy and strength for taking corrective action. Finally, emergency response personnel may not be able to locate and operate emergency exits unless they are marked on the outside of the vehicle.

Simple, clearly visible, and consistent graphics can reduce hazards to passengers during evacuation and can provide important information to response personnel.

Transit systems should consider the following recommendations:

- The transit system name, vehicle number, and telephone number should be prominently displayed on the inside and outside of all vehicles. (An emergency number should be marked in a prominent position inside the vehicle.)

- FMVSS 217 requires that the location of and instructions for operating emergency exits be marked on the inside of transit buses. The FMVSS 217 requirements should be used (or adapted as necessary) to mark the inside location and instructions for operating all other transit vehicle emergency exits.

- The location of and operating instructions for all transit vehicle emergency exits should be clearly and prominently marked on the outside of the vehicle.

- The location of vehicle emergency equipment (i.e., fire extinguisher, first aid kit, radio, etc.) should be clearly marked.

- Instructions for the emergency operation of fire extinguishers and vehicle radios should be written in language that the lay person can readily understand, using letters that are large enough for people with some sight impairment to read. Clear, recognizable illustrations will aid comprehension.

- Where feasible, posted emergency instructions should be provided in the language of the local community, in addition to English. International symbols should also be used (Reference 48).

- The use of luminous or light-reflective paint should be considered for use on all signs, arrows, or other graphics which indicate the location of emergency exits.

- All vehicle emergency preparedness graphics information should be evaluated periodically in terms of number, placement, readability, message content, intelligibility, and consistency with all other transit system standard operations documentation.

5.8 EQUIPMENT ISOLATION

During some types of emergencies (e.g., a collision or driver incapacitation), it is important that certain vehicle equipment be shut down to minimize danger from a fire, or other hazard to passengers or emergency response personnel. The Baseline Advanced Design Transit Coach Specifications contain guidelines which provide for engine and battery isolation capability from inside larger buses.

Transit systems should consider the following recommendations:

- Tilt switches should be provided which shut off potential ignition sources in the event of a vehicle rollover.

- An engine shut-down switch should be provided which is accessible within the interior and from the exterior of transit vehicles other than large buses.

- A master battery disconnect switch for complete disconnection of all transit vehicle electrical power should be provided. This switch should be accessible within the interior and, if feasible, from the exterior of other transit vehicles in addition to standard-size buses.

5.9 ON-BOARD EMERGENCY EQUIPMENT

Transit vehicles should be equipped with appropriate emergency equipment for use by the vehicle driver, other transit personnel, and emergency response personnel. Specific equipment carried on board the transit vehicle will vary according to the system characteristics, vehicle used, type of passengers served, local weather, and the distance and location of routes served by the local transit system. This equipment should be securely stored in a location which prevents injury from impact or damage due to sudden acceleration, stop, or maneuver. Appendix B contains a list of suggested equipment. In some cases, access to emergency equipment which cannot be stored inside the vehicle should be provided to appropriate transit and emergency response personnel.

APPENDIX F. SUMMARY OF FEDERAL REGULATIONS RELATING TO EMERGENCY PREPAREDNESS FOR VEHICLES USED TO PROVIDE TRANSIT SERVICE

(NOTE: 36 CFR, Part 1190, and 49 CFR , Parts 27, 37, and 609, as summarized below concern accessibility requirements for elderly and disabled persons, including handrails, lighting, etc., which could affect passengers during vehicle evacuation.)

36 CFR PARKS, FORESTS, AND PUBLIC PROPERTY

ARCHITECTURAL AND TRANSPORTATION BARRIERS COMPLIANCE BOARD (ATBCB):

Part 1190 Minimum Guidelines and Requirements for Accessible Design (MGRDS)

Advanced Proposal of Proposed Rulemaking. Federal Register, Volume 55, No. 170, August 31, 1990.

Purpose: Ensure that buildings, facilities, and vehicles covered by ADA are accessible to individuals with disabilities.

Applicable to: Publicly operated buses and publicly and privately operated public transportation services.

49 CFR DEPARTMENT OF TRANSPORTATION

OFFICE OF THE SECRETARY:

Part 27 Non-discrimination on the Basis of Handicap in Federally-Assisted Programs Final rule; request for comments. Federal Register, Vol. 55, No. 193, Thursday, October 4, 1990.

Purpose: Requirements for provision of accessible transportation (compliance with Americans with Disabilities Act).

Applicable to: Transit systems receiving UMTA financial assistance.

Part 37 Transportation Services for Individuals with Disabilities. Final rule; request for comments. Federal Register, Vol. 55, No. 193, Thursday, October 4, 1990.

Purpose: Requirements for acquisition of accessible vehicles.

Applicable to: Public and private entities that provide transportation service, whether or not they receive federal assistance.

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* **NOTE:** The material in this appendix is derived from the regulations contained in the Code of Federal Regulations (CFR). The exact text of the actual regulations in their entirety as they appear in the CFR (including updates in the Federal Register) should be used for compliance with their provisions.

URBAN MASS TRANSPORTATION ADMINISTRATION (UMTA):

Part 609 Transportation for Elderly and Handicapped Persons

Purpose: Requirements for effective utilization of transportation by elderly and handicapped persons (Includes accessibility, wheelchair accessibility, seating, lighting, handrail/stanchions, floor height, floor and step surfaces).

Applicable to:
- Fixed Facilities, Part 609.13.
- Buses, Part 609.15 (New standard, full size urban transit buses, current or advance design; other new transit buses exceeding 22 feet).
- Other Vehicles, Part 609.21.

Part 665 Bus Testing Program. Modification of Interim Final Rule. Federal Register. Volume 55, No. 195, Tuesday, October 9, 1990.

Purpose: Requirements for new model buses (those which have not been used in transportation service before October 1, 1988 or which have been used in such service but which after September 30, 1988, are produced with a change of major components or significant structural modifications) funded by UMTA assistance to be tested for structural integrity (structural strength and distortion, and durability).

Applicable to: Heavy duty, large, 35-40 foot buses, including articulated buses; heavy duty, small, 30 foot buses; and medium duty, 25-35 foot buses. Bus defined as "rubber tired automotive vehicle used for the provision of mass transportation service."

- Requires that buses shall meet all applicable FMVSS standards
- 7 tests required (Appendix A of Notice).
- Tests include structural integrity and distortion; referring to operability of all passenger doors, passenger escape mechanism, windows, and service doors under certain test conditions.

NOTE: Although the following is not an UMTA regulation, it is recommended that transit systems consult the following:

Recommended Fire Safety Practices for Selecting Transit Bus and Van Materials. Notice and Request for Public Comment. Federal Register, Vol. 55, No. 127, Monday, July 2, 1990.

Purpose: Minimize fire threat and reduce injuries by improving selection practices for interior materials.

Applicable to: Transit buses and vans used for urban, suburban, rural and specialized service.

NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION (NHTSA):

Part 571 Federal Motor Vehicle Safety Standards (FMVSS)

Part 571.3 defines passenger car, truck, bus, school bus, multipurpose passenger vehicle, and truck (important for applicability). Definitions do not appear for walk-in van or walk-in van-type trucks (Important for applicability). This safety standard makes reference to a Gross Vehicle Weight Rate (GVWR [Important for applicability]) above or below 10,000 lbs.

108 LAMPS, REFLECTIVE DEVICES, AND ASSOCIATED LAMPS

Purpose: To reduce traffic accidents and deaths and injuries resulting from traffic accidents, by providing adequate illumination of the roadway, and by enhancing the conspicuity of motor vehicles on the public roads so that their presence is perceived and their signals understood, both in daylight and in darkness or other conditions of reduced visibility.

Applicable to: Passenger cars, multipurpose passenger vehicles, trucks, buses, trailers (except pole trailers and trailer converter dollies), and motorcycles, and to lamps, reflective devices, and associated equipment for replacement of like equipment on vehicles to which that standard applies.

125 WARNING DEVICES

Purpose: To reduce deaths and injuries due to rear end collisions between moving traffic and disabled vehicles.

Applicable to: Devices without self-contained energy sources that are designed to be carried in motor vehicles and used to warn approaching traffic of the presence of a stopped vehicle, except for devices designed to be permanently affixed to the vehicle.

201 OCCUPANT PROTECTION IN INTERIOR IMPACT

Purpose: To specify requirements to afford impact protection for occupants.

Applicable to: Passenger cars and to multipurpose passenger vehicles, trucks and buses with a GVWR of 10,000 pounds or less.

202 HEAD RESTRAINTS

Purpose: To specify requirements for head restraints to reduce the frequency and severity of neck injury in rear-end and other collisions.

Applicable to: Passenger cars, and to multipurpose passenger vehicles, trucks and buses with a GVWR of 10,000 pounds or less.

203 IMPACT PROTECTION FOR THE DRIVER FROM THE STEERING CONTROL SYSTEM

Purpose: To specify the requirements for steering control systems that will minimize chest, neck, and facial injuries to the driver as a result of impact.

Applicable to: Passenger cars and to multipurpose passenger vehicles, trucks and buses with a GVWR of 10,000 pounds or less. However, it does not apply to vehicles that conform to the frontal barrier crash requirements (S5.1) of FMVSS 208 (49 CFR 571.208) by means of other than seat belt assemblies. It also does not apply to walk-in vans.

204 STEERING CONTROL REARWARD DISPLACEMENT

Purpose: To specify the requirements limiting the rearward displacement of the steering control into the passenger compartment to reduce the likelihood of chest, neck, or head injury.

Applicable to: Passenger cars, and to multipurpose vehicles, trucks, and buses. However, it does not apply to walk-in vans.

205 GLAZING METHODS

Purpose: To reduce injuries resulting from impact to glazing surfaces, to ensure a necessary degree of transparency in motor vehicle windows for driver visibility, and to minimize the possibility of occupants being thrown through the vehicle windows in collisions.

Applicable to: Glazing materials for use in passenger cars, multipurpose passenger vehicles, trucks, buses, motorcycles, slide-in campers, and pickup covers designed to carry persons while in motion.

- Makes reference to readily removable (pushout) windows for buses having GVWR of more than 10,000 lbs.

206 DOOR LOCKS

Purpose: To specify the requirements for side door locks and side door retention components including latches, hinges, and other supporting means, to minimize the likelihood of occupants being thrown from the vehicle as a result of impact.

Applicable to: Passenger cars, multipurpose passenger vehicles, and trucks.

207 SEATING SYSTEMS

Purpose: To establish the requirements for seats, their attachment assemblies, and their installation to minimize the possibility of their failure by forces acting on them as a result of vehicle impact.

Applicable to: Passenger cars, multipurpose passenger vehicles, trucks, and buses.

- Contains exception for a passenger seat in a bus (no self-locking device or release required for hinged or folding occupant seat or occupant seat back).

208 OCCUPANT CRASH PROTECTION

Purpose: To reduce the number of deaths of vehicle occupants, and the severity of injuries, by specifying vehicle crashworthiness requirements in terms of forces and accelerations measured on anthropomorphic dummies in test crashes, and by specifying equipment requirements for active and passive restraint systems.

Applicable to: Passenger cars, multipurpose passenger vehicles, trucks, and buses. In addition, S9., *Pressure vessels and explosive devices*, applies to vessels designed to contain a pressurized fluid or gas, and to explosive devices, for use in the above types of motor vehicles as part of a system designed to provide protection to occupants in the event of a crash.

- Front/angular automatic protection system required for passenger cars manufactured on or after September 1, 1989 (Other requirements for passenger cars manufactured: from January 1, 1972 to August 31, 1973 inclusive; on or after September 1, 1973 and before September 1, 1986; on or after September 1, 1986 and before September 1, 1989; and on or after September 1, 1989)

- Trucks and multipurpose vehicles with GVWR of 10,000 lbs. or less:

  - GVWR of 10,000 lbs. or less manufactured after January 1, 1976 and before September 1, 1991 (exception for walk-in van-type trucks)

  - GVWR of 8,500 lbs. or less and an unloaded vehicle weight of 5,500 lbs. or less manufactured on or after September 1, 1991

  - GVWR of more than 8,500 lbs. but not greater than 10,000 lbs. (or with an unloaded weight greater than 5,500 lbs. and a GVWR of 10,000 lbs. or less) manufactured on or after September 1, 1991

- Trucks and multipurpose vehicles with GVWR of more than 10,000 lbs, manufactured on or after September 1, 1990 (exception for walk-in van-type trucks) (Other requirements for those manufactured on or after January 1, 1972 and before September 1, 1990)

- Buses (Driver only) manufactured on or after September 1, 1990 (Other requirements for buses manufactured after January 1, 1972 and before September 1, 1990)

209 SEAT BELT ASSEMBLIES

Purpose: To specify the requirements for seat belt assemblies.

Applicable to: Seat belt assemblies for use in passenger cars, multipurpose passenger vehicles, trucks, and buses.

210 SEAT BELT ASSEMBLY ANCHORAGES

Purpose: To establish the requirements for seat belt assembly anchorages to insure their proper location for effective occupant restraint and to reduce the likelihood of their failure.

Applicable to: Passenger cars, multipurpose passenger vehicles, trucks, and buses.

212 WINDSHIELD MOUNTING

Purpose: To reduce crash injuries and fatalities by providing for retention of the vehicle windshield during a crash, thereby utilizing fully the penetration-resistance and injury-avoidance properties of the windshield glazing material and preventing the ejection of occupants from the vehicle.

Applicable to: Passenger cars, and to multipurpose passenger vehicles, trucks, and buses having a gross vehicle weight rating of 10,000 pounds or less. However, it does not apply to forward control vehicles, walk-in van-type vehicles, or to open-body type vehicles with fold-in or removable windshields.

- Different requirements depending on whether vehicle is equipped with passive restraint system (FMVSS 208).
- Different test conditions for passenger cars and other vehicles.

214 SIDE DOOR STRENGTH

Purpose: To specify the strength requirements for side doors of a motor vehicle to minimize the safety hazard caused by intrusion into the passenger compartment in a side impact accident.

Applicable to: Passenger cars.

216 ROOF CRUSH RESISTANCE

Purpose: To reduce deaths and injuries due to the crushing of the roof into the passenger compartment in rollover accidents.

Applicable to: Passenger cars. However, this standard does not apply to vehicles that conform to the rollover test requirements (S5.3) of FMVSS 208 (Sec. 571.208) by means that require no action by vehicle occupants. It also does not apply to convertibles, except for optional compliance with the standard as an alternative to the rollover test requirements of S.3 of FMVSS 208.

217 BUS WINDOW RETENSION AND RELEASE

Purpose: To minimize the likelihood of occupants being thrown from the bus and to provide a means of readily accessible emergency egress.

Applicable to: Buses, except buses manufactured for the purpose of transporting persons under physical restraint.

- Specific emergency exit requirements for buses with:
  - GVWR of more than 10,000 lbs.
  - GVWR of less than 10,000 lbs.
- Specific emergency exit requirements for school buses with:
  - GVWR of more than 10,000 lbs.
  - GVWR of less than 10,000 lbs.

219 WINDSHIELD ZONE INTRUSION

Purpose: To reduce crash injuries and fatalities that result from occupants contacting vehicle components displaced near or through the windshield.

Applicable to: Passenger cars and to multipurpose passenger vehicles, trucks and buses of 10,000 pounds or less gross vehicle weight rating. However, it does not apply to forward control vehicles, walk-in van-type vehicles, or to open-body-type vehicles with fold-down or removable windshields.

220 SCHOOL BUS ROLLOVER PROTECTION

Purpose: To reduce the number of deaths and the severity of injuries that result from failure of the school bus body structure to withstand forces encountered in rollover crashes.

Applicable to: School buses

221 SCHOOL BUS BODY JOINT STRENGTH

Purpose: To reduce deaths and injuries resulting from the structural collapse of school bus bodies during crashes.

Applicable to: School buses with gross vehicle weight ratings of more than 10,000 pounds.

222 SCHOOL BUS PASSENGER SEATING AND CRASH PROTECTION

Purpose: To reduce the number of deaths and the severity of injuries that result from the impact of school bus occupants against structures within the vehicle during crashes and sudden driving maneuvers.

Applicable to: School buses.

- Buses with a GVWR of more than 10,000 lbs. meet requirements in this section.
- Buses with a GVWR of less than 10,000 lbs. meet requirements in 208, 209, 210 as they apply to multipurpose vehicles and further requirements in this section.

301 FUEL SYSTEM INTEGRITY

Purpose: To reduce deaths and injuries occurring from fires that result from fuel spillage during and after motor vehicle crashes.

Applicable to: Passenger cars, and multipurpose passenger vehicles, trucks and buses that have a GVWR of 10,000 or less and use fuel with a boiling point above 32 Fo, and to school buses that have a GVWR greater than 10,000 pounds and use fuel with a boiling point above 32 Fo.

302 FLAMMABILITY OF INTERIOR MATERIALS

Purpose: To reduce the deaths and injuries to motor vehicle occupants caused by vehicle fires, especially those originating in the interior of the vehicle from sources such as matches or cigarettes.

Applicable to: Passenger cars, multipurpose passenger vehicles, trucks, and buses.

FEDERAL HIGHWAY ADMINISTRATION (FHWA), BUREAU OF MOTOR CARRIER SAFETY (BMCS):

Federal Motor Carrier Safety Regulations, Part 393 Parts and Accessories for Safe Operation

Purpose: To establish minimum requirements for commercial motor vehicles which transport property or passengers.

Applicable to: Motor vehicles except those wholly engaged in Intracity operations.

The proposed rule listed below would apply to transit vehicle drivers.

29 CFR DEPARTMENT OF LABOR

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA)

Parts 1910, 1915, 1917. 1918, 1926, AND 1928 Occupant Protection in Motor Vehicles
Notice of Proposed Rulemaking, Federal Register, Vol. 55, No. 134, Thursday, July 12, 1990.

Purpose: Protection of employee occupants of motor vehicles to ensure the safe use of all classes of motor vehicles on the job.

Applicable to: Employees operating vehicles on offical business that are equipped with safety belts or are required by Federal regulation to have occupant seat belts installed.

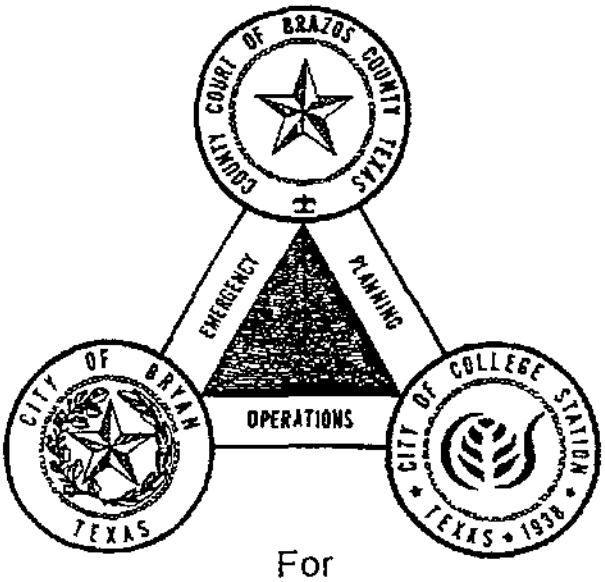
APPENDIX B. BRAZOS COUNTY INTERJURISDICTIONAL EMERGENCY MANAGEMENT PLAN

Brazos County Interjurisdictional

Emergency Management Plan

Basic Plan

April 1999



For

Brazos County

City of Bryan

City of College Station

City of Wixon Valley

Texas A&M University

OFFICE OF EMERGENCY MANAGEMENT

BRAZOS COUNTY BRYAN, TEXAS 77803

Brazos County Interjurisdictional

Emergency Management Plan

Basic Plan

April 1999

Fred C. [signature] — 04/01/99

Brazos County Emergency Management Coordinator — Date

John N. [signature] — 04/06/99

City of Bryan Emergency Management Coordinator — Date

Stephen C Beachy [signature] — April 8, 99

City of College Station Emergency Management Coordinator — Date

Charles Tanner [signature] — 4-05-99

City of Wixon Valley Emergency Management Coordinator — Date

Christopher M. Meyer [signature] — 4/8/99

Texas A&M University Emergency Management Coordinator — Date

Promulgation

To All Recipients:

Transmitted herewith is the revised Emergency Management Plan for Brazos County, Bryan, College Station, Wixon Valley, and Texas A&M University. This plan supersedes any previous plans. It provides a framework in which the cities/county (and its political subdivisions) can plan and perform their respective emergency functions during a disaster or national emergency.

This comprehensive Emergency Management Plan attempts to be all-inclusive in combining the four phases of Emergency Management, which are:

1. **Mitigation** - those activities which eliminate or reduce the probability of disaster.
2. **Preparedness** - those activities which governments, organizations and individuals develop to save lives and minimize damage.
3. **Response** - to prevent loss of lives and property and provide emergency assistance.
4. **Recovery** - short- and long-term activities which return all systems to normal or improved standards.

This plan is in accordance with existing federal, state, and local statutes and understandings of the various departments involved. It is a joint effort by Brazos County, the cities of Bryan, College Station, Wixon Valley, and Texas A&M University. It will be revised and updated as required. All recipients are requested to advise the cities/county Office of Emergency Management concerning any changes that might result in its improvement or increase its usefulness.

By their signatures below, the chief elected officials of the political subdivisions indicate their approval of this plan.

3-31-99
Date

Alvin Jones
County Judge, Brazos County

4-6-99
Date

Lonnie Stabler
Mayor, City of Bryan

4-7-99
Date

Lynn McIlhaney
Mayor, City of College Station

4-5-99
Date

Charles Tanner
Mayor, City of Wixon Valley

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Attachments

ANNEXES

DISTRIBUTION LIST

Jurisdiction/Agency	Number of Copies
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County Commissioners	4
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Volunteer Fire Departments	4
Health Department	3
Road and Bridge Department	1
Emergency Management	2
9-1-1 Communications District (Director & Systems Manager)	2
County Attorney	1
Tax Assessor-Collector	1
Risk Manager	1
Treasurer	1
Brazos Transit	1
Brazos Center Director	1
Extension Agent	1
Justices of the Peace	5
DPS-DEM Liaison Officer	2
DPS Sergeant and Communications Bryan	1
Texas Department of Transportation	1
RACES	1
Red Cross	1
Salvation Army	1
TEEX – Billy Parker	1
Texas A & M University (15)	
President	1
Vice-President Administration	1
Vice-President Finance	1
General Counsel	1
Police Department	2
Environmental Health/Safety Department (Emergency Management)	2
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City of Wixon Valley (1)	
Emergency Management Director	1

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- Emergency Management Assistant Coordinator, EOC 2
- Finance Director 1
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- Fire Station1, Fire Station 2, Fire Station 3 3
- Hospital Administrator, The MED 1
- Human Resources Director 1
- Mayor 1
- OTIS 1
- Police Department 1
- Police Dispatch 1
- Public Information Office 1
- Public Library 1
- Public Utilities 3
- Public Works 1
- Superintendent, College Station ISD 1
- Miscellaneous 2

City of Bryan (24)

- Assistant to the City Manager 1
- BISD Superintendent 1
- Building Services Division Manager 1
- City Attorney 1
- City Librarian 1
- City Manager 1
- Electric Dispatch Division Manager 1
- Emergency Management Coordinator 1
- Fire Chief 2
- Human Resources Division Manager 1
- Industrial Waste Inspector 1
- Police Chief 3
- Public Information Officer 1
- Public Services Division Manager 1
- Purchasing Division Manager 1
- Risk Manager 1
- St. Joseph Regional Health Center 1
- Support Services Director 1
- Water Services Division Manager 1
- Miscellaneous 2

I. **Authority** - This plan applies to, and has been approved by Brazos County, Bryan, College Station, Wixon Valley, and Texas A&M University. The organizational and operational concepts set forth in this plan are promulgated under the following authorities:

A. Federal

1. Federal Civil Defense Act of 1950, PL 81-920 as amended.

2. The Disaster Relief Act of 1974, PL 93-288 as amended.

3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707.

4. Emergency Management and Assistance, Code of Federal Regulations, Title 44.

5. Superfund Amendments and Reauthorization Act of 1986, PL 99-499 (Title III, "Emergency Planning and Community Right-to-Know Act of 1986"

6. Comprehensive Environment Response Compensation and Liability Act of 1980, PL 96-510 (CERCLA or "Superfund)

7. Clean Water Act, (Section 311 of USC 1251)

8. Resource Conservation and Recovery Act (RCRA)

B. State

1. The Texas Disaster Act of 1975, 64th Legislature, Article 6889-7, Vernon's Texas Civil Statues, as amended. (see Attachment 2).

2. Executive Order of the Governor. (see Attachment 3).

3. Attorney General Opinion MW-140.

4. Hazard Communication Act, Title 83, Article 51826.

5. Texas Hazardous Substances Spill Prevention and Control Act, Chapter 26, Subchapter G, Texas Water Code.

6. State Solid Waste Disposal Act, Texas Civil Statutes Article 4477-7.

7. State of Texas Emergency Management Plan, 1988.

C. Local

1. College Station Resolution No. 11-21-84-14 dated November 21, 1984 (see Attachment 4).

2. Brazos County Commissioner's Court Order, dated October 8, 1984 (see Attachment 5).

3. College Station City Ordinance No. 1585, dated April 11, 1985 (see Attachment 6).

4. Bryan City Ordinance No. 621, dated August 11, 1986 (see Attachment 7).

5. Wixon Valley City Ordinance No. 108, dated August 7, 1997 (see Attachment 8).

6. Joint Resolution among Brazos County and the cities of Bryan, College Station, and Wixon Valley, dated August 15, 1997 (see Attachment 9).

II. Purpose

A. Definition - This plan attempts to define in a straightforward manner who does what, when, where and how to mitigate, prepare, respond and recover from the effects of war, natural disaster, technological accidents, and other major incidents.

B. Mitigation - This plan seeks to mitigate the effects of a hazard, to prepare for measures to be taken which will preserve life and minimize damage, to respond during emergencies and provide necessary assistance, and to establish a recovery system to return the community to its normal state of affairs.

C. Purpose - The purpose of this plan is to:

1. Provide guidelines and procedures for emergency operations and the utilization of all available government resources in Brazos County for the protection of lives, property, and the continuance of local government operations in the event of a man-made disaster or a national emergency including nuclear attack or threat thereof.

2. Establish guidelines and procedures for an emergency planning committee and a joint county/cities Office of Emergency Management for the purpose of emergency planning, coordination and services as determined by officials of Brazos County, Bryan, College Station, Wixon Valley, and Texas A&M University.

3. Establish guidelines for:

   a. Mutual assistance among the interjurisdictional political subdivisions.

   b. A joint emergency and recovery operation when determined necessary by the chief executives of the political subdivisions.

4. To provide for emergency planning and coordination of activities relating to disaster prevention and mitigation, preparedness, response and recovery as related to local, county, state and Federal Government.

III. Situation and Assumptions

A. Situation - Because of geographic location, population concentration, high-rise buildings, rail and highway traffic, Brazos County is exposed to many hazards, all of which have the potential for disrupting the community, causing widespread damage, and creating casualties. Possible natural hazards include tornadoes, floods, fires, winter storms and the

remains of hurricanes. There is also the threat of a war-related incident such as nuclear, biochemical, or conventional attack. Other disaster situations could develop from a hazardous materials accident, conflagration, major transportation accident, terrorism or civil disorder.

B. Assumptions

1. Brazos County will continue to be exposed to the hazards noted above as well as others that may develop in the future.

2. Outside assistance will be available in most emergency situations affecting the cities and county. Although this plan defines procedures for coordinating such assistance, it is essential for each city and the county to be prepared to carry out disaster response and short-term actions on an independent basis.

3. It is possible for a major disaster to occur at any time, and at any place in the cities or county. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can, and will, occur with little or no warning.

4. Local government officials must recognize their responsibilities for the safety and well being of the public and assume their responsibilities in the implementation of this emergency plan.

5. Proper implementation of this plan may reduce or prevent disaster-related losses.

IV. Concept of Operations

A. General - It is the responsibility of local government to protect life and property from the effects of hazardous events within its own jurisdiction. Local government has the primary responsibility for emergency management activities. This plan is based upon the concept that the emergency functions for various agencies/organizations involved in emergency management will generally parallel normal day-to-day functions or operations. To the extent possible, the same personnel and material resources will be employed in both cases. Day-to-day functions that do not contribute directly to the emergency may be suspended for the duration of any emergency. The efforts that would normally be required for those functions will be redirected to the accomplishment of emergency tasks by the agency concerned.

B. Declaration - A local state of disaster or emergency may be declared by the chief executive of the respective cities or county. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize furnishing aid and assistance. When the needs for the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions and/or the state government.

1. Each political subdivision has the responsibility for emergency disaster operations within its jurisdiction. Local government agencies responding to a request for assistance will be under the direction and control of the local government in which the disaster occurs.

2. Whenever a large-scale emergency occurs within any of the jurisdictions and it is determined necessary that all resources in the county are required, a joint cities/county operation can be instituted with mayors and county judge forming the executive and directive body for disaster operations and utilization of all available resources.

3. The services of the county emergency management coordinator shall be available to each political subdivision whether the disaster is localized or county-wide. He shall serve as advisor to either city mayor or county judge, or local government agency upon request and shall serve as chief of staff of EOC operations, if directed.

C. Phases of Management - This plan follows an all-hazard approach and acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. Likewise, this plan accounts for activities before and after, as well as during emergency operations; consequently, all phases of emergency management are addressed as shown below.

1. Mitigation - Mitigation activities are those which eliminate or reduce the probability of a disaster occurring. Also included are those long-term activities which lessen the undesirable effects of unavoidable hazards.

2. Preparedness - Preparedness activities serve to develop the response capabilities needed in the event an emergency should arise. Planning and training are among the activities conducted under this phase.

3. Response - Response is the actual provision of emergency services during a crisis. These activities help to reduce casualties and damage, and speed recovery. Response activities include warning, fire, evacuation, rescue and other similar operations.

4. Recovery - Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved, state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. Examples of recovery actions would be temporary housing and food, restoration of nonvital government services, and reconstruction of damaged areas.

V. Organization and Assignment of Responsibilities

A. General - The county judge is responsible for emergency management planning and operations for the area of the county outside the corporate limits of the incorporated municipalities of the county. The mayor of each incorporated municipality is responsible for emergency management planning and operations for his jurisdiction.

B. Department Responsibility - Most of the departments within the cities and county have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below under the section entitled Task Assignments as well as in individual annexes. Attachments 10, 11, and 12 detail how Brazos County, College Station,

Bryan, Wixon Valley, and Texas A&M University are organized for emergencies. Attachment 13 illustrates functional responsibilities and annex assignments.

C. Organization-

1. Emergency Management Council -

a. The Emergency Management Council shall consist of the chief executive of each political subdivision. The Council forms the governing body for joint emergency management planning and services in Brazos County.

b. The Emergency Management Council shall consist of the:

(1) Brazos County Judge

(2) Bryan Mayor

(3) College Station Mayor

(4) Wixon Valley Mayor

c. The mayors and county judge shall be designated as directors of emergency management for their respective jurisdictions. The county judge shall serve as chairman of the Council.

2. County Emergency Management Council Staff - The County Emergency Management Council staff shall consist of:

a. County Emergency Management Coordinator

b. City of Bryan Emergency Management Coordinator

c. City of College Station Emergency Management Coordinator

d. TAMU Emergency Management Coordinator

e. Wixon Valley Emergency Management Coordinator

f. Each political subdivision chief executive shall appoint the emergency management coordinators and deputy coordinators who will serve at his pleasure, exercising whatever authority is delegated by that chief executive.

(1) The county emergency management coordinator shall appoint, with the approval of the County Commissioner's Court, a deputy emergency management coordinator.

(2) The TAMU emergency management coordinator shall be appointed by the University president for the purpose of coordinating emergency management activities on the campus of Texas A&M University.

(3) The Emergency Management Council staff shall meet at least once each month or upon call by the Emergency Management Council chairman

or county emergency management coordinator for the purpose of coordination, planning and approving plans and activities as related to Brazos County, the cities of Bryan, College Station, and Wixon Valley, and Texas A&M University. (Final approval remains with each respective jurisdiction.)

3. Brazos County Interjurisdictional Emergency Management Coordinator - The Brazos County interjurisdictional Emergency Management Coordinator shall be appointed by the Brazos County Judge with the consent and approval of the mayors of Bryan, College Station, and Wixon Valley, and shall exercise such duties and authority as delegated by these chief executives. He shall serve as advisor or chief of staff, as authorized by the chief executive of each political subdivision. He shall serve as chief official of the Brazos County Emergency Management Office and shall assist each political subdivision when requested or directed in matters of emergency planning, training, emergency services and/or operations.

4. Brazos County Emergency Management Office - This office will provide the administration, coordination and planning duties as directed by the chief executives and coordinators from each political subdivision. The office will provide the following services:

a. Serve as a disaster operations center for Brazos County and the City of Bryan.

b. Serve as an operations center for any political subdivision within the county when requested or directed by the chief executives or coordinators in accordance with approved emergency plans.

c. Provide administration of inter-agency planning and coordination with state, federal and other agencies.

d. Provide planning, administration and coordination of additional volunteer emergency planning divisions needed for disaster operations that are not normal local government agencies.

e. Provide assistance to any interjurisdictional political subdivision when requested.

f. Establish and maintain coordination with other agencies and resources that have emergency assignments.

5. Executive Group - It can be seen that the executive group is referred to in this plan as a single body, but in fact, it has several components with representation from each local jurisdiction within the emergency management program. Each group is responsible for the activities conducted within its respective jurisdictions. The members of the group include both elected and appointed executives with certain legal responsibilities such as: mayors and council members/county judge and county commissioners, city managers and emergency management coordinators.

6. Emergency Services - These groups include those services required for an effective emergency management program.

D. Executive Group Responsibilities

1. Mayors/County Judge - The mayors/county judge are primarily responsible for:

a. Directing the overall preparedness program for their respective cities and county.

b. Making emergency policy decisions.

c. Declaring a state of emergency when necessary.

d. Implementing the emergency powers of local government (see page 17 - Legal).

e. Keeping the public and the disaster district informed of the situation (with the assistance of the public information officer).

f. Requesting outside assistance when necessary (either from the disaster district or from other jurisdictions in accordance with existing mutual aid agreements).

2. County Judge - The county judge as director of emergency management is also responsible for the following. (NOTE: For the county program these responsibilities should be assigned to the appropriate position.)

a. Assuring that all county departments develop, maintain and exercise their respective service annexes to this plan.

b. Assuring support for the overall preparedness program in terms of its budgetary and organizational requirements.

c. Assuring implementation of the policies and decisions of the governing body (Commissioner's Court).

d. Assuring the emergency operational response of county services. The county judge, as chief executive, is responsible for directing all emergency operations in Brazos County outside the political subdivisions of Bryan, College Station, and Wixon Valley. Each existing county department/agency will perform emergency activities related to their normal office responsibilities and will accept additional emergency duties as directed by the county judge. The county judge or his designated representative will work with the mayors of Bryan, College Station, Wixon Valley and the officials of Texas A&M University to coordinate plans, establish procedures and maintain a county-wide emergency management services office which will be available to each political subdivision executive and his officials for assistance in emergencies. The county judge is responsible for:

(1) All emergency management operations in the unincorporated areas of Brazos County.

(2) All directive duties during emergencies, or he may delegate such authority and duties to the county emergency management coordinator and other officials as required.

(3) Initiating:

(a) The declaration of a state of emergency for Commissioner's Court approval.

(b) Approval authority for news releases.

(c) Coordination of state and federal assistance.

(d) Coordinate mutual agreements between Brazos County, and the cities of Bryan, College Station, and Wixon Valley related to emergency plans and operations.

(e) Reports and requests to state and Federal Government as related to emergency plans, operations and assistance.

(f) Coordination of state, federal and local volunteer assistance operations.

(g) Submission of "Disaster Declaration" to the State Governor.

3. City Managers - The city managers are responsible for the following. (NOTE: For a city program, these responsibilities should be assigned to the appropriate position.)

a. Assuring that all city departments develop, maintain and exercise their respective service annexes and internal plans which will become part of this base plan.

b. Supporting the overall preparedness program in terms of its budgetary and organizational requirements.

c. Implementing the policies and decisions of the governing body (City Council).

d. Directing the emergency operational response of city services.

4. Emergency Management Coordinators - The emergency management coordinators are responsible for:

a. Serving as staff advisors to their respective mayors/county judge on emergency matters.

b. Developing plans and coordinating the planning and preparedness activities of their respective government and maintenance of this plan.

c. Analyzing the emergency skills needed by the cities/county forces and arranging the training necessary to provide those skills.

d. Preparing and maintaining a resource inventory.

e. Ensuring the operational capability of their EOC.

f. EOC activation.

g. Keeping their governing body apprised of preparedness status and anticipated needs.

h. Serving as day-to-day liaison between the cities/county and state emergency management organizations.

i. Maintaining liaison with organized emergency volunteer groups and private agencies.

j. Initiating and monitoring the increased readiness actions among the cities/county services when disaster threatens. (Refer to Section VII, Increased Readiness Conditions.)

k. Maintaining the Crisis Relocation Plan (CRP) and the Community Shelter Plan (CSP) for Bryan, College Station and Brazos County.

E. Emergency Services Responsibilities - The emergency services responsibilities listed herein are limited to the basic planning needs of major services in coping with an emergency or disaster. Additional service responsibilities and duty assignments will be added as needed by annexes, SOP's and directives. It is the responsibility of emergency coordinators with the approval of the chief executives to identify all resources, expertise, and manpower to be utilized in coping with major disasters. This will include the use of volunteer and nongovernment resources.

1. Warning (Assigned to County Sheriff/Chiefs of Police) - This function is very basic and extremely important in emergency management. The objective will be to alert public officials and emergency response personnel and warn the general public of an actual or impending emergency. Primary Tasks:

a. Disseminate emergency warning information as requested.

b. Receive and disseminate warning information to the public and the key city/county officials.

c. Prepare and maintain Annex A (Warning) to this plan and supporting Standing Operating Procedures (SOP's).

2. Communications (Assigned to County Sheriff, Chiefs of Police, Fire Chiefs, Volunteer Fire Chiefs, and Emergency Management Coordinators) - Like warning, communication represents an extremely vital and important function. The objective of this function will be to have a reliable communications capability to permit key officials to direct operating forces in an emergency. Primary Tasks:

a. Establish and maintain an emergency communication system.

b. Coordinate use of all public and private communication systems necessary during emergencies (including EMS).

c. Manage and coordinate all emergency communication operations within the EOC once activated.

d. Prepare and maintain Annex B (Communications) to this plan and supporting Standing Operating Procedures (SOP's).

3. Shelter/Mass Care (Assigned to Emergency Management Coordinator and Red Cross) - The objective of this function is to provide suitable temporary emergency shelter and essential life support systems to people displaced from their homes for whatever reason. This function should address the conditions under which people should be placed in protective shelters and how the decision to do so would be implemented. Part of this function entails the identification of shelter facilities and their capacities. The department selected for this assignment will also coordinate a federal sheltering program known as the Community Shelter Plan (CSP). The CSP is an in-place fallout sheltering system conducted on a countywide basis. Primary Tasks:

a. Coordinate and assist in maintenance of the Community Shelter Plan (CSP).

b. Supervise the Shelter Management Program (stocking, marking, equipping, etc.) for natural disaster and/or fallout shelters.

c. Coordinate support with other cities/county departments, relief agencies and volunteer groups.

d. Prepare and maintain Annex C (Shelter) and supporting Standing Operating Procedures (SOP's).

4. Radiological Protection (Assigned to Radiological Officer) - The objective of this function is to protect the population from the effects of radiological hazards resulting from peacetime nuclear accidents and nuclear attack. This, like communications, is somewhat of a technical field. Several people should be trained as radiological officers and assigned the task of establishing and operating a radiological system, for either peacetime or wartime incidents. Training and equipment are available through the Texas Department of Health, Bureau of Emergency Management. Primary Tasks:

a. Establish and maintain a radiological monitoring and reporting network.

b. Secure initial and refresher training for instructors and monitors.

c. Provide input to the statewide monitoring and reporting system.

d. Under fallout conditions, provide city/county officials and department heads with information on fallout rates, fallout projections and allowable doses.

e. Coordinate radiological monitoring throughout the cities/county.

f. Provide monitoring services and advice at the scene of accidents involving radioactive materials.

g. Prepare and maintain Annex D (Radiological Protection) to this plan and supporting Standing Operating Procedures (SOP's).

5. Evacuation (Assigned to Emergency Management Coordinator, County Sheriff, Chiefs of Police) - The objective of this function will be to provide for the evacuation of

people when natural or manmade disaster or when impending danger may necessitate such action. The main responsibilities of this function include: ensuring the evacuation process is orderly; coordinating with the individual in charge of shelter operations to provide shelter for evacuees; and maintaining essential services in the evacuated area. This function will require coordinating with other services such as: law enforcement, transportation, shelter, human services, and health/medical. This function will also coordinate the federal sheltering program known as the Crisis Relocation Plan (CRP). Primary Tasks:

a. Define responsibilities of city/county departments and private sector groups.

b. Identify high hazard areas and number of potential evacuees.

c. Coordinate evacuation planning to include:

(1) Movement Control.

(2) Transportation.

(3) Shelter Requirements.

(4) Health/Medical Requirements.

(5) EPI Materials (Public Information Officer).

d. Prepare and maintain Annex E (Evacuation) to this plan and supporting Standing Operating Procedures (SOP's).

6. Fire and Rescue (Assigned to Fire Chiefs/Fire Marshals) - The objective of this function will be to provide firefighting services, search and rescue, and will include the use of mutual aid agreements between jurisdictions and supplemental assistance when appropriate. Primary Tasks:

a. Fire prevention.

b. Fire suppression.

c. Ambulance service.

d. Coordinate search and rescue activities.

e. Maintain a reserve pool of manpower and equipment for rescue purposes.

f. Inspection of damaged areas for fire hazards.

g. Hazardous materials spill containment, area evacuation decisions, and cleanup.

h. Inspection of shelters for fire hazards.

i. Prepare and maintain Annex F (Fire and Rescue) and Annex Q (Hazardous Materials) to this plan and supporting Standing Operating Procedures (SOP's).

7. Law Enforcement (Assigned to County Sheriff, Chiefs of Police) - The objective of this function is to maintain law and order, assist in evacuation and/or movement to shelter, limit access to a disaster area, and maintain area security. Primary Tasks:

a. Law enforcement.

b. Traffic control.

c. Crowd control.

d. Isolation of damaged area.

e. Damage reconnaissance and reporting.

f. Explosive ordinance reconnaissance.

g. Weather reconnaissance.

h. Disaster area evacuation.

i. Prepare and maintain Annex G (Law Enforcement) to this plan and supporting Standing Operating Procedures (SOP's).

j. County sheriff will coordinate water, rescue and search operations in rural areas.

8. Health and Medical (Assigned to County Health Authority, Fire Chiefs, and Justices of the Peace) - The objective of this function will be to coordinate all available medical/health facilities and personnel, public health and sanitation services, expansion of mortuary services, crisis augmentation of health/medical personnel, radio communications between hospitals and ambulances, and handling patient populations in hospitals, nursing homes, and other health care facilities. Primary Tasks:

a. Coordinate planning efforts of hospital and other health facilities with cities/county planning requirements.

b. Coordinate patient loads of health facilities during emergencies.

c. Coordinate triage and first aid activities immediately after disaster strikes, including EMS.

d. Develop emergency health and sanitation standards and procedures.

e. Coordinate and supervise mortuary operations.

f. Prepare and maintain Annex H (Health and Medical) to this plan and supporting Standing Operating Procedures (SOP's).

9. Emergency Public Information (Assigned to Public Information Officer - Cities and County) - It is important that a capable individual be assigned to this task. Although media experience is highly desirable, the individual need not be an experienced journalist. The following are qualities and conditions which the individual should

possess: the confidence and trust of the chief executive; the respect and recognition of the media; and, the ability to gather information and summarize it verbally or in writing. Primary Tasks:

a. Conduct ongoing hazard awareness and public education programs.

b. Compile and prepare emergency information for the public in case of emergency.

c. Arrange for media representatives to receive regular briefings on the cities'/county's status during extended emergency situations.

d. Secure printed and photographic documentation of the disaster situation.

e. Handle unscheduled inquiries from the media and the public.

f. Prepare and maintain Annex I (Emergency Public Information) to this plan and supporting Standing Operating Procedures (SOP's).

10. Damage Assessment (Assigned to Public Works Directors, Development Services and Physical Plant) - The efficiency of the damage assessment manager, to a large degree, will determine the amount and timeliness of assistance provided. The data collected is the only true basis for determining a jurisdiction's assistance needs. This individual should be someone capable of forming a team of assistants with knowledge of and access to property evaluation records, engineering and construction costs, and tax records. Primary Tasks:

a. Establish a damage assessment team from among city/county departments with assessment capabilities and responsibilities.

b. Train and provide damage-plotting team to EOC.

c. Develop systems for reporting and compiling information on deaths, injuries, dollar damage to tax-supported facilities, and to private property.

d. Assist in determining geographic extent of damaged area.

e. Compile estimates of damage for use by city/county officials in requesting disaster assistance.

f. Evaluate effect of damage on city/county economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

g. Prepare and maintain Annex J (Damage Assessment) to this plan and supporting Standing Operating Procedures (SOP's).

11. Public Works, Engineering (Assigned to Physical Plant and Public Works Director) - This function may be combined or treated as separate functions depending upon the cities/county organizational structure. The capabilities usually associated with this function are: debris clearance, development of upgradeable fallout shelters, and decontamination of equipment and facilities. Primary Tasks:

a. Barricading of hazardous areas.

b. Priority restoration of streets and bridges.

c. Protection and/or restoration of waste treatment and disposal systems.

d. Augmentation of sanitation services.

e. Assessment of damage to streets, bridges, traffic control devices, wastewater treatment system and other public works facilities.

f. Debris removal.

g. Assessment of damage to city/county-owned facilities.

h. Condemnation of unsafe structures.

i. Direct temporary repair of essential facilities.

j. Damage assessment.

k. Prepare and maintain Annex K (Public Works, Engineering) to this plan and supporting Standing Operating Procedures (SOP's).

12. Utilities (Assigned to Director, Bryan Utilities and the Director, College Station Utilities) - This function entails utility systems owned by the political jurisdictions and should be assigned to the utility system manager. If a private utility services any part or the entire jurisdiction, then the responsibility of coordinating the actions should be assigned to a capable city/county employee. Primary Tasks:

a. Priority restoration of electrical and other utility services to vital facilities.

b. Provision of emergency power sources as required.

c. Coordination of private utilities recovery activities.

d. Restoration of water treatment and supply services.

e. Damage assessment and identification of recovery times for affected utility systems.

f. Prepare and maintain Annex L (Utilities) to this plan and supporting Standing Operating Procedures (SOP's).

13. Resource Management (Assigned to Emergency Management Coordinators) - This function should provide prompt and effective acquisition, distribution and use of personnel and material resources for essential purposes during an emergency. Since each emergency function should include a resource inventory of personnel and equipment, this function is more concerned with emergency disbursements for materials and hiring temporary personnel. In this context, primary support for this function usually comes from the personnel and finance director. Primary Tasks:

a. Establish procedures for employing temporary personnel for disaster operations.

b. Establish and maintain a manpower reserve.

c. Coordinate deployment of reserve personnel to city/county departments requiring augmentation.

d. Establish emergency purchasing procedures and/or a disaster contingency fund.

e. Maintain records of emergency-related expenditures for purchases and personnel.

f. Provide assistance as necessary to workers and their dependents who are performing emergency service.

g. Prepare and maintain Annex M (Resource Management) to this plan and supporting Standing Operating Procedures (SOP's).

14. EOC/Direction and Control (Assigned to Emergency Management Coordinators) - This function involves the use of a centralized management center, the Emergency Operating Center (EOC), to facilitate policy making, coordination and control of operating forces in a large-scale emergency. It entails the process of obtaining and analyzing emergency management information for decision-making. Within this function, the use of alternate EOC's, mobile EOC's and on-scene command posts will be described. Primary Tasks:

a. Direct and control local operating forces.

b. Maintain contact with support EOC's, neighboring jurisdictions and disaster district EOC.

c. Maintain EOC in an operating mode at all times or be able to convert EOC space into an operating condition.

d. Assign representatives by title to report to the EOC and develop procedures for crisis training.

e. Develop and identify duties of staff, use of displays and message forms, and procedures for EOC activation.

f. Prepare and maintain Annex N (EOC/Direction and Control) and supporting Standing Operating Procedures (SOP's).

15. Human Services (Assigned to Community Development Director) - This function entails the provision of emergency public services during a disaster, including food, water, clothing, counseling and coordinating shelter operations. Primary Tasks:

a. Identify emergency feeding sites.

b. Identify sources of clothing for disaster victims.

c. Secure source of emergency food supplies.

d. Coordinate operations of shelter facilities, whether they are operated by the cities/county, local volunteers, or organized disaster relief agencies such as American Red Cross.

e. Coordinate special care requirements for sheltered groups such as unaccompanied children, the aged, and others.

f. Coordinate with local clergy for religious services and support for disaster victims.

g. Prepare and maintain Annex O (Human Services) to this plan and supporting Standing Operating Procedures (SOP's).

16. Hazard Mitigation (Assigned to Physical Plant, Public Works and Development Services) - Hazard mitigation has as an overall objective the elimination of significant hazards confronting a jurisdiction or the reduction of the effects of unavoidable hazards. Mitigation actions not only include responses to known hazards but also an active search for ways to prevent or reduce impacts from new ones. These activities constitute both pre-disaster and post-disaster actions. The position assigned this function will be responsible for management and coordination of all mitigation activities of the jurisdiction. Primary Tasks:

a. Overall management of the Hazard Mitigation Program.

b. Prepare and maintain Annex P (Hazard Mitigation) to this plan and supporting Standing Operating Procedures (SOP's).

17. Hazardous Materials Response (Assigned to Fire Chiefs) - The objective of this function will be to provide assurance of appropriate response to protect the population in the event of a hazardous material incident involving the transport, use, storage and processing of hazardous materials. Primary Tasks:

a. Identify the nature of the hazardous material.

b. Reporting of required information to appropriate communications facilities.

c. Initiation of appropriate action to control and eliminate the hazard.

d. Prepare and maintain Annex Q (Hazardous Materials Emergency Plan) to this plan and supporting Standing Operating Procedures (SOP's).

18. Transportation (Assigned to Fleet Manager/Transportation Director) - This function involves the identification and coordination of available transportation resources (i.e., public transit and school buses), not necessarily providing them. This function is usually associated with transportation needs during an evacuation to include transportation to reception areas for people without access to private automobiles. Particular attention should focus on people in group quarters, such as the elderly and infirm, the disabled, prisoners, boarding school residents, etc. Primary Tasks:

a. Identify local transportation resources and arrange for their uses in emergencies.

b. Coordinate deployment of transportation equipment to city/county services requiring augmentation.

c. Establish and maintain a reserve pool of drivers, maintenance personnel, parts and tools.

d. Maintain records on use of privately owned transportation equipment and personnel for purpose of possible reimbursement.

e. Prepare and maintain Annex S (Transportation) to this plan and supporting Standing Operating Procedures (SOP's).

19. Legal (Assigned to City/County Attorney) - This function recognizes the need for someone to be available to advise government officials on their emergency powers, potential liabilities, and other legal matters before, during and after emergencies. Primary Tasks:

a. Advise (city/county) officials on emergency powers of local government and necessary procedures for invocation of measures to:

(1) Implement wage, price and rent controls.

(2) Establish rationing of critical resources.

(3) Establish curfews.

(4) Restrict or deny access.

(5) Specify routes of egress.

(6) Limit or restrict use of water or other utilities.

(7) Use any publicly or privately owned resource with or without payment to the owner.

(8) Remove debris from publicly or privately owned property.

b. Review and advise city/county officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.

c. Prepare and/or recommend legislation to implement the emergency powers that may be required during an emergency.

d. Advise city/county officials and department heads on record keeping requirements and other documentation necessary for the exercising of emergency powers.

e. Prepare and maintain Annex U (Legal) to this plan and supporting Standing Operating Procedures (SOP's).

20. Other Agencies - Obviously, not all services can be anticipated and identified in advance. This section simply apprises all city/county departments that their services/employees will be available for disaster duty. This, in effect, creates a manpower and reserve equipment pool. Other department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the mayors/county judge.

VI. Direction and Control

A. General

1. Emergency Management Director -The mayors/county judge, as emergency management directors for the cities/county, are responsible for assuring that coordinated and effective emergency response systems are developed and maintained within their respective jurisdictions. Existing agencies of government will perform emergency activities closely related to those they perform routinely. Specific positions and agencies are responsible for fulfilling their responsibilities as presented in the Basic Plan and individual annexes. As EOC chief of staff, the emergency management coordinators will provide overall coordination of response activities within their respective jurisdictions. Department heads will retain control over their employees and equipment unless directed otherwise by their emergency management director. Each agency will be responsible for having its own Standing Operating Procedures to be followed during response operations.

2. Outside Assistance - Outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used as an adjunct to existing city/county services, and only when the emergency situation threatens to expand beyond the city/county response capabilities. Requests for state or federal assistance are covered in Section IX.

B. Emergency Operating Centers (EOC's)

1. The emergency operating centers shall serve as direction and control points for each political subdivision.

2. The chief executives will exercise direction and control. They will be aided by the emergency management coordinators, commissioners, City Council, city management and the directors of their departments, along with representatives from private utility/agencies and volunteer groups.

3. The chief executive or his designated representative can activate the control centers when emergency or disaster conditions are imminent. Staffing of the EOC shall be as stipulated by current plans and directives.

4. Emergency operating centers are designated for the following areas. (NOTE: Whenever the situation warrants, on-scene command posts can be located at the most effective point.)

a. Brazos County/City of Bryan - EOC - GTE Building, 101 Regent Street

b. College Station - EOC - Fire Administration Building, 1207 Texas Ave South

c. Texas A&M University - EOC - University Police Department, 1111 Research Park

5. The EOC's above may serve as alternate EOC's for any of the others.

6. SOP's or operations plans will be developed for each EOC. EOC responsibilities and activation procedures are addressed in Annex N (EOC). During emergency situations certain agencies will be required to relocate to the EOC. During large-scale emergencies the EOC will, in fact, become the seat of government for the duration of the crisis.

C. Emergency Authority

1. A compilation of primary federal, state and local legal documents pertaining to emergency management is shown in paragraph I of this plan..

2. In accordance with Sections 418.106 and 418.108 of the Texas Disaster Act of 1975, as amended, the mayors/county judge may take extraordinary measure in the interest of effective emergency management. Procedures associated with emergency powers are contained in Annex U (Legal). These powers include, but are not limited to:

a. Declaration of a local state of emergency or disaster.

b. Wage, price and rent controls and other economic stabilization measures.

c. The power to accept offers of all kinds, from any source, and dispenses the proceeds from such officers, without further authorization.

d. Curfews, blockades and limitations on utility usage.

e. Rules governing ingress and egress to affected areas.

f. Other security measures.

3. All physical resources within the city/county, whether publicly or privately-owned, may be utilized when deemed necessary by the mayors/county judge. The city/county assumes no financial or civil liability for the use of such resources; however, accurate records of such use will be maintained in case reimbursement becomes possible.

4. In locally declared disaster emergencies, as provided in the Texas Disaster Act of 1975, as amended, and the executive order of the Governor, the mayors/county judge may exercise the same powers, on an appropriate local scale, granted to the Governor.

5. Any person who fails to comply with this plan or with a rule, order, or ordinance adopted under this plan commits an offense.

VII. Increased Readiness Conditions

A. General - Some emergencies follow a recognizable build-up period during which actions can be taken to achieve a state of maximum readiness. General departmental actions are outlined in the appropriate annex while specific actions will be detailed in the SOP's.

B. Specific - The following increased readiness conditions will be used as a means of increasing the city/county alert posture.

1. Condition 4: The term "Condition 4" will be used by the cities/county to denote a situation that causes a higher degree of readiness than is normally present.

a. "Condition 4" actions will be triggered by the onset of particular hazard vulnerability seasons such as: tornado season, flash flood season, fire threats due to severe drought conditions, hurricane season, etc.

b. The potential for local civil unrest would also trigger a "Condition 4."

c. An increase in international tensions would also trigger a "Condition 4."

d. Declaration of "Condition 4" by the emergency management director/coordinator will generally require the initiation of the increased readiness activities identified in each annex.

2. Condition 3: The term "Condition 3" will be used by the cities/county to refer to a situation which presents a greater potential threat than "Condition 4," but poses no immediate threat to life and/or property. This condition includes situations that could develop into a hazardous condition.

a. "Condition 3" actions could be generated by severe weather watch information issued by the National Weather Service such as:

(1) Tornado Watch: Issued to alert persons to the possibility of tornado development in a specified area, for a specified period of time. Persons in watch areas should maintain their daily routine but be prepared to respond to a tornado warning.

(2) Flash Flood Watch: Issued to alert persons to the possibility of flash flooding in a designated area due to heavy rains occurring or expected to occur. Persons should remain alert and be prepared to take immediate action.

(3) Hurricane Watch: Issued whenever a hurricane becomes a possible threat to a coastal region that will cause evacuation to this area.

(4) Winter Storm Watch: Issued when there is a threat of severe winter weather in the area.

b. "Condition 3" actions could be generated when small-scale, localized unrest is present.

c. "Condition 3" actions could be generated when the international situation has deteriorated to the point that enemy attack is a possibility. This condition

probably would allow sufficient time for an orderly evacuation and/or preparation of shelters.

d. Declaration of "Condition 3" by the emergency management director/coordinator will generally require the initiation of the increased readiness activities identified in each annex.

3. Condition 2: The term "Condition 2" will be used by the cities/county to signify that hazardous conditions with a significant potential and probability of causing loss of life and/or property exists. This condition will require some degree of warning to the public.

a. "Condition 2" actions will be triggered by severe weather warning information issued by the National Weather Service such as:

(1) Tornado Warning: Issued when a tornado has actually been sighted in the area or is indicated by radar, and may strike in the vicinity.

(2) Flash Flood Warning: Issued to alert persons that flash flooding is imminent or occurring on specified streams or designated areas, and immediate action should be taken.

(3) Winter Storm Warning: Issued when heavy snow (4 inches or more in a 12-hour period, or 6 inches or more in a 24-hour period), sleet, or freezing rain are forecast to occur separately or in combination.

(4) Hurricane Warning: Issued when hurricane conditions are expected in a specified coastal region in 24 hours or less and is causing evacuation to this area.

b. "Condition 2" actions would also be triggered by civil disorder with relatively large-scale localized violence.

c. "Condition 2" actions would be generated when the international situation has deteriorated to the point that enemy attack is probable. This condition may/may not allow sufficient time for an orderly evacuation.

d. Declaration of "Condition 2" by the emergency management director/coordinator will generally require the initiation of the increased readiness activities identified in each annex.

4. Condition 1: The term "Condition 1" will be used by the cities/county to signify that hazardous conditions are imminent. This condition denotes a greater sense of danger and urgency than associated with a "Condition 2" event.

a. "Condition 1" actions will be generated by severe weather warning information issued by the National Weather Service combined with factors making the event more imminent, such as:

(1) Tornado sighted especially close to a populated area or moving through a populated area.

(2) Flooding is imminent or occurring at specific locations.

(3) Hurricane landfall predicted in 12 hours or less and evacuees arriving in this area.

b. "Condition 1" actions will be implemented when civil disorder precipitates large-scale and widespread violence.

c. "Condition 1" actions will be generated when an enemy attack is imminent based upon the evaluation of intelligence data. This warning (attack warning) will be declared and disseminated by the FEMA National Warning Center over the FEMA National Warning System (NAWAS).

d. Declaration of "Condition 1" by the emergency management director/coordinator will generally require the initiation of the increased readiness activities identified in each annex.

VIII. Continuity of Government

A. Line of Succession

1. Line of succession within the county is from the judge to the commissioners in order of their seniority.

2. Line of succession to the mayors will be the mayor pro-tem followed by the City Council members in order of their seniority to the Council.

3. Line of succession to the city manager is according to the standing operating procedures established by each city.

4. Line of succession to the emergency management coordinator will be the deputy coordinator followed in order as designated by each emergency management coordinator.

5. Line of succession to each department head is according to the Standard Operating Procedures established by each department.

B. Preservation of Records - In order to provide normal government operations following a disaster, vital records must be protected. These would include legal documents, as well as personal documents such as property deeds and tax records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. It is the responsibility of each County and City office to provide for the preservation of the records that it considers vital, in addition to records required to be preserved by statue, rule or regulation.

IX. Administration and Support

A. Support - Requests for state or federal assistance, including the Texas National Guard or other military services, will be made to the District Disaster Committee in Austin through

the local DPS Office. All requests will be made by the county judge/mayors or by another official duly authorized by the county judge/mayors.

B. Agreements and Understandings - Should local resources prove to be inadequate during an emergency, requests will be made for assistance from the other local jurisdictions and other agencies in accordance with existing or emergency negotiated mutual-aid agreements and understandings. Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible.

C. Reports and Records - Required reports will be submitted to the appropriate authorities in accordance with individual annexes.

D. Relief Assistance - All individual relief assistance will be provided in accordance with the policies set forth by local, state and federal provisions.

E. Consumer Protection - Consumer complaints pertaining to alleged unfair or illegal business practices will be referred to the State Attorney General's Consumer Protection Division.

X. Plan Development, Maintenance and Implementation

A. If a plan is to be effective, its contents must be known and understood by those responsible for its implementation. The director/coordinator will brief the appropriate public/private officials concerning their role in emergency management and ensure proper distribution of the Plan. Distribution of this Plan shall be made to all governmental jurisdictions or departments, private sector organizations, and individuals with emergency responsibilities. Changes shall also be distributed as necessary.

B. All agencies will be responsible for the development and maintenance of their respective annexes and SOP's identified in Section V, Organization and Assignment of Responsibilities.

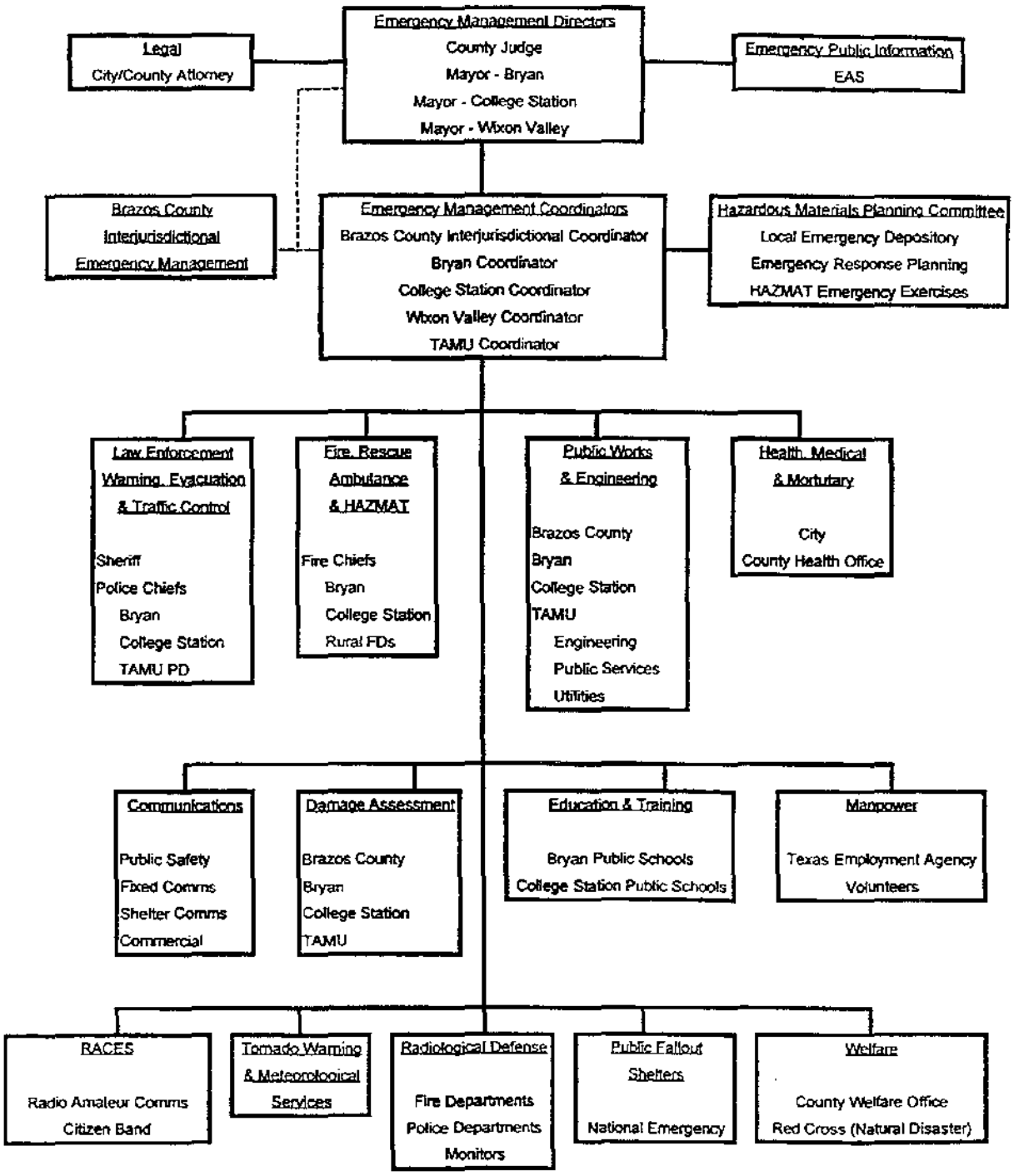
C. The director/coordinator will be responsible for ensuring that all officials involved conduct an annual review of the Plan and that the Plan is recertified every five years by the signatures of the emergency management coordinators.

D. The Plan will be activated at least once a year in the form of a simulated emergency in order to provide practical experience to those having EOC responsibilities.

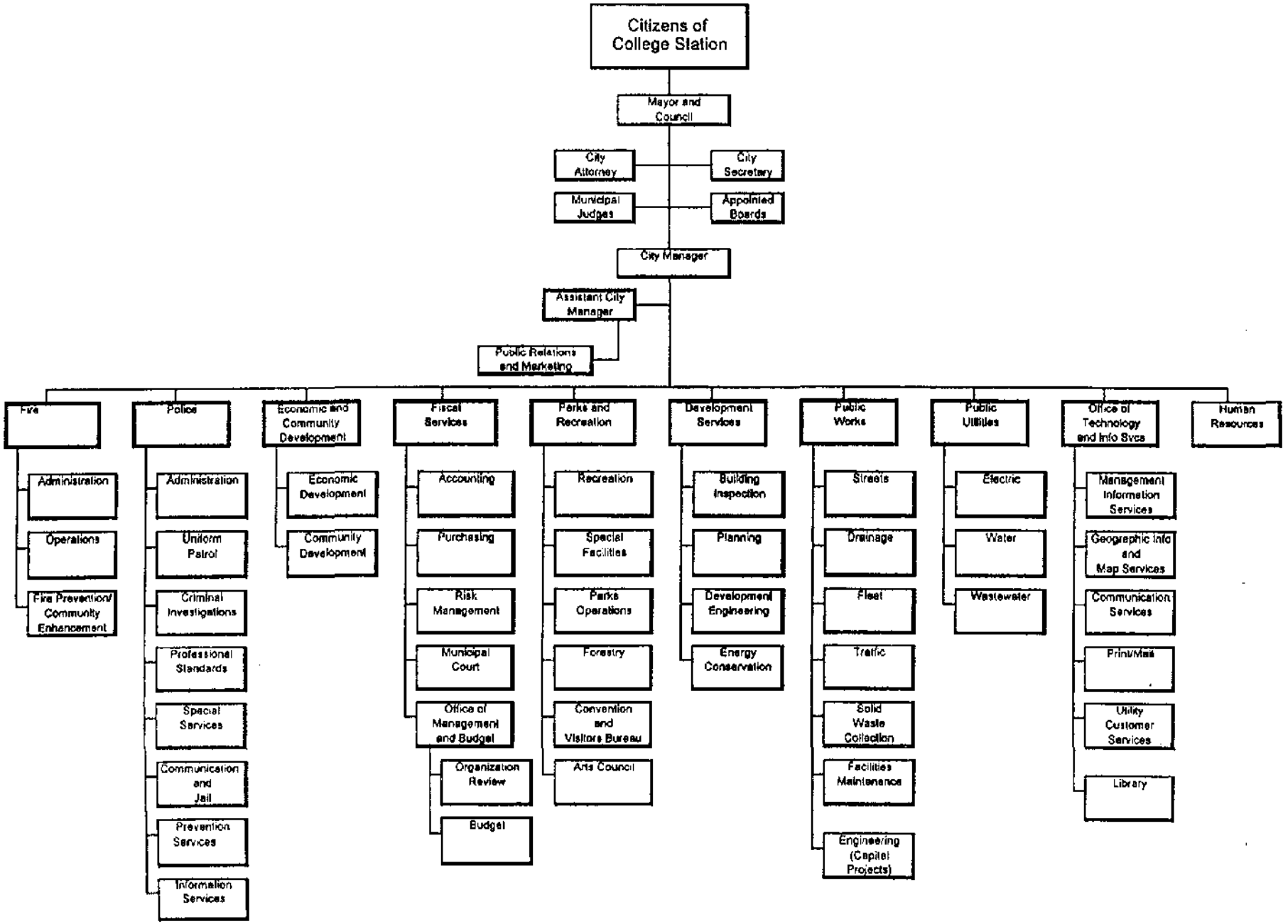
E. This plan will be updated as necessary based on deficiencies identified by drills and exercises, changes in local government structure, technological changes, and other changes which effect this plan. A page entitled "Record of Change" shall reflect the page, section changed and date of the change.

F. This Plan supersedes and rescinds all previous editions of the cities/county emergency management plans and is effective upon signing by the mayors/county judge. If any portion of this Plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of the Plan.

ATTACHMENT 10 to BASIC PLAN
Brazos County Interjurisdictional
Emergency Management

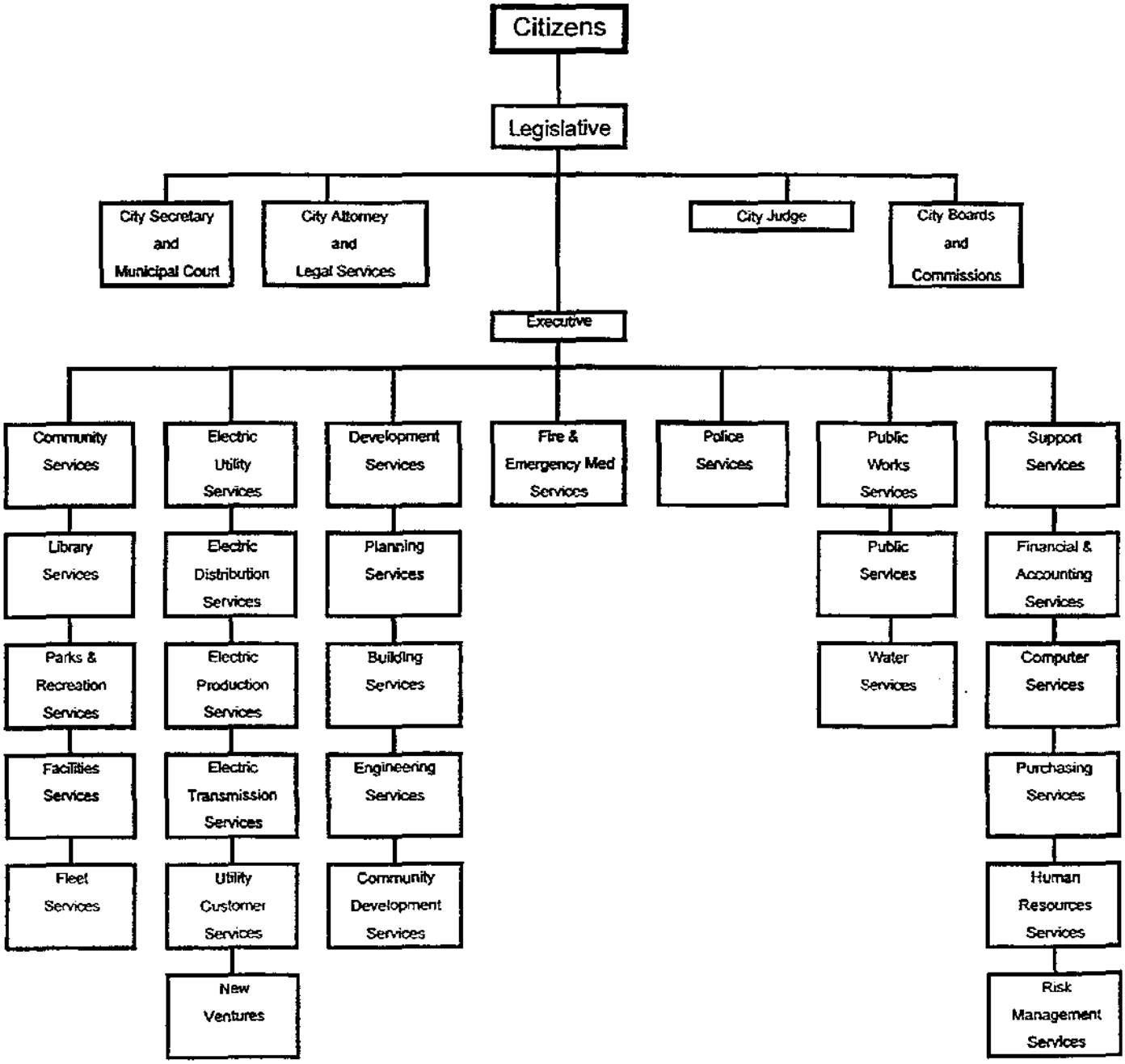


ATTACHMENT 11 to BASIC PLAN



City of Bryan

Organizational Chart



ATTACHMENT 13 to BASIC PLAN

Emergency Management Functional Responsibilities

Rev 8/14/98

ANNEX>>>>	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	S	T	U
Functional Area *	Alert & Warning	Communications	Shelter and Mass Care	Radiological Protection	Evacuation	Fire and Rescue	Law Enforcement	Health and Medical	Emergency Public Information	Damage Assessment	Public Works/Engineering	Utilities	Resource Management	EOC/Direction & Control	Human Services	Hazard Mitigation	Hazardous Materials Response	Transportation	(Reserved for future use)	Legal
City Manager/ County Judge	C	C	C	C	C	C	C	C	C	C	C	C	C	S	C	C	C	C		
Police Chief/Sheriff	P	S	S	S	S	S	P	S					S	S		S	S	S		
Fire Chief	S	S	S	S	S	P		P					S	S		S	P			
Public Works/ Development Services/ Physical Plant		S	S	S	S		S			P	P	S	S	S		P	S	S		
Utilities Director		S						S		S		P	S	S		S				
Health Officer/EMS			S	S	S			S		S			S	S	S	S	S	S		
Human Resources Director			S		S								S	S						
Community Development Directors			S										S	S	P	S				
Parks & Recreation			S		S					S	S		S	S		S		S		
Tax Assessor/Finance Director										S			S	S		S				
Fleet Manager/ Transportation Director			S		S		S						S	S	S		S	P		
Public Information Officer/Media	S				S				P				S	S		S	S	S		
City/County Attorney													S	S		S				P
Treasurer/Accounting													S	S						
Emergency Management Coordinator	C	P	P	C	P	C	C	C	C	C	C	C	P	P	C	C	C	C		
Radiological Officer				P				S					S	S						
Justice of the Peace								S												
Red Cross			S		S					S			S	S			S			
School Superintendent			S		S					S			S	S				S		

P - Indicates primary responsibility. This means, in the event of an emergency, you are in charge of this response area. You are responsible for maintaining the Annex which governs this area.

C - Indicates coordination responsibility. This means, in the event of an emergency, you coordinate the efforts of the support groups assisting the person in charge of this area.

S - Indicates support responsibility. This means, in the event of an emergency, you provide support to the person in charge of this area.

* Functional area titles vary by jurisdiction.

APPENDIX C. BRAZOS COUNTY INTERJURISDICTIONAL EMERGENCY MANAGEMENT PLAN, ANNEX S (TRANSPORTATION)

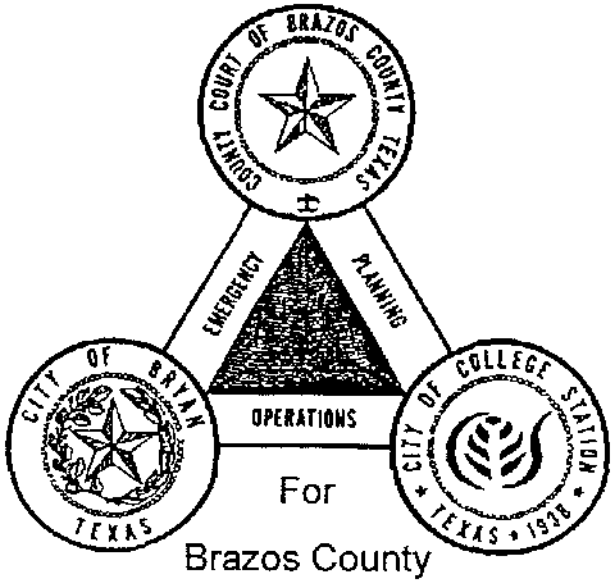
Brazos County Interjurisdictional

Emergency Management Plan

Annex S

Transportation

January 1998



For

Brazos County

City of Bryan

City of College Station

City of Wixon Valley

Texas A&M University

OFFICE OF EMERGENCY MANAGEMENT

BRAZOS COUNTY BRYAN, TEXAS 77803

Brazos County Interjurisdictional

Emergency Management Plan

Annex S

Transportation

January 1998

Brazos County Coordinator — Date: 12-08-97

City of Bryan Emergency Management Coordinator — Date: 12-08-97

City of College Station Emergency Management Coordinator — Date: 8 Dec 97

City of Wixon Valley Emergency Management Coordinator — Date: 12-12-97

Christopher M Meyer

Texas A&M University Emergency Management Coordinator — Date: Jan 12, 1998

ANNEX S

Table of Contents

ANNEX S

TRANSPORTATION

I. **Authority** - See Basic Plan.

II. **Purpose** - This annex outlines the requirements and responsibilities for emergency transportation of people, supplies, and materials during major disasters including natural disasters, technological emergencies, and nuclear attack.

III. **Situation and Assumptions**

A. Situation

1. Local transportation resources would be stressed during certain major emergencies and could be overstressed during a major population relocation implemented because of international tensions.

2. For the attack hazard, Bryan, College Station, and Brazos County are host areas for approximately 268,000 citizens from the Harris County high-risk area. Transportation will be needed to support this expanded population and to maintain the continued flow of essential goods and services.

3. For major natural disasters, normal transportation systems may be disrupted leaving many people, especially the elderly, infirm, and handicapped without transportation.

4. In many major disasters, it may be necessary to rapidly evacuate hospital patients, nursing home residents, the elderly and handicapped, and others from the hazard area.

B. Assumptions

1. The primary transportation mode for most people will be private vehicles; however, transportation must be provided for some.

2. When the need arises, both public and privately-owned local transportation resources will be made available for the duration of the emergency.

3. Additional transportation resources will be available if needed from sources outside the Brazos County interjurisdictional area through mutual aid agreements and requests to state/federal officials.

4. In the event of population relocation from nuclear attack designated high-risk areas, there would be an alerting period to prepare for the arrival of relocatees.

IV. **Concept of Operations**

A. General

1. The process of furnishing emergency transportation services during a major emergency involves two series of action:

a. First - essential immediate transportation needs are identified and actions taken to provide for persons in the hazard area.

b. Second - future continuing transportation needs and capabilities are estimated and actions taken to obtain needed resources. This type of transportation support would more likely involve movement of supplies and equipment more than people.

2. In most local disasters, transportation requirements can be satisfied by using private vehicles, Brazos Transit System, school and church buses, and various local government-owned vehicles. If needs cannot be met locally, then additional assets are requested through mutual aid with neighboring jurisdictions and/or through state assistance.

3. Local government requests for transportation support should be made directly to the agency concerned (i.e. Brazos Transit, school, church, business, etc.).

4. For the attack hazard and in accordance with state and federal policies, the transportation industry will function under its own management and operate systems and facilities to provide the maximum service for essential needs as specified by federal, state, and local government authorities. The transportation industry will be responsible for continuity of management, protection of personnel and facilities, conservation of supplies, restoration of damaged lines and terminals, rerouting, expansion or improvement of operations, and securing of necessary manpower, materials and services.

B. Phases of Management

1. Mitigation

a. Develop transportation resource list.

b. Identify possible transportation needs which could result from various disasters.

c. Maintain a current listing of transportation resources.

2 Preparedness

a. Review plans for transporting persons lacking personal transportation.

b. Coordinate with schools, churches, and private industry on use of their assets for emergencies.

c. Coordinate with Law Enforcement Service on evacuation routes and assembly areas for picking up persons needing public transportation.

3. Response

a. Procure transportation as needed.

b. Respond to and coordinate all transportation requests.

c. Maintain records on use of private vehicles.

4. Recovery

   a. Transport supplies and personnel as needed.

   b. Revise plans as required.

V. Organization and Assignment of Responsibilities

A. Organization - The Emergency Management Directors maintain overall responsibilities for transportation. As Transportation Officers, Fleet Managers and the Emergency Management Coordinators (EMC) for Bryan, College Station, Wixon Valley, Brazos County, and Texas A&M University will coordinate the activities of this function.

B. Task Assignment

1. Emergency Management Director

   a. Ensure transportation resources are identified.

   b. Ensure agreements exist for utilization of other public and private transportation assets.

   c. Ensure the distribution of essential goods and services.

   d. Ensure the public is informed of transportation routing and assembly areas.

2. Transportation Officers (Fleet Managers, and EMC's)

   a. Identify available transportation resources and develop resource list.

   b. Coordinate and develop agreements with schools, churches, neighboring jurisdictions, and private industry on use of their assets.

   c. Coordinate with Public Information Officers and Law Enforcement personnel on evacuation routes and assembly areas.

   d. Coordinate the transportation and delivery of consumables to designated mass feeding facilities.

   e. Coordinate the use of transportation assets for crisis stocking of fallout shelters.

   f. Coordinate with all other emergency services (i.e. health and medical, public works, law enforcement, fire and rescue, etc.) to augment transportation for medicine, equipment, construction materials, workers, etc.

3. Law Enforcement

   a. Security of roadways.

   b. Traffic control.

4. Public Works - Debris removal from roadways.

VI. **Direction and Control** - The Emergency Management Directors will provide overall direction and control to the Transportation Officers who will be responsible for coordinating all transportation resources, both locally owned and those provided through outside assistance. When the Emergency Operations Center (EOC) is activated, the Transportation Officers will send a representative to the EOC to advise decision makers and coordinate with other operating forces.

VII. **Increased Readiness Actions**

A. Condition 4 - Prepare

1. Obtain information of the situation.
2. Brief officials (Mayors and County officials).
3. Review and update Transportation Annex and Standing Operating Procedures (SOP).
4. Review of government and privately owned transportation resource lists.
5. Review personnel lists and responsibilities.
6. Review mutual aid agreements.

B. Condition 3 - Alert

1. Brief department and industry heads.
2. Alert all personnel.
3. Update routing and assembly data for public information.

C. Condition 2 - Mobilize

1. Brief transportation staff on routing and assembly areas.
2. Advise the public with instructions.

D. Condition 1 - Relocate

1. Activate Relocation Plans

VIII. **Continuity of Government**

A. Lines of Succession - Lines of succession to the Transportation Officers will be according to existing standing operating procedures.

B. Records Management - Hardcopy and/or computer data backup copies of Transportation Management Records shall be maintained and protected to provide essential smooth continuity of government during all disasters.

IX. Administration and Support

A. Communications - The Transportation Officers will use all available EOC communications networks to coordinate transportation requests. An internal recall roster will be developed and maintained to allow for the notifying and mobilizing of personnel.

B. Reports and Records - Records will be maintained on the use of all privately owned equipment, to include the date equipment was acquired, whether or not operating personnel were furnished with the equipment, the date equipment/personnel was returned to the owner and remarks on any damage or repair to the vehicle that occurred. These records will be used to determine possible reimbursement to the owner and will be kept until a final decision is made by the Mayor or County Judge concerning the disposition of disaster claims.

C. Support - Appropriate private sector agreements along with mutual aid agreements with neighboring jurisdictions will be invoked as required. Implementation of agreements will be coordinated through the EOC. Requests for state or federal assistance will be made to the District Disaster Committee in District 6B in Austin, Texas. All requests will be made by the Mayor or County Judge or by other authorized officials. If the disaster is interjurisdictional, these requests will be coordinated through the interjurisdictional EMC.

X. Annex Development and Maintenance

A. Review and Changes - The Fleet Manager and/or EMC of each jurisdiction is responsible for the overall development and maintenance of this annex. The Annex will be reviewed annually and updated as necessary, based on deficiencies identified by exercises, changes in governmental structure, or current technology. A page entitled "Record of Change" shall reflect the page, section changed, and date of the change. The Emergency Management Coordinator of each jurisdiction is responsible for insuring that an annual review is conducted by all officials involved.

B. Distribution - Distribution of this annex shall be made to all governmental jurisdictions or departments, private sector organizations, and individuals with emergency responsibilities. Changes shall also be distributed as necessary.

C. Readiness - All agencies or departments assigned responsibilities in this annex are responsible for developing and updating internal action plans that will ensure a continuing acceptable degree of operational readiness to carry out their responsibilities. Essential to the internal plan is the assignment of personnel and equipment and the training necessary to carry out emergency functions.

APPENDIX 1 to ANNEX S

Passenger Transportation Assets

Owner	Type	Quantity	Capacity	Special Equip
Brazos County Sheriff	Vans	3	15	
	Vans	1	9	
City of Bryan: 361-3600	Mini Vans	3	8	----
City of College Station	Van	2	15	----
764-3773	Van	8	8	----
	Minivan	7	6	----
Texas A&M	Bus	35	46	----
845-1971	Bus	9	50	----
	Bus	12	40	W/lifts
	Bus	2	35	----
	Bus	1	45	----
	Van	3	5	W/lifts
	Van	1	15	----
College Station ISD	Bus	36	72	----
764-5440	Bus	4	15	W/lifts
	Bus	1	10	W/lifts
	Bus	1	35	----
	Bus	1	47	----
Bryan ISD	Bus	100	72	----
361-5260	Bus	12	12	W/lifts
	Vans	3	8	----
Brazos Transit System	Trolleys	8	21	W/lifts & Radio
778-4495	Cutaways	4	21	W/lifts & Radio

APPENDIX 2 to ANNEX S

Vehicle/Equipment Record Form

A. Date and time acquired: _____
Odometer/hour meter reading: _____

B. Vehicle type: _____ Vehicle ID #:_____ License #: _____

Operator provided: Yes __ No __

C. Operational status: Good __ Fair __ Poor __

D. Acquired from: _____

E. Vehicle owner (if known) _____

F. Maintenance performed, if any:

1. _____

2. _____

3. _____

G. Date and time vehicle returned: _____
Odometer/hour meter reading: _____

1. Operational status: Good __ Fair __ Poor __

H. Remarks:

Brazos County Emergency Management Plan

ANNEX S

Record of Change

Change Number & Date	Date of Entry	By Whom Entered

APPENDIX D. CITY OF PORT ARTHUR EMERGENCY MANAGEMENT PLAN, ANNEX S (TRANSPORTATION)

Annex S

Transportation

Signature Page

9-23-97
DATE

SIGNATURE OF APPROVING AUTHORITY

DATE SEP 29 1997

RLO 2B

ANNEX S

TRANSPORTATION/TRANSIT DEPARTMENT

I. AUTHORITY

See Basic Plan

II. PURPOSE

The purpose of this annex outlines the requirements and responsibilities for emergency transportation of people, supplies, and materials during any disaster.

III. SITUATION AND ASSUMPTIONS

A. Situation

1. Port Arthur is subject to a number of disaster circumstances that could occur locally and would create a need for an emergency relocation of the major population.

2. Transportation is needed to maintain the continued flow of essential goods and services to support the reception area population after relocation.

3. For major natural disasters, normal transportation systems may be disrupted leaving many people, especially the elderly, infirmed, and handicapped without transportation.

4. In many major disasters, it may be necessary to rapidly evacuate approximately 15,000 hospital patients, nursing home residents, the elderly and handicapped, and others from the hazard area to the reception areas.

B. Assumption

1. The primary transportation mode for most evacuating persons will be private vehicles; however, alternative or public transportation must be provided for some persons.

2. When the need arises, both public and privately-owned local transportation resources will be made available for the duration of the emergency.

3. Additional transportation resources will be available if needed from sources outside the City of Port Arthur,

through mutual aid agreements and requests to state/federal officials.

4. In the event of population relocation from nuclear attack of designated high risk areas, there would be an alerting period to prepare for the departure of relocatees.

IV. CONCEPT OF OPERATIONS

A. General

1. Overall responsibility for providing transportation services during emergencies rests with the Mayor. The Transit Director will manage the City's resources and equipment and coordinate transportation activities through the Emergency Operating Center.

2. The process of furnishing emergency transportation services during a major emergency involves two series of actions:
   a. Essential immediate transportation needs are identified and actions taken to provide for persons in the hazard area
   b. Future continuing transportation needs and capabilities are estimated and actions taken to obtain needed resources. This type of transportation support would more likely involve movement of supplies and equipment rather than people.

3. During most local disasters, transportation requirements can be satisfied by using private vehicles, school and church buses, and various local government-owned vehicles. If needs cannot be met locally, then additional assets are requested through mutual aid with neighboring jurisdictions and/or through state assistance.

4. Local government requests for transportation support should be made directly to the agency concerned (i.e., school, church, business, etc.). If local transportation capability has been exhausted, outside assistance will be requested.

5. For the attach hazard and in accordance with state and federal policies, the transportation industry will function under its own management and operate systems and facilities to provide the maximum service for essential needs as specified by federal, state, and local government authorities. The transportation industry will be responsible for continuity of management, protection of personnel and facilities, conservation of supplies,

restoration of damaged lines and terminals, manpower, materials and services.

B. Phases of Management

1. Mitigation

a. Train personnel in emergency procedures

b. Develop and maintain a current listing of transportation resources

c. Identify possible transportation needs which could result from various disasters.

d. Participate in execution of emergency preparedness exercise.

e. Provide input for after-action reviews to improve preparedness, response, and recovery capabilities.

f. Educate/inform citizens

2. Preparedness

a. Review plans for transporting persons lacking personal transportation.

b. Coordinate with schools, churches, and private industry on use of their assets for emergencies.

c. Coordinate with Law Enforcement Service on evacuation routes and assembly areas for picking up persons needing public transportation.

d. Place standby equipment and personnel in operation readiness.

3. Response

a. Maintain contact with EOC

b. Procure transportation as needed

c. Respond to and coordinate all transportation requests

d. Maintain records on use of private vehicles

4. Recovery

a. Transport supplies and personnel as needed

b. Revise plans as required

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

The Emergency Management Director maintains overall responsibility for transportation. As Transportation Officer, the Transit Director will coordinate the activities of this function.

B. Task Assignments

1. Transportation Office

a. Identify available transportation resources and develop resource list.

b. Coordinate and develop agreements with schools, churches, neighboring jurisdictions, and private industry on use of their assets.

c. Coordinate with appropriate services on evacuation routes and assembly/relocation areas.

See listing of Risk Area Assembly Sites in Appendix 1 to Annex S.

d. Coordinate the transportation and delivery of consumables to designate mass feeding facilities.

e. Coordinate with all other emergency services (i.e., health and medical, public works, law enforcement, fire and rescue, etc.) to augment transportation for medicine, equipment, construction materials, workers, etc.

f. Review and update Annex S (Transportation)

g. Maintain contact with EOC

VI. DIRECTION AND CONTROL

A. The Emergency Management Director will provide overall direction and control to the Transit Director who will be responsible for coordinating all transportation resources, both locally-owned and those provided through outside assistance.

B. When activated, a Transit Department representative will be dispatched to the EOC.

VII. INCREASED READINESS ACTIONS

Condition 4

1. Update plans and SOP's as necessary
2. Update alert roster

Condition 3

1. Fuel all vehicles
2. Prepare all equipment for use
3. Put staff on alert status
4. Assign responsible areas

Condition 2 and 1

1. Fuel all vehicles
2. Prepare all equipment for use
3. Put staff on alert status

VIII. CONTINUITY OF GOVERNMENT

Lines of succession within each division and department will be according to the established chain of command and then seniority as necessary.

IX. ADMINISTRATION AND SUPPORT

A. Administration

1. The timely and efficient response of transportation resources will require extraordinary coordination. Priorities assigned to the Transit Director will facilitate an orderly use of public and private transportation assets/resources.

B. Communications

1. The Transit Director will use all available EOC communications networks to coordinate transportation

requests.

2. The Port Arthur Transit radio system will be the principal communications link between its mobile units.

3. Communications back-up system will consist of Transit Department walkie-talkies and cellular telephones.

C. Supply and Support

1. Appropriate private sector agreements along with mutual aid agreements with neighboring jurisdictions will be invoked as required. Implementation of agreements will be coordinated through the EOC. Requests for state or federal assistance will be made to the District Disaster Committee in Beaumont, Texas. All requests will be made by the Mayor or by other authorized officials.

2. A listing of available equipment is found in Appendix 2 to Annex S.

D. Report and Records

1. All records generated during the emergency will be collected and filed in an orderly manner, so as chronology of events can be reviewed for future planning, possible reimbursement to the owner for use and/or settlement of claims.

2. Vehicle/equipment record form is found in Appendix 3 to Annex S.

X. ANNEX DEVELOPMENT AND MAINTENANCE

As the Transportation Officer, the Transit Director is responsible for the contents of this annex and for its maintenance. Each agency will develop SOPs that address assigned tasks.

XI. REFERENCES

Federal Emergency Management Agency (FEMA), 1984. Transportation Planning Guidelines for the Evacuation of Large Populations, CPG 2-15.

APPENDICES

APPENDIX 1 TO ANNEX S

RISK AREA ASSEMBLY SITES

Assembly sites are designated reporting locations for relocatess requiring public transportation to a host county. Scheduled departures of public transport type vehicles from these sites will be provided during the movement phase.

Assembly Site	Location
Sabine Pass High School	5600 South Gulfway Drive
Lincoln High School	1023 Lincoln Avenue
Gilham Circle Park	Gilham Circle
Thomas Jefferson High School	2200 Jefferson Drive
Wheatly School	800 El Vista Road
Austin High School	2400 61st Street
Central Mall	3100 Highway 365

APPENDIX 2 TO ANNEX S

PASSENGER TRANSPORTATION ASSETS

1. Local Transportation Resources

A. Publicly-Owned Transportation Assets

1) Port Arthur Independent School District
Contact: Mr. Charles Getwood
Telephone: 989-6252

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	57	48	
Bus	3	10	Wheelchair Equipped

2) Sabine Pass Independent School District
Contact: Mr. John David Villot, Superintendent
Telephone: 971-2321

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	4	48	
Van	1	15	
Van	1	6	

3) Port Arthur Transit
Contact: Tom Kestranek, Transit Manager
Telephone: 983-8767

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	5	29 Passenger	1 Wheelchair tie-downs
Bus	5	30 Passenger	2 Wheelchair tie-downs
Van	6	12/18 Passenger	3 Wheelchair tie-downs
Van	1	15 Passenger	
Van	1	12 Passenger	
Forklift	1	8,000 Pound	
Electric Generator	1	7,200 Watts	Capacity for 120/240 Volts

2. Privately-Owned Transportation Assets

A. Churches

1) Procter Baptist Church

Contact Person: Dr. Rick Erwin, Pastor
Telephone: 722-8097 (Office)
729-9448 (Home)

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	1	25	
Van	1	15	

(Family Life Center which could be used as an assembly site)

APPENDIX 3 TO ANNEX S

VEHICLE/EQUIPMENT RECORD FORM

A. Date and time acquired: _____

Odometer/hour meter reading: _____

B. Vehicle type: _____ Vehicle ID #: _____ License #: _____

Operator provided: Yes _____ No _____

C. Operational status: Good _____ Fair _____ Poor _____

D. Acquired from: _____

E. Vehicle Owner (if known) _____

F. Maintenance performed, if any:

1. _____

2. _____

3. _____

G. Date and time vehicle returned: _____

Odometer/hour meter reading: _____

1. Operational status: Good _____ Fair _____ Poor _____

H. Remarks:

APPENDIX E. PORT ARTHUR TRANSIT STANDARD OPERATING PROCEDURES FOR EMERGENCY RESPONSE

TRANSPORTATION/PORT ARTHUR TRANSIT

STANDARD OPERATING PROCEDURE

TRANSIT DEPARTMENT

STANDARD OPERATING PROCEDURE

PURPOSE

The purpose of this standard operating procedure is to outline an action plan to be implemented during emergency transportation of people, supplies, and materials during any disaster.

POLICY

The coordinated efforts of the Emergency Operating Center (EOC), Transit Director and transportation response team provide the foundation for operational response to any disaster.

RESPONSIBILITY

The Transit Director or his designee is responsible for ensuring compliance with this procedure.

PROCEDURES

The Transit Director, acting on the authority of the Mayor, will implement the standard operating plan in coordination with the EOC.

In addition to the Transit Director, the response team will be comprised of the following staff personnel:

Assistant to the Transit Director
Transit Maintenance Supervisor
Transit System Dispatcher(s)/Secretary
Transit Operators
Maintenance Staff

A telephone contact list is shown in Appendix 1

The key to the success of these procedures is adequate notice and decisive responses as conditions warrant. When reference is made to placing employees on standby, this means that they will not be released from duty until cleared by their immediate supervisor or given a revised work schedule. It may benecessary to call employees to work early to assure adequate manpower. This decision will be made by the Transit Director.

NO-FARE POLICY

To assist in regional safety during emergency conditions, free public transportation will be provided to area residents who must travel during

the emergency period.

COMMAND POST

The Emergency Operation Center (EOC) will be located in the Port Arthur Police Department. When activated, a Transit Department representative(s) will be dispatched to the EOC. An in-house command post will be established and staffed by key operations personnel or its designees.

RESPONSE TEAM

DUTIES AND RESPONSIBILITIES:

A. Transit Director

1. Take instructions from the Mayor or his designee and report to afore stated person.

2. Insure that key personnel are familiar with all aspects of the emergency standard operations plan.

3. With the decision and concurrence of the Mayor and Emergency Management Coordinator, the Transit Director will mobilize transit buses, equipment and personnel to the Transit Service Center to await further instructions.

4. Will represent or send a representative(s) to the Emergency Operations Center to act as liaison for the coordination of information to fulfill emergency transportation requirements.

5. Will be responsible for informing and coordinating all transportation resources, both locally-owned and those provided through outside assistance.

6. Phase out emergency transportation activities as the requirements of the recovery operation decreases.

7. Prepare a compilation of expenditures for use in determining transportation cost, and possibly qualifying for reimbursement.

8. Review and update this plan as indicated by experience.

B. Assistant to the Transit Manager

1. Receive instructions from the Transit Director.

2. Insure that key personnel are familiar with all aspects of the Emergency Operations Plan.

3. Call in operators and key personnel to maintain adequate coverage of transportation requests. Identify personnel to operate transportation vehicles.

4. Insure the operators are informed of transportation requests, routing and assembly areas.

5. Notify/place on standby locally-owned transportation resources.

6. Maintain contact with buses via Port Arthur Transit radio system, walkie-talkies or cellular phones.

7. Maintain contact with Transit Director and EOC.

8. Maintain records and/or documents, as required, to substantiate or deny claims for reimbursement for transportation and equipment utilized, and to validate request for reimbursement.

C. **Transit Maintenance Supervisor**

1. Receive instruction from the Transit Director or his designee.

2. Insure that Maintenance Personnel are familiar with all aspects of the Emergency Standard Operation Plan.

3. Mobilize Transit vehicles and maintenance personnel to the Transit Service Center.

4. Place equipment in operational readiness (i.e., fuel all vehicles, prepare all equipment for use). Identify personnel to operate service equipment.

5. Maintain adequate parts list and inventory. If possible, contact a Parts Supply House and confirm agreement to purchase parts, as needed, during an emergency.

6. Maintain record of supplies used and expenditures incurred.

D. Transit System Dispatcher(s)/Secretary

1. Receive instruction from Transit Director or his designee.

2. Be familiar with all aspects of the Emergency Operation Plan.

3. Maintain radio contact with vehicles via Port Arthur Transit radio system, walkie-talkies or cellular phones.

4. Obtain all applicable information regarding passenger pick-ups and disseminate to proper authority/operator.

5. Assign designated operators to transport relocatees to shelter sites or other designated sites via Paratransit vans and/or fixed route buses.

6. Maintain log of requests for transportation.

E. **Transit Operators/Maintenance Staff**

1. Receive instruction from Transit Director or his designee.

2. Be familiar will all aspects of the Emergency Operation Plan.

3. Remain on station or be called in to provide transportation in areas of need. Emergency work schedules will be developed to insure that Paratransit client reservations can be made, changed or canceled.

Prepared by:

Title

Reviewed by

Title

Approved by

Date

Director of Transportation

Title

APPENDICES

APPENDIX 1

TELEPHONE CONTACT LIST

The following list of individuals comprise the key employees to be contacted during an emergency.

Name	Office	Pager	Home	Time Contacted
Tom Kestranek Transit Manager	983-8767	720-2063	727-1953	
Jo Harris Assistant Manager	983-8767	720-2064	985-6758	
Robert Heaslet Maint. Supervisor	983-8776	720-2065	982-2932	

APPENDIX 2

TELEPHONE CONTACT LIST

The following list of employees comprise the response team for the Transit Department.

Name	Office	Pager	Home	Time Contacted
Transportation:				
Alvin Abraham			982-5756	
Bradford Coleman, Jr.			982-7261	
Ronald Fontenette			985-3355	
Larry Jones			982-1905	
Rickard Perreau				
Debra Ratcliff			983-3664	
Cynthia Rogers		720-1674	983-2406	
Hubert Rowry			982-6521	
Peggy Wiltz			985-6654	
Mary Levine			985-3872	
Kenneth Hankins			983-7523	
Carolyn Anderson		723-7605	736-3837	
Terry Jones			963-1678	
Rayetta Wilson			985-6207	
Evelyn Marshall			982-7657	
Mary Nurse			982-0090	
Administration:				
June Aiken			983-1813	
Theresa Heintschel			722-9376	
Judith Leviege			983-1730	
Maintenance:				
Austin Brown			963-2438	
Joseph Young			985-3945	
Albert Frazier			982-4672	
Jeffrey Gray			982-3827	

Updated: 9/23/97

APPENDIX 2 TO ANNEX S

PASSENGER TRANSPORTATION ASSETS

1. Local Transportation Resources

A. Publicly-Owned Transportation Assets

1) Port Arthur Independent School District
Contact: Mr. Charles Getwood
Telephone: 989-6252

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	57	48	
Bus	3	10	Wheelchair Equipped

2) Sabine Pass Independent School District
Contact: Mr. John David Villot, Superintendent
Telephone: 971-2321

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	4	48	
Van	1	15	
Van	1	6	

3) Port Arthur Transit
Contact: Tom Kestranek, Transit Manager
Telephone: 983-8767

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	5	29 Passenger	1 Wheelchair tie-downs
Bus	5	30 Passenger	2 Wheelchair tie-downs
Van	6	12/18 Passenger	3 Wheelchair tie-downs
Van	1	15 Passenger	
Van	1	12 Passenger	
Forklift	1	8,000 Pound	
Electric Generator	1	7,200 Watts	Capacity for 120/240 Volts

2. Privately-Owned Transportation Assets

A. Churches

1) Procter Baptist Church

Contact Person: Dr. Rick Erwin, Pastor
Telephone: 722-8097 (Office)
729-9448 (Home)

TYPE	QUANTITY	CAPACITY	SPECIAL EQUIPMENT
Bus	1	25	
Van	1	15	

(Family Life Center which could be used as an assembly site)

ANNEX 4

VEHICLE/EQUIPMENT RECORD FORM

A. Date and time acquired: _____

Odometer/hour meter reading: _____

B. Vehicle type: _____ Vehicle ID #: _____ License #: _____

Operator provided: Yes _____ No _____

C. Operational status: Good _____ Fair _____ Poor _____

D. Acquired from: _____

E. Vehicle Owner (if known) _____

F. Maintenance performed, if any:

1. _____

2. _____

3. _____

G. Date and time vehicle returned: _____

Odometer/hour meter reading: _____

1. Operational status: Good _____ Fair _____ Poor _____

H. Remarks:

APPENDIX 5

RISK AREA ASSEMBLY SITES

Assembly sites are designated reporting locations for relocatess requiring public transportation to a host county. Scheduled departures of public transport type vehicles from these sites will be provided during the movement phase.

Assembly Site	Location
Sabine Pass High School	5600 South Gulfway Drive
Lincoln High School	1023 Lincoln Avenue
Gilham Circle Park	Gilham Circle
Thomas Jefferson High School	2200 Jefferson Drive
Wheatly School	800 El Vista Road
Austin High School	2400 61st Street
Central Mall	3100 Highway 365

CITY OF PORT ARTHUR
(JURISDICTION NAME)

10. EMERGENCY SUPPORT SERVICES PLANNING STANDARD AND CRITERIA

10H. Transportation

Standard - Transporation Services must develop planning capabilities and procedures to respond in the event of an emergency and perform services that facilitate recovery. Provisions must be made for:

		Page/Reference
Element 1 - Responsibilities		
Criteria:	a. Defining the responsibilities and tasks of agencies and personnel.	p.1 / III A. ANNEX S
	b. The identification and coordination of available transportation resources.	p.1 / III B.
	c. Maintaining records.	p.3 / 3.d. and p.5 / IX D.
Element 2 - Content		
Criteria:	a. Referencing current, federal, state and local legal authorities that establish the legal basis for planning and carrying out emergency responsibilities.	p.1/III B.3. & p.6/XI
	b. Including a purpose or mission statement that describes the reason for development.	p.1 / II
	c. Providing a situation statement that describes the potential hazard considerations.	p.1/III A.
	d. Including planning assumptions.	p.1 / III B.
	e. Including a concept of operations that describes how emergency operational activities will be carried out and addresses all phases of management: mitigation, preparedness, response, and recovery.	p.2 & 3/ IV. A & B
	f. Describing the organization and identifying responsibilities of each agency.	p.3 / V.

(UPDATE 8/97)

		Page/Reference
g.	Notifying and mobilizing personnel.	p.4 / VII ANNEX S
h.	Designating a representative to report to the EOC during an emergency to advise decision makers and coordinate with other operating forces.	p.4 / VI B.
i.	Including a direction and control section to provide guidance on command and coordination of emergency operations.	p.4 / VI A.
j.	Identifying the methods of communicating.	p.5 / IX B.
k.	Covering increased readiness operations describing actions to be taken during periods of heightened risk.	p.4 / VII
l.	Providing for lines of succession to assure continuous leadership, authority, and responsibility.	p.5 / VIII
m.	Safeguarding essential records for continuing government functions.	p.5 / IX D.
n.	Describing administrative arrangements/ procedures and support to all response organizations.	p.5 / IX C.1.
o.	Preparing and executing mutual aid agreements.	p.5 / IX C.1.
p.	Tasking each agency to develop SOPs that address assigned tasks.	p.6 / X

Element 3 - Approval

Criteria:	a.	Identifying the approving authority.	p.1 I / BASIC PLAN
	b.	Identifying the approval date.	p.1 I.C./ BASIC PLAN

Element 4 - Distribution

Criteria:	a.	Distributing copies to all government departments and agencies assigned emergency responsibilities.	p.20 / BASIC PLAN

b. Distributing appropriate sections to private sector organizations and individuals assigned emergency responsibilities. p. 20 / BASIC PLAN

c. Distributing changes to appropriate organizations and individuals. p. 20 / BASIC PLAN

Element 5 - Maintenance

Criteria:

a. Identifying an individual by title with the responsibility for maintenance. p. 6 / BASIC PLAN

b. Reviewing annually. p. 21/ BASIC PLAN

c. Including provisions for updating, as necessary, based on deficiencies identified by drills and exercises, changes in local governments structure, technological changes, etc. p. 21/ BASIC PLAN

d. Including a means of recording changes. p. 21/ BASIC PLAN

Review Date: _____

Annex Date: 8/97
(If Applicable) Completed By:

_____

RLO Initials: _____

10H-3

DATE SEP 29 1997

RLO 2B C

APPENDIX F. AN OUTLINE FOR DEVELOPING A LOCAL TRANSIT SYSTEM EMERGENCY MANAGEMENT PLAN OR LOCAL EMERGENCY PLAN TRANSPORTATION ANNEX

Outlines for a transit agency emergency plan and for a local emergency plan Annex are presented, with guidelines (in italics) given for completing the sections according to the specific conditions, responsibilities, and activities of the transit agency and the community.

Transit Agency Emergency Plan

I. AUTHORITY

[Some of the federal and state legislation governing emergency response is listed below. Additional legislation may be cited by the city/county emergency plan, as well as local legislation.]

A. Federal

1. Federal Civil Defense Act of 1950, PL 81-920 as amended.
2. The Disaster Relief Act of 1974, PL 93-288 as amended.
3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707.

B. State

1. The Texas Disaster Act of 1975, 64th Legislature, Article 6889-7, Vernon's Texas Civil Statutes, as amended.
2. Executive Order of the Governor GWB 95-1a.
3. Attorney General Opinion MW-140.
4. State of Texas Emergency Management Plan.

[C. Local]

[1.]
[2.]

II. PURPOSE

The purpose of this plan is to outline the procedures for responding to emergencies that affect this transit agency and its customers, and to outline services and activities that the agency will perform for community residents and other local agencies during any disaster.

III. SITUATION AND ASSUMPTIONS

A. Situation

1. *[Name of transit agency]* may encounter situations which threaten transit operations and/or the safety of transit customers, employees, and the general public. Established policies and procedures for responding to emergency situations will help to minimize their effects and to maintain safe, efficient transportation service to the community.

2. *[City or county]* is subject to a number of disaster circumstances that could occur locally and would create a need for [*Summarize the community needs related to transportation or other transit agency services that could arise locally in the event of an emergency.*]

3. *[Any additional information concerning potential local emergency needs.]*

B. Assumptions

1. *[Summarize relevant information about the local area and residents, and any expected conditions that might affect emergency response activities.]*

IV. CONCEPT OF OPERATIONS

A. General

[Summarize the local plan annex(es) that the transit agency will support in a large-scale emergency, and/or the support that will be provided to other local agencies for smaller-scale emergencies. Also specify, if applicable, conditions that will stop transit-related emergency operation due to unacceptable hazard.]

B. Phases of Management

[Briefly outline the activities that will be performed by the transit agency during each of the four phases of emergency management.]

1. Mitigation

2. Preparedness

3. Response

4. Recovery

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

[Specify the person or persons who maintain the overall responsibilities for carrying out the transit agency's emergency plan, and the persons who will help to coordinate emergency response activities.]

B. Task Assignments

[List key personnel or departments and the tasks each will perform/supervise.]

1. *[Lead person/department]*
    a. *[task]*
    b. *[task]*

2. *[Person/department]*
    a. *[task]*
    b. *[task]*

3. *[Person/department]*

VI. DIRECTION AND CONTROL

In a large-scale emergency/disaster, the *[transit agency director/general manager]* will coordinate transit activities and services with *[local emergency management director or leader of a local plan annex (e.g., the city traffic engineer for Annex S - Transportation)]*

VII. INCREASED READINESS ACTIONS

[For each level of increased readiness, with Condition 4 being the lowest/earliest level and Condition 1 indicating imminent disaster conditions, specify the tasks that will be performed by each department within the transit agency, e.g., dispatch, maintenance, operations.]

A. Condition 4

1. *[task]*
2. *[task]*
3. *[task]*

B. Condition 3

1. *[task]*

C. Condition 2

1. *[task]*

D. Condition 1

1. *[task]*

VIII. CONTINUITY OF GOVERNMENT

A. Lines of Succession

[Specify lines of succession of authority/responsibility for the transit agency.]

B. Records Management

[Specify the means by which vital records will be protected during disasters: places of storage, procedures for protection and maintenance.]

IX. ADMINISTRATION AND SUPPORT

A. Communications

[Specify the means of notifying and communicating with key personnel during an emergency.]

B. Reports and Records

[Specify the records that will be maintained on emergency activities and resources.]

C. Support

Appropriate private sector agreements along with mutual aid agreements with neighboring jurisdictions will be invoked as required. Implementation of agreements will be coordinated *["through the EOC" if activated for a large-scale emergency; specify otherwise if applicable.]* Requests for state or federal assistance will be made to the District Disaster Committee in *[applicable city or county]*. All requests will be made by the *[mayor or county judge]* or by other authorized officials.

D. *[Other administrative information and needs]*

X. PLAN DEVELOPMENT AND MAINTENANCE

A. Review and Changes

[Specify the person in charge of the development and maintenance of this plan, the schedule or frequency of reviews and updates, and possible reasons for updates or revisions to the plan. Updates are recommended every six months, scheduled to precede hurricane season or other severe weather seasons, if applicable.]

B. Distribution

[Specify the personnel who will receive a copy of this plan.]

C. Readiness

[Specify the education, training, and evaluation procedures that will be conducted to maintain plan readiness.]

XI. *[OTHER SECTIONS AS NEEDED]*

APPENDICES/ATTACHMENTS

- Transportation/equipment/facility resource lists
- Interorganizational agreements
- Communication networks/telephone and radio contacts
- Emergency procedures and policies, both general and hazard-specific

Annex *[S]*
[Transportation]

I. AUTHORITY

[Some of the federal and state legislation governing emergency response is listed below. Additional legislation may be cited by the city/county emergency plan, as well as local legislation. Instead of listing these citations in the annex, this section may read "Refer to Basic Plan."]

A. Federal

1. Federal Civil Defense Act of 1950, PL 81-920 as amended.
2. The Disaster Relief Act of 1974, PL 93-288 as amended.
3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707.

B. State

1. The Texas Disaster Act of 1975, 64th Legislature, Article 6889-7, Vernon's Texas Civil Statutes, as amended.
2. Executive Order of the Governor GWB 95-1a.
3. Attorney General Opinion MW-140.
4. State of Texas Emergency Management Plan.

[C. Local]

[1.]
[2.]

II. PURPOSE

The purpose of this annex is to outline the requirements and responsibilities for *[functions covered by this annex, e.g., "emergency transportation of people, supplies, and materials"]* during any disaster.

III. SITUATION AND ASSUMPTIONS

A. Situation

1. *[City or county]* is subject to a number of disaster circumstances that could occur locally and would create a need for [*Summarize the community needs covered by this annex that could arise locally in the event of an emergency.*]

2. *[Any additional information concerning potential local emergency needs.]*

B. Assumptions

1. *[Summarize relevant information about the local area and residents, and any expected conditions that might affect emergency response activities.]*

IV. CONCEPT OF OPERATIONS

A. General

[Summarize the overall activities that will be required to fulfill the needs identified in Section III. Also specify, if applicable, conditions that will stop transportation-related emergency operations due to unacceptable hazard.]

B. Phases of Management

[Briefly outline the activities that will be performed under this annex during each of the four phases of emergency management.]

1. Mitigation

2. Preparedness

3. Response

4. Recovery

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

[Specify the person or persons who maintain the overall responsibilities for carrying out the function covered in this annex, and the persons who will help to coordinate the activities of this function.]

B. Task Assignments

[List key personnel and the tasks each will perform/supervise.]

1. *[Emergency Management Director]*
   a. *[task]*
   b. *[task]*

2. *[Person/department]*
   a. *[task]*
   b. *[task]*

3. *[Person/department]*

VI. DIRECTION AND CONTROL

The Emergency Management Director(s) will provide overall direction and control to the *[person or persons responsible for this annex]* who will be responsible for coordinating *[activities and resources under this annex]*.

VII. INCREASED READINESS ACTIONS

[For each level of increased readiness, with Condition 4 being the lowest/earliest level and Condition 1 indicating imminent disaster conditions, specify the tasks that will be performed under this annex.]

A. Condition 4

1. *[task]*
2. *[task]*
3. *[task]*

B. Condition 3

1. *[task]*

C. Condition 2

1. *[task]*

D. Condition 1

1. *[task]*

VIII. CONTINUITY OF GOVERNMENT

A. Lines of Succession

[Specify lines of succession of authority/responsibility for the annex.]

B. Records Management

[Specify the means by which vital records will be protected during disasters: places of storage, procedures for protection and maintenance.]

IX. ADMINISTRATION AND SUPPORT

A. Communications

B. Reports and Records

[Specify the records that will be maintained on emergency activities and resources.]

C. Support

Appropriate private sector agreements along with mutual aid agreements with neighboring jurisdictions will be invoked as required. Implementation of agreements will be coordinated *["through the EOC" if activated for a large-scale emergency; specify otherwise if applicable.]* Requests for state or federal assistance will be made to the District Disaster Committee in *[applicable city or county]*. All requests will be made by the *[Mayor or County Judge]* or by other authorized officials.

X. ANNEX DEVELOPMENT AND MAINTENANCE

A. Review and Changes

[Specify the person in charge of the development and maintenance of this annex, the schedule or frequency of reviews and updates to the annex, and possible reasons for updates or revisions to the plan. Updates are recommended every six months, scheduled to precede hurricane season or other severe weather seasons, if applicable.]

B. Distribution

[Specify the personnel who will receive a copy of this annex.]

C. Readiness

[Specify the education, training, and evaluation procedures that will be conducted to maintain plan readiness.]

XI. *[OTHER SECTIONS AS NEEDED]*

APPENDICES/ATTACHMENTS

- Transportation/equipment/facility resource lists
- Interorganizational agreements
- Communication networks/telephone and radio contacts
- Transit agency emergency plan