

TRANSIT
OPERATING
PROCEDURES
FOR
SAFETY
AND
SECURITY

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Transit and Rail Division
New Mexico Dept. of Transportation

BACKGROUND and DISCLAIMER:

- This TOPSS was updated by RAE Associates in July 2023 under contract to the New Mexico Department of Transportation, Transit and Rail Division.
- TOPSS is not a policy or training document. There is no requirement to follow any of the guidance contained in the TOPSS. The information contained in TOPSS is presented simply as a resource that small urban and rural transit agencies in New Mexico might find useful as they meet their safety, security, and emergency preparedness challenges.
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SECTION 1

Safety

ELEMENTS OF A POSITIVE SAFETY CULTURE

1. Shared Values

The very foundation of every successful safety culture is a set of shared values at every level. This includes clearly defined safety standards as well as the attitudes related to safety procedures. From the newest employee to the CEO, every single person must be aligned with these values in order to maintain an impactful safety culture.

2. Leadership Involvement

Lower-level employees may be the ones out on the work floor dealing with the occupational hazards and the associated safety requirements, but without the involvement of your company's leadership, there really can't be a company-wide safety culture. Leadership should be involved in decision-making, training, and communications that relate to safety. This helps to ensure that everyone is on the same page, that lower-level management has the support they need, to boost morale, and many other important benefits.

3. Continuous Learning

Safety training isn't the only component of a great safety culture, but it is a vital one. And safety training isn't a "one and done" type of thing. Employees and management alike should be constantly learning and growing on the job, both to improve themselves and to advance the workplace with the most effective safety procedures. Offer additional training or educational materials for interested employees, and consider promoting learning opportunities with incentives or some type of recognition.

4. Accountability

You can't expect to establish a culture in your workplace with strong values and goals without including some way of holding everyone accountable for the success of the culture. It's a team effort, and every member makes a difference. With that in mind, you need to decide how you're going to recognize success and improve in the areas that need it. Employees who don't bring a positive attitude and a sincere effort to your safety culture are like poison in a well.

5. Constant Support

One of the absolute best tools you can give your team is support. Your company's culture depends on the commitment of every single team member, so you need to support every single team member in their efforts. Supporting your employees means recognizing their efforts, assisting with problems, listening to concerns, setting a positive example, and just being a constant advocate for a culture of safety.

SAFETY CULTURE and SAFETY MANAGEMENT

Attributes of a Culture that Supports Safety

- It opens communications between frontline employees and management
- Showing loyalty to employees
- Providing extensive positive feedback
- Includes having an “open door” policy that’s real
- Managers spend time on buses and in shops
- Creating a team environment
- Having and maintaining high performance standards with meaningful evaluations
- Helping employees succeed (regular, on-going training)

Working definition

Safety culture is shared values, beliefs, and attitudes that interact with all system members, safety policies, procedures, and rules to produce behavioral norms.

Why positive safety culture is important

- Is a core value
- Impacts safety record
- Affects transit agency performance
- Reduces operating and maintenance costs
- Improves efficiency
- Establishes agency priorities
- Affects public perception

Every agency has a safety culture, but not necessarily a positive one

Positive Safety Culture Components

- Safety is highest organizational priority. Management and employees are committed to safety.
- Adequate training - Employees understand how to safely perform their jobs
- Open, frequent, and effective safety communication
- Adequate financial and human resources to ensure employee and passenger safety
- Management and employees are willing to interrupt schedules and service for safety reasons
- Organizational capability to draw appropriate conclusions from safety information
- The agency takes action that is visible to employees on all reported safety issues
- The agency collects and analyzes relevant data and actively disseminates safety information
- Employees involved in continuous improvement of safety policies and rules
- Culture of safety deeply ingrained within organization. Changes in management or union leadership are unlikely to affect that commitment.
- Accidents and incidents are reviewed from the perspective of future prevention and not focused on finding someone to blame
- There is a high level of trust between management and frontline staff

- Employees are encouraged to report safety issues and near misses
- The Union is continually involved in safety processes as a full partner. If there is no union, employees share ownership of and responsibility for safety processes.
- Employees are rewarded for reinforcing safety

Transit Safety Culture Challenges

- Frequent turnover of transit executive management
- Danger of executive leadership solidifying decision making and power in a few individuals at the top of org chart
- Lack of direct input into executive decision making from employees tasked with safety responsibilities
- “We versus they” employee-management relationships
- Placing blame downward in the organizational structure
- “Stove piping” that creates multiple cultures by mode and function
- Poor communication up, down and across the organization
- Safety concerns are not captured, analyzed and acted upon
- Frontline operations and maintenance supervisors not empowered to make safety-related decisions
- Unable to execute timely response to safety risks due to structural rigidity
- Limited financial and human resources
- Management lacks understanding
- Aging equipment and infrastructure
- Danger of rapid service delivery growth
- Lack of emphasis on and resources for safety training

Assessing Existing Safety Culture

- Direct observation
- Interviews
- Focus groups
- Surveys

Ten Things to Look for During Safety Culture Assessment

1. Leadership is clearly committed to safety
2. The agency practices continuous learning
3. Decisions demonstrate that safety is prioritized over competing demands
4. Reporting systems and accountability are clearly defined
5. There is a safety conscious work environment
6. Employees feel personally responsible for safety
7. There is open and effective communication across the agency
8. Mutual trust is fostered between employees and the agency
9. The agency is fair and consistent in responding to safety concerns
10. Training and resources are available to support safety

Cultivating a Positive Safety Culture

Steps to Cultivate a Positive Transit Safety Culture

- The agency mission and purpose emphasize safety
- Safety is the paramount transit agency core value
- Leadership is committed to safety
- The agency provides the resources needed to support safety culture
- Safety roles and responsibilities are defined throughout the organization
- Benchmarks – high levels of safety performance
- Benchmarks are monitored and enforced
- Empower frontline supervisors and employees
- Comprehensive training initiatives and safety skill proficiency
- Employee skills are important and respected
- Communication is open and effective
- There is mutual trust between employees and management
- Safety Committees involve employees and management
- The agency has a confidential, non-punitive employee safety reporting program that includes the reporting of near-misses
- There is immediate feedback to employees who report safety-related deficiencies
- Proactive hazard identification processes including effective employee safety reporting
- Frontline employee input into risk assessment and mitigation procedures
- Management feedback on safety concerns
- Organizational environment – regularly monitors safety performance

Strategies to Promote Safety Culture

Strategies to Promote and Maintain a Positive Safety Culture

- Managers are highly visible, walk the talk, provide necessary resources, and start all leadership meetings with a discussion of safety issues.
- Managers and Supervisors take responsibility for failure and communicate all safety-related changes to the frontline.
- Supervisors catch employees doing things right and coach and counsel employees. Discipline is a last resort, not a first. The agency encourages supervisors to understand and accept that humans make mistakes.
- Operations supervisors don't see themselves as "cops."
- Accident investigators conduct analysis for causal factors, including latent organizational factors.
- Dispatchers and control center staff are fully prepared to guide operators during emergencies.
- Recruiters search for applicants with safety commitment and base applicant selection on their potential for safe performance.
- Administrative staff ride buses and thank operators, empower the safety committee, make team building front and center, reward employee safe performance, and fully partner with employee groups on safety initiatives. They constantly encourage employees to use the employee safety reporting program. They listen to, empower, and give frontline employees ownership in safety and involve frontline employee subject matter experts in safety decision-making. Admin staff also communicate that service delivery is never more important than safety. Additionally, Administrative staff evaluate changes for

safety risk before implementing changes and emphasize training by constantly redesigning it and regularly providing refresher training.

- Employees see safety as a responsibility and a win-win and are authorized to immediately pause and review activity that can harm people. Employees regularly attend safety meetings.

Link Between Safety Culture and Safety Management

Safety culture is critical to safety risk management, which includes:

- hazard identification,
- safety risk assessment,
- safety risk mitigation, and
- safety performance monitoring and measurement (safety assurance).

The safety risk management process looks into the future by conducting proactive activities to identify safety hazards. The process also defines criteria for safety risk evaluation and requires strategies to mitigate safety risks. Safety risk management is important because it provides management with safety priorities to be addressed.

The safety assurance process controls the present by verifying the effectiveness of safety risk mitigations, provides strategies for monitoring organizational and individual safety performance, and generates proactive data for organizational safety performance.

Making Employee Safety Reporting a Reality

Empowering Transit Employees to Take Ownership of Safety

- Importance of empowerment
- Steps to empowerment

Employee Safety Reporting

- Types of employee safety reporting:
 - Mandatory
 - Voluntary
- Front-line personnel are best source of safety information since they observe safety hazards as part of their daily activities
- Accurate and timely reporting of safety hazards, issues, concerns, and near misses or close calls
- Information from employees supports safety analysis and risk mitigation

Effective Reporting System Elements

- Information creates knowledge of human, technical, and organizational factors that determine system safety
- Flexibility - Employees faced with unusual circumstances adapt reporting method so information quickly reaches appropriate decision-making level
- Learning - Management has information to draw conclusions to implement major reforms
- Accountability - Employees encouraged and rewarded for providing safety-related information (differentiation between acceptable/unacceptable behavior)
- Willingness to report hazards, concerns, and experiences

Examples of Safety Reporting Methods

- Safety reporting form
- Hotline
- Verbally to supervisor or dispatcher
- Email
- Agency Internal App
- Identified versus anonymous reporting

Identifying and Assessing Safety Risk

Defining Safety Risk Management

- Safety risk management is processes, activities, and tools to:
 - Identify and analyze hazards associated with service delivery
 - Evaluate safety risk in operations and supporting activities
 - Support the prioritization of resources to address potential consequences of hazards
 - Create safety risk mitigations based on prioritized risk

Safety Culture and Hazard Identification

Examples of sources for hazard identification:

- Employee safety reporting program
- Observations of operations
- Audits and inspections
- Accident and incident reports
- Accident and incident causal analysis
- Customer and public feedback or complaints
- Compliance programs
- Committee reviews
- Industry data
- Government

Identify Hazards and Perform Risk Assessment

- Involve subject matter experts
- Identify safety concerns
- Identify safety hazards
- Analyze safety concerns and hazards for their potential consequences

The Role of Safety Culture in Supporting Hazard Identification

A strong safety culture empowers a transit agency at all levels to understand and proactively control safety risk to help ensure passenger and employee safety. An agency's safety culture affects whether employees feel empowered to identify hazards and report safety concerns.

Safety Culture and Safety Risk Assessment

Safety Risk Assessment steps:

- Involve subject matter experts
- Assess the consequences of hazards
- Express safety risk likelihood

- Express safety risk severity
- Evaluate current mitigations
- Prioritize safety risk

Creating Safety Risk Mitigations

The Organizational Accident

There are two realities of accident causation:

- Accidents are a result of individual failures – people’s actions or inactions.
- Accidents are a result of organizational failures – the organization’s actions or inactions.

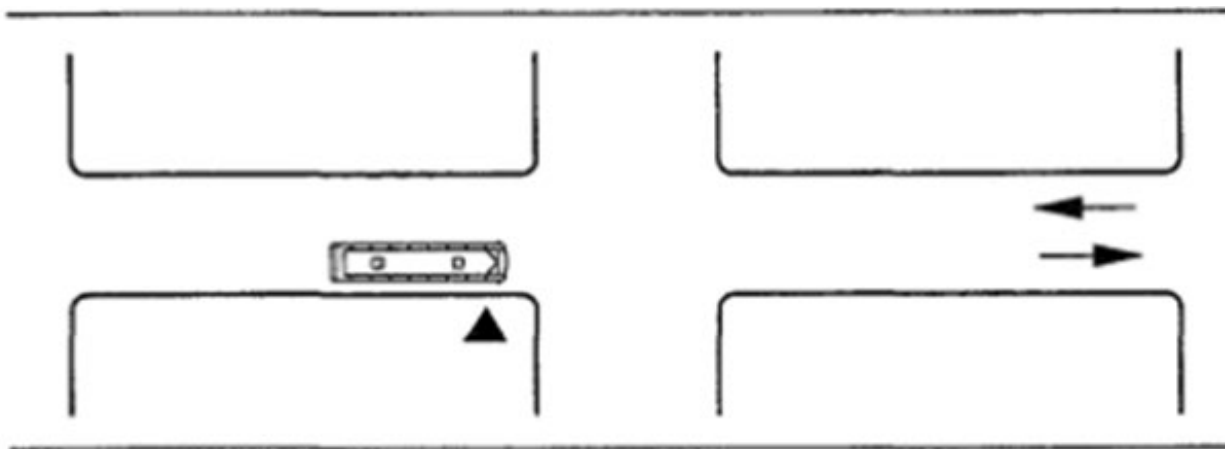
Professor James Reason defined organizational accidents as having multiple causes involving many people operating at different levels of their respective companies (*Managing the Risks of Organizational Accidents*).

Latent Organizational Failure Examples

- Lack of top-level management safety commitment or focus
- Conflicts between production and safety goals
- Ineffective or inappropriate policies and procedures
- Poor planning, communications, monitoring, control, or supervision
- Organizational deficiencies leading to blurred safety and administrative responsibilities
- Deficiencies in training
- Poor maintenance management or control
- Monitoring failures by regulatory or safety agencies

“The discovery of human error should be considered the starting point of the investigation, not the ending point” – International Society of Air Safety Investigators Forum

A transit example of an organizational accident is a near-side bus stop accident:



Proactive versus Reactive Safety Risk Management Activities

- Use proactive and reactive sources to identify safety issues and concerns
 - Proactive source example - employee safety reporting
 - Reactive source example - accident investigation

- Ongoing safety risk management activities help identify and evaluate safety hazards and concerns so the agency can put mitigations into place to manage safety risk.

Safety Culture and Safety Risk Mitigation

Safety risk mitigation steps:

- Involve subject matter experts
- Create or revise safety risk mitigations to reduce
 - likelihood of potential hazard consequences
 - severity of potential hazard consequences
- Goal of safety risk mitigation activities:
 - Manage safety risk to acceptable level by implementing mitigations and making sure they work

Safety Risk Management Outcomes

Safety risk management helps a transit agency:

- Examine what could cause harm
- Determine whether it has taken sufficient precautions to minimize the harm
- Determine if further mitigations are necessary

Monitoring Safety Performance

Unmasking Practical Drift

Practical Drift is a drift from the performance of work as imagined to performance of work as it is actually carried out. It is the slow but steady uncoupling of practices from procedures during transit operations, and it is inconspicuous to the “naked eye.” Practical drift proposes that a drift from compliance or procedure (work as imagined) to operational performance or practice (work as actually done) is unavoidable during transportation operations, no matter how careful and well thought out operations planning might have been.

Some reasons for practical drift may include:

- Technology that does not always operate as advertised
- Procedures that cannot be executed as planned under real time conditions
- Unmanaged change in operating conditions
- Addition of new components to the operation
- Under-evaluation of problems that changes to components introduce
- Front-line employee shortcuts to procedures
- Unforeseen consequences of shortcuts

Under close scrutiny, the reasons for practical drift ultimately become a litany of attempts by front-line personnel to improve the effectiveness and efficiency of work and contribute positively to the organization when confronting obstacles while trying to achieve their operational tasks (i.e., getting the task done no matter what).

Thus, practical drift is not necessarily bad, provided it is under the control of the organization: shortcuts and adaptations by front-line personnel may turn out to be more productive, save time and energy, and be easier or safer. However, practical drift can also work the other way around and put transportation operations close to a safety breakdown because shortcuts and local adaptations are necessarily micro interventions, based upon a limited field of view, and more

often than not lack the macro perspective necessary for effective management of changing conditions.

A shortcut to a procedure or a practice that at face value seems harmless and efficient could have a negative or damaging impact on another facet of the operation. This goes back to the interconnectivity of transportation operations – one small change in one aspect of procedure could lead to practices with potential for damaging outcomes on the whole of the operation. Therefore, control of practical drift by the organization is essential. By actively controlling practical drift, the organization can learn about unsuccessful shortcuts and adaptations by front-line personnel and eradicate them. Most importantly, the organization can learn about successful shortcuts and local adaptations by front-line personnel, remove the micro component, and integrate them into the macro picture of safety management activities, thus strengthening the resilience of operations.

A transit example of practical drift is the pre-trip inspection.

Safety Culture and Safety Performance Monitoring

The safety performance monitoring process includes but is not limited to:

- Subject matter experts perform monitoring activities
- Field observations of service design and delivery
- Field observations of vehicle and facility maintenance activities
- Monitoring internal standard operating procedures and external requirements
- Monitoring safety issues reported through the employee safety reporting program
- Using safety audits, studies, reviews, and inspections
- Evaluating the effectiveness of safety risk mitigations

“Near-Miss” Reporting

- For any organization to actually improve, it is necessary for it to openly share and learn from its mistakes.
- Since safety happens at all levels, everyone must participate and share their mistakes.
- Sharing situations that “almost” or “could have” resulted in injury or loss creates opportunities to discuss what happened and to learn.
- It is very important that there be an open and trusting environment where **all** near-misses **can** be reported.
- Reporting near-miss situations should be encouraged and praised.
- It is necessary to have a system that evaluates near-misses by severity potential, establishes priorities, and leads to positive corrective action.
- If reporting near-misses results in disciplinary action or nothing is done to correct high-severity potential situations, reporting dies and all related learning stops.

RECRUITMENT AND SELECTION

Hiring is the most important job a transit system has. Very few decisions a manager or supervisor makes has the importance of hiring an individual, particularly someone in a critical customer service position such as a bus or van driver. For the customer the driver's attitude will represent the entire impression of the whole agency. Careful consideration should be given more to the attitude and personality of the applicant rather than those skills that can be acquired through training. The direct manager/supervisor should be involved in the hiring process. A clear job description with qualifications and job duties should guide the process. A set list of questions should be developed and asked of all new hire applicants. All new hires should be in a probationary period that provides for dismissal without repercussions. A step-by-step process outline follows:

1. The position is defined
How this position supports the overall agency's mission is included.
2. Job description
Duties and responsibilities of the position, including a complete overview of all expectations of the individual to do the job successfully should be included. In addition to duties, this would include such things as treating co-workers with dignity and respect, providing high quality customer service, presenting a positive image, committing to on-going training, and performing all functions in a safe and secure manner. It should also include specific physical requirements of the job.
3. Qualifications
 - a. CDL
Agencies should not limit themselves to hiring only drivers who currently possess a CDL. The agency can and should assist individuals in obtaining a CDL, thus greatly expanding the candidate pool.
 - b. DOT physical
Candidates must pass a DOT physical as described including vision and hearing tests prior to employment and every other year thereafter. (See DOT Physical and Examinations)
 - c. Drug test
Candidates must successfully pass pre-employment drug and alcohol tests, and, if selected, participate in an ongoing safety-sensitive drug and alcohol testing pool.
 - d. Physical strength and body mechanics
Candidates will be expected to perform duties consistent with the physical requirements of the position.
 - e. Language skills
Candidates must successfully demonstrate the abilities to speak, read and write English for the level of the position.
 - f. Manual dexterity
Candidates must demonstrate manual dexterity in the performance of duties consistent with the position.

- g. Motor Vehicle Records (*MVR*)
Candidates must have a clean MVR, excluding parking tickets, for the previous three-year period.
- h. Criminal background checks
Candidates must have a clean criminal background record consistent with predetermined agency standards.
- i. Other background checks
Candidates may be subjected to other background checks as predetermined by the agency.
- i. Knowledge, skills and abilities
 - Ability to speak English
 - Ability to speak/understand a second language if needed by the agency
 - Ability to drive defensively
 - Ability to assist with boarding and securing passengers who use mobility devices
 - Ability to assist with evacuation in the event of an emergency
 - Experience with customer service
 - Experience with persons with disabilities
 - Experience with older people
 - Experience with passenger transport
 - Ability to read and write consistent with the job requirements
 - Ability to use radio/electronic devices to communicate
 - Ability to read maps and use AVL/GPS skills
 - Ability to take first aid and CPR training as determined by the agency
- j. Selection
 - Application
Application must be consistent with all Federal and state equal opportunity employment laws.
 - Interview
(See Structured Interview section)
 - Testing
Employment testing should be consistent with the job requirements, e.g., map reading, customer service attitude, safety, etc.

DOT Physical Qualifications and Examinations

DOT physical examinations should be conducted by a qualified medical practitioner, ideally contracted by the hiring transportation system. While the regulations for physical qualifications for commercial motor vehicle drivers are a requirement for CDL drivers as listed in 49 CFR Part 391.41, they should be used as a guideline for driver positions not requiring a CDL as well. Transportation systems are responsible, in the event of any accidents, for the physical ability of their employees to safely perform their duties and ensure public safety with utmost caution.

Physical limitations, which may be determined to impair a person's ability to safely operate a commercial motor vehicle and perform other regular duties such as the physical ability to secure a

wheelchair, perform an evacuation, etc. that should be investigated and evaluated by a licensed medical practitioner include:

- Loss of use of a foot, a leg, a hand, an arm, or impairment of a hand, finger or limb
- An established medical history or diagnosis of diabetes mellitus requiring insulin for control
- Current clinical diagnosis of cardiovascular diseases including myocardial infarction, angina pectoris, coronary insufficiency, thrombosis that is known to cause:
 - Syncope – temporary loss of consciousness caused by insufficient blood flow to the brain
 - Dyspnea – difficulty breathing
 - Collapse
 - Congestive cardiac failure
- An established medical history or current diagnosis of respiratory dysfunction
- Current clinical diagnosis of high blood pressure
- An established medical history or diagnosis of rheumatic, arthritic, orthopedic, muscular, neuromuscular or vascular disease
- Epilepsy
- Mental, nervous, psychiatric disorder
- Visual acuity must include
 - Distance and binocular vision of at least 20/40 (Snellen) in each eye with or without corrective lenses
 - Horizontal field of vision of at least 70 degrees in each eye
 - Ability to recognize colors of traffic signals (red, green and amber)
- Hearing loss
 - Whisper voice test at 5 feet in at least one ear, with or without hearing aids
- Current controlled substance use, unless prescribed by a licensed medical practitioner who knows the duties or the job and has advised the prescribed substance will not adversely affect the driver's ability to safely perform.
- Current clinical diagnosis of alcoholism

While some of the conditions such as impairment or loss of a limb, hand or finger can be mitigated with skill testing or a determination of a non-risk in the operation of a public transit vehicle, Federal Highway Administration (FHWA) regulations require denial of certification for four instances:

- Insulin treated diabetes
- Seizure disorders
- Significant vision defects
- Significant hearing defects

Driver License Requirements

Drivers must have a valid New Mexico driver's license required for the job classification and must possess a valid driver's license at all times. If the vehicle being operated requires a CDL, then the driver must possess a valid Commercial Driver's License.

Targeted Recruitment

When recruiting drivers or front-line employees, consider the following:

- Positions should be advertised locally in accordance with local regulations or existing employee agreements.
- Previous bus driving or professional driving experience need not be required, but may be helpful.
- The transit system retains as much control over the hiring process as possible.
For example, if your transit system is part of a much larger agency, make sure that the transit managers are involved in the hiring of potential transit personnel.
- Recruitment resources can include:
 - Social media
 - Internet job search sites
 - Newspaper, radio, billboards, other ads
 - Word of mouth
 - Employee referrals
 - Contract agencies
 - Employment services
 - Self-referrals
 - Other - Fire departments, police departments, church groups, school and charter bus drivers, retired military and dependents, human service agencies, job training, employment programs, etc.

Structured Interviewing

Interviews must be conducted face-to-face and be scripted with uniform and standardized questions. The interview should allow the interviewer to establish a dialogue, answer the candidate's questions about the job and give the candidate ample opportunity to completely answer any and all questions.

Although interview questions should be specific to the position within the transit organization, some sample interview questions follow:

General Questions:

1. What do you know about our company?
2. What makes you want to work for our company?
3. What are your three major strengths/weaknesses?
4. What do you like/dislike about your present (or most recent) job?
5. What kind of manager/supervisor motivates you?
6. What are your career goals?
7. What have you learned at your present job?
8. What has been your biggest problem or challenge on the job?

9. What kind of work environment do you work best in?
10. How would you describe a team environment at work?
11. How would you present a positive image, if selected to work for us?
12. Why should we hire you?

Bus/Van Driver Questions:

1. Tell me about your experience as a bus/van driver or as a passenger on public transit. Why are you especially interested in this type of work?
2. What has been your experience working with the public? Did your experience include working with the elderly, people with disabilities, and people with diverse backgrounds? Tell me about that experience. Tell me about one of your most positive experiences. Tell me about your most challenging experience.
3. Bus drivers are often called in for unscheduled work assignments at the last minute. How do you feel about that?
4. A passenger slips and falls off the bus. How would you handle that situation?
5. A passenger asks you to deviate from the designated route because they know a better way. How would you handle that situation?
6. Because of situations beyond your control (i.e., traffic, road work), you were delayed in picking up a customer. How would you deal with that customer complaining about the excessive waiting time?
7. Bus drivers must exercise some judgment in meeting the bus schedule while operating the bus safely and courteously, all the while maintaining good public relations. If these goals are in conflict from time to time, what do you see as your priority(s)? Why?

Topics to Discuss with All candidates:

1. The agency's mission and purpose
2. The duties of the job
3. Your expectations of the candidate
4. Expectations of how to treat co-workers, managers/supervisors and the general public
5. The characteristics you most like to find in people in this assignment
6. A description of how your team supports and interacts with each other
7. The primary results you would like to see produced by the candidate
8. The main problems that need attention in this position

Background Checks

Motor Vehicle Records (MVR)

Job applicants must provide written consent for an MVR check. All new hired employees would only be placed into service after a clean MVR check. MVR checks should be conducted for all driver positions at least annually.

Criminal Background Check

It is desirable to do criminal background checks on all employees.

Past Employment

Potential employees must provide information about past employment and give written consent to contact past employers.

Previous Participant in a DOT Drug and Alcohol Pool

Potential employees must provide information about past employment and give written consent to contact past employers.

TRAINING

Training, new hire and ongoing, is of paramount importance to any transportation agency. The majority of employees in a transportation agency are classified as safety-sensitive, and if the organization does not have a structured and formalized training program for both new employees and veterans, including documentation, the agency risks serious repercussions in the event of any accident or litigation. Additionally, transportation is a service and the most important resource is front-line employees, who may be the **only** impression of the quality and safety of their agency from the customers' viewpoint. Training reinforces that the job that front-line employees are engaged in is an important and responsible function of the agency.

Training:

- Is necessary for all professions
- Is an investment in people
- Is an acknowledgement of your employees' safety-sensitive and customer service responsibilities
- Provides an opportunity to review and discuss responsibilities
- Provides an opportunity to disseminate and get feedback on agency (company) policies on transporting passengers
- Creates greater partnership and trust between drivers, dispatchers, management and other employees
- Provides a structure to answer questions drivers may have and to clarify any misconceptions that may exist
- Helps employees hone their skills in passenger assistance and passenger relations
- Allows employees the opportunity to share their experience with others
- Provides the organization an opportunity to assess if the employee is a good fit for filling a particular position within the agency

Transportation systems should formulate a training and development plan that meets the needs of their operating situation. Training plans should be formalized with written curriculum. Training should be documented in a way that clearly demonstrates the employee has been successfully trained to a level of proficiency. All training should consider such matters as job duties and responsibilities, safety and security issues, customer service, types of equipment to be operated, etc.

The steps to developing and implementing a quality training program are:

- Training needs for the agency and specific positions in the agency need to be evaluated.
- Job specific training plans need to be outlined.
- Current training and the agency's resources and staff need to be assessed.
- A curriculum including goals, objectives, competency testing and needed resources should be developed.
- Training, as developed, then needs to be implemented.
- Training documentation should be maintained, ideally in a separate file for each employee.

- All training should be reevaluated and revised as necessary. Portions may fall under the responsibility of the agency's Safety and Security Committee.

Suggested Driver New-hire Training

While every transportation system is unique, recommended new-hire driver training should include a combination of both classroom and on-board training. The following is suggested as a minimal classroom training for the first 5 days or 40 hours.

- Day 1 – Organization and agency orientation
- Day 2 – Vehicle orientation and defensive driver training
- Day 3 – Passenger sensitivity and assistance training
- Day 4 – System safety, emergencies and evacuation
- Day 5 – Internal and external customer service and driver wellness

Suggested Driver Training for All Drivers/Operators

Drivers/Operators should receive at hire and on a periodic basis thereafter:

- Formal defensive driving training and certification
- Training on passenger assistance and sensitivity techniques when serving elderly passengers and persons with disabilities
- Hands-on training on lift equipment and mobility device securement based on vehicle inventory
- Emergency/crisis management training that includes handling accidents/incidents, vehicle fires and evacuation procedures, and violent or potentially violent perpetrators
- Training on accident and incident reporting procedures
- Training and certification on first aid/ cardiopulmonary resuscitation (CPR) or some training in basic triage response including clearing air passages, curbing bleeding, handling shock, and handling seizures
- Training on blood borne pathogen control (bio-hazard) procedures
- Hands-on orientation on every vehicle prototype they may be required to operate
- Training on appropriate pre-trip and post-trip inspection techniques

Drivers/Operators should receive at hire:

- One-on-one coaching by experienced drivers/operators to improve driving skills, develop uniformity in operating practices and ensure use of appropriate safety equipment
- Training in local geography, transit organization route structure, or map-reading skills, as appropriate to the type(s) of service the organization provides its customers
- Specialized training on hazardous conditions specific to the geography of the region

Agency-wide Training

- The organization utilizes, as appropriate, state and federally sponsored training programs, such as the National Transit Institute (NTI), the Transportation Safety Institute (RTI), State or National Rural Transit Assistance Program (RTAP) and Community Transportation Association of America (CTAA) resources.
- The organization utilizes, as appropriate, outside community-based training delivery resources.
- Schedulers and dispatchers receive specialized training on procedures, protocols and software.
- Drivers/Operators, dispatchers and supervisory staff receive training on radio use or other communication equipment.
- If maintenance is performed in house, every effort is made to provide reasonable and possible skill development training for mechanics.
- Safety and security related skills training is provided to all appropriate managers and supervisors.
- The organization provides periodic refresher training to safety sensitive employees and retraining based on performance issues.

On-going Training

All employees should receive on-going training. The training should be specific to their functions within the agency and include overall organizational development training. As in new-hire training, the need to document is necessary. A sample of on-going driver training would include a minimum of:

Annually

- Safe boarding and securement of passengers who use mobility devices
- Defensive driver training
- System safety, including evacuation
- Agency policies and procedures
- Any new or updated rules and regulations

Bi-annually

- First aid and CPR, as determined by the agency

Training Documentation

If an accident or serious incident occurs, the agency needs to show that the driver/operator was properly hired, trained and fit for duty, and the agency could in a court of law adequately defend the agency's procedures and training policies. In the event of a fatal accident, outside investigators will become involved and have the authority to demand immediate documentation of the employee's entire training history. It also may be necessary to provide documentation to funding sources that will satisfy your agency's responsibility.

All employee files should be considered confidential and the agency must take reasonable steps to confidentiality and limited access except to designated individuals. In a smaller agency, it is possible that an individual, such as the senior manager, would act in the capacity of overseer of the majority of files. Drug and Alcohol files, by law (49 CFR 40 and 49 CFR 655), must be locked and kept separate from all other files, only accessible by the designated drug and alcohol administrator. Employees should have access to their own information upon submission of written request and signed documentation of receipt.

PERFORMANCE EVALUATION

Ride Checks

All transportation agencies must monitor the day-to-day transportation service. Daily contact with riders often can be used to assess system performance. This may include the daily trip sheets, manifests, feedback dispatchers receive or formal commendations and complaints by passengers.

On-board ride checks are also an important and necessary element in monitoring the quality of service, driving practices and safety adherence in any transportation system. Ride checks can be performed through supervisor on-board checks and/or Ghost Rider or Secret Rider programs. Ride checks should be unannounced, regular and formally documented, with a copy retained in the driver's file. Ride checks could be performed monthly, quarterly or semi-annually dependent upon the supervisory manpower available. Ride checks should be performed at a minimum of twice a year. Ride checks performed more often would be valuable. Ride checks should document both good performance as well as areas to improve. Technologies such as Automatic Vehicle Locator (AVL) and on-board cameras allow systems to monitor service.

Ghost Riders are independent individuals hired to specifically ride the vehicle, document performance and report back to the agency.

Secret Riders are current riders on the system, who from time-to-time document performance and report back to the agency.

After a serious accident or incident, systems that can demonstrate significant on-board monitoring fair better in an investigation than systems which cannot show documentation of monitoring.

Formal Annual Evaluations

All employees should be evaluated at least annually by their direct supervisor in a formal, consistent manner that provides the most objective method of evaluation possible. The method and frequency of evaluations should be summarized in the system's personnel policy and be consistent with any existing employee agreements. Evaluations can be based on the individual's job description or a standardized driver, dispatcher, etc., evaluation format and should include

examples of exemplary conduct or areas that need improvement and constructive suggestions for improvement. Any documentation, ride checks, passenger commendations or complaints, etc., could be used in the evaluation process.

When conducting evaluations, the following tips can make it easier on the evaluator and employee:

- Conduct evaluations on-time and annually.
- Ask for feedback. If a problem exists, the employee might be very aware of it and have suggestions to correct the problem.
- Use an evaluation method tailored to fit the agency, employees and the management system. Evaluations should provide information that is useful and insightful to management and employees.

Employee Commendations

Every system needs to have an employee commendation policy that allows for timely reaction to commendations received, either employee or customer generated. A supervisor should be identified as a contact person for handling commendations. Upon receiving such a commendation, the contact person should document, investigate and celebrate the commendation with the appropriate employee(s) within a prescribed time period (24 hours, one week, etc.) as decided by the system. Recognizing commendations as well as complaints is an important action to boost system morale.

Safety Related Complaints

Every system needs to have a safety related complaint response policy that allows for timely reaction to any complaint received, either employee or customer generated. A supervisor should be identified as a contact person for handling any safety related complaint. Upon receiving such a complaint, the contact person should document, investigate and reconcile the complaint as soon as possible, as decided by the system.

Safety related complaints must be responded to immediately!

WELLNESS/FITNESS FOR DUTY

Transportation systems are entrusted to provide safe, consistent, reliable service for the general public and those with special needs. It is imperative that management embraces and promotes a holistic, ongoing approach to wellness and fitness for duty by encouraging employees to take personal responsibility to care for their mental, physical and emotional health. Due to the nature of the job, long periods of time sitting, time schedules, improper eating habits, and daily stressors of dealing directly with the public, professional drivers should receive information on basic health maintenance including diet and exercise. While the importance of avoiding excessive use of alcohol and misuse of drugs, legal or illegal, is mandated, some program should be implemented

to preventing diseases and awareness of symptoms of diseases that could be mitigated by a healthier lifestyle.

Promoting a wellness program at the workplace not only benefits the employees but the system as well. Healthier employees, in most cases, take fewer sick days, use fewer medical benefits and are mentally alert and fit for duty.

Managers/supervisors and employees should be aware of and diligent concerning any errors in vehicle operation, passenger complaints or unusual occurrences that could affect the safety of the public. The condition of adult-onset diabetes, for example, increases significantly with age and can remain dormant, undetected and uncontrolled until the affected driver has a close call or an accident. Diabetes can make an individual feel sleepy or dizzy, be confused, have blurred vision or, in more extreme circumstances, lose consciousness or have a seizure, thus affecting the ability to drive safely. Long-term, diabetes can result in nerve damage to the hands, legs, feet or eyes, including significant vision loss or blindness.

Managers/supervisors and employees should also be alert of the implications of mixing drugs, legal or illegal. For example, if an individual is on hypertension (high blood pressure) drug therapy, which is fairly common, and because of discomfort from a cold, takes an over-the-counter decongestant, the results could be disastrous. The combination of these drugs, both stimulants and completely legal, could heighten the effects of hypertension resulting in symptoms of fatigue, severe headache, chest pain, breathing difficulty and irregular heartbeat, ultimately causing a black out or worse.

The Federal Motor Carrier Safety Administration (FMCSA) has developed Design, Development, and Evaluation of the Truck and Bus Driver Wellness Programs including marketing and implementation ideas, which are available on the internet.

According to an FMCSA 1997 report, these areas have been identified as core risk factors for potential professional driver health risks:

- Smoking
Substantially increases cardiovascular diseases, is a risk factor in cancer and is a leading cause of lung diseases
- Obesity
Increases the risk for cardiovascular diseases, hypertension and diabetes and can increase problems with arthritis, back and joint pain
- Hypertension (high blood pressure)
Increases the risk of heart disease, renal failure and stroke. While it can be controlled with drugs, weight reduction sometimes eliminates the need for drug therapy. Symptoms may include fatigue, severe headache, chest pain, breathing difficulty, irregular heartbeat.
- Alcohol use and drug abuse
Depressants (alcohol, minor tranquilizers, anti-anxiety medications and marijuana) can product drowsiness, slurred speech, loss of coordination and impaired reaction time. Stimulants, legal and illegal (amphetamines, Ritalin, decongestants and cocaine), while increasing physical and mental alertness, elevate blood pressure, and can produce

restlessness, euphoria, headaches and may induce insomnia and irrational behavior, which may include aggression and hostility.

- Stress
Can increase the incidence of hypertension and cardiovascular, gastrointestinal and immune deficiencies and is a risk factor in a host of diseases, including depression and obesity
- Poor eating habits
Can be one of the most deciding factors in the health of an individual and one of the most difficult to change
- Physical activity
Can reduce the risk of physiological illnesses, such as depression, anxiety and stress as well as physical illnesses, such as obesity, heart disease, hypertension and some cancers

Wellness Program Ideas

Due to monetary constraints, public transportation systems may need to be creative in developing and implementing wellness programs. Often, health agencies offer services for free or little cost. Employees should be involved in identifying special needs or goals they have for their personal wellness when developing or implementing a wellness program.

- Physical activity could be encouraged by bartering (free advertising) with local facilities such as Ys, senior centers, schools, universities, etc., that have fitness equipment, for free or low-cost memberships.
- Often, proactive, comprehensive blood screening and health assessment programs are offered in communities for no or little cost.
- Healthy eating habits can be encouraged by posting or distributing the food pyramid and offering healthy snacks (fruits, vegetables, water) in the drivers' lounge.
- Health tips (daily or monthly) could be posted in the drivers' lounge.
- Smoking cessation programs could be offered or posted where they are available in the community.
- Formal informational sessions can be held to train employees on different aspects of wellness, e.g., stress, proper eating habits, symptoms of diseases that would affect the safe performance of duties.
- A voluntary team weight loss contest could be promoted. The team concept, 2+ individuals per team, would increase support.
- Incentives could be offered such as recognition or encouragement for healthy choices, e.g., smoking cessation, weight loss, observed healthy choices, etc. This could be as simple as observing and a "You're doing great".
- Employees could benefit spiritually and mentally when providing a valuable service to the community. Offer volunteer day(s) off to provide a service to the community with a qualified non-profit agency.
- A quiet room with comfortable seating could be developed with low lighting and no television or other distractions to allow a safe place to de-stress during breaks.

- Stress management classes could be held at regular intervals. These classes are often provided by health organizations, community agencies, or universities for free or little cost.

Very simply, organizations that stress good physical, mental and emotional health are healthy organizations. It is particularly important for managers/supervisors to model the behavior they want to see from their employees by practicing good physical, mental and emotional health.

DRUG AND ALCOHOL TESTING

The transit system needs to follow all guidance on drug and alcohol policy development, testing procedures, program management and record keeping provided by the Federal Transit Administration (FTA) and the New Mexico Department of Transportation, Transit and Rail Division and its drug and alcohol contractor.

A transit agency's drug and alcohol program is directed by Federal regulation as defined in 49 CFR, Part 40 and Part 655 respectively. Additionally, some transit agencies must adhere to Federal Motor Carrier Safety Administration (FMCSA) regulations. Compliance with these regulations includes requirements for program management, testing and collection procedures, laboratory analysis, medical review activities, substance abuse counseling, and record keeping.

Because of the direct impact drug and alcohol programs have on the safety and security of a transit agency and its operations, transit agencies rely on established means through which program compliance can be monitored. This includes periodic compliance audits, post-accident, pre-hire, and/or random drug screening of employees, and other activities deemed necessary by the transit agency to ensure program compliance.

The use and abuse of prescription and/or over-the-counter medications are often also addressed by a transit agency's drug and alcohol program. The transit agency's drug and alcohol programs are required to establish policies for contracted personnel and services in safety sensitive positions.

CRIMINAL BACKGROUND AND DRIVER LICENSING CHECKS FOR DRIVERS/OPERATORS

- Criminal background checks are desirable, but at this time not mandated.
- Driving record background checks should be done at least once per year. It is suggested that such checks take place as often as every 6 months.
- Driver license checks are to be done at least once per year. For liability reasons, it is suggested that such checks take place every 6 months.

MAINTENANCE PROCEDURES

The first step in a quality maintenance program is to procure or retrofit vehicles and equipment to meet identified safety and durability standards necessary for the transportation system's needs.

Some items to consider are:

- Passenger and driver seating
- Seatbelts and wheelchair securement
- Mirrors, including cross-over mirrors
- Non-skid flooring and steps
- Tires appropriate to size and weight of vehicle
- Wheelchair passenger lifts that comply with the ADA
- Size of vehicle to meet demand
- Location of doors
- Any other equipment that enhances safety or durability

Pre and Post Trip Inspection

Any time a vehicle is placed into revenue service, a pre-trip inspection must be conducted, including at the time of driver change. Employees who hold responsibility for the pre-trip inspection (drivers or maintenance personnel) should be thoroughly trained in what to look for and documentation procedures for any deficiencies. In the case of lift deficiencies when no spare vehicle is available, repairs are expected to be completed “promptly” or the vehicle must be removed from revenue service.

Briefly, pre-trip inspections should include checking the following items:

- Mileage
- Fuel
- Entry area
- Body and paint condition
- Windows and windshields
- Lights and signal operation
- Tires (tread lugs, inflation)
- Wiper blades and arms
- Front and rear bumpers
- License plates, stickers
- Fluid levels as deemed appropriate by the agency
- Wheelchair lift operation – mandatory by the ADA
- Safety and emergency equipment (fire extinguisher, first aid kit, blood-borne pathogens kit, web cutter, triangles, flashlight, and reflective vest for driver)
- Gauges

- Wipers, defroster, horn
- A/C and heat system
- Engine and transmission
- Brakes
- Steering
- Two-way radio
- Emergency exits (doors, windows, hatches)

Post-trip inspections should be performed with the vehicle's switches left on, mileage recorded, windows closed, seat damage checked, trash removed and floors swept.

Preventative Maintenance

System mechanics or contractors are the cornerstones in a quality preventative maintenance program. They must be trained on and experienced with working on a variety of vehicles, and they must be specifically trained for the vehicles the system operates. Not only can a preventative maintenance program keep the vehicle safely moving, it can extend the life of the vehicle. An effective preventative maintenance program should include:

- Daily inspections and attention
 - Proper fuel tank levels
 - Proper fluid levels and mixes
 - Interior and exterior cleanliness
 - Replacement of interior and exterior bulbs
 - Visual inspections
 - Operation records and procedures
- Regularly scheduled periodic inspection
 - Suspension elements
 - Leaks
 - Belts
 - Electrical connections
 - Tire wear
 - Emergency exits
 - Any other noticeable problem
- Interval maintenance
 - Lubricating oils and filters
 - Alignment
 - Tires
 - Steering components
 - Corrosion and body damage
 - Engine
 - Transmission
 - Drive train check
 - Air engine oil analysis
 - Thorough check of all safety equipment including emergency exits
 - Accessibility and securement systems

- Breakdown maintenance
 - Flat tires
 - Line ruptures
 - Loss of brakes
 - Engine failures
 - Heating/ air conditioning failures
 - Inoperable or malfunctioning accessibility and securement systems

Specific vehicles have specific manufacturer’s recommended preventative maintenance schedules. A copy of the manufacturer’s recommended preventative maintenance schedule should be maintained for each type of vehicle in service and adhered to by the mechanic or contractor. The agency manager needs to assure that all procedures are being followed as recommended.

A Sample Preventative Maintenance Schedule

While the sample Preventative Maintenance (PM) Schedule is for a typical body on chassis small bus, it is necessary to follow all bus manufacturers’ recommended PM schedule contained in the manual provided for every bus model.

Regularly: Clean vehicle interior and exterior – determine need by the amount of use and road conditions (when salt is used for clearing roads and chloride compounds are used to control dust, the vehicle may require more frequent cleaning.) Disinfect all common touch points (hand rails, grab bars, top of seats, etc. with a 70% alcohol based disinfectant solution daily.

Every Year: Flush radiator – replace coolant – service air conditioner.

Every 2 Years: Replace all hoses; more often, if necessary.

Every 4 Years: Replace battery.

Mileage Specific:

3,000 Change oil, oil filter – lubricate chassis

6,000 Change oil, oil filter – lubricate chassis – rotate tires

9,000 Change oil, oil filter – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter

12,000 Change oil, oil filter – lubricate chassis – rotate tires

15,000 Change oil, oil filter, air filter* and PCV valve** – lubricate chassis

18,000 Change oil, oil filter – lubricate chassis – rotate tires - inspect drive belts, adjust belt tension – in dusty areas, change air filter

21,000 Change oil, oil filter – lubricate chassis – change front and rear brake pads

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24,000	Change oil, oil filter, fuel filter, spark plugs – lubricate chassis – rotate tires – service transmission, replace transmission fluid and filter – pack wheel bearings – engine tune-up**
27,000	Change oil, oil filter – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter
30,000	Change oil, oil filter, air filter* and PCV valve** – lubricate chassis – rotate tires
33,000	Change oil, oil filter – lubricate chassis
36,000	Change oil, oil filter – lubricate chassis – rotate tires- inspect drive belts, adjust belt tension – in dusty regions of the country, change air filter
39,000	Change oil, oil filter – lubricate chassis
42,000	Change oil, oil filter – lubricate chassis – change front and rear brake pads - rotate tires
45,000	Change oil, oil filter, air filter* and PCV valve** – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter
48,000	Change oil, oil filter, fuel filter, spark plugs – lubricate chassis – rotate tires – service transmission, replace transmission fluid and filter – pack wheel bearings – engine tune-up** - Replace EGR valve and clean EGR passage, ignition cables, distributor cap and rotor drive belts (V-type only), vacuum-operated emission system components
51,000	Change oil, oil filter – lubricate chassis
54,000	Change oil, oil filter – lubricate chassis – rotate tires - inspect drive belts, adjust belt tension – in dusty areas, change air filter
57,000	Change oil, oil filter – lubricate chassis
60,000	Change oil, oil filter, air filter* and PCV valve** – lubricate chassis – rotate tires
63,000	Change oil, oil filter – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter – change front and rear brake pads
66,000	Change oil, oil filter – lubricate chassis
69,000	Change oil, oil filter – lubricate chassis
72,000	Change oil, oil filter, spark plugs – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter – rotate tires – service transmission, replace transmission filter and fluid – pack wheel bearings – engine tune-up**
75,000	Change oil, oil filter, air filter* and PCV valve** – lubricate chassis
78,000	Change oil, oil filter – lubricate chassis – rotate tires
81,000	Change oil, oil filter – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter
84,000	Change oil, oil filter – lubricate chassis – rotate tires – change front and rear brake pads
87,000	Change oil, oil filter – lubricate chassis
90,000	Change oil, oil filter, air filter* and PCV valve** – lubricate chassis – inspect drive belts, adjust belt tension – rotate tires
93,000	Change oil, oil filter – lubricate chassis

96,000	Change oil, oil filter, fuel filter, spark plugs – lubricate chassis – rotate tires – service transmission, replace transmission fluid and filter – pack wheel bearings – engine tune-up** - Replace EGR valve and clean EGR passage, ignition cables, distributor cap and rotor drive belts (V-type only), vacuum-operated emission system components
99,000	Change oil, oil filter – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter
102,000	Change oil, oil filter – lubricate chassis – rotate tires
105,000	Change oil, oil filter, air filter* and PCV valve** – lubricate chassis – change front and rear brake pads
108,000	Change oil, oil filter – lubricate chassis – inspect drive belts, adjust belt tension – in dusty areas, change air filter – rotate tires

****In dusty regions of the country, the air filter should be changed every 9,000 miles***

*****PCV valve, brake pad replacements and engine tune-ups may need to be performed more often than suggested in this exhibit.***

Maintenance Record Keeping

A separate, distinct record for each vehicle in revenue service must be kept in a separate maintenance documentation system from the time of acquisition of the vehicle until the vehicle is disposed of. All maintenance documentation pertinent to the vehicle needs to be entered into the record. It is highly suggested that records be kept in a computerized system for ease of use and accuracy, as well as making them predictive and pro-active.

Inventory, as well, should be accurate and computerized. There are some excellent, low-priced software solutions available for small fleets.

Vehicle Maintenance Documentation

Vehicle Inspection

- The Vehicle Inspection Form, either manual hard-copy or electronic, ensures daily pre and post trip inspections take place.
- All Vehicle Inspection Forms or electronic copy must be maintained in a separate Vehicle Inspection File for each vehicle and kept for a period of one year.

Vehicle Maintenance

- A Vehicle Maintenance File for each vehicle must be documented for the life of vehicle.
- The Vehicle Maintenance File should include a schedule of preventative maintenance to be accomplished.
- The front of Vehicle Maintenance File should include a log summarizing all scheduled and unscheduled maintenance activities that were accomplished.
- The Preventative Maintenance Form should be utilized for all scheduled maintenance. The maintenance provider should indicate on the form what scheduled maintenance was performed.

- Any work orders, purchase orders and/or invoices related to that particular scheduled maintenance work should be attached to the Preventative Maintenance Form.
- The Vehicle Maintenance File should include all Preventative Maintenance Forms with attachments.
- The driver/operator or supervisor must fill out the top part of a Vehicle Defect Form when a running maintenance problem occurs and the maintenance required is not scheduled.
- The maintenance provider must fill out the bottom part of the Vehicle Defect Form indicating how the problem was corrected.
- The Vehicle Defect Form has attached any work orders, purchase orders and/or invoices related to that particular piece of unscheduled maintenance work.
- The Vehicle Defect Form with attachments is then filed in the Vehicle Maintenance File.
- Vehicle Maintenance Files for each vehicle should be kept in chronological order of maintenance activities that took place.

Alternative Fuel Vehicles

If the organization operates alternative fuel vehicles, it provides orientations for internal staff and external emergency management related to alternative fuel vehicle emergency events, such as a fire or accident that causes fuel release.

If the organization operates alternative fuel vehicles, it ensures that all employees are trained on and follow standard and appropriate alternative fuel safety guidelines and protocols.

If the organization operates alternative fuel vehicles, it ensures that the fuel storage system uses appropriate materials and installation design systems.

BASIC SHOP SAFETY RULES

Setting up a shop safety program for your vehicle maintenance facility is not hard, but requires an investment of some time and resources. To start, you should establish safety rules for your shop, communicate them verbally (this will make a great safety meeting topic), and post them on the employee's bulletin board. Supervisors should be the example in following and enforcing the rules.

In general, follow safe operating instructions from equipment and tool manufacturers and safety instructions from the vehicle manufacturers for specific maintenance and repair procedures.

Here are 40 basic shop safety rules:

1. Keep your work area clean and orderly; neatly arrange equipment and material. Do not allow parts, metal, wires, scrap, or other material to accumulate on the shop floors or in work areas. Place drink cups, cans, bottles, paper, lunch scraps, etc., in the proper containers.
2. Report every injury to your supervisor immediately, no matter how slight or insignificant the injury may seem.
3. If you are unsure about the safe operation or process of a job, request assistance from your supervisor.
4. Report any unsafe conditions to your supervisor immediately. Rely on your judgment and knowledge of safety to guide you.
5. Horseplay is forbidden. Do not disturb or interfere with other technicians when they are performing their job.
6. Be certain all safety guards are in place before operating any machine or equipment. Guards must be replaced as soon as repairs or servicing on a machine has been completed and before the machine is put into operation.
7. Verify the safety of all personnel before energizing or operating any equipment.
8. All equipment must be locked out prior to any repairs or maintenance. Never attempt to open the switch or operate any equipment that is under repair. Lockouts may only be removed by authorized personnel.
9. When a machine is de-energized for the purpose of changing setup or making minor adjustments, the operator must pull the switch controlling this machine. This will allow the equipment to come to a complete stop, enabling the operator to lock and tag out this machine. He must then push the start button to ensure the machine is definitely de-energized.
10. Never tie down, block out or otherwise make inoperative any type of safety device, attachment, method or guard.

11. Observe all caution and danger signs. Be alert and pay attention to horns, alarms or verbal commands. Be sure to follow the requirements on Material Safety Data Sheets (MSDSs).
12. Never oil, remove guards or attempt to repair machinery while it is in motion. Do not climb on machinery while oiling or greasing. Repairs of machinery must only be made by authorized personnel or manufacturer's representatives.
13. Do not use electrical equipment while standing on damp or wet surfaces or when your hands are wet.
14. Only electricians or authorized personnel are permitted to perform electrical work. Do not use electric cable, weld leads, extension cords, etc., unless they are properly grounded and insulated.
15. Personal protective equipment (PPE) required in each shop must be worn as specified. Safety-toe shoes, bump hats, safety glasses with side shields, goggles, face shields, respirators, and other forms of protective equipment or clothing are for employee protection. Steel-toe safety shoes should be the high-top style.
16. Gloves should not be worn when operating drills, lathes or other types of machinery that contain rotating spindles or cutting tools.
17. Wear clothes that are suitable for work. Long-sleeve shirts must be worn when burning, welding, grinding or performing other types of work where sparks or hot metal are present or where the work involves the use of acids or similar substances. Do not wear synthetic fabrics.
18. Neckties, rings, watches and loose or ragged clothing create a hazard when operating drills, lathes or other rotating or moving equipment or machinery.
19. When lifting an object, lift with your legs and not with your back. Keep your back straight.
20. Observe "No Smoking" areas. Never smoke near compressed oxygen and gas cylinders, paint operations, flammable storage rooms, near gasoline or fuel stations, battery recharging stations or at any locations that contain a combustible or explosive atmosphere or condition.
21. If using a scaffold, it must be erected safely and contain a fully planked and secured floor. Handrail, midrail and toe boards must be used. Loose rope is not acceptable for a handrail. Use a ladder or other proper means for gaining access to the work areas. Secure scaffolds to prevent tipping.
22. Effectively rope off areas below scaffolds or other projects if passing below the operation poses a potential hazard to anyone.
23. If oil, grease, paint or any other slippery substance is discovered on the floor, wipe it up immediately to prevent a fall.

24. Flammable liquids such as gasoline, solvents, and thinners, must be stored in approved safety cans with flame arresters.
25. Properly barricade floor openings, open manholes, machine foundations, etc. If the lighting is poor, install red warning lights.
26. Be familiar with the locations and operation of fire extinguishers. In case of a fire, sound an alarm and, if possible, get help to extinguish the fire. Report all fires to your supervisor.
27. Never use an air hose for cleaning or dusting yourself off. Never point an air hose at anyone. Special cleaning guns must be used when cleaning with air; approved safety guns must not exceed 30 pounds per square inch (psi). Never use an air hose for dusting off brake shoes and parts.
28. Never stack material or product so that it obstructs safety equipment, aisles, ladders, steps, electric boxes, etc. Always pile large or heavy material on the bottom and smaller material on top.
29. When storing material, stay clear of objects being moved or handled by any type of conveyance. Be sure to keep your hands and body clear of moving parts, machinery, hoists, etc.
30. Wear seat belts when driving a company vehicle, your own vehicle or a customer's.
31. Compressed oxygen and gas cylinders must be properly secured at all times. Caps must be installed when not in use. Only lift cylinders in approved racks or cages. Never use cylinders as rollers. Keep a shutoff wrench on each acetylene cylinder that is not equipped with a valve.
32. Clamp or secure equipment or material to prevent it from shifting or rotating when drilling, grinding, operating a lathe, etc.
33. Employees with long hair must tie their hair back or tuck it under their bump cap so it won't be caught in any rotating machinery or parts.
34. Never work on a tire with a rim ring attached to it without first placing the tire in a protective tire cage or using a chain to secure the rim to the tire.
35. Never remove a tag labeled "caution," "danger," etc., without authorization. Safety tags are to be in place on air-hoist controls.
36. Never use an air hose to blow dust from brake drums. Use an approved HEPA vacuum device or wet-wash method.

37. Work trousers should be cuff less and extend over the shoe to prevent sparks from entering the shoe. Burns of this type are painful and slow to heal.
38. Follow shop rules and OSHA/EPA guidelines for personal safety. Follow manufacturer's recommendations for equipment.
39. Follow shop rules and EPA guidelines for disposal/recycling of used oil, antifreeze, refrigerants, and wastes.
40. Follow safe procedures when attempting to fill an in-ground lift. Follow manufacturer's guidelines. First depressurize the hoist. Never place any part of your body over the fill plug. Use hoist plugs that contain bleeder screws.

From the Shop Safety/OSHA Compliance Guide for Motor Vehicle Maintenance & Refueling Operations, by Automotive Environmental & Safety Engineering, Findlay, Ohio. www.envirosafeshop.com

SECTION 2

Emergency Operating Procedures

TRANSIT EMERGENCY PREPAREDNESS AND OPERATIONS

Preparedness

Planning

Resource Assessment

- Revenue fleet size, type, and availability
- Revenue fleet passenger capacity by vehicle type
- Non-revenue and support vehicles
- Facilities
- Capability and availability of transit personnel

ESF-1 Coordination

- Determine how transportation resources will be managed
- Make sure transit's role is clearly defined
- Designate a representative to send to Emergency Operations Center (EOC)
- Participate in Local Emergency Planning Committee (LEPC) meetings
- Establish reliable communication system between dispatch and EOC

Interagency Coordination

- Work with transit staff and partner agencies to develop plans to serve customers during emergency
- Make contact with emergency management function(s) within service area
- Appoint agency representative to coordinate with emergency management
- Discuss best utilization of transit resources with emergency management and during emergency planning meetings
- Be proactive and aggressive in communicating with emergency management

Essential Material Supply

- Fuel supply
- Electrical power
- Food and water for staff
- Hard copy backups of critical information

Prioritizing Service Obligations

- Make a plan to serve customer needs while responding to community-wide emergency
- Work with emergency management to prioritize competing service requests
- Coordinate with EOC to ensure transit operational assignments are consistent with overall mission
- Be prepared to augment customer service, reservations, scheduling staff to manage increased demand

Security & Emergency Preparedness Plans

- Topics to consider with plan:
 - Preparedness
 - Response
 - Recovery

Addressing Surge Capacity

- Have a personnel policy that designates transit job positions that must report to work during emergencies
- Create structure enabling employees with significant family obligations to de-select from emergency response activities
- Maintain contact information / call down lists both at work and home
- Establish phone number for employees to call for pre-recorded info on emergency operation
- Determine approaches for addressing concerns of non-transit personnel operating transit vehicles

Contracted Services

- Review existing contracts or MOUs to ensure contractors are required to deliver services during emergency response and recovery
- Develop systems to document services performed by contractor in support of emergency response

Training

Addressing NIMS Requirements

- Identify level of NIMS training for transit operations, maintenance, dispatch, and supervisory job functions
- Determine best way to receive NIMS training
- Inform local emergency management about transit staff that received NIMS training

Training for Emergency Response

- Train all frontline and supervisory staff on procedures / protocols for:
 - Transit specific emergencies
 - Community disasters
- Skills developed during training are critical to successful employee performance and response during emergencies / disasters
- Training should be combination of classroom setting orientations on emergency procedures / protocols and on-vehicle, hands-on demonstrations of emergency response skills

Important Elements of Personal Preparedness

- How to get instructions related to work or school
- Shelter-in-place and evacuation plans for home and workplace

- Preparation for needs of family members and pets
- Three or more days' supply of emergency food and water
- Shutting off gas, electricity, water, and other utilities
- Sanitation management and supplies
- Necessary prescription drugs and life-sustaining medical equipment
- Cash on hand
- Well-stocked disaster supply kit including emergency contacts list and evacuation plan

Exercises

Topics for Discussion Exercises

- Exercises can address strategies for:
 - Mobilization of transit staff
 - Internal and external protocols and procedures
 - Communication with transit customers during emergencies
 - Interagency communication and coordination
 - Preparation, pre-positioning, and staging of transit vehicles
 - Providing services to meet individual life-supporting medical needs
 - Sustaining long-term transit emergency response support
 - Service suspension and start-up procedures

Functional & Full-Scale Exercises

- Back-up power generator and batteries
- Back-up communication equipment
- Emergency dispatching capabilities
- Vehicle pre-positioning and staging protocols
- Customer communication procedures
- Mobilization of transit resources
- Communication and coordination between transit and Emergency Operations Center
- Identification of individuals requiring evacuation assistance
- Dispatching transit vehicles based on mission assignments
- Resource tracking and management
- Sustaining services over an extended period of time

Action Steps to Encourage Inclusion

- Communicate to emergency management:
 - Importance of involving people with access and functional needs in emergency preparedness planning and disaster drills, simulations, and exercises
 - Contributions that human service agencies and disability advocacy groups can make in emergency preparedness planning

Prevention

Risk Assessment

Threat & Vulnerability Assessment (TVA)

- Analysis of safety hazards and security threats, including:
 - Vehicle and workplace accidents
 - Acts of nature
 - Criminal acts and terrorism
 - Other safety risks that can cause loss of life, personal injuries, or property damage, which disrupt operations
- The assessment combines knowledge of the operating environment and critical analysis to rate the probability and severity of the consequences of hazards and threats to determine the agency's greatest risks.
- Critical transit assets to address when considering vulnerability include
 - Vehicles and facilities
 - Fuel storage
 - Scheduling/dispatching systems and communication equipment
 - Transit staff and customers

Interagency Communication

- Emergency planning documents to facilitate dialogue between transit and key external stakeholders include:
 - Safety risk assessments and threat and vulnerability assessments
 - Safety and security plans
 - Emergency operations plans
 - Evacuation plans

Liability Management

Insurance Limitations

- Steps to address insurance questions related to emergency response include:
 - If you are stand-alone agency, meet with insurance carrier to discuss scope of coverage
 - If you are part of larger entity, meet with individual managing insurance to discuss scope of coverage
 - Request letter that documents coverage of transit assets when used during emergency response activities
 - Meet with emergency management to discuss / resolve transit asset insurance coverage issues

Transit & Emergency Management Memoranda of Understanding (MOU) and Mutual Aid Agreements (MAA)

- Basics to include in MOUs or MAAs between transit and emergency management:

- Purpose of agreement
- Parties involved
- Goals/Mission
- Scope of use
- Understanding regarding the mutual support to be provided
- Agreement regarding terms of compensation
- Authority over and responsibility for resources when activated
- Terms of agreement and periodic review
- Indemnification and hold harmless agreement
- Termination
- List of resources and key points of contact for all parties

Education and Outreach

Customer Preparedness

- Shelter-in-place planning:
 - Food and water for a week
 - Prescription drugs for a week
 - Back-up systems for heating and cooking
 - Back-up power supply for critical systems
 - Back-up systems for sanitation
- Evacuation planning:
 - “Go kit” for home and workplace including Rx drugs, essential adaptive equipment, personal ID, and essential documents
 - Power chargers for critical systems
 - Cash in small bills
 - Plans for family reunification

Adaptive Equipment

- Examples of adaptive equipment
 - Orthotics / prosthetics
 - Manual or motorized wheelchair
 - Scooter, Segway, walker, cane, or other mobility device
 - Electronic speech aids
 - Seating and/or positioning aids
 - Portable oxygen tanks
 - Oxygen concentrator
 - Suction and breathing equipment
 - Apnea monitor
 - Commode chair
 - Halter monitors for heart conditions

Response

Communication

Interoperability

- Identify communication systems needed to support each transit essential function
- Determine whether existing radio system can operate on a common channel with incident command and first responders
- Formalize a plan for communication between transit and all key stakeholders during community emergency response
- Train all transit managers, supervisors, dispatchers, drivers, and other appropriate staff on communication plan

Emergency Communications

- Automated alert notification systems that send phone calls, texts, or other electronic messages
- Mechanism for pre-recorded service alert messages and information updates for customers when calling in
- Updates and service alerts posted on agency website
- Posts to Twitter, Facebook, and other social media networks
- News releases, scheduled briefings, or other notifications to TV, radio, and print media

Coordination

Emergency Operations Center

- Initiate discussions with emergency management regarding transit agency role within disaster response structure
- Also, is agency to provide a representative to sit in EOC?
- If an agency representative assigned to EOC, determine that person's responsibilities
- If agency not asked to provide representative, discuss with emergency management alternative strategies for mobilizing transit resources needed for community emergency response

Departmental Emergency Operations Center (DOC)

- Hold meetings with other area transportation providers and emergency management to discuss use of a transportation DOC to coordinate emergency response activities
- If DOC is to be established, ascertain which community transportation providers are to be included
 - Could be fixed route and paratransit providers, school transportation, human service transportation, and private transportation providers.
- Identify host facility for transportation DOC
- Identify thresholds that cause activation of DOC
- Develop clear roles and responsibilities for DOC-based resources

Staging and Pre-positioning

- Develop and enforce policy for fueling and preparing transit vehicles at end of each service day to ensure maximum number of vehicles are ready to put into service at any time
- Assess vulnerability of existing transit facilities and vehicle storage areas to likely safety hazards and security threats
- Identify alternative facilities for storing transit vehicles during high-risk periods
- Work with emergency management to develop strategies for pre-positioning transit vehicles for timely disaster response mobilization
- Train essential transit staff on preparing, staging, and pre-positioning procedures

Operations

Service Continuity

- Establish thresholds for temporary suspension of transit services due to emergency conditions
 - Share protocol with partner agencies, emergency management, and other key stakeholders
- Assess your database of regular paratransit customers to identify those who may require life-sustaining transportation
 - Develop plans for how to meet those needs
- Hold discussions with emergency management on number and type of transit resources your agency can provide for disaster response
- Consider strategies for meeting needs of regular paratransit customers in-system when emergency occurs
- Develop plan for service start-up after suspension
 - Consider tiered strategy

Emergency Dispatching

- Explore avenues for back-up generator to run computers, communication equipment, and emergency lights during power outage
- Develop plan for manual dispatching, including maintaining hard copies of all pertinent records and dispatch materials
- Identify alternative facilities or mobile command centers so dispatching function can perform under emergency conditions
- Consider strategies for running dispatch operation manually using hand-held radio, operating from radio- equipped vehicle, or using satellite phone technology

Individuals Needing Evacuation Assistance

- Consider developing alert notification system capable of contacting paratransit customers by text, telephone, or email
- Have systems for regular paratransit customers to request evacuation assistance for advance-notice emergencies

- Strategize on ways to identify and meet customer evacuation needs after a no-notice emergency
- Participate in meetings with emergency management and other agencies to discuss methods for identifying and locating people that will need evacuation assistance
- Collaborate with emergency management and emergency medical services to ensure appropriate transit resources are dispatched to meet evacuation needs

Mobilization

- Develop strategies to effectively mobilize transit staff in an emergency, including
 - Estimating the time it will take to mobilize transit services
 - The resources available at various times of day and night
 - Keeping call down lists at work, home, and in car
- Develop guidelines for mobilizing transit vehicles in support of community emergency response
 - Determine staging locations
 - Place vehicles at staging locations
 - Transport drivers to staging locations
 - Activate emergency dispatching

Planning for Pets

- Participate in meetings with emergency management, humane societies, and other animal welfare agencies to discuss plans for evacuating people that own pets
- Collaborate with appropriate parties to identify pet friendly facilities or kennels
- Develop method to communicate policy on pet transportation during an emergency
- Train drivers on agency's emergency pet transportation protocols and procedures

Recovery

Reconstitution

Essential Life-Support Services

- Develop operational plan for providing life-sustaining medical trips after emergency occurs
- Contact medical service providers to learn of their strategies to continue essential life-support services during emergencies
- Participate with community stakeholders in identifying alternative medical facilities should regular facilities shut down
- Share essential life-support plan with emergency management

Restoring Services

- Create service restoration plan that includes:
 - Thresholds for restoring service

- Consultation with emergency management and other key stakeholders to determine when it's safe to resume service
- Operational capabilities assessment to restore service including availability of staff, vehicles, and fuel
- How to communicate with customers, stakeholders, and public about service restoration
 - Automated alert notification systems
 - Pre-recorded service alert messages and info updates
 - Phone calls to social service agencies and medical care providers
 - Updates of service alerts on agency website
 - Posting to social media and news releases

Re-Entry

Paratransit Re-Entry Concerns

- Confirm with emergency management:
 - That re-entry to neighborhoods is safe
 - That food and water available at residences
- Confirm with emergency management, first responders, and other appropriate entities to ensure sanitation and general livability of residences
- Ensure drop-off locations are safe for riders
- Ensure clear understanding with law enforcement on need for paratransit vehicles to access neighborhoods

Post Disaster Service Assessment

- Conduct post-disaster transit needs assessment – share results with emergency management and other partner agencies
- Meet with essential staff to assess how increase in service demand would affect operations
 - Discuss how to accomplish changes in service delivery models
- Initiate post-disaster transit operations based on need, available resources, and temporarily re-engineered service delivery model
- If necessary, explore ways to augment existing fleet and staff

Restitution

Post-Crisis Counseling

- Take steps to mitigate the psychological effects of emergencies on transit staff, including:
 - Setting limits on work hours
 - Providing additional adequate staffing as may be necessary
- Provide post-crisis counseling opportunities, including:
 - Informal opportunities at the workplace for staff to share experiences
 - Formal opportunities for group meetings of staff facilitated by EAP counselor or mental health professional

- Protocols for employees to schedule individual counseling appointments and encouraging attendance

Documenting Damage

- Inspect and inventory facilities, equipment, and rolling stock
- Notify insurance providers of transit resource losses due to emergency response
- Provide information on condition of transit assets to State DOT or FTA
 - Notify if additional assets required to resume normal operations
- Provide emergency response and recovery cost details to emergency management ASAP so local, State, and Federal reimbursement can be pursued
- Hold staff debriefings; develop after-action report on successes, challenges, and problems encountered
- In after-action report, assess what went right and wrong
 - Develop strategies to improve future response and speed recovery

Reimbursement

- Formal State and Presidential declarations of disaster clear way for resources and funding to support recovery efforts
- Eligibility for reimbursement:
 - Be NIMS compliant
 - Have accurate records of emergency response mission assignments formally directed by EOC
 - Have MOU with emergency management regarding transit roles and responsibilities
- State may have emergency management plan that provides procedures for reimbursement

ACCIDENT AND INCIDENTS

Agency Response Procedures

The agency Supervisor/Dispatcher must:

- Determine the location of the vehicle.
- Determine if other vehicles are involved.
- Determine injuries – driver, passengers or others.
- Arrange for any emergency response required.
- Arrange for the designated agency accident response contact to arrive at the scene.
- Arrange for back-up equipment.
- Contact the senior manager.
- Arrange for the damaged vehicle to be removed from the accident scene (however, the vehicle should not be removed without police and senior management concurrence).
- Contact and update the driver’s family.
- Respond to the media as follows: “our policy is that all communication with the media goes through our chief executive officer or his designated representative.”
- Alert other appropriate employees
- Alert the insurance company.
- Alert agency’s attorney.

A member of management or a safety officer trained in accident investigation should be designated as the accident response contact. The on-call, accident response contact must:

- Alert dispatch upon arrival at the scene.
- Secure the vehicle.
- Check on the condition of the driver, passengers and others.
- Make a list of all passengers and witnesses.
- Secure signatures on releases from all non-injured passengers.
- Act as an interface for the agency with emergency response personnel (police, ambulance, hospital, fire, etc.), passengers and press, as needed - “our policy is that all communication with the media goes through our chief executive officer or his designated representative.”
- Determine and facilitate drug and alcohol testing of the driver, if warranted.
- Complete documentation of the accident (accident investigation forms, accident report forms, passenger courtesy cards, witness statements, etc.).
- Keep the agency informed.
- Conduct final reporting and disposition of the accident to the agency.
- Conduct necessary follow-up.
- Debrief the senior manager.

In the case of a serious accident, the Senior Manager should:

- Contact state DOT and FTA.
- Release a brief statement to the media.
- Follow up with a complete press release – that same day if possible.

The Maintenance Supervisor should:

- Arrive on the scene as soon as possible.
- Remove the damaged vehicle when instructed or allowed to do so.
- Confer with the senior manager and agency accident response contact on the scene.
- Respond to the media as follows: “our policy is that all communication with the media goes through our chief executive officer or his designated representative.”
- Conduct any vehicle investigation when instructed to do so, after the vehicle is returned to the facility.

Transit Vehicle Accidents

Generally, an accident can be summed up as being anytime any part of the vehicle comes into contact with another object, except for the wheels touching the ground. Contact with curbs and small tree branches are considered accidents unless there is absolutely no damage to the vehicle.

New Mexico transit drivers are expected to take the following actions in a post-accident situation:

- Check your location for safe conditions. DO NOT move your vehicle unless instructed to do so by law enforcement, or if leaving the vehicle where it is would expose passengers and/or the public to greater danger from a secondary incident (i.e., in a busy traffic lane, on a blind curve, near the top of a hill, or in the path of hazardous materials).
- Secure the vehicle by placing the transmission in the proper setting, engaging the brakes, turning off the engine and turning on the four-way hazard flashers.
- Make a decision to evacuate or not to evacuate the vehicle. EVACUATE IF NECESSARY and gather all passengers together in a safe location.
- Assess the condition of your passengers and contact dispatch providing the appropriate information as to location and need for response.
- Respond to passenger needs and assist any injured passengers consistent with system policy.
- Inform all passengers of the situation, what actions have been taken and how they will be affected.
- Request that all passengers and witnesses complete system documentation including their names, phone numbers and any other information they can provide (using passenger info cards in accident kit).
- Get all necessary information from other drivers, law enforcement and emergency medical personnel.

- Cooperate with law enforcement officials and communicate with others through system management only.
- Do not assign blame nor take responsibility for the accident.
- Avoid talking to the media, but instead refer the media to system management.
- Complete all required accident report documentation as soon as possible.

Accident Investigation

Accident Reviews and Analysis

A comprehensive accident review program requires a certain degree of sophistication and involves:

- Accident data collection
- On-site investigation
- Technical presentation
- Reconstruction and causal analysis

The following steps should be implemented in the event of an accident:

- Dispatch a designated accident response contact, supervisor or manager to the scene of every accident.
- Collect information from the vehicle driver, transit system manager or designated accident response contact and the police.
- Establish a reporting procedure through your chain of command to your insurance carrier and agency board.

On-Site Investigation

All persons involved in conducting on-site investigations must be trained on how to both assist on the scene and gather information appropriately. At a minimum, the following information should be collected:

Persons:

- Name
- Address
- Telephone number
- Driver's license (state of issue, expiration, special class of operation, restrictions)
- Date of birth
- Description of injury, if any

Equipment

- Make, model and year
- Serial number, fleet number
- Registration number, state and expiration
- Seating capacity
- Insurance carrier
- Policy number, date of expiration or policy record, agents or claims representative's telephone number

- Unusual condition of driver involved

Vehicle Exterior Lights

- On or off
- Shorts or faulty circuits
- Cleanliness
- Switch position
- Filament status
- Correct bulb

Weather

- Rain
- Snow
- Temperature
- Sleet or hail
- Lighting, thunder
- Wind
- Glare
- Darkness (sunrise, sunset)

Tires

- Blowout (before, during, after)
- Tread wear cuts/abuse
- Cord damage by rim
- Unmatched tires and sizes (radial, belted, bias, etc.)

Roadside Obstacles

- Trees
- Utility poles
- Rocks
- Sign supports
- Light supports
- Narrow bridges

Pavement Surface

- Potholes
- Crown or highway
- Low shoulders – soft shoulders
- Surface texture drag factor
- Inconsistent surface
- Elevated manhole covers
- Missing manhole covers

Roadway Geometry

- Curves
- Super elevation
- Roadside bank or curves
- Lane width
- Changes in lane or road width
- Shoulders
- Guard rails
- Curbs
- Grades

Signage

- Advance warning
- Confusing messages
- Visibility
- Uniformity

Visibility

- Glare
- Transition
- Confusion (arrows or directional traffic control)

Construction Zones

- Advance warning

Railroad Crossing

- Sight distance

- Equipment
- Signage
- Barricades
- Visibility (dust, etc.)
- Warning devices
- Crossing procedures
- Encroaching traffic

Reconstruction and Causal Analysis

A summary report should be prepared following this suggested format:

Cover Page

- Report number
- Date of accident
- Company name
- Company driver's name and ID number
- Name of person making the report

Synopsis of Accident

- Date and time of accident
- Names, addresses, dates of birth and telephone numbers of all involved persons
- Location of accident
- Results of the accident damage, injuries

Narrative Description of the Accident

- Chronological, if possible
- Use and identify all available information sources

Summary of evidence

- Skid marks
- Glass/metal fragments
- Sketch
- Statements
- Gouge marks
- Point transfers
- Photos – not polaroid

Exhibits

- Operation report
- Accident data forms
- Police report
- Courtesy cards
- Newspaper articles

Determining Preventable/Non-Preventable Accidents

One of the key roles of transit management is to determine whether an accident was preventable or non-preventable.

- **A preventable accident is any accident in which the driver failed to do everything reasonably possible to prevent it.**
- **A non-preventable accident is any accident in which the driver has done everything reasonably possible to avoid an accident.**

The following information is helpful in determining whether an accident is preventable or non-preventable.

Intersections

It is the responsibility of professional drivers to approach, enter and cross intersections prepared to avoid accidents that might occur through the action of other drivers. Complex traffic movement, blind intersections or failure of the other driver to conform to law or traffic control devices will not automatically discharge an accident as non-preventable. Intersection accidents are preventable even though the professional driver has not violated traffic regulations. The driver's failure to take precautionary measures prior to entering the intersection is a factor to be studied in making a decision. When a professional driver enters an intersection and the action of the other driver indicated possible involvement caused by the driver's excess speed, crossing his/her lane in turning or coming from behind a blind spot, the decision based on such entrapment should be preventable.

Vehicle Ahead

Regardless of the abrupt or unexpected stop of the vehicle ahead, the driver can prevent rear-end collisions by maintaining a safe following distance at all times. This includes being prepared for possible obstructions of the highway, either in plain view or hidden by the crest of a hill or the curve of a roadway. Overdriving headlights at night is a common cause of rear-end collisions. Night speed should not be greater than that which will permit the vehicle to come to a stop within the distance illuminated by the vehicle's headlights.

Vehicle Behind

Investigation often discloses that drivers risk being struck from behind by failing to maintain a cushion of safety in their own following distance. Rear-end collisions preceded by a roll-back, an abrupt stop at a grade crossing when a traffic signal changes or when the driver fails to signal a turn at an intersection would be charged preventable. Failure to signal intentions or to slow down gradually is considered preventable.

Passing

Failure to pass safely indicates faulty judgment and the possible failure to consider one or more of the important factors a driver must observe before attempting a maneuver. Unusual actions of the vehicle being passed, or of oncoming traffic, might appear to exonerate a driver involved in a passing accident; however, the entire passing maneuver is voluntary and the driver's responsibility.

Being Passed

Sideswipes and cut-offs while being passed are labeled preventable when the professional driver fails to yield to the passing vehicle by slowing down or moving to the right when possible.

Oncoming

It is extremely important to check the driver's actions when involved in a head-on or sideswipe accident with a vehicle approaching from the opposite direction. Exact location of vehicles, prior to and at the point of impact, must be carefully verified. Even though an opposing vehicle enters the driver's traffic lane, it may be possible for the driver to avoid the collision. For example, if the opposing vehicle was in a passing maneuver and the driver failed to slow down, stop or move to the right to allow the passing vehicle to re-enter its own lane, the driver has failed to take action to prevent the occurrence. Failing to signal the opposing driver by flicking the headlights or sounding the horn should also be taken into account.

Backing

Backing accidents are preventable. Many agencies have policies prohibiting backing unless it is absolutely necessary. Backing maneuvers performed on facility grounds should require a spotter. Backing maneuvers performed on the road, off facility grounds, if absolutely necessary, optimally would use a spotter and require mandatory driver walk-around inspection, before reversing the vehicle.

Fixed Objects

Collisions with fixed objects are preventable. They usually involve failure to check or properly judge clearance. New routes, staged delivery points, resurfaced pavements under viaducts, inclined entrances to docks, marquees projecting over traveled sections of road and similar situations are not, in themselves, valid reasons for excusing the driver from being involved. The driver must be constantly on the lookout for such conditions and make the necessary allowances. The driver should always be aware of the total outside height of their vehicle. Accidents involving proper clearance with any fixed object are preventable.

Pedestrians

Traffic regulations and court decisions generally favor the pedestrian hit by a moving vehicle. An unusual route of a pedestrian at mid-block or from between parked vehicles does not necessarily relieve a driver from taking precautions to prevent such accidents. Whether or not speed limits are imposed on the area, driving too fast for the conditions may cause an accident. School zones, shopping areas, residential streets and other areas with special pedestrian traffic must be traveled at reduced speeds suited to the particular situation. Bicycles, motor scooters and similar equipment are generally operated by young and inexperienced drivers. The driver who fails to reduce sight distance has failed to take the necessary precautions to prevent an accident. Keeping within posted limits is not taking the proper precaution when unusual conditions call for voluntary reductions of speed.

Private Property

When a driver is expected to make pick-ups or drop-offs at unusual locations or on driveways not built to support heavy commercial vehicles, it is the driver's responsibility to discuss the situation with transit management and obtain permission prior to entering the area.

Passenger Accidents

Passenger accidents in any type of vehicle are preventable when they are caused by faulty operation of the vehicle. Even though the accident did not involve a collision of the vehicle, it

must be considered preventable when the driver abruptly stops, turns, or accelerates. Emergency action by the driver to avoid a collision that results in passenger injury should be examined to determine if proper driving prior to the emergency would have eliminated the need for the evasive maneuver. Passenger slips and falls, once on board the vehicle would normally be considered preventable. Slips and falls on entry or exit steps could be considered preventable if the driver did not assist the person.

Non-Collision

Many accidents, such as overturning or running off the road, may result from emergency action by the driver to preclude being involved in a collision. Examination of the operator's driving procedure prior to the accident may reveal speeds too fast for conditions or other factors. The driver's actions prior to involvement should be examined for possible errors or lack of defensive driving practices.

Failure to Adjust for Conditions

Adverse weather conditions are not a valid excuse for being involved in an accident. Rain, snow, fog, sleet or icy pavement has never caused an accident. These conditions merely increase the hazards of driving. Failure to adjust driving to the prevailing weather conditions should be cause for deciding if an accident was preventable. Failure to employ safety devices provided by the agency should be cause for a preventable decision when it is reasonable to expect the driver to use such devices. Also, when a driver, through poor judgment, places himself or herself in adverse conditions, any resulting accident would be preventable.

On Board Passenger Wheelchair Accident

Any accident resulting from improper securement of a wheelchair or mobility device would normally be considered preventable. A driver must make every possible effort to secure the wheelchair and passenger according to ADA regulations.

Wheelchair Lift Accidents

Several kinds of accidents are reasonably common while loading/unloading passengers using wheelchair lifts. They include, but are not limited to, accidents while boarding passengers using powered electric wheelchairs or scooters, standing passengers that may fall off the lift, and injuries caused by extremities getting caught in the lift or contact with the vehicle (i.e., heads of taller passengers impacting with the roof). All of these types of accidents are preventable with proper certified passenger assistance training, pre-trip inspection and regular lift maintenance.

Miscellaneous

Improper use of doors and interlock systems and passenger accidents resulting from passengers' disregard for normal safety procedures are preventable by the driver.

Accident Investigation Steps

ARE WE PREPARED FOR THE BAD ACCIDENT THAT COULD HAPPEN??

Seriousness determines how thorough you have to be.

Investigation vs. reporting.

1) Documentation

- a) If it's not recorded, it doesn't exist!
- b) Write down facts; don't rely on your memory.
- c) Clear, concise and readable. You may have to use this information 3 years from now.
- d) Time / location
- e) Weather / road conditions
- f) Road defects
- g) Full names & addresses of:
 - i) Drivers
 - ii) Witnesses
 - iii) Passengers
 - iv) Injuries
- h) Statement – Investigating officer
- i) Traffic control devices
- j) Who got ticket?
- k) Safety belt/restraint use
- l) Your take on the accident – IN DETAIL!!
- m) What speed were all the vehicles moving?

2) Photography

In general:

- a) Extremely important.
- b) Photographs are critical for accident reconstruction.
- c) Courts accept photographs – not disputed. Carry more weight than testimony.
- d) Good refresher for you.
- e) Record short-lived evidence.
- f) Not a substitute for other information.
- g) No Polaroids!!
 - i) Poor quality – no resolution
 - ii) Expensive to copy
 - iii) Impossible to blow up
 - iv) Fade quickly
 - v) Almost worthless
- h) Take photos even if there is no damage.
- i) What to photograph
 - i) Entire accident scene – 3 locations
 - ii) Entire scene
 - iii) Closer
 - iv) Very close

- v) Four sides of each vehicle at right angle
 - vi) License plate
 - vii) Vehicle ID number
 - viii) Additional close-ups of damage area
 - ix) Contact damage
 - x) Induced damage
 - xi) Vehicle's relationship to the road
 - xii) Paint transfers, abrasion marks, etc.
 - xiii) Point of possible impact
 - xiv) Vehicle defects (slick tires, etc.)
 - xv) Vehicles' final resting place
 - xvi) Terrain (hills, curves, etc.)
 - xvii) Obstructions
 - xviii) Intersection, if applicable
 - xix) Skid marks – 50' increments
- j) Photography tips:
- i) Obtain police photographs when possible
 - ii) Obtain photos prior to moving vehicles
 - iii) Take each photo from a different angle
 - iv) Movement spoils pictures – hold camera steady with both hands
 - v) Avoid taking pictures into the sun
 - vi) Severity determines the number of photos
 - vii) Don't get in the way of emergency personnel
 - viii) Long-lived evidence – photograph later
 - ix) Lay ruler on skid mark for photo
 - x) Take majority of photos straight on or at a right angle
 - xi) Label photos immediately after developing
 - xii) Polaroid photos only OK for show and tell
 - xiii) Quality of photos will tell all
 - xiv) Take plenty of pictures. They are cheap

3) Field Sketches & Diagrams

- a) Not to scale
- b) Do immediately (rough at scene, polish up later)
- c) Include intersections, traffic controls, road names and numbers and other pertinent information
- d) Neatness and accuracy important

4) Skid Marks

- a) Measurement and photograph important
- b) Explanation of skid marks
- c) Utilized for reconstruction
- d) Acceptance by courts
- e) Absence of skid marks – ABS brakes
- f) Change of direction – point of impact
- g) Utilize lumber crayon for contrast
- h) Request police measurements
- i) Short-lived evidence will be erased by rain, sun & snow

5) Interviewing drivers, witnesses, etc.

- a) Speak to drivers, witnesses, others
- b) High priority
- c) Avoid rapid-fire questions
- d) Appear impartial, sympathetic
- e) Record all major points, pro and con
- f) Need to interview later:
- g) Injured
- h) Witnesses who left the scene
- i) Police, E.M.T., and wrecker drivers are a good source
- j) “Tell me in your own words...”
- k) Keep positive attitude – be polite
- l) Avoid yes/no questions – limit information
- m) Require our driver to detail the entire situation
- n) Ask thoughtful questions – avoid accusations

6) Dealing with emergency personnel, etc.

- a) Introduce yourself to the police A.S.A.P.
- b) Advise them of your intention to cooperate
- c) Inform them of your desire to take photos, interview, etc.
- d) Request permission to speak with police prior to leaving
- e) Do not interfere with their work
- f) E.M.T. / Hospital may inform you of extent of injuries
- g) Wrecker drivers and repair shop are a good source of information

7) Effects on your driver

- a) Supervisor demeanor regarding collision is important
- b) Drivers must be held accountable – either disciplinary action or praise
- c) Safety must be a team effort; proactive vs. reactive
- d) Accidents are extremely costly

8) When to Drug and Alcohol Test

- a) If a vehicle was not drive-able. If either vehicle had to be removed from the scene.
- b) If any person had to be taken to the hospital due to the collision.
- c) If anyone was killed due to accident
- d) If there is reasonable suspicion from a supervisor
 - i) Physical signs and symptoms consistent with prohibited substance use or alcohol misuse.
 - ii) Evidence of the manufacture, distribution, dispensing, possession or use of drugs or alcohol.
 - iii) Serious or potentially serious accident that may have been caused by prohibited substance abuse or alcohol misuse. iv) Fights (to mean physical contact), assaults, and flagrant disregard or violations of established safety, security, or other operating procedures.
- e) Drug tests have to be completed within 32 hours, alcohol, 2 hours.
- f) Any employee that leaves a scene of an accident without a valid reason prior to submission to a test will be subject to immediate termination.
- g) Following a post-accident test, employees will be placed in non-safety sensitive jobs or may chose annual leave.

VEHICLE EVACUATION PROCEDURES

When to Evacuate and When Not to Evacuate

In an emergency, one of the hardest decisions a driver may face is whether or not to evacuate a transit vehicle. There are risks involved in an evacuation because of the potential to place a passenger in harm's way. **Evacuation is recommended at any time when the risks of staying on board the vehicle are greater than the risks of the passengers being off the vehicle.** In most cases, prior to evacuation, disengage the transmission (park or neutral), set the brakes and shut off the engine. It may be necessary to have the ignition in the "on" position to operate the radio and wheelchair lift. Evacuation would typically be appropriate in any of the following situations:

- The vehicle is in a dangerous location and cannot be moved.
*Where is the vehicle physically located?
Is it facing uphill or downhill, on a shoulder or in a traffic lane, in an area of poor visibility (in the line of traffic or on a blind hill or curve), on a divided multi-lane highway, a quiet country road or in a busy city street?*
- You see fire or see or smell smoke
If there is evidence of smoke or fire, evacuate the passengers first, then investigate the cause. If smoke or fire is coming from the engine, never open the hood. The oxygen will fuel the fire. In most cases, prior to evacuation, disengage the transmission (park or neutral), set the brakes and shut off the engine.
- You see leaking fuel coming from or underneath the vehicle.
- You see a security threat such as a suspicious package, suspicious substance or an explosive device.
- Any other conditions that would make it safer for the passengers to evacuate the vehicle.

Recommended Sequence of Actions

Once the decision is made to evacuate the vehicle, it is essential to do so quickly, especially if fire is a threat. Secure the vehicle, open the driver's window and hang the radio out the window so it is accessible from the outside or take the cell phone, and proceed to evacuate passengers.

- Communicate calmly with passengers that evacuation is necessary, indicating which exits to use and where to gather after leaving the vehicle.
- If any disabled, frail elderly, children or wheelchair passengers are on board, ask for assistance from ambulatory passengers to evacuate these people.
- Evacuate all non-assisting ambulatory passengers first, instructing one to take the fire extinguisher.
- When evacuating non-ambulatory passengers:

- Use a web cutter to cut through all securement straps, if necessary.
 - Use the lift, if possible. Manual operation of the lift may be required.
 - Use the lift, lowered halfway down as a stair step to either roll wheelchairs or carry non-ambulatory passengers out.
 - If the lift is not working, drag or carry non-ambulatory passengers through the door.
 - If normal exits are blocked, drag or carry non-ambulatory passengers through emergency exit windows, preferably with assistance from outside and inside the vehicle.
- Once all passengers are clear of the vehicle, calmly guide passengers to a safe area, assess their condition and make sure that dispatch and emergency personnel have been contacted.

Note: Passengers would normally exit appropriate doors. Emergency roof hatches and windows are used only in the event that doors are blocked or the vehicle has rolled on its side.

Communication Procedures Specific to Emergency Situations

The driver must understand how to communicate key facts about emergency situations with the dispatcher or other key response personnel in the transit organization. The driver must assist police, fire, or emergency medical people who respond to a transit vehicle emergency. Part of this communication entails liability issues, such as training drivers not to volunteer information about what did – or didn't – cause an emergency situation to occur. A driver must inform emergency response personnel about vehicle safety features, such as the location and use of emergency exits or the location of emergency shut-offs.

What and How to Communicate to Passengers

The driver must remain calm while communicating the key facts about the emergency at hand; the driver must communicate his or her intentions about evacuation and other measures clearly and calmly with the passengers. Drivers need to communicate in a manner appropriate to the passengers who are being transported. Drivers may be helping evacuate people that are easily confused, have cognitive impairments, or who have sensory disabilities that prevent them from seeing or hearing life-threatening information.

Choosing the Best Routes

Once passengers are evacuated, a driver has the lead responsibility to ensure they gather at a safe place. The driver should guide all passengers completely out of harm's way, out of traffic to a protected area, if possible, at a minimum of 100 feet from the vehicle. If the driver cannot lead this function, a competent passenger should be designated to guide passengers away from the emergency.

Appropriate Use of Fire Extinguisher

Drivers are not required to fight a fire -- ever. If there is the slightest doubt about your control of the situation, **DO NOT FIGHT THE FIRE.**

1. Use a mental checklist to make a Fight-or-Flight Decision. Attempt to use an extinguisher only if **ALL** of the following apply:
 - Dispatch and emergency personnel have been contacted.
 - The vehicle is evacuated.
 - The fire is small, contained and not spreading beyond its starting point.
 - The exit is clear, there is no imminent peril and you can fight the fire with your back to the exit.
 - You can stay upwind or low and avoid smoke. Avoid smoke inhalation since only a small amount of toxic smoke can render you unconscious.
 - The proper extinguisher is immediately at hand.
 - You know how to use the extinguisher.

IF ANY OF THESE CONDITIONS ARE NOT MET, DON'T FIGHT THE FIRE YOURSELF. CALL FOR HELP AND LEAVE THE AREA.

2. Whenever possible, use the "Buddy System" to have someone back you up when using a fire extinguisher. If you have any doubt about your personal safety, or if you cannot extinguish a fire, leave immediately and close off the area (close the doors, but **DO NOT** lock them).
3. Pull the pin on the fire extinguisher. Stand several feet from the fire, depress the handle and sweep back and forth towards the fire. Note:
 - Do not walk on an area that you have "extinguished" in case the fire reignites or the extinguisher runs out! Remember: you usually can't expect more than 10 full seconds of extinguishing power on a typical unit and this could be significantly less if the extinguisher was not properly maintained or partially discharged.
 - The metal parts of CO₂ extinguishers tend to get dangerously cold -- practice using one beforehand or have someone show you the proper way to hold one.
4. Direct the extinguisher at the base of the flames until the fire is completely out.
5. Recharge any discharged extinguisher **immediately** after use. If you discharge an extinguisher (even just a tiny bit) or pull the pin for any reason, arrange for a replacement.

Transit Passenger Incidents

Many kinds of events occur during the course of a driving day which must be reported to management. These events are considered “incidents” and require documentation on Incident Reports. Incidents include but are not limited to:

- Behavior problems – passengers throwing objects, hitting another person, violating company rules or other similar disruptive behavior that can compromise safety.
- Passenger Falls – a passenger falls, or is dropped, but says they’re not injured and refuses offers of medical examination; no accident report is filed but an incident report must be filed. If it is a serious fall or there is likelihood of injury, drivers treat it as an accident and notify the supervisor.
- Passenger Complaints – those made to the driver.
- Witnessing an accident - either a driver or a passenger may be asked to record details on an Incident Report.

Each incident requires the driver to use good judgment based on their training in determining the appropriate reaction. In all cases transit management needs to be notified and an Incident Report completed.

Employee Accidents and Incidents

Employee accidents frequently occur due to neglect of standard operating procedures. In cases where an accident occurs without prior knowledge of the hazard, transit agencies have an obligation to identify workplace hazards and develop controls designed to eliminate or protect employees from those hazards. Investigating incidents of near accidents and investigating actual employee accidents are important techniques to meeting this obligation.

Accidents are defined as incidents that have resulted in property damage, injuries, death or illness to employees. Incidents are situations and/or circumstances that represent the potential to create injuries or property damage.

Management Responsibility

Following any accident or incident, management must:

1. Ensure that appropriate medical attention was rendered;
2. Confirm that an adequate investigation was completed and all documentation is produced and preserved;
3. Conduct further investigation as necessary;
4. Discuss corrective actions needed;
5. Make sure the corrective actions (controls) are in place;
6. Monitor the effectiveness of the controls and make changes as necessary; and

7. Periodically review these efforts to identify trends or patterns of accidents to prevent future accidents.
8. Obtain photos if possible

On Board Safety Equipment

When an emergency or accident occurs on board the vehicle, the need to have the proper equipment immediately available is of paramount importance. The daily pre-trip inspection by the driver must include the positive identification that the equipment is available and in proper working order. The list of on-board equipment could be unlimited and must be adjusted and appropriate to the location of the system, either urban or rural, and potential high-risk conditions a system may encounter such as weather, road conditions, types of passengers, etc. This section provides a list of necessary equipment appropriate to all types and sizes of vehicles and organizations.

On board safety equipment should include at a minimum:

- Working ABC fire extinguisher (10lb.+ preferred)
When it comes to fire extinguishers, bigger is indeed better. A 10 lb. extinguisher will provide between 10 and 30 seconds of fire extinguishing capacity.
- Web cutters (2)
One web cutter should be permanently mounted in the securement area where persons with disabilities ride. The other cutter should be immediately available to the driver at all times.
- First aid kit
First aid kits should be immediately accessible to the driver and meet OSHA specifications for passenger transportation. Most importantly, restocking of the first aid kit should occur, at a minimum, during each preventive maintenance inspection.
- Biohazard kit
Biohazard kits should be immediately accessible to the driver and meet OSHA specifications for passenger transportation. Most importantly, restocking of the biohazard kit should at a minimum occur during each preventative maintenance inspection.
- Warning triangles
A minimum of three (3) warning triangles should be kept in a sealed container and be available to the driver. It is not recommended that flares be carried in a passenger vehicle.
- Cell phone and emergency telephone numbers
It is important for the driver to understand that cell phones should never be used while the vehicle is moving. Cell phones are particularly important in dead areas where radio contact is impeded.
- Two-way radio
The two-way radio should be activated throughout the day to insure proper working order.
- Jack handle for manual wheelchair lift operation
The jack handle should be mounted in such a way that it is easily accessible to drivers for manual wheelchair lift operation. Many jack handles are hidden away inside lift units and are not easily accessible in an emergency.
- Working flashlight

Batteries and function should be checked during preventive maintenance.

- Quick reference guide, such as a placard or clipboard
All New Mexico bus drivers should have their Crisis Management Clipboard on board that provides instructions on handling emergencies.
- Reflective vest
To be worn by the driver when he or she is out on the roadway responding to a vehicle emergency.

On Board Documentation Materials

When an emergency occurs, it is extremely important that the event is properly documented as soon as possible. Drivers need to be trained on and know the emergency documentation procedures and how to complete necessary forms. At a minimum, the following forms should be kept on vehicles:

- Passenger courtesy cards
- Agency accident report forms
- Vehicle defect report forms
- Pre- and post-trip inspection forms

ACTS OF NATURE

Driving in inclement weather requires extra care, but can be accomplished safely by following a few rules. The most important rule is to put “safety before schedule.” Drivers should keep in mind that passengers expect traffic to be a little slower during severe weather conditions. Take your time and don’t worry if you are running late.

High Winds

- Keep both hands on the wheel, slow down and correct your steering, especially when moving from a protected area to an unprotected area, or when meeting large vehicles.
- Watch for objects blowing across the roadway and into your path.
- Be aware of vehicles around you. Keep a safe distance from cars in adjacent lanes as strong gusts could push a car outside its lane of travel.
- Take extra care in a high-profile vehicle such as a van as it is more prone to be pushed or even flipped by high wind gusts.
- If winds are severe enough to prevent safe driving, get onto the shoulder of the road and stop, making sure you are away from trees or other tall objects that could fall onto your vehicle. Stay in the vehicle and turn on the hazard lights until the wind subsides.
- During and after periods of high winds, be cautious of debris in the roadway and downed or low-hanging utility wires.

Dust Storm

- If dense dust is observed blowing across or approaching a roadway, pull your vehicle off the pavement as far as possible, stop, turn off lights, set the emergency brake, take your foot off of the brake pedal to be sure the tail lights are not illuminated.
- Don't enter the dust storm area if you can avoid it.
- If you can't pull off the roadway, proceed at a speed suitable for visibility, turn on lights and sound horn occasionally. Use the painted center line to help guide you. Look for a safe place to pull off the roadway.
- Never stop on the traveled portion of the roadway.

In the past, motorists driving in dust storms have pulled off the roadway, leaving lights on. Vehicles approaching from the rear and using the advance car's lights as a guide have inadvertently left the roadway and in some instances collided with the parked vehicle. Make sure all of your lights are off when you park off the roadway.

Wildfire

When threatened by a wildfire:

- Discontinue all transit service in the impacted area unless requested by emergency management to assist in evacuation of individuals at risk.

- Work with emergency management staff to create a 30-to-100-foot safety zone around the transit facility clearing all flammable vegetation, pruning trees, and clearing areas around flammable materials. Focus attention on areas downhill of the facility – fire spreads most rapidly uphill and downwind.
- If advised to evacuate, move all transit vehicles out of the impacted area.

Winter Weather

General defensive driving skills are used in all winter weather situations. This includes increasing following distance, protecting against glare, reducing speed and being concerned about overpasses, underpasses and shady areas.

Important information for drivers trapped in a transit vehicle in a winter storm:

- Stay in the vehicle and keep passengers in the vehicle.
- Do not leave the vehicle to look for help unless help is visible within 100 yards.
- To keep warm, turn on the vehicle's engine for about 10 minutes each hour.
- Run the heater only when the vehicle is running.
- Turn on vehicle lights only when the vehicle is running.
- Ensure the exhaust is clear of snow to avoid carbon monoxide poisoning.
- Open windows slightly for fresh air.
- Do light exercise and/or huddle together to stay warm.
- If alone, stay awake as much as possible.

Rockslides/Landslides

Landslides and rockslides occur when masses of rock, earth, or debris move down a slope. Landslides are caused by disturbances in the natural stability of a slope. They can accompany heavy rains or follow droughts, earthquakes, or volcanic eruptions.

Some areas are more likely to experience landslides, including:

- Areas where wildfires or human modification of the land have destroyed vegetation.
- Areas where landslides have occurred before.
- Steep slopes and areas at the bottom of slopes or canyons.
- Slopes that have been altered by building and road construction.
- Channels along a stream or river.
- Areas where surface runoff is directed.

If driving a transit vehicle:

- In order to protect against injury or death caused by a landslide or avalanche, recognize that all slopes over 30 degrees are vulnerable to such an event.
- Look for tilted trees, telephone poles, fences, or walls, and for new holes or bare spots on hillsides.
- Listen for rumbling sounds that might indicate an approaching landslide.
- Be alert when driving. Roads may become blocked or closed due to collapsed pavement or debris.

- Heed local avalanche forecasts and avoid high-risk areas during periods of extreme risk (following heavy, consistent rains for avalanche hazard, and heavy, deep snowstorms for snow slides)
- Never stop a transit vehicle in a known avalanche chute.
- If landslide is imminent, quickly move away from the path of the slide. Getting out of the path of a debris flow is your best protection. Move to the nearest high ground in a direction away from the path.
- Check for injured or trapped people near the affected area, if it is possible to do so without entering the path of the landslide.
- Report broken utility lines to the appropriate authorities.

Tornado

The following weather signs may mean that a tornado is approaching:

- A dark or green-colored sky
- A large, dark, low-lying cloud
- Large hail
- A loud roar that sounds like a freight train

The least desirable place to be during a tornado is in a motor vehicle. Buses are easily tossed by tornado winds. Do not try to outrun a tornado in a vehicle. If a tornado is seen, have all passengers leave vehicle and secure it. Guide passengers to substantial structure for cover. Avoid windows. If no structure is available, lay flat in a ditch or low-lying area. Protect head with an object or with arms. Follow thunderstorm procedures in the case of downed power lines.

Extra care is required in transit facilities or any building where a large group of people is concentrated in a small area. Inside a building:

- Move away from windows and glass doorways.
- Go to the innermost part of the building on the lowest possible floor.
- Do not use elevators because the power may fail, trapping people inside.
- Make the body as small a target as possible by crouching down and protecting the head.

Thunderstorms

- If heavy rain accompanies thunderstorms, follow standard procedures for flooding situations.
- If high winds accompany thunderstorms, follow standard procedures for tornadoes/hurricanes.
- If a lightning storm is active in the vicinity, stay inside vehicle or facility and away from windows. Avoid contact with any item that may be able to conduct an electrical charge.
- Never touch a fallen power line and avoid contact with low-slung overhead power lines.
- Never drive a transit vehicle through standing water if downed power lines are in the vicinity.
- If a power line falls across a vehicle, keep passengers in the vehicle and drive away from the line.

- If the engine stalls, do not turn off the ignition and warn people outside the bus to not touch the vehicle.

Floods

Flooding can quickly inundate large areas with standing water, leaving residents or motorists stranded and endangering life and property. A flood WATCH means that flooding is possible. A flood WARNING means that flooding has been reported or is imminent. If a flood warning is issued or flooding is observed, it is essential to act quickly.

- Evacuate immediately if advised to do so.
- Move to a safe area before access is cut off by flood waters.
- Get out of areas subject to flooding. This includes valleys, low spots, and washes.
- Avoid already flooded and quick water flow areas.
- Never attempt to walk, swim, or drive through swift water. Even six inches of fast-moving water can knock a person off their feet.

If driving a transit vehicle:

- Be aware that the roadbed may not be intact under floodwaters. If floodwaters are encountered, drivers must turn around and go another way. Never drive through flooded roadways—a vehicle can float in less than two feet of water!
- If the vehicle stalls, evacuate immediately and seek higher ground. Rapidly rising water may engulf the vehicle and its occupants.
- Be especially cautious at night. Darkness makes it harder to recognize flood dangers.

HAZMAT

Toxic Incidents

In case of a chemical release in or near a facility:

- Find clean air very quickly.
- If the release is outdoors and personnel are outdoors, take shelter quickly in the closest building, close all windows/doors and shut off the heating, ventilating and air conditioning system (HVAC). If inside, stay inside and find an interior room and seal the room. Remain inside until told it is safe to leave and then ventilate and vacate the shelter immediately.
- If the release is indoors, follow chemical incident plans specific to the facility. Open windows and breathe fresh air. Evacuate the building immediately.
- Once protected from chemical agent exposure, decontaminate by removing clothes and showering.
- When conditions are safe to move about freely, seek medical treatment.

If a chemical release occurs outside a vehicle:

- Shelter in place by staying on the vehicle.
- Shut all vehicle windows; turn off all vents, heating and air conditioning systems.
- If the vehicle can be safely moved, drive as far away and upwind as possible.
- Immediately report locations and all events to dispatch/appropriate authorities.

If a chemical release occurs inside a vehicle:

- If the vehicle is in motion at the time of discovery, immediately pull over to a safe location preferably in an area not crowded with people.
- Shut down the vehicle, including HVAC and windows, and evacuate passengers a minimum of 1,500 feet away from the vehicle, preferably upwind.
- Tell passers-by to stay away from the vehicle.
- When requesting or waiting for assistance, never re-enter the vehicle. Contact dispatch and emergency response and give the precise location of the vehicle, reporting all events.

Fuel Related Events

Fueling, Oil and Other Petroleum Hydrocarbons

- Each facility should develop a petroleum spill plan.
 - who is responsible for taking what action
 - what action should be taken during an event
 - when should additional resources be called for assistance
 - where are clean up materials stored at the facility
 - how are the clean-up materials used and disposed of
- Each facility should have adequate petroleum spill response equipment that is easily accessible and clearly marked.

A petroleum, flammable liquid fire burns at the surface of the material as it is vaporized by the fire or ambient heat. Applying water merely spreads the flaming liquid over a wider area, where it

vaporizes more rapidly, intensifying the fire. The best way to put out such a fire is to cut off its air supply or interrupt its chemical chain reaction. The smothering agents commonly used for petroleum fires are carbon dioxide (CO₂) and dry chemical powder extinguishers. Both are effective for flammable liquids, but dry chemical is better for outdoor use because it is not subject to wind, has a longer range and can extinguish pressurized leaks of gas and liquid.

Natural Gas

Natural gas has a different hazard profile than traditional liquid fuels such as gasoline and diesel fuel. Two properties that affect its hazard profile and consequent emergency response are its gaseous state and its storage at high pressure or low temperature. In normal transit operations, the risks from these hazardous properties have been mitigated through effective design.

Fires fed by natural gas may attain large heat release rates quickly. The size of the fire is generally not reduced by cooling the fuel supply with water. If a fire fed by a natural gas leak is extinguished, but the gas is still escaping, the gas can re-ignite and, because unburned gas has accumulated, lead to an even larger rate of heat release.

In the case of a natural gas leak or release:

- Verify the origin of the gas release and stop the release.
- Remove people and property from the vicinity of the release or move equipment that is releasing natural gas away from people and property. Move upwind from any actual or suspected gas leaks or gas releases.
- Prevent ignition. If natural gas is or has been released, the scene will be surveyed for ignition sources. Ignition sources will be removed or prevented. For example, if a bus with a gas leak or gas release is under a bridge or overpass, vehicles should be prevented from passing overhead. The ignition possibilities of emergency equipment must also be recognized, including abrasive cutting and engine-driven rescue tools.
- Be wary of static electricity. For flammable gas, static electricity is always a potential ignition source. This is especially true if the relative humidity of the air is low. In rapidly flowing gases, the motion of entrained particles can cause the buildup of static charges.
- Ventilate enclosed areas, considering that natural gas is lighter than air. LNG fuel vapors may be heavier than air until they warm.

ORGANIZATIONAL INFRASTRUCTURE

Theft and Burglary

Preventing theft and burglary require facility and vehicle security. Facility and vehicle security should focus on:

- key control
- access control
- facility and vehicle lock up procedures
- perimeter fencing
- alarm systems
- surveillance equipment
- lighting
- security patrols
- employee alertness

Preventing employee theft can increase productivity and provide avenues for improved work relations. A program to eliminate employee theft involves:

- knowing the frequently used schemes
- keeping a closer eye on possible vulnerabilities
- finding employees that can be trusted
- making it hard to steal
- working together with employees
- providing alternatives to stealing
- determining and distributing clear, written policies on ethical behavior
- setting an example

Workplace Violence

Violent behavior is often preceded by a variety of early warning signs. Unfortunately, these signs are often ignored until it is too late. Early recognition of the warning signs of workplace violence is critical to the prevention of incidents.

In recognizing warning signs, be alert for unacceptable or out-of-the-ordinary behavior exhibited by a person. When this behavior is exhibited, tell someone in the agency about these concerns so that proactive measures can be taken. These measures may include a conversation on the part of a supervisor, counseling, Employee Assistance Program (EAP) support, or other forms of assistance. The goal is not punitive action but prevention through resolution of the issues or situation. Effective Workplace Violence Prevention Programs will include a mechanism for communicating these concerns in a confidential and productive manner.

Some behavioral warning signs to be alert for are:

Unusual Interest in Weapons and Expressions of Violence:

- ❑ Demonstrates an unusual fascination with guns and other weapons
- ❑ Brings a gun or other weapon to the workplace
- ❑ Verbalizes his or her wishes to hurt other employees
- ❑ Shares fantasies about acts of revenge
- ❑ Makes direct or veiled threats of harm toward others
- ❑ Talks about retaliation or “getting even” with someone
- ❑ Makes statements that approve of the use of violence to resolve problems
- ❑ Discusses a fascination with incidents of workplace violence
- ❑ Openly identifies with perpetrators of workplace homicides

Exhibits Signs of Depression:

- ❑ Frequent crying and mood swings
- ❑ Withdrawal and isolation from others
- ❑ Expresses feelings of hopelessness
- ❑ Shows signs of alcohol or drug abuse
- ❑ Demonstrates a loss of interest in life or work
- ❑ Changes in personal appearance and/or hygiene
- ❑ Makes statements indicating desperation and comments about committing suicide

Increased Work Problems:

- ❑ Increased lack of motivation
- ❑ Increased absenteeism and tardiness
- ❑ Sudden decrease in performance, productivity or inconsistent work patterns
- ❑ Increased conflicts with others
- ❑ Constant complaining about unfair treatment
- ❑ Overreaction to criticism (increased hypersensitivity)
- ❑ Refusal to acknowledge performance problems and/or blaming others
- ❑ Constant and blatant disregard for company policies and procedures
- ❑ Talking about the same problems without resolving them
- ❑ Misinterpreting communications, requests and directions
- ❑ Becoming more accident-prone due to disregard for on-the-job safety

Shows Signs of Domestic Violence:

- ❑ Frequent and/or unexplainable visible physical injuries
- ❑ Physical injuries which are inconsistent with explanation
- ❑ Strong emotional reactions to unusual or excessive phone calls received at work
- ❑ Disruptive and unannounced workplace visits by significant other (spouse, partner, family members)

Other Behavioral Concerns:

- ❑ Increased emotional outbursts
- ❑ Displays of unwarranted anger
- ❑ Expresses irrational beliefs and ideas
- ❑ Unhealthy obsession with a co-worker
- ❑ Unusual or extreme changes in behavior
- ❑ Verbal, nonverbal or written threats or intimidation
- ❑ Expressions of the perception or belief that others are “out to get them”
- ❑ Words or conduct that causes concern that the person may act out in a violent manner

Not all warning signs are actual indicators that a person is about to engage in a violent act. These warning signs should be used only to heighten your concern as to a potential problem. As an employee, your responsibility is to recognize a warning sign and then to communicate this information to an appropriate person in your agency (i.e., manager, supervisor, union officer, human resources representative) if it causes you concern. These observations or concerns should NOT be openly discussed among peers or others either within or outside the agency

Vehicle Fires

General Fire Procedures

- If smoke or fire is present, EVACUATE the vehicle immediately.
- DO NOT open up the hood or engine compartment if there are signs of fire inside.
- Shut off all electrical power and read the instructions printed on the extinguisher.
 - Only try to extinguish a fire if you are sure of what to do and only if it is safe to do so. The fire extinguisher is to be used primarily to create a way off the vehicle for evacuation purposes.
 - Only after the vehicle has been evacuated should the extinguisher be employed to put out a fire.
 - When using the extinguisher, stay as far away from the fire as possible.
 - Aim the extinguisher at the source or the base of the fire, not at the flames.
 - Use the extinguisher upwind. Let the wind carry the extinguisher contents toward the fire rather than carrying the flames toward the user.
 - Continue extinguishing until whatever was burning has been cooled.
- Absence of smoke or flame does not mean that the fire is completely out or cannot restart.

Facility Fires

- If a fire is discovered, sound the alarm and call the fire department.
- Leave the fire area quickly, closing all doors behind you to slow the spread of fire and smoke.

- Follow the building's evacuation plan to the letter, unless doing so creates immediate danger. If you encounter smoke or flames, use an alternative escape route.
- If it is necessary to escape through smoke, crawl low. Heat and smoke rise. Cleaner air will be 12 to 24 inches (30 to 60 centimeters) above the floor.
- Test doors before opening them. Kneeling or crouching, reach up as high as possible and touch the door, the knob, and the space between the door and its frame with the back of the hand. If the door is hot, use an alternative escape route. If the door feels cool, open it carefully and be ready to slam it shut if smoke or heat rush in.
- Once out of the facility, stay out of the way of firefighters. Tell the fire department if anyone might be trapped in the building. Do not go back inside for any reason, until firefighters say it is safe to do so.

INCIDENT MANAGEMENT

National Incident Management System (NIMS)

NIMS was developed to provide a system that would help emergency managers and responders from different jurisdictions and disciplines work together more effectively to handle emergencies and disasters. Most incidents are handled on a daily basis by a single, local jurisdiction at the local level, often by fire personnel, EMS and law enforcement. But even for incidents that are relatively limited in scope, coordination and cooperation among the responding organizations, including transit, are essential for an effective response.

When the NIMS is adopted and used nationwide it will form a standardized, unified framework for incident management within which government and private entities at all levels can respond to incidents effectively. The NIMS provides a set of standardized organizational structures such as the Incident Command System (ICS) and standardized processes, procedures and systems. These processes and procedures are designed to improve interoperability among jurisdictions and disciplines in various areas - command and management, resource management, training and communications.

Incident Command System

The ICS provides a common organizational structure for the immediate response to emergencies and involves the coordination of personnel and equipment on-site at an incident without being hindered by jurisdictional boundaries.

Incident Management Priorities

Response objectives:

- Protection/preservation of self
- Protection of passengers
- Protection/securement of vehicle

Priority response actions:

- Triage
- Risk management
- Requesting incident resources

Critical concerns:

- Accurate analysis and scene assessment
- Delegation to able-bodied passengers
- Passenger accountability

Incident Management Requirements

- Have a safety orientation

- Keep a calm demeanor
- Use quick thinking and be decisive
- Be adaptable and flexible
- Be proactive
- Be realistic about personnel and agency limitations

Incident Management Constraints

- Decisions and actions need to be made in a timely manner
- Limited resources may be available
- Minimal information may be available
- A demanding and highly stressful environment
- Communication systems may be compromised

Incident Management Steps

- Information gathering and analysis - Pre-incident information includes knowledge of any patterns, trends or history of any similar events. Empirical or perceptual information is what is actually observed. Cognitive information is what has been learned through training and experience.
- Problem identification and assessment - Hazards must be identified. Included in this determination are the type of hazard and the credibility of the threat. Risk must be determined by considering the number of potential victims, critical assets exposed and extent of the impact area.
- Developing a strategy and tactics - A strategy is the overall goal or desired outcome that is to be achieved based on minimizing injury, property damage and service disruption. Tactics are specific objectives and the corresponding tasks that will be used to achieve the goal or strategy.
- Implementing a plan - Plan implementation includes directing others, communicating, delegating, notifying and requesting resources.
- Evaluating results - Plans must be evaluated on an on-going basis to ensure that the tactics being used are still appropriate and that they are having a positive effect.

Emergency Information Dissemination

During critical incidents, what is said to the public is extremely important. Public affairs preparedness includes fostering positive relationships with elected and appointed officials, civic leaders and the media to help the agency meet its goals for ridership, revenue and public recognition on a day-to-day basis. During a crisis, the media relations/public information function proactively works with these constituent audiences to provide accurate, verified information

regarding what has happened, what the agency is doing about it and how it might affect the community. In incidents involving injuries and deaths, release of certain information is subject to a variety of federal laws. Further, particular attention should be given to monitoring the appropriate release of sensitive security related transit information to the public.

Response objectives:

- Provide timely, accurate and coordinated public information
- Minimize negative publicity
- Highlight positive response efforts of agency and staff

Priority response actions:

- Craft messages incorporating verifiable incident information
- Distribute approved messages to internal audiences (board, staff, advisory committees) and respond to requests for information
- Distribute approved messages to external audiences (media, public) and respond to requests for information

Critical concerns:

- Impact on service delivery
- Message coordination
- Expected release of incident investigation reports
- Media coverage and public perception
- Relationships with elected officials, partner agencies and internal audiences

The Ps and Qs of Crisis Communications

Be Prepared

- Build relationships with partner agencies, the public and the press *before* disaster strikes.
- Assemble background details *before* disaster strikes; when you can't talk facts, you can talk process.
- Understand how your message relates to what the public wants to know.

Be Positive

- Express confidence in your response actions.
- When it comes to a message, saying it helps make it true.

Be Proactive

- Provide accurate and timely information to all constituent audiences.
- Anticipate what emerging issues will be, and be prepared to respond.
- Use lessons learned as an opportunity for positive press.

Quantities

- The media lives by facts and figures. Provide numbers that support your message.

Qualifications

- The public wants to know that the right people are in charge. Talk about the capabilities and qualifications of your organization, your staff, and partner agencies.

Quotes

- The media must attribute to subject experts. By assuming the role of subject expert your message becomes the face of the disaster.

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.

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.

Incident Recovery

- Cleanup and inspection - After an emergency, facilities, vehicles and agency property must be inspected for damage and/or the need for cleanup. The purpose of this activity is to restore the agency and its assets to the state before the emergency. Some recovery activities may be immediate while others may be long term (e.g., replacement of vehicles or facilities).
- Documenting use of all agency resources including vehicles - After an emergency, the use of agency resources including any vehicles used during the event — as well as the status and the condition of the vehicles — must be documented in order to begin the process of maintaining assets and bringing them back into service.
- After incident report – A report must be completed to assess the responses of personnel during the incident. This information will be used to modify policies, provide additional training, and give feedback to those involved to enhance future incident responses. This report will focus on such issues as the emergency notification process, the establishment of incident command, the incident communication system and strengths and weaknesses of the response effort.
- Make necessary insurance contacts - Contact must be made with insurance carriers in order to ensure timely reimbursement response. Additionally, insurance policies and coverage should be reviewed at this time for appropriate changes to future insurance purchases based on an evaluation of the effectiveness of existing coverage.

- Restoration of service – Evaluations of the status of system assets, the condition of the community environment and the needs of customers must be conducted. Upon the completion of that evaluation, steps need to be taken to restore essential transit services as soon as is practical and possible and within the constraints of environmental realities, resource availability and safety considerations.
- Follow-Up Counseling of Staff - In order to mitigate the possible negative psychological effects of an emergency or incidents of violence on staff, including possible Post Traumatic Stress Disorder in the most extreme cases, management must ensure the availability of support services to all parties who may have been directly or secondarily impacted by the event. This support includes a mandatory post-incident debriefing, making referrals to professional counseling resources, being an empathetic good listener and doing anything else that can provide assistance to those involved in emergencies or incidents of violence. Consideration should also be given to the possible impact on staff family members as well.

DRILLS, SIMULATIONS AND EXERCISES

In crisis management as in sports, a transit agency plays the way it practices. That is why your agency must test its crisis communication plan through mock disaster drills and participate in community emergency response exercises. This requires the transportation system and community public response agencies to plan and conduct increasingly challenging exercises over a period of time. Implementation of such a program allows the collective community to achieve and maintain competency in executing the transportation component of local emergency response plans.

There are five major types of exercises that comprise this program, each with a different purpose and requirement. Each step is progressively more sophisticated in nature and should be undertaken in a step-by-step and long-term implementation plan that is integrated into overall community response.

1. Basic awareness training to familiarize participants with roles, plans, procedures, and resolve questions of coordination and assignment of responsibilities.
2. Operational training to familiarize front-line staff with roles, plans, procedures, and resolve questions of coordination and assignment of responsibilities.
3. Tabletop exercises that simulate emergency situations in an informal, low stress environment. It is designed to elicit discussion as participants examine and resolve problems based on existing crisis management plans and practical working experience.
4. Drills that test, develop, or maintain skills in a single response procedure (e.g., communications, notification, lockdown, evacuation procedures, etc.). Drills can be handled within the organization, or coordinated with partner agencies, depending upon the drill objective(s). Drills help prepare players for more complex exercises in which several functions are simultaneously coordinated and tested.
5. Functional exercises are full-scale simulated incidents that test one or more functions in a time-pressured realistic situation that focuses on policies, procedures, roles and responsibilities. It includes the mobilization of emergency personnel and the resources appropriate to the scale of the mock incident. Functional exercises measure the operational capability of emergency response management systems in an interactive manner resembling a real emergency as closely as possible.

RELATIONSHIPS WITH EMERGENCY RESPONDERS

Coordination with Emergency Management

Effective emergency response does not happen by accident. It is the result of planning, training, exercising, and intra/interagency cooperation, coordination and communication. Integration into the local community's emergency planning process is central to the success of the preparedness of your system.

Law Enforcement

System management must regularly work with the local and state law enforcement to improve security and emergency/incident preparedness and response capabilities. These activities should include:

- Maintaining regular communications with law enforcement.
- Meeting at least once a year to ensure transit issues are understood by law enforcement.
- Developing an emergency contact list for dispatchers.
- Communicating regularly on optimal incident reporting methods that will offer law enforcement all the information they need.
- Participating in cooperative emergency preparedness training programs.
- Establishing appropriate methods of communication for continuous coordination during an emergency.
- Establishing procedures for supplying the unique types of emergency service that may be required in particular emergency situations.

Fire Department

System management must work with local fire departments on a regular basis to support improved security and emergency/incident preparedness and response. This will include the following activities:

- Maintaining regular communications with fire services.
- Establishing the level of service (e.g., equipment and personnel) to be delivered in response to various types of emergencies.
- Specifying in advance the level of notification, command and control, and degree of responsibility that will apply on site.
- Establishing appropriate methods of communication and developing procedures for continuous coordination and transfer of command.
- Providing training for fire department personnel to familiarize them with transit vehicles and equipment, including wheel chair lifts and access/egress procedures.
- Conducting periodic drills in cooperation with the fire department.
- Scheduling a meeting at least annually to ensure transit issues (e.g., evacuation of transit vehicles, considerations for persons with disabilities) are understood by fire officials.
- Identifying any special tools and equipment the firefighters might need to address transit emergencies (particularly items that they would not normally possess) by inviting

firefighters to visit the agency annually, and walking them through transit vehicles and facilities.

- Reviewing current fire-related plans and policies.
- Ensuring fire annunciation and evacuation procedures are part of the standard procedures and training for drivers

Emergency Medical Services (EMS)

System management must work with local emergency medical services including hospitals on a regular basis to support improved medical response. Preparations should include the following activities:

- Maintaining regular communications with EMS.
- Scheduling a meeting on transit property or at the offices of EMS at least annually to ensure transit issues are understood by the organization.
- Establishing appropriate EMS unit jurisdictions.
- Establishing the level of service (equipment, personnel, etc.) to be delivered in response to various types and degrees of emergencies.
- Establishing appropriate methods of communication for continuous coordination during a response.
- Familiarizing EMS personnel with transit vehicles and facilities.
- Conducting periodic drills in conjunction with EMS personnel.

Training First Responders on Transit Equipment

To improve first responder familiarity with transit fleet, facilities and operations during an emergency, annual training with local first responders should be held. Key areas to be covered include:

- Vehicle and facility entry - windows, doors and hatches
- Hazardous materials
- Facility escape routes and safety zones
- Equipment shutdown
- Emergency dump valves
- Battery cut-off switches
- Lift equipment operation
- Appropriate zones to breach transit vehicles in event of an incident
- Communications compatibility

SECTION 3

Transit Security

DE-ESCALATION SKILLS FOR DRIVERS

As a manager, it is important to provide resources and training for front-line employees on how to handle conflict and how to de-escalate onboard situations. Onboard conflicts can often be just a disappointment or disagreement between the passenger and bus driver over a policy or service. Conflicts may result in customer complaints (or worse) if not handled well. An out-of-control situation may quickly escalate to a more serious confrontation or even an assault.

Bus drivers must receive a clear message from management that their job is to inform onboard policies with customers. The driver has a responsibility to inform a passenger about the proper fare or a service policy, etc., and the manager can decide on an enforcement plan should the passenger disregard the rules. Sometimes passengers become angry when they are asked to do something or not to do something. Typically, confrontations start small and can accelerate to a worsening onboard situation. As a result, violent behavior can be directed toward the driver or other passengers.

There are 7 basic needs for all customers: reliability, safety, convenience, cleanliness, simplicity, affordability, and friendly service. Typically, when a bus driver meets the passengers' expectations, things go well. But there are times when a passenger can board a bus who is angry or even dangerous. The driver's actions and reactions to the person can either escalate or de-escalate a situation. Drivers should be trained on how to handle conflict, de-escalate situations and prevent assaults:

1. Always remember that passengers are people with a full range of human emotions. They also may have issues resulting from medical conditions that include dementia and mental illness, alcohol abuse, illegal drug use, etc. Drivers should approach all passengers with dignity, respect, and kindness.
2. Passengers should be greeted with friendliness and confidence. Drivers should convey a helpful and professional attitude toward passengers.
3. It is the driver's role to support and explain policies. Explanations should be polite and consistent. The concept of informing the passenger of a policy is the driver's job. However, proceeding to enforcement (denying service) can sometimes result in passenger anger. Drivers should never threaten a passenger.
4. It is important to stay vigilant when dealing with someone who is upset. Drivers should be aware of the situation and mindful that stress can intensify the situation. They should also know the environment (e.g., to be prepared to stop the vehicle at the nearest safe location).
5. Staying calm is crucial. If a driver's emotions are out of control, the passenger may also lose control. Drivers should not take comments personally.
6. Non-threatening questions are powerful tools to de-escalate a situation (e.g., "What do you need?").
7. In tense situations, the driver's first statement can influence the passenger's attitude. Drivers should slow their speech and lower their voice.

There may be times when the driver cannot de-escalate the situation and will need to bring the conflict to a safe conclusion. Here are some steps:

1. **At first indication, the driver can discreetly contact the dispatcher. Engage a panic button or verbal emergency code.** A transit system can install a panic button that typically sends a silent signal to dispatch that help is needed. In the absence of this technology, a non-threatening phrase the driver can call into dispatch (e.g., “is there any overtime work this Sunday?”) will alert dispatch to get assistance to the driver. It may also be appropriate to dial 911 on a cell phone and leave the line open in some situations.
2. **Don’t close the door on a dangerous passenger.** The driver can stay in place with the door open and announce a mechanical problem. Simply stated, the driver can let the other passengers exit the bus.
3. **If in route, the driver can pull over to a safe crowded area and open the door.** Never trap an out-of-control person.

A manager has many responsibilities, but few are more important than providing the necessary tools and training to ensure bus driver and passenger safety. Drivers should be reminded to provide friendly and safe services every day and to display a positive attitude with all passengers. Their daily goal is to be safe, go home, and enjoy their time off.

You may access a “Conflict Management and De-escalation Skills” video on the New Mexico Department of Transportation, Transit and Rail Division website.

HANDLING CONFLICT OR ACTS OF VIOLENCE ON THE BUS

When dealing with threats of violence it is critical to stay calm and maintain self-control in order to defuse or escape the violence. Over-reacting to a situation will only compound the problem. The primary goal is to preserve the safety of drivers and passengers.

In dealing with threats of violence, drivers should:

- Stay calm and maintain control; do not overreact to the situation
- Behave in a non-threatening way through both voice and action
- Look for ways to defuse the situation
- Look for ways to alert emergency response
- If possible, park the bus in a public place and do not operate it
- Open bus doors to allow antagonist to escape with a minimum of difficulty
- Make every effort to allow passengers to exit the vehicle whenever possible including asking the antagonist to allow de-boarding
- If there are no passengers on board, look for a way to escape the vehicle
- If the antagonist leaves the bus, do not pursue the person
- If a weapon is involved, do not attempt to grab it or make any sudden movements
- If you are driving, let the assailant know verbally each move being made, such as turns, lane changes, stops, etc.
- Make every effort to make the assailant feel that you are cooperating and not resisting
- If violence is directed toward a passenger, immediately contact emergency response and intervene only if it is safe to do so
- Provide information to emergency response on bus location and on the nature of the incident including descriptions of assailant(s) and any weapons involved
- Complete required forms and documentation

TRANSIT VEHICLE SECURITY

The first act in an effective security program is the act of prevention. Prevention involves the inspection of vehicles by drivers as part of a routine maintenance effort to prevent the placement of an explosive device or hazardous substance. The normal bus pre-trip and post-trip inspection activities should be expanded to pay particular attention to security issues.

The following areas should receive the greatest attention:

- inspect the interior of the bus: floors, seats, under seats, driver’s area and interior compartments for unknown objects or tampering
- inspect the interior lights to make sure they are operational and have not been tampered with
- inspect the steps and wheelchair lifts if the bus is so equipped
- inspect under the bus for items taped or attached to frame
- inspect wheel wells, exhaust system and fuel and air tanks
- inspect back and side emergency exit doors
- inspect the exterior of the bus for unusual scratches or marks by tools, signs of tampering, unusually clean or dirty compartments, or items attached using magnets or duct tape
- inspect the engine compartment and other areas for foreign objects

Bus Safety and Security Checklist

Bus Equipment	What to Look For
Seats	Lumps/bulges/damaged upholstery/suspicious package on seat
Floor surface	Modifications to material/unusual thickness
Roof liner	Rips/bulges
Doors/hood/trunk lid	Heavy to open or close/rusting seams/holes
Cargo compartment	Strange odor/raised floor/unusual welds/unusual items/excess weight
Exterior surface	Missing screws/unusual scratches/welds/signs of tampering/recently painted

Undercarriage	Items taped or attached to frame/ fresh undercoating
Engine compartment	Odd wires or liquids/unusual welds/ new tape
Tires	Unusual odor from air valve
Fenders	Unusual thickness

FACILITY SECURITY

The conditions affecting facility security change constantly. Employees come and go, a facility's content and layout may change, various threats wax and wane, and operations may vary.

It is essential that key personnel participate in periodic security vulnerability assessments. Specifically, these security assessments should focus on such things as:

Parking lots	Corridors and stairwells
Vehicle storage	Roof tops
Entrances/visitor access	Heating, ventilating, air conditioning (HVAC) systems
Windows	Trash receptacles
Doors	Hazardous substances and other dangerous Items
Rest rooms	Emergency communications

Parking Lot/Vehicle Storage Security

- Can illegitimate users access the parking lot without being detected?
- Are only essential access points to public thoroughfares provided?
- Is the parking area close to the building so it can be monitored?
- Are parking lots/vehicle storage areas bordered by a wall, chain link fence or some other real barrier?
- Do access points have gates that can be locked?
- Do parking/vehicle storage areas have sufficient lighting?

Entrance Security

- Are there blind spots near entrances?
- Are there deep recesses at entrances which are accessible when the building is closed?
- Do doors that are primarily exit doors have external locks or door handles?
- Are doors constructed to be sturdy and built to withstand penetration?
- Does the office layout allow staff to see approaching visitors from normal working positions?
- Do staff members have the ability to stop visitors from entering by locking doors?
- Are employee ID badges used for security purposes?

Corridor and Stairwell Security

- Do right angles in corridors have good surveillance?
- Do corridors and stairwells have sufficient lighting?
- Have provisions been made to prevent or eliminate blind spots at stairwell landings?

Restroom Security

- Are security searches periodically conducted of the restroom areas?
- Is internal ventilation available so that open windows are not needed?

Heating, Ventilating, Air Conditioning (HVAC) System Security

- Is access to the HVAC system controlled?

- Are switches and mechanisms labeled so that shutting down of the HVAC system can be accomplished with ease?
- Do all personnel know where HVAC equipment is located and how to operate it, including shutdown?

Trash Receptacle Security

- Are exterior dumpsters and trash receptacles placed well away from building facilities?
- Are exterior dumpsters and trash receptacles inspected periodically for security concerns?
- Are inside trash receptacles limited and inspected periodically for security concerns?
- Is trash that is not placed in receptacles examined and removed on a regular basis?

Control of Hazardous Substances and other Dangerous Items

- Are all maintenance equipment and other items that could be used as weapons controlled and kept in locked conditions?
- Are all volatile and hazardous substances stored in a manner consistent with HAZMAT requirements?

Window Security

- Do windows provide easy and convenient visual access to the outdoors?
- Are there clouded window panes?
- Can all windows be secured and locked?

Door Security

- Do all doors have sturdy locking devices?
- Are doors capable of being easily pried open?
- Is a system of key control and inventory in place?
- Are locks periodically changed based on possibility of key security breakdown?

Roof Top Security

- Are there climbable plants located near building walls?
- Are there built in foot holds on poles or other structures adjacent to the building?
- Are walls too high to be climbed with standard ladder equipment?
- Do fixtures on buildings provide foot holds for getting onto roofs?

Communications Security

- Do communication devices operate throughout the building?
- Are there emergency call stations or panic alarms?
- Can emergency responders be easily and directly reached 24 hours 7 days a week?
- Are all personnel trained in emergency communications?

DEALING WITH A HOSTAGE SITUATION

General strategies to avoid the vehicle being commandeered or to effectively react once a vehicle has been commandeered are as follows:

- Survey the area for suspicious people/activities while approaching a staging area.
- Immediately report concerns to dispatch/authorities if suspicious people/activities are present and drive bus out of the area.
- Do not open doors if suspicions are aroused when vehicle is stopped; instead, communicate with individual through a window until determining proper action to take.
- If suspicious individual is seen at a railroad crossing, do not open doors enough for them to board; make visual surveillance of tracks and move on when safe to do so. Contact dispatch.
- Avoid boarding individuals if you suspect they are carrying a weapon or a package you consider suspicious. Contact dispatch immediately.
- If an individual with a concealed weapon is aboard the vehicle, act as if you didn't see the weapon. Do not confront the individual. Stay calm and focused. If possible and safe to do so, get passengers off the vehicle and contact dispatch.
- If the bus is commandeered, follow all instructions and avoid confrontation. Remain calm and show no outward signs of panic.
- In event that the bus is commandeered while parked, open all doors and keep them open to allow opportunity for all passengers to exit. If it seems appropriate, ask the perpetrator if the vehicle can be de-boarded, but don't push too hard to end the situation.
- In event that the bus is commandeered while in motion, stay on your route but don't stop at your usual stops. Someone might notice the unusual activity and report it.
- Attempt to alert authorities but take no action that could potentially increase the risk to oneself or others.
- Talk to the hijacker and try to create a relationship. Stay in touch with the hijacker and don't antagonize the person. Be both patient and assertive.
- Stay calm, use common sense and follow the instructions of the perpetrator without going out of the way to assist him/her. Either wait for emergency response to arrive or find a way to escape.

DEFINING THE DOMESTIC OR INTERNATIONAL TERRORIST THREAT AND RISK

Threats to security can vary from the criminal act of an individual to domestic terrorism to a planned international terrorist event. The best protection against such an event occurring is to identify the perpetrator(s) before they carry out any violent action.

Terrorist goals:

- Use of fear to convince the world they are serious and to leave a lasting impression
- Desire to cause panic to impact people beyond immediate victims
- Shock and paralyze targets into inactivity
- Gain media attention

Terrorists gather intelligence in pre-attack activity by identifying:

- Points of vulnerability at facility access, exits and procedures
- Security measures
- Access and escape routes
- Patterns of activity – operational, employee and customer
- Location and type of target
- Method of attack and stockpiling weapons

Terrorists may test a target by:

- Seeing how individuals react to security threats and minor incidents by leaving an unattended package or bag in a critical area or by repetitive false alarms or bomb threats.
- Attempting to gain access to an area to see how well a facility controls access to its buildings, assets and secured areas or for the purpose of sabotage or deploying a device.
- Attempting to acquire items such as uniforms, ID cards, access control swipe cards, keys or security sensitive information.

Some infiltration methods are:

- impersonating a delivery person or contractor
- changing or tampering with locks
- disabling surveillance equipment
- compromising fencing
- using a decoy or distraction such as a disturbance or injury

Terrorist vulnerabilities:

- Not invincible
- Terrorist are, in fact, weak and need terrorism to project an image of power.
- Must spend time in an area to scope out attack plans.
- Need for material, financial and equipment support may make them stand out.
- Are most vulnerable during times of surveillance.

- Dry runs

Summary of the domestic and international terrorist threat:

- Terrorism and acts of violence are not new phenomena and are real and present dangers.
- Terrorists and violent perpetrators have a wide variety of motives, tactics and preferred targets.
- We can expect more terrorism and acts of violence.
- Most terrorist acts involve conventional weapons and improvised explosive devices.
- Chemical, biological and radiological threats may increase in the future.

Being Alert and Aware Within the Transit Environment and the Community

Anyone can be a part of the network of the nation's first line of defense in helping to identify and capture people who, for whatever reason, are capable of carrying out acts of violence against individuals and society. We all can play a significant role in security awareness that goes beyond our everyday duties. Our role is simply to observe the unusual or out of place and report anything that appears suspicious. No one is asked to replace law enforcement. Safety is always the main concern.

Employees know their operating environment and what is usual and unusual. By focusing on things that are normal and already known about the surroundings, what is out of the ordinary (a real risk) can be separated from ordinary occurrences.

Security related behavior:

- Before entering the workplace facility, do a quick exterior check looking for what is out of place.
- Look for anything out of place when performing regular workplace or equipment inspection.
- Be vigilant with respect to strange packages, letters, items or substances.
- Maintain a heightened awareness of unusual or suspicious activity or behavior by others.
- Notice unusual conditions of vehicles which may enter into parking lots or facilities.
- Verify the identity of service and delivery personnel.
- Help control access to facilities.
- Trust your personal gut reaction.
- Know who your supervisory contacts are and have their phone numbers immediately accessible.
- Immediately report any operational security weaknesses.
- Stay familiar with operation of emergency equipment.
- Know your agency's standard emergency operating plans and procedures.
- Conduct pre- and post-trip vehicle inspections.

Identifying and Reporting Unusual Behavior and Activity

Unusual behavior could be exhibited by anyone who appears to not belong. Suspicious activities are basically anything a person may note that appears unusual or out of place. Suspicion should be based upon:

- Where someone is
- When he or she is there
- What he or she is doing

Identifying a suspicious person should not be based on stereotypes of race, color, ethnicity, nationality, residence, age or sex (profiling), but rather on specific behavior or activity. A terrorist could be a person from anywhere in the world, including our own country.

Observation should focus on a combination of factors, not on ONE trait. These factors will include:

- Attitude of a person
 - hesitates or is indecisive
 - is very arrogant and expresses contempt against authority figures
 - shows exaggerated emotions/behaviors inappropriate to the location such as crying, excessive laughter or talking
- Apparel and accessories
 - wears attire inconsistent with weather conditions/time of day
 - appears to be wearing a disguise
 - is holding unusual packages or baggage
 - carries security sensitive information or material
- Body language
 - attempts to conceal his/her face by turning away when someone approaches
 - hides in shadows or behind objects to keep from being clearly seen
 - acts furtively or appears to be concealing something
 - avoids eye contact or departs quickly when seen
 - manifests nervousness in their eyes, face or body, e.g., shaky hands, touching face or hands, exaggerated movements, profuse sweating
- Actions
 - acts in a disorderly manner
 - remains extremely private and does not interact with those around him/her
 - tries hard not to be impolite and risk calling attention to him/herself
 - tries not to be noticed
 - people having similar bags or packages
 - people trying to appear to be unrelated to each other but maintain contact through hand signals or cell phone or radio conversation
 - people observing bomb threat evacuations
 - people staring at or quickly looking away from employees or vehicles as they enter or leave parking areas

- Reaction to police presence or uniformed security personnel
 - recoils from uniformed person's glare or from the appearance of security personnel
 - avoids eye contact with uniformed employees
 - avoids area where police are present
 - does not respond to authoritative voice commands
 - is evasive when asked a direct question and/or gives too many details unrelated to the conversation
 - attempts to provide a cover story that seems inconsistent with actions or environment

Possible suspicious behaviors of people:

- Appearing extremely interested in transit facilities, buses or surroundings
- Having the appearance of rehearsing
- Taking photographs or video of staging areas
- Looking lost or wandering around unauthorized areas
- Exhibiting disruptive or potentially distracting behavior
- Showing an unusual interest in employee schedules
- Abandoning an item and leaving the area quickly
- Wearing a uniform and appearing to not be involved in any appropriate activity
- Openly possessing a weapon or dangerous item
- May wear irregular or disproportionate clothing for body type or weather
- May repeatedly pat their chest or stomach
- May carry irregular, inappropriate, or overweight luggage or bags
- May move about without purpose
- May sweat or act extremely nervous
- May not make eye contact
- May be non-communicative or uncooperative
- May wear explosive materials as a harness on their body underneath their clothes
- May carry explosive materials in a bag such as a backpack
- May have wires running down shirtsleeve, along the belt, (attaching bomb to a detonating device) to an ear or anywhere on the body
- May have in their hand a positive or negative activation device
- A hand may be in a fist shape and outside a pocket or a hand may be kept in a pocket at all times
- A positive activation device requires an act to detonate, such as throwing a switch, pushing a plunger, or closing a circuit
- A negative activation device requires simply a release to detonate (such as opening of the hand which holds a switch)
- A negative activation device makes it extremely difficult to apprehend the perpetrator

Strategies for interacting with a person you consider suspicious:

- Observe what the person is doing, where they are and when they are there
- Observe any package or vehicle associated with the person

- Do not prevent a suspicious person from leaving the area
- If speaking to or in the vicinity of a suspicious person, be polite, courteous, and non-threatening. If they refuse to respond or respond aggressively, withdraw.
- Challenging with, “May I help you?” is a non-threatening way to begin
- Do not invade the person’s space or make any sudden movements
- Be alert for signs of physical or auditory distress in the person
- Withdraw from the presence of a suspicious person in a calm and non-threatening way so they are not aware of your suspicion of them which could cause them to harm you
- Be alert for other possible suspicious people in the area
- Immediately report a suspicious person once safely able to do so without being observed by that person
- If safe to do so, observe in what direction person may be going
- Report in to first responders when they arrive on the scene

Characteristics to note when reporting suspicious people:

Start at the top of the head, scan down to feet and then scan back up to the head again.

Eyes	Neck	Coat
Ears	Complexion	Pants / skirt
Mouth / nose	Body shape / size	Socks / shoes
Hair / facial hair	Hat	Oddities / tattoos
Forehead	Jewelry	General appearance
Cheeks / chin	Shirt / blouse / dress	Accessories

Of significant importance are shoes and jewelry. A person could easily wear layers of clothing and remove them to change their look but may not go to the extent of changing their shoes and jewelry.

Identifying and Reporting Unusual Vehicles

Large and small vehicle bombs are extremely popular tools of violence for many reasons:

- Can contain a large amount of explosives
- Are easy to obtain and easy to deploy
- Are inconspicuous and difficult to attack
- Can be parked or driven very near a target
- are difficult to render safe, and
- Can create a mass casualty situation.

Indicators of vehicles that might present a threat:

- Are observed to contain a conventional weapon not specific to the particular hunting season at that time.
- Are repeatedly seen in the vicinity and do not appear to belong.
- Appear to have altered or makeshift company insignia or license plates.
- Are parked in out of the ordinary or unauthorized locations.
- Are parked for extended periods of time where one would not expect a vehicle to be parked.
- Are parked unusually close to buildings or facilities for no legitimate reason.
- Are overloaded because of the weight of weapons and are riding low on the springs or having bulging tires or sagging frames.
- Show signs of forced entry.
- Hold large containers, such as drums, in the rear or in the back seat.
- Have wires, string, or ropelike material strung from the front seat to the rear or from small containers on the front floorboard.
- Are accompanied by unusual odors, such as fertilizer, diesel fuel, nitro methane or other fuel-like odors.
- Occupants show signs of stress, are deceptive or reluctant to answer questions, tell conflicting stories or have no legitimate purpose to be in the area.
- Are larger trucks, rental vehicles or are in some other way unusual in appearance within the environment.
- Unauthorized vehicles parked within the bus lanes.

Care should be taken to not immediately disregard as dangerous a vehicle just because it happens to be a delivery truck, military vehicle, ambulance or law enforcement vehicle. The possibility exists that it could be a stolen vehicle.

Information to note when reporting a suspicious vehicle:

Location, if it is parked	Year	License plate number and state
Direction, if it is moving	Make	Identifying features, e.g., convertible, damage, excessive rust
Color	Model	Description of occupants

When a suspicious vehicle has been identified and reported, drivers should evacuate their passengers and/or buses from the location and should refrain from using radios or cell phones within 300 feet of the suspicious vehicle to ensure that a timing mechanism will not be accidentally triggered.

Identifying and Reporting Suspicious Items

Items and devices that cause suspicion have the potential to contain or be a part of an improvised explosive device. These items should be reported immediately to appropriate authorities.

Packages that are a cause for concern are any bag, container, object, letter or box that can't be identified as belonging to anyone in the vicinity. Particular attention should be given to packages that:

- Are placed in out-of-the way locations where they are not easily seen.
- Are accompanied by a threatening message or slogan.
- Contain blueprints; photographs or diagrams such as entrances to facilities, security systems.
- Have peculiar odors, such as almonds, shoe polish, etc.
- Are lopsided or lumpy in appearance.
- Have visible wires, batteries or timers attached.
- Are abandoned by someone who quickly leaves the scene.
- Have tanks, bottles or bags visible.
- Are discolored or have unusual oily stains.
- Emit a ticking or aerosol release noise.
- Are common objects in uncommon locations, such as baby strollers or backpacks.
- Are uncommon objects in common locations, e.g., beakers or vials.
- Are addressed with cut and paste lettering and/or have common words misspelled.
- Have excessive postage.
- Have a different return address than the postmark.

If a suspicious object is found, all personnel should be instructed to:

- Remain calm
- Not touch or move the object
- Report it to central dispatch or the search team leader immediately
- Not use a cell phone within 300 feet of object
- Turn off local fans or ventilation units when possible
- Not clean up powders or liquids that leak from a suspicious package
- Keep hands away from mouth, nose and eyes and wash well with soap and water as soon as possible if object is touched.
- Remove contaminated clothing and place in a sealed bag and shower with soap and water if material spills onto clothing

When reporting, the following information is essential:

- Location of the object
- Reason(s) suspected

- Description of the object
- Any other useful information – how difficult to secure area, evacuate, nearest emergency exits, etc.

Based on this information, decisions will be made regarding the following:

- Removal of persons at risk.
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object.
- Activities to establish ownership of the object.
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called).
- Implementation of a search procedure of all areas as there may be more than one unidentified object.

Reacting To Bomb Threats and Suspicious Mail

Treat all bomb threats seriously, no matter how many times they may occur.

Step 1: Threat reception

Threats are transmitted in several ways:

Telephone Threats (threat to detonate explosive is phoned into system)

- Caller is the person who placed the device
- Caller has knowledge of who placed the device
- Caller wants to disrupt system operation

Written Threats (threat to detonate explosive is written into system)

- May be more serious than phoned-in threats
- Written threats are generally more difficult to trace than phoned-in threats

Letter and Package Threats (suspicious package or letter is delivered to agency)

- These threats serve a variety of purposes, but, generally, they are directed at specific system personnel rather than at the system as a whole.
- The personal motivations of the criminal may be more important in these types of threats

Bomb threats are normally transmitted by phone. The person receiving the call should be prepared to obtain precise information, including:

- The time the call was received and on which telephone number or extension
- The exact words of the person making the threat should be recorded

- Indicate whether it was a male or female voice and an approximate age
- Note any accent or speech impediment or slurring of speech which could indicate intoxication or an unbalanced condition
- Listen for the presence of any background noises such as traffic, music, or other voices
- Decide if the voice is familiar
- The person receiving the threatening call should be prepared to ask the caller certain questions if the information has not been volunteered:

- Where is the bomb?
- When is it going to explode?
- What does it look like?
- What kind of bomb is it?
- Why did you place the bomb?
- What is your name?

The caller may provide specific information by answering these questions. Often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively. Any additional information obtained will be helpful to police and explosive technicians. To assist the person receiving the call, a printed form should be readily available.

Written and Letter/Package Threats should be treated as “suspicious objects” (see Step 4).

Step 2: Threat evaluation

Two basic descriptions of threats can be identified:

- Non-specific threat: This is the most common type of threat, usually with little information given other than, "There is a bomb in your building."
- Specific threat: This threat is given in more detail. Reference is often made to the exact location of the device, or the time it will detonate.

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored. A policy must be developed to respond effectively to both threat levels.

Certain actions should be taken regardless of the threat category:

- Notify law enforcement (whether internal transit police and/or security or local law enforcement)
- Notify management personnel
- Initiate the search procedure
- Search before evacuation of personnel (employee search)
- Search after evacuation of personnel (volunteer search)

Notification to internal and/or external law enforcement, security and management personnel should be prompt, and include as much detail as possible. The person who received the threatening

call should be available immediately for interviewing. Copies of the completed threat checklist should be readily available to all who may need it.

The appropriate search procedure should be initiated. Searches in the transit environment – as in many other environments – have two major constraints:

- Radio communication cannot be used (it may detonate the device)
- The environment is specialized; therefore, it cannot be searched effectively by outsiders

To address these concerns, personnel who work in a particular area, or who are responsible for an area, should be used. Not only will these personnel provide a much more thorough search than outside responders, but they are knowledgeable concerning station or facility emergency communication systems, and can access “land line” telephones to manage communications more effectively during the search. A system that utilizes the employees – after evacuations have been ordered -- should always and only use volunteers.

The following criteria help determine what immediate action to take:

Factors favoring a search before the movement of personnel (occupant search):

- There is a high incidence of hoax telephone threats.
- Effective security arrangements have been established.
- Information in the warning is imprecise or incorrect.
- The caller sounded intoxicated, amused, or very young.
- The prevailing threat of terrorist activity is low.

Factors favoring movement of personnel before searching (volunteer search):

- The area is comparatively open.
- Information in the warning is precise as to the matters of location, a description of the device, the timing, and the motive for the attack.
- A prevailing threat of terrorist activity is high.

Step 3: Search procedure

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel – familiar with the zone or section – identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be “crossed off” the plan as it is searched.

Areas that are accessible to the public require special attention during a search, and may be vitally important if an evacuation is to be conducted. The level of the search should be based on the perceived threat level:

An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.

The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at risk. Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.

During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be searched.

Depending on the nature of the threat, searches may expand to include transit vehicles. In extremely rare instances, dispatchers have instructed drivers on certain bus routes or rail lines to immediately bring their vehicles to a safe location, de-board passengers, and walk-through the vehicle – looking for unidentified packages. In other instances, evacuated vehicles have been met by law enforcement officers, who actually conduct the search, including the vehicle undercarriage and rooftop areas.

Step 4: Locating an unidentified suspicious package

If an unidentified or suspicious object is found, all personnel should be instructed (1) not to move it, and (2) to report it to central dispatch or the search team leader immediately. The following information is essential:

- Location of the object
- Reason(s) suspected
- Description of the object
- Any other useful information – how difficult to secure area, evacuate, nearest emergency exits, etc.

Based on this information, decisions will be made regarding the following:

- Removal of persons at risk.
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object.
- Activities to establish ownership of the object. (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called).

- Continue implementation of search procedure until all areas have reported to the central control, as there may be more than one unidentified object.

Step 5: Evacuation procedure

If an unidentified object is found, a quiet and systematic evacuation from the area should be conducted. Prior to evacuation, all areas used in the evacuation route must be searched: stairwells, corridors, elevators, and doorways. When these areas have been checked, volunteer personnel should be assigned to direct other personnel along the searched exit routes.

As a general guideline, evacuation should be to a minimum distance of 300 feet in all directions from the suspicious package, including the area above and below the site, giving regard to the type of building construction (thin walls, glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area. Attention should be paid to the need for special transportation requirements of persons with disabilities.

The essential task in evacuation procedures is to direct people to quietly leave the premises, using tact and power of suggestion, in an effort to maintain control and avoid panic. Once a complete or partial evacuation has taken place, there must be some form of accounting for all personnel. This may be a difficult task, but a necessary one to ensure the safety of all personnel. Assembly areas should be pre-selected and well-known to personnel. Establish a clearly defined procedure for controlling, marshaling, and checking personnel within the assembly area. For major transit stations, assembly areas should be coordinated with local police in advance. Assembly areas are selected using the following criteria:

- Locate assembly areas at least 300 feet from the likely target or building (if possible).
- Locate assembly areas in areas where there is little chance of an IED being hidden. Open spaces are best. Avoid parking areas because IEDs can be easily hidden in vehicles.
- Select alternate assembly areas to reduce the likelihood of ambush with a second device or small-arms fire. If possible, search the assembly area before personnel occupy the space.
- Avoid locating assembly areas near expanses of plate glass or windows. Blast effects can cause windows to be sucked outward rather than blown inward.
- Select multiple assembly areas (if possible) to reduce the concentration of key personnel.

During drills and exercises, personnel should go to different assembly areas to avoid developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

Step 6: Re-Occupation of station/facility

Re-occupation of the building is a decision that must be made by an appropriate transit agency or law enforcement official. If the evacuation was made without a search, the premises should be searched before re-occupation.

Conventional Weapons and Improvised Explosive Devices

Conventional weapons remain a high-risk possibility, whether used by organized terrorists or individual perpetrators of violence. These weapons include:

- Knives
- Handguns
- Rifles
- Shotguns
- Automatic weapons
- Assault weapons
- Rocket propelled grenades
- Shoulder held missile launchers

Improvised explosive devices (IEDs)

Fifty percent of terrorist attacks worldwide are bombings and 85% of terrorist attacks within the United States are bombings. The reasons that terrorists use bombs or improvised explosive devices (IEDs), as they are technically described, are:

- Dramatic, low risk, draw attention
- Low cost/high yield
- Few skills needed
- Attacks can be executed remotely
- Large groups not required
- Forensic evidence difficult to identify, collect and assemble

The most common IED is the pipe bomb. But IEDs:

- can come in many shapes and sizes.
- can be as small as a credit card or matchbook.
- are easily disguised to look like everyday items.
- might have batteries taped to the side.
- might have wires running out of one end or around the outside.
- might have explosive materials attached that may look like putty.
- may be used to cause massive local destruction or to disperse chemical, biological or radiological agents.
- are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires.
- can be outfitted with timed or remotely triggered detonators which can be designed to be activated by light, pressure, movement, or radio transmission.
- are sometimes packed with additional materials such as nails, ball bearings or shards intended to cause greater harm.

Components of an improvised explosive device

- A power supply consisting of some form of battery or capacitor
- A switch/timer that provides for a delay in detonation and can be electrical, chemical or mechanical
- A detonator/initiator which can be either electric or non-electric and is used to provide the initial trigger explosive which then detonates the main explosive charge
- A main explosive charge that can be either high or low in nature with low explosives creating heat and fire and high explosives creating a large blast

Blast Effects

The range of area affected by a bomb blast varies greatly depending on the size and type of bomb and whether the blast is outside or shielded by a structure. This range can be extremely low for a pipe bomb shielded by a structure to thousands of feet for a large truck bomb outside and unshielded.

Bombs inflict casualties in a variety of ways, including the following:

- blast overpressure (a crushing action on vital components of the body; eardrums are the most vulnerable)
- sudden body translation against rigid barriers or objects (i.e., being picked up and thrown by a pressure wave)
- falling structural material
- flying debris (especially glass)
- asphyxiation (lack of oxygen)
- bomb fragments
- burns from incendiary devices or fires resulting from blast damage
- inhalation of toxic fumes resulting from fires

Secondary explosive device tactics

There are two tactics that intensify the magnitude of damage or casualties inflicted by detonation of an explosive device:

- Detonating a small device to bring public safety personnel to the site; a larger, more deadly device is detonated sometime after the first device, thereby inflicting a large number of casualties on the first responder community.
- Using a real or simulated device to force the evacuation of a facility only to detonate a much more substantial device in identified bomb-threat evacuation assembly areas; these attacks are especially harmful because the evacuation assembly areas often are more densely populated than would otherwise be the case.

Reacting To Weapons and IED Threat and Attack

Avoiding injury in case of a possible Improvised Explosive Device

In a dangerous situation involving an explosive device, evacuation is often the best choice, putting distance and barriers between the device and evacuees. Of course, evacuation should not take place via the location of the suspicious activity or object. Evacuation should be in a calm and orderly fashion but also quickly and safely. Always keep in mind the possibility of secondary explosive devices.

If evacuation is not possible, move to a location that affords some level of protection. Be sure to stay away from windows and doors and flammable liquids or gas tanks.

The following are general rules to follow to avoid injury:

- Never touch, move or cover a device or object that appears unusual
- When it is determined to evacuate, do so immediately; move as far from a suspicious object as possible
- Be aware that a bomber may lure people outside (either by hoax or a real threat) into the blast zone of a bomb placed in a vehicle and/or easily hidden in a parking area (secondary device)
- Do not use a radio or cell phone within 300 feet of an identified suspicious object/device
- Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation
- Keep away from glass windows or other materials that could become flying debris
- If you believe an explosive device is about to be detonated near you, protect yourself by putting a solid barrier between the explosive and yourself
- If there is not enough time to escape out of range from an explosion, fall to the ground, face down, lying as flat as possible and cover head and neck with arms for protection
- If being attacked by an assault weapon, rifle or pistol, take cover behind the engine block of a vehicle or another solid barrier

If an explosive device is discovered on the vehicle:

- Remain calm and NEVER touch, move, shake or empty the contents of a suspicious item
- Instruct passengers to keep their distance from the explosive or potentially contaminated area or item.
- If the bus is in motion at the time of discovery, immediately pull over to a safe location preferably in an area not crowded with people.
- Shut down the bus and evacuate passengers a minimum of 1,500 feet away from the vehicle, preferably upwind.
- Tell passers-by to stay away from the vehicle.
- When requesting assistance:
 - never re-enter the vehicle
 - do not use the vehicle radio and if using a cell phone, do not do so any closer than 300 feet from the vehicle
 - give dispatch and emergency response the precise location of the vehicle, reporting all events and any reasons for suspicion, including a detailed description of a suspicious package
- If a suspicious item is accidentally touched by the driver or a passenger:
 - keep hands away from mouth, nose and eyes
 - wash well with soap and water as soon as possible
 - explain to authorities what was done

If an explosive device is suspected outside the vehicle:

- Open the doors and windows of the bus (if device explodes this will prevent injury from flying glass).
- If the vehicle can be safely moved, relocate vehicle upwind and away from danger.

General rules to avoid injury from a dangerous object:

- Never touch, move or cover the suspicious object, but if item is touched, keep hands away from mouth, nose and eyes. Wash hands well with soap and water as soon as possible. Report to authorities what has been done.
- Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion.
- Do not use a radio or cell phone within 300 feet of the object/device.
- Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation.
- Keep away from glass windows or other materials that could become flying debris.
- Remain alert for additional or secondary explosive devices in the immediate area.

Chemical, Biological, and Radiological Release

Chemical agents

Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. Chemicals can attack the human body as blister agents, blood agents, choking agents and nerve agents. Their route into the body can include absorption, injection, ingestion and inhalation. Many agents are both odorless and colorless. Hazardous chemicals, including common industrial toxins and highly refined and processed warfare agents, can be introduced via aerosol devices, breaking containers or covert dissemination. Most chemical attacks will be localized and their effects will be instantaneous and obvious but may persist in the area for an extended period of time. An incident involving a chemical agent will demand immediate reaction from all responders. As soon as the presence of chemical agents is detected, evacuation upwind from the area of the release should be carried out and the incident reported.

A chemical agent may be introduced:

- into a building through the ventilation system
- inside a building using a small explosive device
- into a water supply such as a reservoir
- by spilling or leaking toxin into a populated area
- during a train derailment or tractor-trailer accident while transporting hazardous chemicals
- into the air using a missile warhead or similar device

Signs that a chemical release has occurred:

- Birds falling from air (their respiratory systems are very fragile – miners used to take canaries into mines with them to detect hazardous gases)
- Two or more people are observed suddenly:
 - experiencing difficulty breathing or coughing uncontrollably
 - suffering a collapse or seizure
 - complaining of nausea

- complaining of blurred vision
- complaining of an unusual and unexplainable odor

In case of a chemical release:

- Find clean air very quickly.
- If the release is outdoors and you are outdoors, take shelter quickly in the closest building, close all windows/doors and shut off the heating, ventilating and air conditioning system (HVAC). If inside, stay inside and find an interior room and seal the room. Remain inside until told it is safe to leave and then ventilate and vacate the shelter immediately.
- If the release is indoors open windows and breathe fresh air. Evacuate the building immediately.
- Once protected from chemical agent exposure, decontaminate by removing clothes and showering.

When conditions are safe to move about freely, seek medical treatment.

Biological agents

Today, the threat of biological terrorism is real. Although biological hoaxes far outnumber cases of confirmed contamination, we must be prepared to deal with all threat situations as real. Two factors make the use of biological weapons a true threat. First, some governments continue to develop and stockpile biological weapons in spite of sanctions against it. Because some of these governments tend to support terrorist causes, and/or because of internal instability, the security and disposition of biological weapons in these countries is questionable. Therefore, the possibility that some of these highly refined biological agents could reach the hands of terrorists is real. Second is the potential for the use of more crudely developed biological weapons developed from bio-agents illegally diverted from legitimate sources.

People exposed to pathogens such as Anthrax, Ricin or Smallpox may not know that they have been exposed and those who are infected or subsequently become affected may not feel sick for some time. This delay between exposure and onset of illness is characteristic of infectious diseases. Unlike acute incidents involving explosives or some chemicals, the initial response to a biological attack is most likely made by hospitals or the healthcare community.

A biological agent can be introduced:

- by mail, via a contaminated letter or package
- using a small explosive device to help it become airborne
- through a building's ventilation system
- using a contaminated item such as a backpack, book bag or other parcel left unattended
- by intentionally contaminating a food supply
- by aerosol release into the air (such as with a crop duster or spray equipment)
- into the general population by a missile warhead

In case of a biological release:

- Get medical aid and minimize further exposure to agents.
- If symptomatic, immediately go to medical provider specified by public health officials for medical treatment.

Radiological release

The difficulty of responding to a radiological incident is compounded by the nature of radiation itself. In an explosion the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. Radiological detection equipment will be required to confirm the presence of radiation. One would react to the initial explosion used to disperse radiological materials in the manner most appropriate for the circumstance and then evacuate the area before the radiation is detected.

In case of a radiological release:

- Avoid inhaling dust that could be radioactive.
- If an explosion occurs outdoors or you are informed of an outside release of radiation and you are outside, cover nose and mouth and seek indoor shelter. If you are inside on undamaged building, stay there. Close windows and doors and shut down ventilation systems. Exit shelter when told it is safe.
- If an explosion occurs inside your building or you are informed of a release of radiation, cover nose and mouth and go outside immediately.
- Decontaminate by removing clothing and showering.
- Relocate outside the contaminated zone only if instructed to do so by public officials.

Decontamination

Exposure to chemical, biological and radiological weapons may require the decontamination of victims and equipment. The determination about when decontamination may be necessary will be made by first responders and those managing the incident. Individuals potentially exposed to chemical, biological or radiological release should be kept at the scene and isolated until the decision to decontaminate or not is made and to ensure that further contamination of others is prevented.

The amount of risk present in chemical, biological and radiological exposure depends upon:

- how long the individual was exposed to the agent (time),
- how far the individual was immediately able to get away from the agent (distance) and
- whether the agent was blocked from entering the body by some structure or layer of protection (shielding).

Response priorities during any incident:

- protect yourself and others
- don't take risks

- don't assume anything
- cover mouth and nose with layers of fabric that filter air but allow breathing
- don't forget about secondary devices
- don't taste, eat, smell or touch anything that appears unusual
- don't become a victim

Notify authorities by explaining:

- your exact location and condition
- type of injuries and/or symptoms
- victim locations and positions
- indicators of activities and objects
- wind direction and weather on scene
- witness statements or observations existing of potentially dangerous conditions

Transit And Local Emergency Management

A transit agency must be committed to proactively coordinate with local emergency management, law enforcement and other first responders in preparing for an integrated response to emergencies and security related events. Toward this end transit agencies should meet on a regular basis with local emergency management staff, local law enforcement and other first responders, and review local and transit agency emergency plans in order to ensure that transit is integrated into these plans and is prepared to play its defined role in any emergency.

SECTION 4

Transit System Forms

FORMS

This section contains forms that can be tailored to pertain to a specific transit agency's use. These forms are divided into three sections to correspond with the information presented in this manual.

- Safety
- Emergency Operating Procedures
- Transit Security

Each form has a set of directions that states the form's purpose and how it should be used.

SAFETY FORMS

Driver Training Documentation Form

This form is to be used for the overall documentation of driver training throughout an employee's career with the agency. Continuation sheets can be used as necessary.

It is critical that both the instructor and the driver sign the form after each type of training is documented.

(Agency Name)

DRIVER TRAINING DOCUMENTATION FORM

DRIVER NAME: _____

Page 1

The purpose of this form is to document all training provided to drivers. By signing off on this form in the various training areas the instructor or manager is agreeing that every effort is being made to provide comprehensive instruction and the drivers are agreeing that they have received and understood the training

<i>SUBJECT</i>	<i>HOURS</i>	<i>DATES</i>	<i>INSTRUCTOR</i>
ORIENTATION			
SYSTEM POLICY ORIENTATION			
DRUG & ALCOHOL TRAINING			
ORIENTATION ON ALL VEHICLES			
VEHICLES INSPECTION PROCEDURES			
DEFENSIVE DRIVING TRAINING			
CUSTOMER SENSITIVITY & ASSISTANCE TRAINING			
CRISIS MANAGEMENT TRAINING			
CPR & FIRST AID TRAINING			

(Agency Name)
DRIVER TRAINING DOCUMENTATION FORM

DRIVER NAME: _____

Page 2

Additional Training by Topic

<i>SUBJECT</i>	<i>HOURS</i>	<i>DATES</i>	<i>INSTRUCTOR</i>

Passenger Assistance Performance Evaluation

The following form is to be used to document and evaluate passenger assistance training for drivers. This training should occur during the new hire training process and approximately every three years thereafter.

(Agency Name)

PASSENGER ASSISTANCE PERFORMANCE EVALUATION FORM

Name of Trainee: _____

Date: _____

Name of Trainer: _____

Location: _____

Skill Categories: **Lift Operation and Securement**

Specific Task	Rating*			Comments	Instr. Initials
	1	2	3		
Lowering the lift/ramp					
Assisting onto the lift/ramp					
Raising the lift/ramp					
Assisting off the lift/ramp					
Position mobility device in securement location on vehicle					
Set the wheel locks (power off)					
Front securement					
Rear securement					
Lap belt					
Shoulder belt					
Test overall securement					
Passenger communication (all tasks)					
Body mechanics (all tasks)					

*** Rating Definitions:**

1. Demonstrates complete mastery over task. Able to explain task thoroughly and clearly.
2. Demonstrates a good understanding of task. May be hesitant in performing task. Needs more than one attempt to complete task properly. Able to clearly explain task.
3. Completes task with some difficulty. May need to attempt task repeatedly or receive instructions to complete task.

General Comments:

Trainee Signature: _____

Date: _____

(Agency Name)

Instructor Signature: _____ Date: _____

New Bus Driver Vehicle Orientation Documentation

The following form is an orientation tool that should be used during the new hire training process and also for all experienced drivers when the agency purchases new equipment.

This form is to be completed by the transit agency instructor and signed by the trainee.

(Agency Name)

NEW BUS DRIVER VEHICLE ORIENTATION DOCUMENTATION FORM

Note: Customize by vehicle type

TYPE OF VEHICLE: _____

Instructor: _____

Driver: _____

Driver's Daily Equipment Report
 Driver's seat/controls
 Chime box
 Dash fans switch
 Dash fans – high/low
 Climate control vent
 Coat hanger
 Driver's curtain/release
 Radio control/settings
 Radio speaker – on/off
 PA microphone
 PA volume adjustment
 PA microphone – on/off
 PA speakers switch
 Transmission retarder
 Emergency brake override
 Driver's booster switch
 Climate control
 Mode
 On/Off
 Blowers
 Farebox light
 Defrost switch
 Defrost
 Driver's heat/deflector
 Driver's air
 Driver's thermostat
 Front interior light
 Rear interior lights
 Driver's light
 Passenger chime/request lights
 Instruments dimmer switch
 High idle
 Engine start
 Master switch
 Engine stop
 Run
 Lights

Park
 Transmission gear selector
 5 position door control
 Door air dump (front only)
 Sander switch
 Fuse box lever
 Destination sign/program
 Dual air gauge-front/rear
 Speedometer
 Coolant gauge
 Battery gauge
 Oil gauge
 Lift use counter
 Intermittent windshield wiper
 Left windshield wiper
 Right windshield wiper
 Windshield washer
 Hazard switch
 Pre-start indicator lights
 Check engine
 Stop engine
 Check transmission
 Do not shift
 Stow switch
 Engine test switch
 Engine emergency override switch
 Transmission test switch
 Kneeler switch
 Parking brake
 Right outside mirror adjustment
 Buzzer/lights test button
 Turn signals
 Low air
 Charge
 Rear door
 High beam
 Engine fire
 Next stop

(Agency Name)

- | | |
|----------------------------|--|
| Brake on | _____ Fire extinguisher |
| Lift power (lift power ON) | _____ Throttle |
| Wheelchair stop | _____ Cup holder |
| Not stowed | _____ Trash receptacle |
| AC fail | _____ Transfer cutter |
| High idle | _____ Mirrors/adjustment |
| Retarder off | _____ Farebox |
| _____ Lift power | _____ Triangles |
| _____ Lift sensor override | _____ Storage compartment behind |
| _____ Lift selector | _____ Driver's seat |
| Deploy | Owner/insurance cards |
| Raise | Bio Hazard Kit |
| Lower | _____ Spill socks (under rear seat) |
| Stow (double stow switch) | _____ Roof emergency exits |
| _____ Lift function switch | _____ Rear door emergency air dump |
| _____ Steering wheel | _____ Window emergency exits |
| Tilt | _____ Window operation |
| Telescoping | _____ Proper wheelchair securement |
| Horn | _____ Battery emergency shut off switches |
| _____ High/low beam | _____ Engine compartment door operation |
| _____ Turning signals | _____ Wheel chock |
| _____ Fresh air vent | _____ Condition of seats, floor & railings |
| _____ Brake pedal | _____ Post trip inspection |

I hereby certify that I have received instruction and understand the operation and purpose of the above features and functions of the _____
Vehicle

Driver's Signature

Date

I hereby certify that _____ has received instruction and explanation on the above features and functions of the _____
Vehicle

Instructor's Signature

Date

Professional Driver on Board Training Documentation

The following form is to be used during the new hire training process to document on board training of drivers when assigned to work routes with an experienced driver. It is critical that both the trainee and the experienced driver initial this form.

(Agency Name)

PROFESSIONAL DRIVER TRAINING DOCUMENTATION

(Driver's Name)

New Driver Onboard Training

The purpose of this form is to document the training provided to New Drivers employed by our agency.

By initialing this form, the New Driver is agreeing that the Regular Driver made every effort to provide comprehensive instruction, and the New Driver is agreeing that the subject matter was understood.

Date	Start Time	Finish Time	Total Time	New Driver Initials	Reg. Driver Initials	Observing	Driving

Fixed Route Driver On-Board Evaluation

The following form is to be used by the trainer to evaluate a driver's behind-the-wheel performance during the new hire period, and then on an annual basis thereafter. This form should be used in conjunction with coaching and counseling sessions designed to reinforce satisfactory performance and improve unsatisfactory performance.

DRIVER EVALUATION & COACHING DOCUMENTATION

DRIVER NAME:

DATE:

SUPERVISOR:

TIME:

ROUTE PERFORMANCE & SCHEDULE PERFORMANCE:

	Satisfactory	Unsatisfactory	Comments
Knows stop locations	<input type="checkbox"/>	<input type="checkbox"/>	
Knows geography	<input type="checkbox"/>	<input type="checkbox"/>	
Knows policy	<input type="checkbox"/>	<input type="checkbox"/>	
Operates within schedule	<input type="checkbox"/>	<input type="checkbox"/>	

DRIVING PERFORMANCE:

	Satisfactory	Unsatisfactory	Comments
Pre-trip inspection	<input type="checkbox"/>	<input type="checkbox"/>	
Courtesy driving	<input type="checkbox"/>	<input type="checkbox"/>	
Right turns	<input type="checkbox"/>	<input type="checkbox"/>	
Left turns	<input type="checkbox"/>	<input type="checkbox"/>	
Smoothness: stops & starts	<input type="checkbox"/>	<input type="checkbox"/>	
Intersection awareness	<input type="checkbox"/>	<input type="checkbox"/>	
General traffic awareness	<input type="checkbox"/>	<input type="checkbox"/>	
Pulling into/out of stops	<input type="checkbox"/>	<input type="checkbox"/>	
Use of signals	<input type="checkbox"/>	<input type="checkbox"/>	
Use of four-way flashers	<input type="checkbox"/>	<input type="checkbox"/>	
Use of mirrors	<input type="checkbox"/>	<input type="checkbox"/>	
Use of hands	<input type="checkbox"/>	<input type="checkbox"/>	
Radio procedures	<input type="checkbox"/>	<input type="checkbox"/>	
Defensive driving skills	<input type="checkbox"/>	<input type="checkbox"/>	
Seat belt use	<input type="checkbox"/>	<input type="checkbox"/>	
Pedestrian awareness	<input type="checkbox"/>	<input type="checkbox"/>	

DEFENSIVE DRIVING SKILLS:

	Yes	No	Comments
Control of vehicle	<input type="checkbox"/>	<input type="checkbox"/>	
Controlling speed	<input type="checkbox"/>	<input type="checkbox"/>	
Managing space	<input type="checkbox"/>	<input type="checkbox"/>	
Driving in winter	<input type="checkbox"/>	<input type="checkbox"/>	
Driving in heat	<input type="checkbox"/>	<input type="checkbox"/>	
Railroad crossings	<input type="checkbox"/>	<input type="checkbox"/>	
Seeing hazards	<input type="checkbox"/>	<input type="checkbox"/>	
Staying alert	<input type="checkbox"/>	<input type="checkbox"/>	
Backing procedures	<input type="checkbox"/>	<input type="checkbox"/>	

UNUSUAL OPERATING PROCEDURES:

	Satisfactory	Unsatisfactory	Comments
Weather conditions	<input type="checkbox"/>	<input type="checkbox"/>	
Lights on for safety	<input type="checkbox"/>	<input type="checkbox"/>	
Incident reports	<input type="checkbox"/>	<input type="checkbox"/>	
Brake failures	<input type="checkbox"/>	<input type="checkbox"/>	
Tire blowouts	<input type="checkbox"/>	<input type="checkbox"/>	
Breakdown procedures	<input type="checkbox"/>	<input type="checkbox"/>	
Securing the vehicle	<input type="checkbox"/>	<input type="checkbox"/>	
Bloodborne pathogens	<input type="checkbox"/>	<input type="checkbox"/>	
Safety equipment	<input type="checkbox"/>	<input type="checkbox"/>	
Accident procedures	<input type="checkbox"/>	<input type="checkbox"/>	
Fire procedures	<input type="checkbox"/>	<input type="checkbox"/>	
General safety guidelines	<input type="checkbox"/>	<input type="checkbox"/>	

PASSENGER RELATIONS AND ASSISTANCE SKILLS:

	Satisfactory	Unsatisfactory	Comments
Attitude with customers	<input type="checkbox"/>	<input type="checkbox"/>	
Wheelchair lift deployment	<input type="checkbox"/>	<input type="checkbox"/>	
Wheelchair securement	<input type="checkbox"/>	<input type="checkbox"/>	
Helpful & courteous	<input type="checkbox"/>	<input type="checkbox"/>	
Handling difficult passengers	<input type="checkbox"/>	<input type="checkbox"/>	
Mobility impairments	<input type="checkbox"/>	<input type="checkbox"/>	
Vision impairments	<input type="checkbox"/>	<input type="checkbox"/>	
Hearing impairments	<input type="checkbox"/>	<input type="checkbox"/>	
Developmental disabilities	<input type="checkbox"/>	<input type="checkbox"/>	

Seizures
 Neuro-muscular conditions
 Aging
 Temporary disabilities
 Alzheimer’s disease/dementia
 Youth & children

OTHER ISSUES AS REQUIRED:

OVERALL COMMENTS:

SIGNATURES:

Driver: _____ Date: _____

Trainer: _____ Date: _____

Supervisor: _____ Date: _____

Paratransit Driver Ride Check Form

Driver: _____ Date: _____

Supervisor: _____ Time: _____

Section 1 – Basic Operations

Circle Yes or No

General Observations:

- | | |
|--|--------|
| Is the driver in proper uniform? | Y or N |
| Does the driver project a professional appearance? | Y or N |
| Is the vehicle's interior clean and in good order? | Y or N |
| Are tie-downs, etc. stored safely and out of the way? | Y or N |
| Is the vehicle's exterior clean or reasonably clean considering the weather? | Y or N |

Review the Driver's Pre-Trip Inspection Form:

- | | |
|--|--------|
| Is the interior checklist completed properly? | Y or N |
| Checked the registration, inspection, extinguisher dates? | Y or N |
| Are any problems with the vehicle described accurately? | Y or N |
| Are the exterior diagrams marked appropriately with body damage? | Y or N |
| Is the form signed & dated with the correct vehicle number listed? | Y or N |

Review the Driver's Manifest:

- | | |
|---|--------|
| Is the driver following his/her manifest in the proper order? | Y or N |
| Is the driver operating on time? | Y or N |
| Does the driver call the Dispatcher if problems arise? | Y or N |
| Does the driver take the most direct route between stops? | Y or N |
| Is the manifest completed clearly and accurately? | Y or N |

Section 2 – Driving & Safety Habits

General Driving Skills:

- | | |
|---|--------|
| Is the vehicle driven at appropriate speeds and within limits? | Y or N |
| Does the driver slow down for corners, bumps, etc. and provide a smooth ride? | Y or N |
| Are headlights and appropriate signals/flashers used? | Y or N |
| Does the driver keep adequate space cushions around the vehicle? | Y or N |
| Does the driver keep both hands on the steering wheel? | Y or N |
| Is the driver prepared for the unexpected when approaching intersections? | Y or N |
| Does the driver check his/her mirrors appropriately? | Y or N |
| Does the driver consistently wear his/her seat belt? | Y or N |
| Does the driver stop at railroad crossings and refrain from turning "right on red"? | Y or N |
| Does the driver obey traffic signals, warning signs, etc.? | Y or N |

Wheelchair Lift Procedures:

- | | |
|---|--------|
| Is the vehicle positioned with plenty of clear, level room for loading? | Y or N |
| Is the vehicle secured properly with emergency brake, hazard lights, etc.? | Y or N |
| Is the lift lowered and deployed using proper care for the equipment? | Y or N |
| Does the driver reassure and "talk the passenger through" the lift process? | Y or N |
| Are the wheelchair's brakes locked during lift operations? | Y or N |

- Does the driver keep at least one hand on the wheelchair during lift operations? Y or N
- Is the lift operated smoothly without “fits and starts”? Y or N
- Does the driver refrain from leaving the passenger unattended on the lift platform? Y or N
- Does the driver secure the wheelchair appropriately in the vehicle? Y or N
- Does the driver take five minutes or less to load and secure the passenger? Y or N

Section 3 – Public Relations and Passenger Assistance

Public Relations Techniques:

- Are passengers generally greeted with a smile and made to feel welcome? Y or N
- Does the driver listen to and pay attention to his/her passengers? Y or N
- Is the atmosphere comfortable (appropriate sound levels, temperatures, etc.)? Y or N
- Is the driver courteous and polite in his/her requests and instructions? Y or N
- Are disruptions handled appropriately and is control maintained on the vehicle? Y or N

Passenger Assistance Techniques:

- Does the driver offer assistance to elderly and/or disabled passengers? Y or N
- Does the driver leave his/her seat to assist boarding passengers if needed? Y or N
- Are proper assistance techniques and good body mechanics in evidence? Y or N
- Does the driver ensure, and/or assist with, passenger seat belt use? Y or N
- Does the driver ensure that all passengers are seated before moving the vehicle? Y or N

Section 4 – Knowledge of Operating Procedures

For this section of the evaluation, the Supervisor should ask the driver to describe several of the procedures outlined in the Operations Manual (Breakdown Procedure, Accident Procedure, Vehicle Evacuation Procedure, etc.). The driver should be able to demonstrate a working knowledge of what he/she would do in each circumstance. This section is worth 5 points out of a total of 50, or 10% of the total evaluation.

Procedures Covered: _____ Score _____

Total Score: _____

General Observations & Improvement Goals

Evaluating Supervisor’s Signature: _____ Date: _____

By signing below, I verify that I have had the opportunity to discuss this Check Ride with the Supervisor who evaluated me today.

Driver’s Signature: _____ Date: _____

Physical Examination for Public Transit Driver

To be completed by the examining Physician

Date of Examination _____

Driver's Name: _____

Pre-employment Examination _____ Biennial Examination _____

Driver's Address: _____

City _____ State _____ Zip Code _____

Social Security Number: _____ Date of Birth _____ Age: _____

Health History (mark an X next to applicable conditions):

<input type="checkbox"/> Asthma	<input type="checkbox"/> Nervous Stomach	<input type="checkbox"/> Head or Spinal Injuries
<input type="checkbox"/> Kidney	<input type="checkbox"/> Rheumatic Fever	<input type="checkbox"/> Seizures, Convulsions, Fainting
<input type="checkbox"/> Tuberculosis	<input type="checkbox"/> Muscular Disease	<input type="checkbox"/> Extensive Confinement by Illness or Injury
<input type="checkbox"/> Syphilis	<input type="checkbox"/> Psychiatric Disorder	<input type="checkbox"/> Any other Nervous Disorder
<input type="checkbox"/> Gonorrhea	<input type="checkbox"/> Cardiovascular Disease	<input type="checkbox"/> Diabetes
<input type="checkbox"/> Gastrointestinal Ulcer	<input type="checkbox"/> Permanent Defect from Illnesses, Disease, Injury	
<input type="checkbox"/> Suffering from an illness not listed above Type? _____		

Vision:

For Distance: Right 20/ _____ Left 20/ _____
 Without Corrective Lenses _____ With Corrective Lenses _____
 Evidence or history of disease or injury Right _____ Left _____
 Color Test: _____ Horizontal Field of Vision: Right _____ Left _____

Hearing:

Audiometric Test: Decibel Loss at: 500Hz _____ 1,000Hz _____ 2,000Hz _____
 Evidence or history of disease or injury: Right _____ Left _____

Throat:

Evidence or history disease or injury

Thorax:

Evidence or history of disease or injury

Heart:

Evidence or history of disease or injury

Blood Pressure: Systolic _____ Diastolic _____

Pulse: Before Exercise _____ Immediately After Exercise _____

Lungs:

Evidence or history of disease or injury

Abdomen:

Evidence of history of disease or injury

Skin and Muscles:

Evidence or history of disease or injury

Scars: _____ Abnormal Masses _____ Tenderness _____
 Hernia: _____ If yes, where? _____ Proper Gear Worn? _____

Gastrointestinal:

Evidence or history of disease or injury

Ulceration or other of Other Disease: Yes ____ No ____
 Genito-Urinary: Scars _____ Urethral Discharge _____

Reflexes:

Romberg _____
 Pupillary _____ Light: Right _____ Left _____
 Accommodation: Right _____ Left _____
 Knee jerks: Right: Normal _____ Increased _____ Absent _____
 Left: Normal _____ Increased _____ Absent _____

Extremities:

Evidence or history of disease or injury

Upper _____ Lower _____ Spine _____

Laboratory:

Urine: Specific Gr. _____ Alb. _____ Sugar _____ Drug Screen _____
 Other Special _____ Other Laboratory Data (Serology, etc.) _____
 Findings: Radiological Data _____ Electrocardiograph _____
 Controlled Substance Test performed ___ Controlled Substance Test NOT Performed _____
 Results

General Comments:

I certify that I have examined _____
Print Applicant/Driver's Name

Name of examining Doctor (Print) _____

Signature of examining Doctor: _____ Date: _____

Business address of examining Doctor:

Note: The examination is valid for twenty-four months from the date performed unless a limited validation period is indicated.

Limited Validation Period: _____[months]

Emergency Info Request

Employee Name: _____

Position: _____

Start Date: _____

SSN: _____

DOB: _____

Address: _____

Emergency Contact: _____

Relationship: _____

Phone Number: _____

Street Address/City: _____

Signature: _____

Date: _____

Employee Performance Code and Appraisal Forms

The forms on the following six pages are to be used to document the employee performance appraisal process on an annual basis. Performance codes are explained and then broken down by areas of concern. An overall performance evaluation form is also provided.

Employee Performance Code and Appraisal Explanation

1. Report to work on-time and fit for duty

Since our mission is to provide safe, reliable on-time service, we will arrive at work before our assigned time. We will take personal responsibility to be well rested and free of the influence of drugs or alcohol or any other substances that affect behavior or job performance. We will come to work in control and mentally alert. We will care for our mental, physical and emotional health.

2. Practice safety in all work activities

At a minimum, our customers deserve and expect to be safe when using our services. Our families also expect us to return home safely at the end of our work shift. We, therefore, will always put safety ahead of schedule. We will follow all safety rules. We will pay attention to driving defensively and will not engage in high-risk activities. We will take seriously the special needs of each passenger and we will be prepared for and understand how to deal with emergency situations.

3. Demonstrate high levels of skill in our jobs

We are professional. We will take every opportunity to learn ways to improve our performance while on the job. We will set high standards and constantly search for innovative ways to improve performance. We will continue to learn through on-going re-education and training. We will take the performance review process seriously.

4. Respect the property of the transit agency and co-workers

We respect that the tools of our trade were purchased through tax dollars. We will diligently care for the equipment through pro-active measures such as careful inspections and reporting of defects. We will set an example for others by caring for our work environment. We will take seriously our responsibility to neither abuse nor use facilities or equipment for personal gain. We will not violate the personal property of co-workers.

5. Treat co-workers with dignity and respect

We understand that this agency is made up of a diverse workforce. We will respect the rights of individuals to be different from us. We will take an active part in creating a friendly working community. We will extend common courtesies to each other. We will not engage in gossip or other damaging or harassing activities against our co-workers. Supervisors may discipline, but will always do so with dignity and respect. Rules will be applied fairly while honoring individuals' special needs. Confidentiality of personal or sensitive information will be diligently protected. We will be honest with each other at all times.

6. Treat customers with dignity and respect

We acknowledge that customers are our business and that each person who contacts the agency or who uses the service is the very essence of why this agency is necessary. We will listen to their questions and provide them helpful information. We understand that our mission is to provide safe, reliable, on-time service that people can depend on. We will welcome them and thank them for using our services. We will treat them with dignity regardless of their age, gender, race, ethnicity, religious beliefs, disability, economic or social status. We acknowledge that while the customer may not always be right, they always deserve dignity and respect.

7. Present a positive image of the agency when performing job duties

We acknowledge that we are professionals who will look and act as professionals. This will start with personal responsibility to care for our hygiene, be neat in our appearance and wear clean and appropriate clothing. We will be positive with the public when speaking about the agency. We will use the in-house meetings with managers / supervisors to solve problems and improve morale. We will embrace the agency's values and apply them to both co-workers and customers.

(Agency Name)

EMPLOYEE PERFORMANCE APPRAISALFor _____
(Employee name)

Responsibilities	Comments	Rating
1. Reports to work on-time & fit for duty <ul style="list-style-type: none"> • Arrives at work prior to assigned time • Well rested, cool, calm, in control • Free of substances that may affect performance 		<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory
2. Practices safety in all work activities <ul style="list-style-type: none"> • Follows safety rules • Drive defensively • Performs all safety checks • Cares for elderly and people with disabilities • Responds well to emergencies 		<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory
3. Demonstrates a high level of skills on the job <ul style="list-style-type: none"> • Professionalism • High standards • Takes training seriously • Takes performance review, coaching, counseling seriously 		<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory
4. Respects the property of the agency and co-workers <ul style="list-style-type: none"> • Cares for equipment • Performs all inspections • Keeps work area clean • No violation of other's personal property 		<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory

(Agency Name)

EMPLOYEE PERFORMANCE APPRAISAL

Employee name: _____

Responsibilities	Comments	Rating
5. Treats co-workers with dignity & respect <ul style="list-style-type: none"> • Respects diversity • Friendly at work • Polite in communication • Respects confidentiality 		<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory
6. Treats customers with dignity & respect <ul style="list-style-type: none"> • Treats customers with respect • Respectful / helpful • Listens and answers question politely • Provides required assistance 		<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory
7. Presents a positive image of the agency when performing job duties <ul style="list-style-type: none"> • Professionalism • Neat / clean • Uniform / appropriate dress • Solves problems • Improves morale 		<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory

(Agency Name)

EMPLOYEE PERFORMANCE APPRAISAL

Employee Name: _____ Employee No. _____

Transit Organization: _____

Job Title: _____ Evaluation Date: _____

THIS EMPLOYEE PERFORMANCE APPRAISAL SYSTEM IS DESIGNED TO HELP CLARIFY JOB EXPECTATIONS BETWEEN SUPERVISOR AND EMPLOYEE, TO FORMALLY ACKNOWLEDGE LEVELS OF PERFORMANCE, TO PROVIDE FEEDBACK ON PERFORMANCE, TO FACILITATE COUNSELING AS NECESSARY, AND TO ESTABLISH GOALS AND IDENTIFY MEASURES THE EMPLOYEE NEEDS TO TAKE IF IMPROVEMENT IS NEEDED.

IF THE EMPLOYEE BEING EVALUATED IS A DRIVER, THIS EMPLOYEE PERFORMANCE APPRAISAL FORM SHOULD BE USED IN CONJUNCTION WITH THE BEHIND-THE-WHEEL “DRIVER EVALUATION AND COACHING DOCUMENTATION” FORM FOR A COMPLETE EVALUATION AND APPRAISAL PROCESS.

Instructions:

The appropriate supervisor will comment on the employee’s performance for each area of responsibility listed. The rating is the supervisor’s judgment of the employee’s performance level. The supervisor will make comments and place an (X) by the rating which most accurately describes the employee’s performance. Definitions for terms used in the rating scale are as follows:

Excellent:	During this appraisal period the employee has consistently performed in an outstanding manner and beyond the requirements of the job.
Good:	During this appraisal period the employee has consistently met the requirements of the job.
Needs improvement:	During this appraisal period the employee has needed further guidance (e.g., training, counseling, reminders because performance has on occasion fallen below the requirements of the job).
Unsatisfactory:	During this appraisal period the employee clearly did not meet the requirements of the job which necessitated initiating corrective action and discipline.

(Agency Name)

EMPLOYEE PERFORMANCE APPRAISAL

Employee Name: _____ Employee No. _____

Transit Organization: _____

Job Title: _____

Evaluation Date: _____ Last Evaluation Date: _____

OVERALL EVALUATION

- () EXCELLENT
- () GOOD
- () NEEDS IMPROVEMENT
- () UNSATISFACTORY

Evaluator comments:

Employee Comments:

Employee's Signature: _____ Date: _____

Evaluator's Signature: _____ Date: _____

Vehicle Inspection & Damage Report

This form is to be used on a daily basis during the pre- and post-trip inspections performed by drivers.

This form should be adjusted to accurately reflect the required inspection items on the type of vehicles operated by a transit agency. It is critical that any safety related defects noted by drivers are corrected prior to putting the vehicle into service; or the driver should be assigned another vehicle until the safety related defects are corrected.

(Agency Name)

VEHICLE INSPECTION REPORT
Note: Customize by vehicle type

Date: _____ Mileage: Start _____ Stop _____

Driver's Name: _____

Check Each Item: ✓ - OK or
 X - Needs Work

Pre-Trip	Post-Trip	Item	Remarks	Pre-Trip	Post-Trip	Item	Remarks
		Interior Lights				Temperature Gauge	
		Dash Lights				Mobile Data Terminal	
		Fuel Gauge Full				Registration Card	
		4 Way Flashers				Insurance Card	
		Headlights				Seat Belt Harness	
		Turn Signal Int.				All Seat Belts	
		Turn Signal Ext.				Seat Belt Cutter	
		Parking Lights				Fire Extinguisher	
		All Marker Lights				Accident Kit	
		Back Up Lights				First Aid Kit	
		Brake Lights				Three Triangles	
		Tail Lights				Interior Clean	
		Rear View Mirrors				Fluids	
		Side View Mirrors				Driver F/Side Tire	
		Windows				Passenger F/Side Tire	
		Windshield Wipers				Driver R/Side Tire	
		Heat & Defrost				Passenger R/Side Tire	
		Air Conditioning				Exterior Body Damage	
		Horn				Exterior Clean	
		Radio Check				Gas Cap on Tank	
		Back Up Alarm				Doors	
		Brakes				Stepstool	
		Antilock Working				Wheel Chair Lift	
		Emergency Brake				Tie Downs	
		Oil Pressure Gauge				License Plate	

I have checked the above items and found them as noted:

Driver's Signature: _____ Date: _____

Mechanic or Supervisor Signature: _____ Date: _____

Preventive Maintenance Inspection Report

This form should be used to document all scheduled maintenance activities whether performed in house or by an outside vendor.

This form may be adjusted to meet the PM inspection requirements of the actual vehicles operated by an agency.

(Agency Name)

PREVENTIVE MAINTENANCE INSPECTION REPORT

Agency Vehicle # _____

Tag No. _____

Vehicle ID # _____

Vehicle Mileage _____

Make and Year _____

Equipment & Components	Passed	Rejected	Repaired
Wheel alignment			
Suspension			
Steering			
Brake systems			
Tires, wheels, rims, studs, nuts			
Fuel system			
Exhaust system			
Vehicle frame, body & sheet metal			
Electrical system			
Emergency equipment			
Seats & seat belts			
Sun visor and horn			
Mirrors			
Windows			
Windshield wipers & defrosters			
Power train components			
Speedometer & odometer			
Pedal pads			
Fluids, filters, belts & hoses			
Wheel chair lift			
Tanks & pressure vessels			
Heating & air conditioning systems			

Mechanic's Name _____

Mechanic's Signature _____ Date _____

Date and/or Mileage of next PM due _____

Additional comments should be written on the back of this form.

Vehicle Defect & Correction Report

The first part of this form should be filled out by drivers when they discover a running maintenance problem during their shift. Once this problem is corrected, the second part of this form must be filled out by the mechanic that performs the corrective maintenance, whether that mechanic is in house or an employee of a vendor.

(Agency Name)

VEHICLE DEFECT & CORRECTION REPORT

Agency Vehicle _____

Problem Identification

Driver/Supervisor/Mechanic _____

Date and Time _____

Vehicle Problem Description:

Maintenance Performed

Mechanic/Supervisor _____

Date and Time _____

Vehicle Maintenance Performed:

Mechanic/Supervisor Signature _____

Date _____

Additional comments should be written on the back of this form.

Customer Service Policy

This is a general customer service policy. All riders should have access to Customer Service Policies, whether that access is through on-vehicle distribution or incorporated into the eligibility process.

This form may be edited to reflect the actual customer service policy of a transit agency.

[enter your system name here]
[insert address here]
[address line 2 if needed]
[city, state, zip]
[telephone number]

NEW MEXICO CUSTOMER SERVICE POLICY

Our transit agency is committed to provide safe, accessible, timely and professional services for our customers. We can provide such a service only when our passengers respect and follow certain safety and courtesy rules. Therefore, we thank you, the passengers boarding our vehicles, for obeying the rules listed below:

1. The driver is responsible for the safety and welfare of all passengers while riding the transit vehicle. Therefore, the driver is in charge and passengers are expected to comply with the instructions of the driver at all times. Passenger safety and welfare is contingent upon all passengers complying with these instructions.
2. Passengers are expected to act in a courteous manner at all times while riding the vehicle. Any passenger who is verbally and/or physically abusive to other passengers or to the driver will be asked to exit the vehicle immediately.
3. If a vehicle is seat belt equipped and a passenger fails to buckle up, the driver will ask them to do so before proceeding. If the passenger refuses, they will be asked to exit the vehicle and they will be refused service. There will be no exceptions to this rule.
4. Passengers are expected to pay their fares upon boarding the vehicle or show a valid pass to the driver. We appreciate exact change for fares. We allow no passenger to ride without paying.
5. Do not attempt to stand or exit the vehicle until it has come to a complete stop and the driver informs you that it is safe to exit.
6. Passengers are expected to maintain control of their possessions while on the vehicle. The agency will not be responsible for lost or stolen property.
7. In the event of an emergency, all passengers are to explicitly follow the instructions given by the driver. If an evacuation of the vehicle is deemed necessary, the driver will instruct you as to the actions to be taken.
8. Passengers are not permitted to consume food and drinks on the vehicle.
9. All vehicles are tobacco free. Smoking and chewing are not permitted on the vehicle.
10. No passenger is permitted to have an open alcoholic beverage container on the vehicle. The agency reserves the right of the driver to ask to see the contents of a package if he or she suspects that package may contain an open container of alcohol.
11. Illegal drugs are not permitted on the vehicle at any time. Any person found in possession of such drugs will be immediately reported to law enforcement.
12. At the discretion of the transit provider any person intoxicated or under the influence of alcohol and/or drugs may or may not be permitted to ride the vehicle.
13. Any person using profane language towards the driver or other passengers may be asked to exit the vehicle.
14. Passengers are asked to maintain good personal hygiene so as not to offend other passengers.
15. Passengers are to refrain from horseplay or fighting on the vehicle. The driver will immediately stop the vehicle in the event of such an incident, will ask the passenger to exit the vehicle and will contact law enforcement if deemed necessary.
16. Weapons are not allowed on any vehicle at any time. A weapon is described as a firearm, knife, pipe, bar, club, blackjacks, brass knuckles, num-chuks or any other device capable of causing bodily harm to another individual. Any person found in possession of a weapon will be reported immediately to law enforcement. There are no exceptions to this rule.
17. Service animals accompanying individuals with disabilities will be allowed to board the vehicle. No other animals are allowed.

Any passenger who violates these rules can and will be prohibited from using our service. We are responsible for the safety and welfare of all passengers and will refuse service to any person who places our passengers and/or drivers at risk.

Customer Complaint/Commendations Cards

This is a two-sided form to keep on the vehicle and distribute to passengers who express a desire to register either a complaint or a compliment. Passengers should be informed that they can either pass the form back to the driver who will then turn it in, or mail the form to the transit agency. All complaints should be investigated and resolved. All commendations should include positive feedback to the employee receiving the compliment.

[insert system name here]
[insert address]
[insert city, state, zip]
[insert phone/fax number]

Passenger Name: _____ Date: _____

Address: _____
(In order for this to be a valid complaint, name and address must be completed)

COMPLAINT : _____

You may either mail this form to the address above or call in the information using the telephone number listed above. *Thank you* for helping us to improve our transportation services.

Please be assured that information provided will remain confidential and will be used only for the purposes of enhancing the quality of our public transportation services. Thank you.

[insert system name here]
[insert address]
[insert city, state, zip]
[insert phone/fax number]

Passenger Name: _____ Date: _____

Address: _____
(In order for this to be a valid commendation, name and address must be completed)

COMMENDATION: _____

You may either mail this form to the address above or call in the information using the telephone number listed above. *Thank you* for helping us to improve our transportation services.

Please be assured that information provided will remain confidential and will be used only for the purposes of enhancing the quality of our public transportation services. Thank you.

Telephone Comment Form

This form is for the dispatcher and any other transit staff that answer the telephone. It should be filled out when a customer registers either a complaint or a commendation over the telephone. All complaints should be investigated and resolved. All commendations should include positive feedback to the employee receiving the compliment.

(Agency Name)

TELEPHONE COMMENTS

Date _____ Time Received _____ Incident Date _____ Route _____ Driver _____ Bus # _____ Name _____ Address _____ Phone _____ Rec'd by _____	<input type="checkbox"/> Compliment <input type="checkbox"/> Complaint These comments relate to: <input type="checkbox"/> Service (routing, scheduling) <input type="checkbox"/> Equipment (buses, stops) <input type="checkbox"/> Policy <input type="checkbox"/> Personnel (drivers, staff) <input type="checkbox"/> Other _____
--	---

*(In order to be a valid complaint, name and address **must** be completed)*

Comment: _____

Action Taken/Supervisor remarks:

Supervisor's Worksheet for Planning a Safety Meeting

This form may be used to document that a safety meeting was planned and held.

(Agency Name)

SUPERVISOR'S WORKSHEET FOR PLANNING A SAFETY MEETING

Date of Meeting: _____

Time: _____

Supervisor: _____

Unit: _____

Meeting Plan

Principal Topic: _____

Other Topic: _____

Type of Meeting (*example: Open discussion, lecture with discussion, video presentation with discussion, etc.*): _____

Training aids to be used (*Example: Incident Investigation Reports, Safe Operating Procedures, Audit Reports, videotapes, etc.*): _____

Meeting Outline (*List several main points and/or concerns to be discussed by the supervisor*):

Meeting Procedure

1. Call to order
2. Review: Minutes from previous meetings and discuss previous and/or current Incident Investigation Reports.
3. Discussion: Planned meeting topics. "Yes or No" questions should be avoided to promote discussions from the group.

Summary and Conclusion: Summarize the main points of discussion and emphasize how they will improve safety. Conclude the meeting and remind everyone to stay alert and to be safe in his or her activities.

Bus Stop Checklist

This Bus Stop Checklist is contained on the following nine (9) pages.

Users are encouraged to customize the checklist according to the needs of their transit services by changing lines directly in the tool.

Though the checklist may be completed at any time of day, certain sections, such as the Lighting Assessment, are best performed in the evening or night-time to effectively determine the safety, security and accessibility of the stop.

After conducting the bus stop inventory:

If the checklist was completed using paper forms, the information gathered should be entered into a database. An Excel spreadsheet or Access database are the most convenient ways to store the information.

Once a database is created, the data may be used to prioritize improvements according to the condition of the stop or shelter, the use of the stop by persons with disabilities, ridership, and/or the importance of the connections provided by the bus stop location. The database should be updated to include the current conditions at the stop.

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

A1	Street Name:		
A2	Nearest Cross Street (street name or landmark if mid-block):		
A3	Bus Route Direction:		
	North Bound	South Bound	More than one direction
	East Bound	West Bound	
	A4	Where is the bus stop positioned in relation to the nearest intersection?	
Nearside (Before the bus crosses the intersection)			
Far Side (After the bus crosses the intersection)			
Mid-block or not near an intersection			
Freeway bus pad			
A5	N/A		
	Distance from bus stop pole to curb in feet:		
A6	Adjacent property address or name of business (only if readily visible):		

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Location:</i>	<i>Location:</i>	<i>Location:</i>	<i>Location:</i>
------------------	------------------	------------------	------------------

B1	Is there a landing area at least 5 feet wide and 8 feet deep adjacent to the curb/street?	Yes No		
B2	Where is the landing area positioned in relation to the curb/street?			
	Below street level (low ground or shoulder)	Shoulder Adjacent	Other (specify):	
	Sidewalk	Bus Bulb	Off-Road/No sidewalk	
B3	What is the material of the landing area?			
	Asphalt	Dirt	Gravel	Other (specify):
	Concrete	Grass	Pavers	
B4	Are there problems with the landing area surface?		Yes No	
	<i>If YES, rank resulting accessibility potential:</i>			
		Not Accessible	Minimally Accessible	Accessible
	Uneven			
	Slopes up from the street			
	Slopes down from the street			
	Requires stepping over drain inlet			
	Other (Specify)			
B5	Are there any obstacles that would limit the mobility of a wheelchair (trash receptacle, newspaper boxes, landscaping, other)?		Yes No	
	<i>If YES, describe obstruction:</i>			

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

PART C: PEDESTRIAN COMFORT AMENITIES**Section C-1: Shelters (move to Section C-2 if there is no shelter)**

C1	What are the approximate dimensions (width, height and depth in feet) of the interior standing area?					
	Width:					
	Height:					
	Depth:					
C2	Could a person using a wheelchair maneuver into the shelter?					Yes No
C3	Could a person using a wheelchair fit completely under the shelter (minimum space of a common mobility device is 30 in. by 48 in. (760 mm by 1200 mm))?					Yes No
C4	What is the distance of the front of the shelter from the curb in feet?					
	0 - 2'	2' - 4'	4' - 6'	6' - 8'	8' - 10'	>10'
C5	Additional shelter comments:					

Section C-2: Seating Assessment (move to Part D if there is no seating)

C6	What is the type of seating available?					
	Bench inside shelter – skip to question C8					
	Freestanding bench					
	Fold down bench					
	Leaning bench					
	Other (specify):					

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

	0 - 2'	2' - 4'	4' - 6'	6' - 8'	8' - 10'	>10'
C8	Rank the condition of the seating:					
	1	2	3	4	5	
<i>1= hazardous – broken, someone could get hurt from normal use 2= in poor shape though not hazardous 3= fair – needs repainting, needs cosmetic attention, protruding but not hazardous bolts 4= good – not perfect but no immediate repair need 5= cosmetically excellent; new</i>						
C9	Additional seating comments:					

PART D: Information Features

D1	Is there a bus stop sign?	Yes No
	<i>If NO, move to question D5.</i>	
D2	Are bus routes indicated on the bus stop sign?	Yes No
	<i>If YES, what routes?</i>	
D3	How is the sign installed?	
	On its own pole	
	On a building	
	On a utility pole	
	On a shelter	
Other (specify):		

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

	<i>If YES, check all that apply:</i>	
	Sign in poor condition	
	Pole in poor condition	
	Sign position hazardous to pedestrians	
	Sign not permanently mounted	
	Lighting on sign is poor	
	Other (specify):	
D5	Is there route/schedule/map (circle as appropriate) information posted?	Yes No
	<i>If NO, skip to Question D8</i>	
D6	Where is the route/schedule/map (circle as appropriate) information posted?	
	On pole under bus stop sign	
	On its own pole	
	On a building	
	On a utility pole	
	On a shelter	
	In a shelter	
	Other (specify):	
D7	Is the information at eye level of a wheelchair user?	Yes No
D8	Additional signage & information comments:	

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

E1	What other amenities are at the bus stop?	
	Trash receptacle	
	Telephone or police call box	
	Newspaper boxes	
	No other amenities	
	Other (specify):	
E2	Do any of these amenities block wheelchair access?	Yes No
	<i>If YES, specify what the amenity is blocking access to:</i>	
	Bus shelter	
	Wheelchair seating area	
	Bus ingress or egress	
	Bus stop information	
	Other (specify):	

PART F: Traffic and Pedestrian Safety Issues

Section F-1: Traffic and Pedestrian Issues

F1	Where is the bus stop area located?	
	In travel lane	
	Bus lane/pull off area	
	Paved shoulder	
	In right turn only lane	
	Unpaved shoulder	
	Off street	
	"No Parking" portion of street parking lane	
	Other (specify):	

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

	<i>If YES, indicated by:</i>	
	One "No Parking" sign	
	2 or more "No Parking" signs	
	"Bus Only" sign	
	Painted curb	
	Painted street	
F3	Are cars parked between the landing area and the bus stopping area?	Yes No
F4	What is the posted speed limit in MPH? Not posted	
F5	What are the traffic controls at the nearest intersection for the street?	
	Traffic signals	
	Flashing lights	
	Stop/Yield sign	
	None	
	Other (specify):	
F6	How many total lanes are on both sides of the road?	
	1 2 3 4 Other (specify):	N/A
F7	Are there potential traffic hazards?	Yes No
	<i>Yes, check all that apply:</i>	
	The bus stop is just over the crest of a hill	
	The bus stop is just after a curve in the road	
	The bus stop is near an at-grade railroad crossing	
	Waiting passengers are hidden from view of approaching bus	
	A stopped bus straddles the crosswalk	
	Bus stop just before crosswalk	
	High speed traffic	
	Other (specify)	

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

F8	Additional traffic safety comments / recommendations:
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**Section F-2: Lighting Assessment (assessment preferably taken in the evening or at night)
Go to Part G if no lighting**

F9	What type of lighting is available?
	Street light
	Shelter lighting
	Outside light on adjacent building
	Other (specify):

F10	Additional comments:
------------	----------------------

PART G: Getting to the Bus Stop

G1	How wide is the sidewalk?				
	<table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">No sidewalk</td> <td style="width: 25%;">less than 3'</td> <td style="width: 25%;">3'-5'</td> <td style="width: 25%;">5' or greater</td> <td style="width: 20%;">N/A</td> </tr> </table>	No sidewalk	less than 3'	3'-5'	5' or greater
No sidewalk	less than 3'	3'-5'	5' or greater	N/A	
G2	Rank the condition of the sidewalk:				
	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%; text-align: center;">1</td> <td style="width: 20%; text-align: center;">2</td> <td style="width: 20%; text-align: center;">3</td> <td style="width: 20%; text-align: center;">4</td> <td style="width: 20%; text-align: center;">5</td> </tr> </table> <p style="margin-left: 20px;">1= hazardous – large breaks, cracks, root uplifting, someone could get hurt from normal use or use of a wheelchair would be difficult</p> <p style="margin-left: 20px;">2= in poor shape though not hazardous – very rough, some root uplifting, cracks, breaks</p> <p style="margin-left: 20px;">3= fair – minor root uplifting, minor cracks or breaks</p> <p style="margin-left: 20px;">4= good – not perfect but no immediate repair</p> <p style="margin-left: 20px;">5= cosmetically excellent; new</p>	1	2	3	4
1	2	3	4	5	

Date:

Time:

Surveyor:

BUS STOP CHECKLIST

<i>Route Name:</i>	<i>Location:</i>	<i>Weather Conditions:</i>	<i>Stop No.:</i>
--------------------	------------------	----------------------------	------------------

	<i>If YES, what is the narrowest useable width:</i>				
	Less than 3'		3' or greater		
G4	Does the landing pad connect to the sidewalk?				Yes No
G5	Where is the nearest street crossing opportunity?				
	The nearest intersection		Mid-block crosswalk		
G6	What pedestrian amenities are at the nearest intersection (or other crossing opportunity)?				
	Curb cuts all corners/ both sides		Pedestrian crossing signal		Traffic light
	Visible crosswalk		Audible crosswalk signal		Crossing guard assistance
	Curb cuts at some corners/one side		Accessible Pedestrian Signal (APS)		Tactile warning strip on curb cut
	Other (specify):				

Date:

Time:

Surveyor:

Form Acknowledging Receipt of Personnel Policies

Please read the following; then sign, date and return this form to the Main Office, where it will be placed in your personnel file.

Enclosed are AGENCY NAME's personnel policies. It is your responsibility to read these policies, as they will acquaint you with your employee benefits, our personnel practices and rules, and some organizational philosophy.

It is important to understand that these policies do not create an employment contract or a guarantee of employment of any specific duration between AGENCY NAME and its employees. Although we hope that your employment relationship with us will be long term, we recognize that at times things do not always work out as hoped, and either of us may decide to terminate the employment relationship.

As AGENCY NAME responds to the needs of the community, personnel policies may change. Therefore, we reserve the right to revise, supplement, clarify or rescind any policy or portion of a policy when deemed appropriate by the [General Manager]. You will be notified of any such changes.

Please also understand that no supervisor, manager or representative of AGENCY NAME other than the [General Manager] has the authority to make any written or verbal statements or representations which are inconsistent with these policies.

If you have any questions about these policies or any other policies of AGENCY NAME, please feel free to ask your supervisor, department manager or the Finance and Administration Manager.

I hereby consent to deduction from my final paycheck of any amounts advanced to me that remain unearned when my employment with AGENCY NAME ends, including unearned vacation leave.

I have read and understand the statement above.

Employee Signature

Employee Printed Name

Date

(Return one signed copy of this form to Main Office)

Example Cell Phone Policy

Due to research that indicates that cell phone use while driving is dangerous, and, according to some studies, may even approach the equivalent danger of driving while drunk, our company prohibits employee use of personal or company supplied cellular phones while driving a company vehicle. This includes hands on or hands-free use of cell phones.

This prohibition of cell phone use while driving includes receiving or placing calls, text messaging, surfing the Internet, receiving or responding to email, checking for phone messages, or any other purpose related to your employment; the business; our customers; our vendors; volunteer activities, meetings, or civic responsibilities performed for or attended in the name of the company; or any other company related activities not named here while driving. You may not use your cellular phone to receive or place calls, text messages, surf the Internet, check phone messages, or receive or respond to email while driving if you are in any way doing activities that are related to your employment.

We recognize that other distractions occur during driving; however, curbing the use of cell phones while driving is one way to minimize the risk of accidents for our employees. Therefore, you are required to stop your vehicle in a safe location so that you can safely use your cell phone or similar device.

Engaging in company business using a cell phone or similar device while driving is prohibited. Engaging in company business using a cell phone or similar device that is supplied by the company, or while driving a company-supplied vehicle is prohibited.

Employees who violate this policy will be subject to disciplinary actions, up to and including employment termination.

Example Oxygen Tank Policy

Individuals with lung disease who need supplemental oxygen will be allowed to board the van/bus with portable oxygen tanks. Since this transit system has a non-smoking policy, traveling-with-oxygen should not be a problem. In order to be transported safely oxygen tanks must be kept upright, secured, away from heat and flame. Also, because oxygen containers release small amounts of gas periodically, a window must be kept partially open, regardless of the weather.

- a. The driver will provide a designated space and bungee cords when needed to keep oxygen tanks with wheels or on stands upright and secure.
- b. Passengers with sling, backpack, etc. type oxygen tanks will be responsible for making sure that their oxygen tank is with them and secured at all times.
- c. Passengers may not leave their tank in another seat or unattended.
- d. If a care attendant is needed to help the passenger with their oxygen tank, that care attendant will ride free.
- e. The driver or dispatcher may ask if the oxygen tank can be turned off while transporting, but will not insist on it being turned off.
- f. This transit system reserves the right to exclude an oxygen tank from the van/bus if the passenger refuses or is unable to follow the safety requirements for transporting oxygen tanks. The passenger will first be given the option of continuing to use the transportation service without having their oxygen tank on board or we will require that they have a care attendant with them for the purpose of helping secure the passenger's oxygen tank.

Example Passenger Conduct Rules

We believe your trip should be pleasant and safe. To help assure this, we have rules of conduct for all passengers. Passengers that do not comply with the following rules are subject to removal. We reserve the right to suspend or terminate riding privileges of clients who threaten the health and/or safety of other customers, bus drivers or transportation staff, or engage in other activities listed below. Our bus drivers have the authority to enforce passenger conduct rules.

Passengers will not:

- Eat, drink or smoke on the bus.
- Carry pets on the bus (except service animals).
- Sit or stand in areas other than those designated for sitting or standing.
- Sit in a seat designated for senior citizens or persons with disabilities unless authorized.
- Stand forward of area marked by white or yellow line behind the bus operator.
- Stand in the front or rear door stairwell.
- Spit inside or from the bus.
- Throw any object from the bus.
- Distract bus operator.
- Play any musical instrument, radio, cassette/CD player or other electronic device, except through headphones. The volume must be low enough that the person next to you cannot hear the music.
- Project items, arms, or any other part of their body out the windows.
- Transport items that do not fit into their seat compartment or space.
- Place objects or impediments in the aisle.
- Bring any bicycle or other conveyance, except collapsible cycles inside the bus.
- Bring hazardous, flammable, or toxic materials on the bus.
- Bring or use on the bus alcohol or drugs.
- Unless authorized by law, bring guns or other firearms on the bus.
- Leave offensive materials or trash on the bus.
- Board or ride the bus under the influence of alcohol or drugs.
- Wear clothing, costumes, masks, or other items that may cause injury to self or others.
- Verbally or physically abuse, threaten, or attack other passengers or bus operator.
- Push, shove, run, jump, or throw objects within the bus.
- Engage in lewd or offensive conduct or indecent exposure.
- Defecate, urinate, or release other bodily fluids on the bus or bus stop facilities.
- Have unacceptable standards of personal hygiene.
- Make marks, etchings, cuts, or damage or deface transit property.
- Place signs, posters, bulletins, handbills, or printed material inside, outside, or on bus or bus stop facilities.

- Refuse to obey notices, signs, or other written communications posted by the transit system and directed to passengers.
- Violate any local, state, federal, agency or administrative law, regulation, or ordinance.
- In the event of an emergency, refuse to cooperate with bus operator or transit representative.

EMERGENCY OPERATING PROCEDURES FORMS

Accident/Incident Documentation Form

The following form should be filled out by a supervisor after any accident or incident to determine if a drug and alcohol test is required for the driver. The form should also be completed as a method of documenting why a test was not required or performed.

(Agency Name)

ACCIDENT/INCIDENT DOCUMENTATION FORM

Date of accident/incident: _____ Time of accident/incident: _____

Location of accident/incident: _____

Description of accident/incident: _____

Employees (other people) involved in the accident/incident: _____

Witnesses: _____

Phone Number: _____

Phone Number: _____

Phone Number: _____

1. Was there loss of life as a result of the accident? Yes No

2. Was medical treatment provided (away from the scene of the accident) as a result of the accident/incident? Yes No

3. Was there disabling damage to any of the involved vehicles? Yes No

If you answer yes to any of the above questions the FTA requires drug and alcohol testing

• Was an alcohol test performed within 2 hours? Yes Date: _____ Time: _____
No Why not? _____

• Was a drug test performed within 32 hours? Yes Date: _____ Time: _____
No Why not? _____

Can the covered employee(s)' conduct be completely discounted as contributing factor to the accident/incident?
Yes No

If yes, the supervisor does not have to test the employee. However, document the reasoning for not testing the covered employee(s) involved. *Note: You must always test in the event of a fatality.

Was post-accident testing done under the company policy authority or FTA ?

Was law enforcement involved? Yes No If yes, badge number: _____

Name of the authority: _____

Notes: _____

Supervisor

Date

Non-Vehicular Incident/Injury Report Form

The following form should be completed by the driver when any **non-vehicular** incident or injury occurs. This injury could be minor or major and could involve passengers, employees, or even pedestrians in close proximity to the vehicle. Drivers should be required to fill this form out whether or not medical attention was required.

(Agency Name)

INCIDENT / INJURY REPORT FORM

Date Report Completed: _____

Report No. _____

Time Report Completed: _____ AM _____ PM _____

Date Of Incident / Injury: _____ Time: _____ AM _____ PM _____ Vehicle No. _____
(If On Vehicle)

Location: _____

Name Of Injured: _____ Age: _____

Date Of Birth: _____ Occupation: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Home Telephone #: _____ Telephone # / Day – During Office Hours: _____

Was Incident / Injury Reported To:

Yes _____	No _____
Yes _____	No _____
Yes _____	No _____
Yes _____	No _____
Yes _____	No _____
Yes _____	No _____

Driver
Office Staff
Supervisor
Police
Medical
Other: _____

Description Of Accident / Incident: _____

Injuries: _____

Did Injured Person Require Hospital Treatment?

Yes _____ No _____ If Yes, Name of Hospital: _____

How Was Injured Transported? _____

If Ambulance, Name of Service: _____

If Hospital Treatment Was Not Necessary, Did Injured Receive Medical Treatment at Doctor's Office?

Yes _____ No _____

Name Of Person Filling Out Report: _____

Printed

Signature Of Person Filling Out Report: _____

Blood/Body Fluids Incident Report Form

The following form should be complete by a supervisor after any employee has been exposed to any bloodborne pathogens and should be filed in the employee's file and accident / incident file. A form should be filed for every exposed employee.

(Agency Name)

BLOOD/BODY FLUIDS INCIDENT REPORT FORM

Date of Report _____

Employee _____

Date of Incident _____ Approximate Time of Incident _____

Location of Incident _____

Other personnel at scene: Yes: _____ No: _____

List personnel: _____

All personnel who were exposed to blood or other body fluids should independently complete separate forms.

Source of exposure: Identified Yes _____ No _____

Name of individual or Description of Source of Exposure

Name of Supervisor Notified of Incident

Time of Notification: _____ Date of Notification: _____

Signature of Employee For supervisor follow-up: _____

Job Classification/Title: _____

Source individual contacted for possible testing. Yes: _____ No: _____

Comments/Status: _____

Hepatitis B vaccine: Recommended. Yes: _____ No: _____

Administered by _____ Date: _____

Findings and Recommendations: _____

Signature of Supervisor _____ Date _____

Vehicle Accident Report Form

This form should be filled out by the driver and/or supervisor when any transit vehicle is involved in an accident, regardless of the magnitude or seriousness of the accident. Even if law enforcement prepares an accident report, this form should still be completed. Attach a copy of the law enforcement report to this form as a part of the documentation package.

VEHICLE ACCIDENT REPORT

Date Of Report _____

About the Accident

Date of Accident _____ Time _____ AM ___ PM ___ Were You Inbound ___ Outbound ___

Veh. No. _____ Route Name _____ Driver _____ Age _____

Driver's ID No. _____ Address _____ Date of Birth _____

Location Of Accident _____

Road Condition _____ Weather _____

At What Distance Did You Notice the Impending Accident? _____ Feet

What Was Your Speed? _____ MPH What Was Your Speed at Impact? _____ MPH

Approximate Distance Traveled After Impact _____ Feet

Did You Sound Horn _____

No. of Passengers on Board at Time of Accident _____

Point Of Impact on Your Vehicle _____

Damage To Your Vehicle Confined To _____

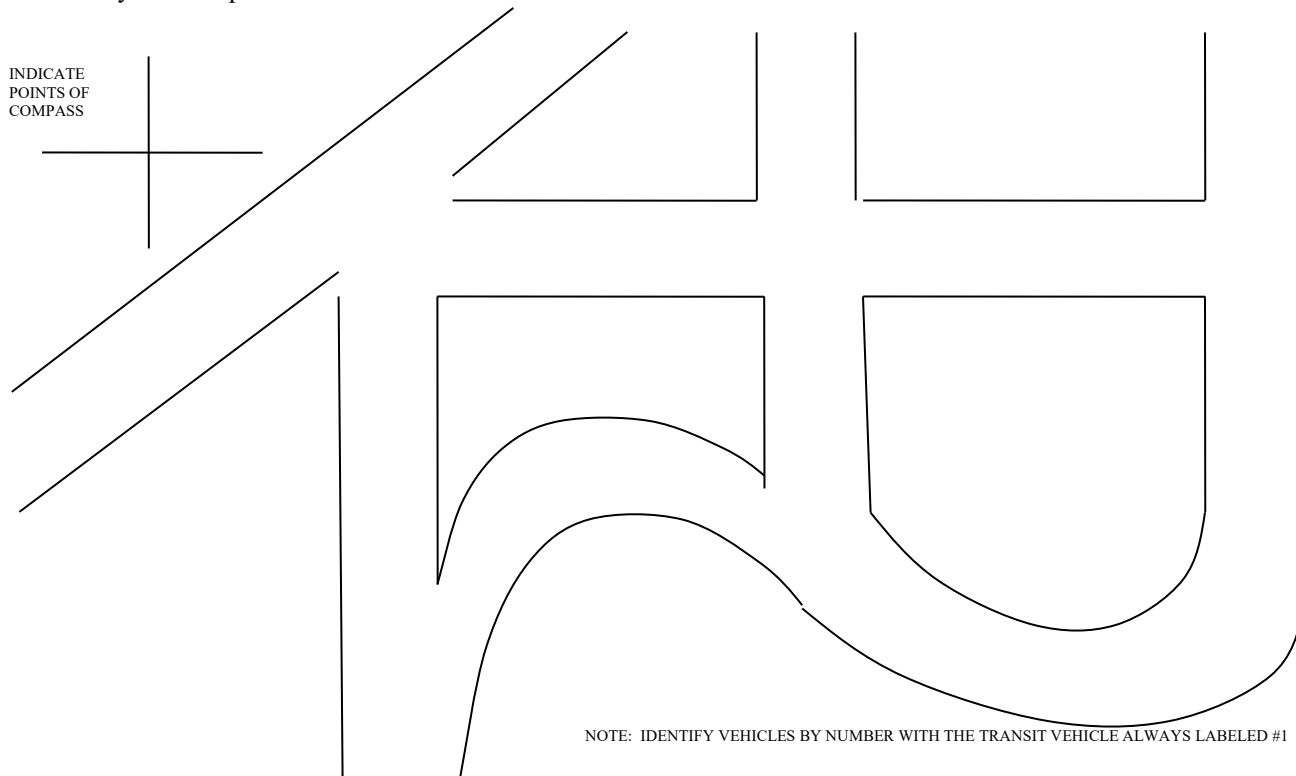
Narrative (Description of Accident:

Witnesses:

Name	Address	Phone #
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Sketch of the Accident Scene

Please indicate on the diagram the position of vehicles, directions they were facing, traffic signal lights or stop signs, and other information which you deem pertinent.



About The Injuries

Was Anyone in Your Vehicle Injured? Yes _____ No _____ If yes, list below:

Name	Address	Yes or No	
		Yes	No
_____	_____	Yes	No
_____	_____	Yes	No
_____	_____	Yes	No
_____	_____	Yes.	No
_____	_____	Yes	No

Was Anyone in The Other Vehicle Injuries? Yes _____ No _____ If yes, list below:

Name	Address	Taken to the Hospital?	
		Yes	No
_____	_____	Yes	No
_____	_____	Yes	No
_____	_____	Yes	No
_____	_____	Yes	No

About the Second Vehicle , Pedestrian or Property

Year Make Type Color License Plate No. State Inbound Outbound

Driver or Pedestrian's Name _____
 Address _____ City _____ State _____ Age _____

Owner's Name _____
 Address _____ City _____ State _____
 Insurance Number _____ Company _____
 Agent _____

Point of impact _____
 Damage to his/her vehicle _____
 What did driver say? _____
 Approximate distance vehicle traveled after impact ____ Ft Number of passengers in vehicle _____
 Did Police Investigate? _____ Department _____

About the Third Vehicle, Pedestrian or Property

Year Make Type Color License Plate No. State Inbound Outbound

Driver or Pedestrian's Name _____
 Address _____ City _____ State _____ Age _____

Owner's Name _____
 Address _____ City _____ State _____
 Insurance Number _____ Company _____
 Agent _____

Point of impact _____
 Damage to his/her vehicle _____
 What did driver say? _____
 Approximate distance vehicle traveled after impact ____ Ft Number of passengers in vehicle _____
 Did Police investigate? _____ Department _____

Signature of person preparing this report: _____

Signature of person receiving this report: _____

IF MORE THAN THREE
 VEHICLES, PEDESTRIANS OR
 PROPERTIES ARE INVOLVED
 ATTACH ADDITIONAL COPIES
 OF THIS PAGE

Interview Questions to Determine Preventability

Intersection Accidents

1. Did our operator approach the intersection at a speed safe for the conditions?
2. Was he prepared to stop before entering the intersection?
3. At a blind corner, did he pull out slowly, ready to shift his foot to the brake pedal?
4. Did he make sure the other driver would stop for a traffic light or stop sign?
5. Did he obey all traffic signs?
6. Did he signal well in advance of his change in direction?
7. Did he turn from proper lane?
8. Was he alert for the turns of other vehicles?
9. Did he avoid overtaking and passing in the intersection?
10. Did he refrain from jumping the starting signal or riding through the caution light?

Hit Other in Rear

1. Was our operator maintaining the safe following distance, namely one bus-length for every 10 miles per hour of travel, which should be doubled at night and doubled again in wet weather?
2. Was he keeping his eyes and mind ahead of the car ahead?
3. Did he approach the green traffic light cautiously, expecting the driver ahead to stop suddenly on the signal change?
4. Did he keep from skidding?

Backing Accidents

1. Was it necessary to back?
 - a. Did our operator have to park so close to the car ahead as to require backing to leave the parking space?
 - b. Was it necessary to drive into the narrow street, dead-end street, or driveway from which he backed?
 - c. Did he back immediately after looking?
2. Did he use horn while backing?
3. Did he look to the rear without depending on the rear vision mirror?
4. If the distance was long, did he stop, get out, and look around occasionally?

Pedestrians

1. Did he drive through congested section expecting that pedestrians would step in front of his bus?
2. Was he prepared to stop?
3. Did he keep as much clearance between his vehicle and parked cars as safety permitted?
4. Did our operator refrain from passing vehicles that had stopped to allow pedestrians to cross?
5. Did he refrain from jumping the starting signal or riding through the caution light?
6. Was he aware of groups of children, and was he prepared to stop if one ran into the street?
7. Did he give all pedestrians the right of way?

Pulling from Curb

1. Did our operator look to front and rear for approaching and overtaking traffic immediately before starting to pull out?
2. Did he look back rather than depend upon rear vision mirror?
3. Did he signal before pulling from curb?
4. Did he start out only when his action would not require traffic to change its speed or direction in order to avoid him?
5. Did he continue to glance back as he pulled out?

Skidding

1. Was our operator driving at a speed safe for condition of weather and road?
2. Was he keeping at least twice the safe following distance for dry pavement, one bus length for every ten miles per hour of speed?
3. Were all his actions gradual?
4. Was he expecting or alert for loose gravel, grease, oil, etc.?

Parked

1. Was our operator parked on the right side of the street?
2. Was it necessary to park near the intersection?
3. Did he have to park on the traveled part of the street, on the curve, or on the hill?
4. Where required, did he warn traffic?
5. Did he park parallel to curb?
6. Was it necessary to park so close to alley or directly across from driveway?

All Others

1. Did our operator reasonably do everything to avoid the accident?
2. Was his speed safe for the conditions?
3. Did he obey all traffic signals?
4. Was his vehicle under Control?

IF THE ANSWER TO ANY QUESTION IS “NO,” OUR OPERATOR WAS NOT DRIVING DEFENSIVELY AND IS AT FAULT.

Employee's Review of On-The-Job Accident/Incident

Name of Employee: _____ Date: _____

Accident/Incident: _____

Location of Accident: _____

Time of Accident: _____

Supervisor Name: _____ Date of Review: _____

1. Describe the accident/incident from your prospective:

2. Describe what you were doing just prior to the accident/incident:

3. Describe how the accident/incident occurred:

4. Do you think this accident/incident could have been prevented? If so, how? If not, why?

Supervisor Review of On-The-Job Accident/Incident

Name of Employee: _____ Date: _____

Accident/Incident: _____

Supervisor Name: _____

Date of Review: _____

Unsafe Practices

- | | |
|---|--|
| <input type="checkbox"/> Operating without authority | <input type="checkbox"/> Lack of attention |
| <input type="checkbox"/> Operating at an improper speed | <input type="checkbox"/> Failure to comply with rules/procedures |
| <input type="checkbox"/> Making safety devices inoperable | <input type="checkbox"/> Alcohol/Drugs suspected |
| <input type="checkbox"/> Using defective equipment | <input type="checkbox"/> Overexertion |
| <input type="checkbox"/> Using equipment improperly | <input type="checkbox"/> Other |
| <input type="checkbox"/> Failure to use protective equipment properly | |

Unsafe Conditions

- | | |
|---|--|
| <input type="checkbox"/> Defective equipment | <input type="checkbox"/> Weather |
| <input type="checkbox"/> Congestion | <input type="checkbox"/> Inadequate lighting |
| <input type="checkbox"/> Inadequate warning | <input type="checkbox"/> Assault/Horseplay |
| <input type="checkbox"/> Fire/Explosion hazards | <input type="checkbox"/> Other |
| <input type="checkbox"/> Facility/Area not maintained | |

Corrective Action Recommended

- Training (specify type) _____
- Clean/Maintain area
- Disciplinary action
- Replace/Repair equipment
- Additional protective equipment required
- Develop new safety rules/procedures
- Other

Supervisor Summary of Incident:

Supervisor's Signature _____ Date _____

Employee Emergency Response Participation Memo

This form should be completed by all employees to designate whether or not they agree to participate in emergency response activities. Since employees cannot be required to participate in emergency response activities, no pressure should be brought to bear on employees who decline to participate.

A list containing contact information of those agreeing to participate should be prepared and kept available within the transit agency as well as distributed to city/county emergency management staff.

(Agency Name)

INTEROFFICE MEMORANDUM

To: Manager,
From: _____
Subject: Emergency Response Participation
Date:

I have read and understand the [transit system name] Policies and Procedures for Emergency Response. I understand that I may discuss any part of this plan and my responsibilities with you. I further agree to provide the agency with current telephone numbers where I can be contacted and to keep these updated as they change.

_____ I agree to participate as needed and requested to assist the community and the agency.

_____ I am a firefighter/first responder and cannot participate due to my responsibilities in my other job in a situation of this nature.

_____ I cannot / will not participate.

Signature: _____

Printed Name: _____

Date: _____

Emergency Response Checklist (during normal operating hours)

This checklist should be available to dispatchers and transit system supervisors and managers to use when contacted during normal operating hours by emergency management or first responders informing them that an emergency has taken place.

This form can be adjusted to reflect existent emergency management protocol within the agency and community.

(Agency Name)

EMERGENCY RESPONSE CHECKLIST (during normal operating hours)

Checklist to use when contacted by Emergency Management/First Responders

1. Ask for the Contacting Official's name and telephone number. Write them down here:
2. Assign someone to begin calling off-duty Drivers, Mechanics and Managers in to work during the emergency – the phone list is [insert where]
3. Contact any Drivers on Duty and give instructions that they are to drop off their passengers at a safe, warm location (there is a list [insert where])
4. Tell all Drivers on duty where they are to go to help in the disaster
5. Make sure someone is assigned to open the garage
6. Make sure a phone line is open for 911 to contact you
7. Write down each Driver, the vehicle they are using and when they will start working
8. Take some time to think and calm down
9. Read through this packet one step at a time to make sure you covered everything

Emergency Response Checklist (after normal operating hours)

This checklist should be available to transit system supervisors and managers to use when contacted after normal operating hours by emergency management or first responders informing them that an emergency has taken place.

This form can be adjusted to reflect existent emergency management protocol within the agency and community.

(Agency Name)

EMERGENCY RESPONSE CHECKLIST (after normal operating hours)

1. Initial contact will be made by [insert] using the First Responder List.
2. The first person contacted by [insert] will be the [name of transit agency] Emergency Response Coordinator (ERC). The ERC must provide to [insert] a telephone number or other means by which they will remain available to communication from [insert].
3. The ERC will begin to call persons listed on the Employee Phone List informing them that [name of transit agency] is responding to a Community Emergency. During this stage, the ERC must:
 - a. Coordinate the opening of the garage or other facility where [name of transit agency] vehicles are located,
 - b. Assign additional personnel to make initial call-out phone calls dividing the employee phone list to more quickly mobilize personnel,
 - c. Establish a [name of transit agency] Command Post at the Authority's Maintenance Facility or other available location as circumstances may dictate,
 - d. Complete the Mobilization Check-off List to accurately account for resources available to [insert].
4. The ERC will remain in charge of all [name of transit agency] Emergency Response activities throughout the emergency unless relieved by personnel higher on the First Responder List.
5. The ERC will have the authority to allocate all [name of transit agency] personnel and equipment as necessary to respond to the emergency at hand.
6. The ERC shall have the emergency authority to procure parts, fuel and other essentials necessary to continue and sustain [name of transit agency] Emergency Response activities.
7. The ERC shall continue to make efforts to contact all [name of transit agency] personnel as well as [name of transit agency] Board Members (to inform them of our participation) as time and response efforts may permit.
8. The ERC shall provide personnel and resources in the quantities requested and to various locations as may be directed by [insert].
9. The ERC shall remain on-duty in an active status until relieved or directed to stand down by [insert].

Dispatcher Emergency Notification Sheet

The following forms provide a checklist of questions the dispatcher must ask when an emergency involving a transit vehicle is reported. Responses to these questions should be recorded and kept as documentation of the emergency management process. The dispatcher should then use these forms to respond appropriately to the communication received based on standard emergency management protocol.

DISPATCHER EMERGENCY 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 <ul style="list-style-type: none">- Road- Cross street- Direction headed- Landmarks
3. Type of emergency <ul style="list-style-type: none">- 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

DISPATCHER EMERGENCY NOTIFICATION SHEET

To be filled out by the dispatcher when receiving an emergency call.

Incident

Date: _____ Time: _____ Vehicle #: _____

Driver Name: _____

Location: _____

Type of Emergency:

- | | |
|---|---|
| <input type="checkbox"/> Passenger illness/injury | <input type="checkbox"/> Mechanical breakdown |
| <input type="checkbox"/> Passenger incident | <input type="checkbox"/> Flat tire |
| <input type="checkbox"/> Driver illness/injury | <input type="checkbox"/> Accident |
| <input type="checkbox"/> Other _____ | |

Response

Are EMS services required? Yes No

If YES, please check all that apply: EMT Fire
 Ambulance Rescue

Time Notified: _____ Other _____

Other services dispatched: Tow truck Road service
 Transit vehicle Transit driver

Time Notified: _____ Other _____

Comments: _____

Dispatcher Signature: _____ Date: _____

Casualty Assistance Program (CAP)

These procedures and forms should be used following any serious accident or fatality that occurs and includes the transit system's need to notify Next of Kin.

Definitions

- A casualty is any injury or fatality on agency property
- A serious injury is any injury that is considered life-threatening, life-altering, or debilitating for longer than three months
- Next-of-kin (NOK) is the person most closely related to the victim, either by blood or affinity

Background

Following any serious accident or fatality, the transit system may need to notify Next-of-Kin (NOK). Depending upon your organization and community, the responsibility of NOK notification may include employees, passengers and/or contractors injured or killed on transit property. While fatality notifications will typically be handled by law enforcement, injury notification is not. It is important that transit systems have a plan in place for how to make NOK notifications as appropriate.

Internal Notification

In the event of a fatality or a serious injury on agency property:

- The first person on scene shall immediately call 911, then notify their supervisor
- The supervisor shall compile all available victim information and contact the Casualty Assistance Officer (CAO)/Safety Officer on duty
- The CAO/Safety Officer will follow agency protocol to determine if NOK notification is required

The Casualty Assistance Program is designed to:

- Train Casualty Assistance Officers/Safety Officers on next-of-kin (NOK) notification procedures
- Eliminate delays in settling claims and paying survivor benefits, if applicable
- Assist NOK in other personnel-related matters

Casualty Assistance Officer/Safety Officer

At least two employees should be designated and trained as Casualty Assistance Officers (CAOs)/ Safety Officers. In the event of a fatality or serious injury the CAO/Safety Officer on duty will:

1. Verify the name of the victim, the nature of the injuries and the victim's location
2. Obtain additional details about the victim including correct spelling of their name, residence, birth date, social security number and any details that may be pertinent
3. Coordinate with EMS/law enforcement on how NOK notification will be handled
4. Confer with transit manager, board chair and attorney regarding the nature of the accident and the disposition of the victim(s)
5. If the injuries do not appear to be life threatening, contact NOK with information on the nature of the accident and hospital where the victim is being treated
6. In the case of fatality or serious injury, assemble a NOK notification team:
 - The CAO/Safety Officer
 - A workforce friend, if available
 - A grief counselor and/or clergy member
7. Notify NOK regarding the nature of the accident and the condition and location of their loved one. NOK notification for agency personnel will be made in person if at all possible
8. Provide NOK with a written/printed card with the CAO's/Safety Officer's contact information
9. Determine the immediate needs or problems facing the NOK
10. Facilitate support and render prompt, courteous and sympathetic assistance as needed/appropriate. It is not expected that the CAO/Safety Officer be an expert in all areas where assistance may be required, but rather the CAO/Safety Officer ensures that the proper contacts are made and proper support is received
11. The typical NOK will require assistance for 90-120 days from notification
12. The CAP will prepare the victim/victim's family for the possibility of calls from the media. Obtain victim or NOK approval for agency to 1) protect or 2) release the victim's name, condition and extent of injuries to the media (the media will ask)

NEXT OF KIN (NOK) NOTIFICATION WORKSHEET

Name of Injured/Deceased _____ SSN _____

DOB _____ Job Title _____

Employer: _____

Residence Address _____ City _____ State _____

Name of NOK Notified _____ Contact Info: _____

Date and Time of NOK Notification: _____

COA/Safety Officer Signature: _____

Summary of Accident/Other Pertinent Information Provided to NOK

Completed by: _____

Signature: _____

Tel/email: _____

TRANSIT SECURITY FORMS

Bomb Threat Checklist and Procedures

This form should be available to all individuals answering the transit agency telephone. If a bomb threat is received over the telephone, the individual receiving the bomb threat should record all appropriate information on the checklist as well as ask the caller the indicated questions, if possible. Attempts should be made to alert appropriate authorities while the individual is still on the phone. Once the conversation with the caller has been completed the individual answering the telephone should follow the standard bomb threat reaction protocol.

(Agency Name)

BOMB THREAT CHECKLIST AND PROCEDURES

Exact time and date of call: _____

Exact words of caller:

Voice	Accent	Manner	Background Noise
<input type="checkbox"/> Loud	<input type="checkbox"/> Local	<input type="checkbox"/> Calm	<input type="checkbox"/> Factory Machines
<input type="checkbox"/> High Pitched	<input type="checkbox"/> Foreign	<input type="checkbox"/> Rational	<input type="checkbox"/> Bedlam
<input type="checkbox"/> Raspy	<input type="checkbox"/> Race	<input type="checkbox"/> Coherent	<input type="checkbox"/> Music
<input type="checkbox"/> Intoxicated	<input type="checkbox"/> Not Local	<input type="checkbox"/> Deliberate	<input type="checkbox"/> Office Machines
<input type="checkbox"/> Soft	<input type="checkbox"/> Region	<input type="checkbox"/> Righteous	<input type="checkbox"/> Mixed
<input type="checkbox"/> Deep	<input type="checkbox"/> Other	<input type="checkbox"/> Angry	<input type="checkbox"/> Street Traffic
<input type="checkbox"/> Pleasant		<input type="checkbox"/> Irrational	<input type="checkbox"/> Trains
<input type="checkbox"/> Other		<input type="checkbox"/> Incoherent	<input type="checkbox"/> Animals
		<input type="checkbox"/> Emotional	<input type="checkbox"/> Quiet
		<input type="checkbox"/> Laughing	<input type="checkbox"/> Voices
		<input type="checkbox"/> Other	<input type="checkbox"/> Airplanes
			<input type="checkbox"/> Party Atmosphere
			<input type="checkbox"/> Other

Language	Speech	Familiarity with Threatened Facility
<input type="checkbox"/> Excellent	<input type="checkbox"/> Fast	<input type="checkbox"/> Much
<input type="checkbox"/> Fair	<input type="checkbox"/> Distinct	<input type="checkbox"/> Some
<input type="checkbox"/> Foul	<input type="checkbox"/> Stutter	
<input type="checkbox"/> Good	<input type="checkbox"/> Slurred	
<input type="checkbox"/> Poor	<input type="checkbox"/> Slow	
<input type="checkbox"/> Other	<input type="checkbox"/> Distorted	
	<input type="checkbox"/> Nasal	
	<input type="checkbox"/> Lisp	
	<input type="checkbox"/> Other	

Questions to Ask the Caller

When is the bomb going to explode?

Where is the bomb?

(Agency Name)

What does it look like?

What kind of bomb is it?

What will cause it to explode?

Did you place the bomb?

Why did you place the bomb?

Where are you calling from?

What is your address?

What is your name?

Observations

If the voice is familiar, whom did it sound like?

Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

Visitor Sign-In Sheet

This form should be used at the initial point of contact with anyone entering the transit administrative or maintenance facility. The purpose of this form is to document activity by non-employees within the transit environment as a security precaution.

Call Down List & Instructions

The purpose of a call down list is to establish the responsibility for notification of each individual in your department in case of an emergency. Lists should be updated as often as necessary and re-distributed to the department so that everyone is aware of their responsibilities in this regard. Lists can follow supervisory channels or make the first calls to the individuals who most urgently need to know about an emergency.

No one individual should be required to make more than just a few phone calls before they are able to fulfill their other emergency responsibilities, so no one individual is ever put in charge of “calling everyone.” You will notice in the template provided that each individual box is numbered so that the person making calls knows what additional calls he or she must make if someone on their list cannot be reached.

Using a call down list such as the template provided, it is possible to call large numbers of employees in very little time and without burdening any one individual with more than just a few calls.

CALL DOWN LIST

[Department Name]

Updated: (date)

Person Calling	Persons to Call	Office	Cell	Home
1	2			
	3			
	4			
2	5			
	6			
	7			
3	8			
	9			
	10			
4	11			
	12			
	13			
5	14			
	15			
	16			
6	17			
	18			
	19			
7	20			
	21			
	22			
8	23			

	24			
	25			
9	26			
	27			
	28			
10	29			
	30			
	31			
11	32			
	33			
	34			
12	35			
	36			
	37			
13	38			
	39			
	40			
14	41			
	42			
	43			
15	44			
	45			
	46			

Sensitive Security Information/ Public Disclosure Checklist

1. ____ Access to SSI documents will be limited only to those with a “need to know” the material.
2. ____ Be conscious of surroundings when discussing SSI; remember not everyone has a “need to know” SSI.
3. ____ Do not leave files with sensitive information unattended.
4. ____ During business, SSI items not actively being worked will be kept in secure location: room accessible only by access card; locked room, file cabinets or desk drawer.
5. ____ SSI materials may not be posted on externally accessible websites.
6. ____ All SSI materials will be locked up during non-business hours.
7. ____ All maintenance file cabinets and personnel file cabinets must be secure at all times.
8. ____ Discard all sensitive information in the container for shredding.
9. ____ All Public Disclosure request, and job-related requests for SSI information from non-governmental parties received in writing, must be funneled through your immediate supervisor. Supervisors need to notify and coordinate release of information with human resource personnel.
10. ____ Redact any reference to SSN on all documents and materials and delete from VIS.
11. ____ Login credentials and designated access to internal computer files containing SSI is provided on a “need to know/access” bases.
12. ____ Turn off or lock computer screen whenever left unattended.
13. ____ Keep your immediate supervisor apprised of concerns or issues including any missing, unaccounted for, or mishandled SSI.

SECTION 5

Emergency Procedures/Protocols

EXAMPLE EMERGENCY PROCEDURES

EXTREME HEAT

If a heat wave is predicted or happening, please adhere as much as possible to the following guidelines:

1. Slow down and try to avoid strenuous activity.
2. Stay in air conditioning as much as possible, either in your vehicle or in a building.
3. Wear lightweight, light-colored clothing, which reflects away heat.
4. Drink plenty of water regularly and often. Drink plenty of fluids even if you do not feel thirsty.
5. Avoid drinks with caffeine since they make the heat's effects on your body worse.
6. Eat small meals and eat more often. Large meals and food high in protein actually increase metabolic heat.

THUNDERSTORMS

1. Dispatcher will notify vehicles with radios of any watches or warnings.
2. Keep your radio tuned to local news and weather for advisories and information.
3. Keep an eye on the sky. Look for darkening skies, lightning or increased wind. If you can hear thunder, you are close enough to the storm to be struck by lightning.
4. If severe storm happens, find shelter in a building or vehicle. Keep car windows closed. A building is much preferred if you can safely get to one.
5. After storm passes, keep tuned to local radio stations and steer clear of any possible damaged areas.
6. Check in with dispatcher, if possible, for further instructions.

FLASH FLOODS

If it has been raining hard for several hours, or steadily raining for several days, be alert to the possibility of a flood.

- A flood WATCH means a flood is possible.
- A flood WARNING means flooding has already started or will be occurring soon.

Please follow these guidelines for a flood watch or warning:

1. If a flood Watch is issued, you will be notified by the Dispatcher. Listen to local radio and if told to evacuate a certain area, do so as soon as possible, making every effort to protect yourself and any passengers you may have with you.
2. If a flood Warning is issued, dispatcher will advise you to return to base immediately, if safe to do so.
3. If there is no time to return to base, move to higher ground away from rivers, streams, creeks and storm drains.
4. Do not drive around barricades since they have been placed to keep you out of a hazardous area.
5. If your vehicle stalls in rapidly rising water, abandon it immediately and climb to higher ground, again making every effort to protect yourself and any passengers you may have with you.

6. Do not drive through floodwaters. They may look shallow, but looks can be deceptive. The swift current of even a few inches of water can sweep your vehicle away and turn it over on its side or top, trapping you and any passengers inside.

TORNADOES

1. When a tornado watch is issued, stay tuned to local news and weather and keep in touch with base dispatcher.
2. Be alert to any changing weather conditions.
3. When tornado warning is issued:
 - a. Go to lowest floor at the nearest inside shelter, if possible. If there is no basement, go to center hallway, away from windows or into a bathroom.
 - b. Do NOT stay in your vehicle. During tornadoes, your vehicle is one of the worse places you could be. If there is no building available and you are outside, go to a low-lying area and lie flat. If others are in your vehicle, assist them first.
4. After storm is over, watch out for fallen power lines and stay out of damage area.
5. Establish communication with base for further instructions.

WINTER STORMS

1. Stay tuned to local news on radio and keep in touch with base dispatcher.
2. Be alert to changing weather conditions if you do drive.
3. Wear several layers of lightweight clothing, which will keep you warmer. Wear gloves or mittens and something on your head to prevent loss of body heat. Cover your mouth when it is cold to protect your lungs.
4. A winter storm WATCH means a winter storm is possible in the area. Please let the Transportation Office know if you are uncomfortable driving with an issued storm watch. If you do drive, keep your vehicle radio on for dispatcher's instructions, or a cell phone turned on. Keep your radio tuned to local and regional weather.
5. A winter storm WARNING means a winter storm is on the way. If you are driving out of town, please check with the Transportation Office or with Hospital Services to see if your run is still scheduled. If you are driving people in town, stay tuned for changing conditions and possible cancellations of your pick-ups and deliveries.
6. If you get stuck in your vehicle, stay with your car and wait for help. DO NOT try to walk to safety unless you are in town and see an open business you can easily get to.
7. As wind increases, so does the possibility of hypothermia. Be sure and cover any exposed skin when out in cold weather.
8. Make sure your gas tank is full.
9. A blizzard WARNING means strong winds, blinding wind-driven snow, and dangerous wind chills are expected. Medical Transportation and blood deliveries and pick-ups will probably be cancelled or other arrangements made. Keep in touch with the Transportation Office or Hospital Services for information.

EARTHQUAKES

In the event of an earthquake, please follow these guidelines.

1. If you are in a vehicle, slow down and drive to a place that is clear of buildings, trees and power lines. Stay inside vehicle until shaking stops.
2. If you are inside a building, choose a safe place, such as under a sturdy table or desk or against an inside wall where nothing can fall on you. Protect your eyes by pressing your face against your arm. Stay indoors and away from windows until the shaking stops and it is safe to exit.
3. If you are outside, find a clear spot away from power lines, buildings or trees and drop to the ground.
4. When quake is over, check yourself and others for injuries. Watch for downed power lines or unsafe areas. Listen to local station for further general instructions and get in touch with Red Cross as soon as possible.

CHEMICAL EMERGENCIES

A major chemical emergency is an accident where hazardous amounts of chemicals are released into the air or water. These can happen underground, on railroad tracks or highways or at manufacturing plants. In the event of a chemical emergency, please follow these guidelines.

1. Listen to the radio and follow the instructions. If you have a radio linked to base, the dispatcher will issue instructions.
2. Get as far from the accident as possible and if necessary, find a safe place to take shelter.
3. If an area of the city needs to be evacuated, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.
4. If you have passengers, follow the procedures that would keep both yourself and your passengers safe.
5. Keep windows of vehicle closed and turn off all vents, heating and air conditioning systems.
6. Some of the symptoms of chemical poisoning, whether by swallowing, touching, or breathing are:
 - Difficulty breathing: changes in skin color; headache or blurred vision; dizziness; irritated eyes, skin, throat; unusual behavior; clumsiness or lack of coordination; stomach cramps or diarrhea.
7. If you think you have been exposed to a toxic chemical, call the poison control center, EMS, 9-1-1, or dispatch at base, whichever applies to you.
8. If you see or smell something that you think may be dangerous, or find someone who has been overcome with toxic vapors, your first job is to make sure that you and your passengers do not become victims. If you remain in a dangerous area and become ill or unconscious, you cannot help yourself or any others. Report the situation to 9-1-1 or call dispatch on the radio.

POSSIBLE OR CONFIRMED TERRORIST ATTACK

1. Remain calm and be patient. Follow the advice of local emergency officials and listen to your radio for news and instructions. If possible, get in touch through your vehicle radio or cell phone with Red Cross.
2. If a disaster occurs near you, check for injuries. Give first aid if possible and get help for

seriously injured people. Remember to avoid direct contact with blood and other body fluids. Each vehicle should have a bag with disposable gloves, first aid kit and other items.

3. If time allows, contact your family and let them know where you are.
4. If there is terrorist activity that is an immediate threat, go to a public building and take shelter as quickly as possible. Public schools and hospitals are some of the best places to go.
5. If you have passengers with you, assist them into a shelter.
6. If you are told to evacuate the area or the city, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.
7. For large emergencies like these, you may hear a siren or the tone on the radio that you usually hear as emergency testing. Please keep your radio tuned to that station for information.

SUSPICIOUS LETTERS OR PACKAGES

1. Any bag, container, letter or package in the vehicle that you can't identify as belonging to yourself, or one of your passengers, please exit the vehicle immediately.
2. Stay calm.
3. Call 9-1-1.
4. Do not touch, shake or empty the contents.
5. Keep hands away from mouth, nose and eyes.
6. Lock the vehicle and wait until emergency responders arrive.
7. Wash hands well with soap and water as soon as possible.
8. Contact Transportation Office staff as soon as possible.

Remember, the most important instruction for any emergency is to stay calm.

BLOODBORNE PATHOGENS

Bloodborne pathogens are viruses or other infectious agents that are carried by the blood. Two especially dangerous examples are HIV – Human Immune Deficiency Virus, and Hepatitis B virus. Infections from these bloodborne agents can be prevented by avoiding all contact with blood and other bodily fluids.

If you do come into contact with blood or other bodily fluids, report the incident immediately to staff in transportation office. Documentation of the circumstances under which your exposure or contact occurs must be done.

The most important safe guard against any possible exposure is to remember. **DO NOT TOUCH BLOOD OR OTHER BODILY FLUIDS.**

If you have a person on board who starts to bleed, such as a dialysis patient, return the patient immediately to the facility where you picked them up. If you can, hand the person the absorbent paper toweling provided in the blood spill kit that is located in your driver's bag, and have THEM hold it firmly over the site.

- If there is blood or other bodily fluids in or on your vehicle, report it immediately to Transportation Office staff and make sure Fleet Maintenance staff knows about it. Fleet Maintenance staff has been trained and have the means to safely and effectively clean up the potentially hazardous fluids. For staff safety and the safety of others using the vehicle, you **MUST** make sure to tell them **BEFORE** they touch the vehicle that such a spill has occurred.
- Prevention, Protections, Containment, Proper Clean Up and Documentation are absolutely essential to protect the health of you and others. Please be proactive in practicing safety in this area.

SAFETY, SECURITY, AND EMERGENCY PREPAREDNESS PROTOCOLS

The following pages contain the forms listed below:

- Serious Transit Vehicle Accident/Incident
- Transit Vehicle Fire
- Suspicious Item on Transit Vehicle
- Suspicious Item on Or Near Transit Facility
- Dangerous Person(S) On Transit Vehicle
- Dangerous Person(S) On Transit Property
- Shooter Or Hostage Situation on Transit Vehicle
- Community Evacuation
- Transit System Shutdown

Serious Transit Vehicle Accident/Incident

- Driver - notify Dispatch of accident/incident, including location and number of injured people.
- Driver - respond to accident/incident scene by assisting passengers and reporting to law enforcement when they arrive, if Driver is capable.
- Dispatch - receives notification of accident/incident.
- Dispatch - contact First Responders if they're not already on the scene.
- Dispatch - send on-duty Supervisor to the scene.
- Dispatch - contact Management using "transit emergency call-down list."
- Supervisor – go to the scene and check in with Driver and law enforcement to assess the situation and assist passengers as required.
- Supervisor – conduct on-site accident investigation
- Supervisor - report to Dispatch with assessment of accident/incident.
- Supervisor – takes Driver for drug and alcohol test if accident meets threshold.
- Dispatch - reroute service on affected route, as may be appropriate.
- Dispatch - send backup vehicle to the scene to transport uninjured passengers to their destination.
- Management - notify key officials and stakeholders.
- Management - notify family of Driver about accident/incident, and, if Driver is injured, the location of medical treatment facility.
- Management – do not do not go to hospital; do not make any public/on the record statements without legal consult.
- Management – participate in preparation of a media strategy including time and content of public information statement.
- Supervisor and Driver - complete required documentation including post-accident investigation.
- Dispatch - resume normal service delivery on affected route when appropriate.
- Management – debrief key officials and stakeholders.
- Management - ensure counseling is available for employee victims.

Transit Vehicle Fire

- Driver sees/smells smoke, or sees flames.
- Driver - immediately bring vehicle power down. (Electrical system in engine compartment at back of vehicle?)
- Driver - evacuate the vehicle, immediately.
- Driver - evacuate passengers well away from the vehicle to minimize risk and behind a safe barrier if possible.
- Driver - use whatever means necessary to notify Dispatch of the fire situation. Information relayed must include location of vehicle and number of injured passengers, if any.
- Dispatch - tell Driver to immediately evacuate vehicle if Driver has not already done so.
- Dispatch - contact first responders about situation (location, number of injured passengers).
- Dispatch - send on-duty Supervisor to the scene.
- Dispatch - contact Management using “transit emergency call-down list.”
- Supervisor - go to the scene and check in with Driver and law enforcement to assess the situation and assist passengers as required.
- Supervisor – conduct on-site accident investigation
- Supervisor - report to dispatch with assessment of accident.
- Dispatch - reroute service on affected route, as may be appropriate.
- Dispatch - send backup vehicle to the scene to transport uninjured passengers to their destination.
- Management - notify key officials and stakeholders.
- Management - notify family of Driver about accident and if Driver is injured, location of medical treatment facility.
- Management – participate in preparation of a media strategy including time and content of public information statement.
- Supervisor and Driver - complete required documentation including post-accident investigation.
- Dispatch - resume normal service delivery on affected route when appropriate.
- Management - debrief key officials and stakeholders.
- Management - ensure counseling is available for employee victims.

Suspicious Item on Transit Vehicle

- Driver – observe suspicious device/item (as defined through previous training) on vehicle.
- Driver – evacuate vehicle well away and if possible, behind a firm barrier following pre-proscribed emergency procedures; do not use radio or cell phone within 300 feet of suspicious item/device.
- Driver – notify Dispatch (not using radio or cell phone within 300 feet of suspicious item/device) as to vehicle location and give a description of item/device; inform about evacuation.
- Dispatch – upon notification from Driver, if based on protocol or Driver indecision, Driver has not already evacuated vehicle instruct Driver to do so immediately.
- Dispatch – call First Responders – notify them of situation, including location of vehicle and description of item or device.
- Dispatch – notify Management of situation, including location of vehicle and description of item or device.
- Management – instruct Dispatch, as appropriate, to have all drivers pull off the roadway in a safe location, search their vehicles for any suspicious item/device and report back with search results.
- Management - if any other vehicle reports a suspicious item/device, all in-service vehicles must be immediately evacuated and First Responders informed of any other suspicious items/devices.
- Management - if multiple devices are found, all transit facilities should be searched for suspicious items/devices and evacuation of facilities initiated as may be required.
- Management – send Supervisor/other transit representatives to scene.
- Management – inform key officials and stakeholders of situation.
- Management – liaison with First Responders or Incident Commander and await further instructions.
- Management – once incident(s) has been addressed and direction is given that it is safe to resume service, give transit staff instructions for service resumption.

Suspicious Item in or Near Transit Facility

- Transit Staff – observe suspicious device/item (as defined through previous training) in or near a transit facility.
- Transit Staff – evacuate facility well away from building and if possible, behind a firm barrier following pre-proscribed emergency procedures; do not use radio or cell phone within 300 feet of suspicious item/device.
- Ranking Staff Member – call First Responders – notify them of situation, including location and description of item or device.
- Ranking Staff Member – notify Management if not already present.
- Management – make decision whether or not to pull all vehicles out of service to search for suspicious items/devices.
- Management - if the decision is made for an all-vehicle search, instruct staff as to appropriate mechanism to notify all vehicle Drivers to pull over and conduct a search for suspicious item/devices and report back.
- Management – if other items/devices are found within the system, immediately halt all service and evacuate all vehicles.
- Management – notify First Responders of situation, including locations and descriptions of items/devices.
- Management – inform City Manager and City Safety Officer of situation.
- Management – liaison with First Responders or Incident Commander and await further instructions.
- Management – once incident(s) has been addressed and direction is given that it is safe to resume service, give transit staff instructions for service resumption.

Dangerous Person on Transit Vehicle

- Driver – notify Dispatch (only if safe to do so without risk to yourself) using 10 codes or verbal codes if required for safety purposes, that a dangerous person is on vehicle; if possible, include location of vehicle and description of individual(s).
- Driver – if safe to do so, pull vehicle off the road and open doors, preferably in a public and well-lit location.
- Driver – look for an opportunity to escape vehicle, and if safe to do so, assist other passengers in getting off vehicle.
- Driver – if unsafe to do any of above, try to remain calm, cooperate with dangerous individual(s) and await arrival of First Responders.
- Dispatch – receives notification of dangerous person on vehicle.
- Dispatch – contact First Responders with information on location of vehicle and description of dangerous person(s).
- Dispatch – if communication from Driver discontinues, do not repeatedly attempt to re-contact Driver or say anything over the radio that could further incite dangerous person(s).
- Dispatch – contact on-duty Supervisor.
- Dispatch – contact Management.
- Supervisor – locate the vehicle (if position not given by Driver - either by dispatch log, AVL, etc.). Do not approach impacted vehicle.
- Supervisor – if situation on vehicle is ongoing and perceived as dangerous, do not approach vehicle, but contact First Responders and report back to Dispatch as to situation.
- Management – decide whether or not to reroute other vehicles away from affected vehicle on route.
- Management – once situation has been resolved by First Responders, instruct Dispatch to inform Drivers of return to normal route schedule.
- Management - including sending a backup vehicle or vehicle Driver to the impacted location.
- Management – assuming Driver is not injured in the incident, pull Driver out of service, complete appropriate documentation and ensure Driver received the opportunity for counseling.
- Management – debrief key officials and stakeholders on resolution of the incident.

Dangerous Person(S) on Transit Property

- Transit Staff – sees trespasser on transit facility and determines that trespasser may be dangerous.
- Transit Staff – attempt to safely get a good look at trespasser(s) for physical description of trespasser (weapons, if any), location and direction of their movement.
- Transit Staff – proceed to a safe location; without compromising personal safety call 911 if possible, providing all possible information about trespassers.
- Transit Staff - without compromising personal safety, notify Management if possible.
- Management – once notified of dangerous person on property, make a call to 911 even if call is duplicative
- Management – if First Responders haven't arrived to direct scene, determine whether best response to protect the safety of all persons is to evacuate, relocate or shelter in place.
- Management – give appropriate instructions to all impacted persons on whether to evacuate, relocate or shelter in place.
- Management – establish a command location outside the perimeter of the facility, well away from exposure to risk; attempt to stop all individuals/vehicles from entering the perimeter.
- Management – report in to First Responders and await instructions.
- Management – notify key officials and stakeholders; provide updates as appropriate.

Shooter or Hostage Situation on Transit Vehicle

- Driver – notify Dispatch (only if safe to do so without risk to yourself) using 10 codes or verbal codes if required for safety purposes, that a shooter/and or hostage taking situation is on vehicle; if possible, include location of vehicle and description of individual(s).
- Driver – if safe to do so, pull vehicle off the road and open doors, preferably in a public and well-lit location. Look for an opportunity to escape vehicle.
- Driver – if unsafe to do any of above, try to remain calm, cooperate with dangerous individual(s), follow instructions of perpetrator, and await arrival of First Responders.
- Driver – use empathy to establish a relationship with Perpetrator and attempt to engage person in dialogue, if safe to do so, including offering the Perpetrator the opportunity to get off the vehicle and escape at any time.
- Dispatch – receives notification of situation on vehicle.
- Dispatch – contact First Responders with information on location of vehicle and any other information provided by Driver.
- Dispatch – if communication from Driver discontinues, do not repeatedly attempt to re-contact Driver or say anything over the radio that could further incite dangerous person(s).
- Dispatch – contact on-duty Supervisor/Management.
- Supervisor – locate the vehicle (if position not given by Driver - either by dispatch log, AVL, etc.) Do not approach impacted vehicle.
- Management – get someone to help Dispatch answer phones.
- Dispatch – reroute other vehicles away from affected route.
- Management – contact key officials and stakeholders.
- Management – participate in preparation of a media strategy including time and content of public information statement.
- Management – contact family of Driver.
- Management – once situation has been resolved by First Responders, instruct Dispatch to inform Drivers of return to normal route schedule. Send a backup vehicle or vehicle Driver to the impacted location.
- Management – assuming Driver is not injured in the incident, pull Driver out of service, complete appropriate documentation and ensure Driver received the opportunity for counseling.
- Management – debrief key officials and stakeholders on resolution of the incident.

Community Evacuation

It is assumed that Management has disseminated the “transit staff emergency call-down list” to all key emergency management stakeholders.

Using the transit staff emergency call down list, emergency management/first responders have notified Management of the need for transit vehicles for evacuation purposes.

- Management - gather pertinent information from emergency management/first responders including:
 - number of vehicles required
 - number of Drivers required, if any,
 - time frame for staging
 - staging location
- Management -call maintenance staff (if existent) to report for work (if not already in house) in order to prepare vehicles for use.
- Management - contact operations staff to begin calling in required Drivers using “employee volunteer emergency phone list” (if needed, and they are not already in house).
- Management - determine whether there is a need to shut down system-wide service if it is presently in operation.
- Dispatch - follow standard “shut down procedures” if decision to shut down service was made.
- Maintenance staff - prepare vehicles for use in evacuation.
- Drivers or first responders - move vehicles to staging area and report to Incident Command.
- Management - report to staging area to act as liaison to Incident Commander.
- Drivers - upon completion of evacuation maneuvers, return vehicles to base.
- Drivers/Supervisors/Management - complete required documentation.
- Management - if necessary, make decision on when and how to resume normal service.
- Management - communicate to all affected employees the decision on whether and when normal service will resume.
- Management - participate in post-incident debriefing with emergency management.

Transit System Shutdown

Management has pre-established thresholds and triggers based on weather and other risks to determine when system shutdown is necessary.

Management has pre-established and coordinated for emergency drop-off points within the service.

- Management – based on direction from the city or the meeting of pre-established thresholds/triggers, determine that partial or total system shutdown is required.
- Management – inform Dispatch to initiate partial or total system shutdown.
- Dispatch – inform impacted Drivers that system shutdown has been directed and Drivers should take passengers to pre-designated drop off points and return to base.
- Drivers – go out of service; take passengers on board vehicle to pre-designated drop-off points and return to base.
- Management – contact appropriate officials to inform media about service discontinuance in order to get information out to the public.
- Dispatch – use call down list to notify all employees not already on duty, to not report for work until notified to do so.
- Drivers – secure vehicles upon return to base, and either go off duty or stay on duty in a stand-by status until further service determinations are made.
- Management – monitor situation to determine when and if regular or special service will be reinstated.
- Management – notify key officials and stakeholders that partial or total service has been discontinued; remain on call.
- Management – on instruction from key officials and stakeholders or based on pre-established thresholds/triggers, determine that service should be reinstated.
- Management – direct appropriate staff as to the time-of-service reinstatement and initiates notification process.
- Management – notify key officials and stakeholders as to time-of-service reinstatement.
- Dispatch – notify Drivers using the call down list as to time-of-service reinstatement and when to report for duty.
- Drivers and Maintenance – report for duty, prep vehicles, and put system back in service following AM pull out procedures.
- All hands – system renews normal operations.