SAFETY, SECURITY AND EMERGENCY PREPAREDNESS PLAN (SSEPP)

With Supporting Documentation and Resource Information

MEADOW CITY EXPRESS

Updated 4/12/19

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PREFACE

Community transportation systems operate in a wide variety of environments including rural, urban and resort areas. Community transit includes fixed route, shared ride, paratransit and specialized service for the general public, as well as high-risk passengers such as individuals with disabilities, the elderly and young children.

Safety has always been a priority for local community transportation providers, state Departments of Transportation and the Federal Transit Administration. As a result of 9/11, and the transit attacks in Spain, England and India, there are heightened concerns for transit security even in rural communities. The destruction wrought by Hurricanes Katrina, Rita and other acts of nature have renewed our national awareness for the role that public transportation can play as a first responder resource.

Every transit system - whether a large fixed-route bus system or a small rural provider – is being asked to designate safety, security and emergency preparedness as a top priority, and to prepare to manage critical incidents for the wide array of the hazards that transit faces.

Critical Incidents could include accidents, natural disasters, sabotage, civil unrest, hazardous materials spills, criminal activity, or acts of terrorism. Regardless of the cause, critical incidents require swift, decisive action to protect life and property. Critical incidents must be stabilized prior to the resumption of regular service or activities. Successful resolution of critical incidents typically requires cooperative efforts by a variety of responding agencies.

To establish the importance of safety, security and emergency preparedness in all aspects of our organization, Meadow City Express has developed this Safety, Security and Emergency Preparedness Plan (SSEPP). This SSEPP outlines the process used Meadow City Express to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, Meadow City Express achieves not only an effective physical security program, but enhances associations with the local public safety agencies in our service area. Improved communication increases their awareness of our resources and capabilities, and improves our readiness to support their efforts to manage community-wide emergencies, including, accidents and incidents, acts of nature, hazardous materials, criminal activity and terrorism.

In order to be effective for Meadow City Express the activities documented in this SSEPP focus on establishing responsibilities for safety, security and emergency preparedness, identifying our methodology for documenting and analyzing potential safety, security and emergency preparedness issues, and developing the management system through which we track and monitor our progress in addressing these issues.

The structure of this SSEPP focuses first on a description of Meadow City Express Mission and a comprehensive overview of the system, then on Preparation – identifying critical assets, threats and vulnerabilities to the transit system and the environment in which it operates, along with preparing our transit staff to manage incidents in concert with external emergency management organizations and first responders, followed by Prevention – strategies for reducing risk, including training on safety/security awareness, then on Response – staff responsibilities and emergency protocols, and finally, on Recovery – putting things back together. The Appendix of this SSEPP contains forms that we use to ensure documentation of our SSEPP activities.

1. MISSION DEFINITION

1.1 Introduction – Establishing the parameters of the plan

1.1a. - AUTHORITY

The authority for implementing the SSEPP resides with the Meadow City Express.

1.1b. - PURPOSE

This SSEPP defines our process for addressing safety, security and emergency preparedness as:

- **System Safety** – The application of operating policies and procedures to reduce vulnerability to safety-related hazards.

- **System Security** – The application of operating policies and procedures to reduce vulnerability to security threats.

- **Emergency Preparedness** – The system of policies and procedures that assure rapid, controlled, and predictable responses to a wide variety of safety and/or security incidents.

The SSEPP supports Meadow City Express' efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents – Critical Incidents could include accidents, natural disasters, sabotage, civil unrest, hazardous materials spills, criminal activity, or acts of terrorism. Regardless of the cause, critical incidents require swift, decisive action to protect life and property. Critical incidents must be stabilized prior to the resumption of regular service or activities. And successful resolution of critical incidents typically requires cooperative efforts by a variety of responding agencies.

The overall purpose of the Meadow City Express SSEPP is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to Meadow City Express' passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

This SSEPP demonstrates the Meadow City Express commitment to do the following:

- **Prepare**
    - Identify assets essential to our mission
    - Assess hazards and threats facing our agency and our community
    - Train staff how to prevent, respond to and recover from prime risks
    - Coordinate with other emergency response organizations

- **Prevent**
  - Take steps to eliminate threats where possible
  - Institute policies and procedures that reduce the likelihood of incidents occurring
  - Take steps that reduce the impact on system assets when incidents do occur

- **Respond**

  React quickly and decisively to critical incidents focusing on:
  - Life Safety
  - Property Protection
  - Stabilization of Incident

- **Recover**
  - Resume service delivery based on availability of resources
  - Repair and replace critical assets
  - Assess incident response and make changes based on lessons learned.

1.1c. - GOALS

The SSEPP provides Meadow City Express with a safety, security and emergency preparedness capability that:

- Ensures that safety, security and emergency preparedness are addressed during all phases of system operation including hiring and training of personnel; procurement and maintenance of equipment; development of policies and procedures; delivery of service, and coordination with local emergency management and first responder agencies
- Creates a culture that supports employee safety and security through the appropriate use and operation of equipment and resources
- Promotes analysis tools and methodologies that identify changing threat conditions and bolster agency response capabilities
- Ensures that our agency achieves a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies
- Identifies and pursues grant funding opportunities at the state and federal level to support safety, security, and emergency preparedness efforts
- Makes every effort to ensure that, if confronted with a safety or security event or major emergency, our personnel will respond effectively, using good judgment and building on best practices identified in policies and procedures and exercised through drills and training

1.1d. - OBJECTIVES

In this new environment, every threat cannot be identified and eliminated, but Meadow City Express takes steps to be more aware, to better protect passengers, employees, facilities and equipment, and stands ready to support community needs in response to a critical incident. To this end, our SSEPP has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation.

2. Partake in and strengthen community involvement and participation in the safety and security of our system.

3. Develop and implement a Threat and Vulnerability Assessment program and, based on the results of this program, establish a course of action for improving physical safety and security measures and emergency response capabilities.

4. Expand our training program for employees, volunteers and contractors to address safety and security awareness and emergency management concerns.

5. Enhance our coordination with partner agencies regarding safety, security and emergency preparedness issues.

1.1e. - DEFINITION

In this SSEPP, the terms "transit vehicle" or "bus" are used to describe all types of transit surface conveyances including sedans, mini vans, vans, body-on-chassis, mini-buses and the wide range of full-size coaches.

1.2   System Overview – Who We Are and What We Do

1.2a. - ORGANIZATIONAL DESCRIPTION

Meadow City Express provides a Demand Response Service within the Las Vegas , NM city limits and Extraterritorial Zone (ETZ) which includes a total service area of 35 square miles. Demand Response service requires customers to call a day in advance to schedule a ride as same day service is not available.

1.2b. - MISSION STATEMENT

The mission of Meadow City Express is to provide all citizens of Las Vegas, NM with reliable, safe and affordable public transportation. We recognize that mobility is a fundamental right for our citizens and an essential need for our community to maintain a high quality of life. We at Meadow City Express therefore dedicate ourselves to provide safe and customer friendly service in a manner consistent with our stewardship of the community's trust and resources.

1.2c. - ORGANIZATIONAL STRUCTURE

(See Attached Organizational Chart)

Name	Position
Vacant	Director
Darlene Arguello	Manager
Marcelino Roybal	Operations Supervisor/Driver
Joshua Martinez	Dispatch/Driver

Ray Lucero	Driver/Maintenance
Valerie Duran	Driver
Eloy Lucero	Driver
Tiffany Rodriguez	Dispatch/Driver

1.2d. - SERVICE AREA

The immediate geographic target for MCE is the City of Las Vegas and surrounding ETZ Zone area with a population of 17,217.

1.2e. - SERVICE DESIGN

Meadow City Express is a small but growing transportation service. MCE services the elderly, disabled, low income, non-drivers, students, employees of major institutions, commuters, individuals who have no transportation or do not have a driver's license and individuals who cannot afford the rising cost of fuel. The demographics by passenger type is:
- Elderly 11.31%
- Disabled 20.54%
- Non ambulatory .58%
- Other 67.5
- Total 100%

1.2f. - FUNDING SOURCES

The primary funding source for Meadow City Express is through a Federal Transit Grant A(5311-General Public Rural Transportation). The City of Las Vegas Transportation Department (Meadow City Express) applies for the grant annually and the City of Las Vegas budgets and provides a Local Share (cash match) for approved funding. Eligible Administrative,

Operating and Capital costs are matched as follows:

Fund	Federal Share	Local Share
Administrative	80%	20%
Operating	50%	50%
Capital	80%	20%

1.2g. - VEHICLES AND FACILITIES

The Meadow City Express office is located at The City of Las Vegas Inter-model Facility, 500 Railroad Avenue, also known as the Railroad Depot. The City of Las Vegas Intermodal Facility is situated within the federally designated Historic Railroad District and on the eastern portion of

our community's developing Main Street Corridor which ties our three historic commercial districts from the Depot to Old Town Plaza.

Vehicles Include:

Quantity	Year	Make/Model	Passenger
1	2017	Star Craft Ford Bus	12 Passenger
1	2016	Star Craft Ford Bus	8 Passenger
2	2010	Ford E350	9 Passenger
1	2015	Ford Transit T350	13 Passenger
2	2014	Dodge Grand Caravan	6 Passenger
1	2010	Ford E350	11 Passenger

2. PREPARATION

2.1 Overview

While safety addresses the day-to-day issues of transporting passengers in the community safely and without accident, security deals with the entire transit system and the potential for threats against it. Security also includes Meadow City Express as part of the larger community and the response within the community to environmental hazards, criminal or terrorist acts, or natural disaster.

The Meadow City Express Threat and Vulnerability Assessment provides a framework by which to analyze the likelihood of hazards and threats damaging critical assets. Included in this assessment are:
- Historical analysis
- Physical surveys
- Expert evaluation
- Scenario analysis

The Threat and Vulnerability Assessment offers Meadow City Express the ability to identify critical assets and their vulnerabilities to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness. This analysis is guided by clear investigation of three critical questions:

1. Which assets can we least afford to lose?
2. What is our responsibility to protect these assets?
3. Where do we assume total liability for risk and where do we transfer risk to others, such as local public responders, technical specialists, insurance companies, and the state and Federal government?

2.2 Hazard and Threat Assessment

2.2a. – CRITICAL ASSETS – IDENTIFYING THE IMPORTANT ELEMENTS OF OUR ORGANIZATION REQUIRING PROTECTION

Overview

In security terms, Meadow City Express's assets are broadly defined as:
- **People** – Passengers, employees, visitors, contractors, vendors, community members, and others who come into contact with the system
- **Information** – Employee and customer information, computer network configurations and passwords, ridership, revenue and service statistics, operating and maintenance procedures, vehicle identification systems
- **Property** – Revenue vehicles, non-revenue vehicles, storage facilities, passenger facilities, maintenance facilities and equipment, administrative offices, computer systems and communications equipment

Assets are critical when their loss either endangers human life or impacts the Meadow City Express's ability to maintain service. In reviewing assets, the transportation system has prioritized which among them has the greatest consequences for the ability of the system to sustain service. These critical assets may require higher or special protection.

Asset Analysis

In identifying and analyzing critical assets for the entire system, under the full range of operational conditions, a simple process called "asset criticality valuation" has been performed by Meadow City Express This process helped Meadow City Express management to prioritize the allocation of limited resources for protecting the most vital elements of its operation. In this asset analysis Meadow City Express considered the following:

- Criticality to mission
- Asset replacement cost
- Severity of impact on public health and safety
- Impact on other assets including intangibles such as public trust and employee morale

For those assets that are mission-critical, steps are taken for risk **avoidance** (i.e. stop the activity altogether), risk **retention** (e.g. accept the risk but take steps to reduce the likelihood or impact of an incident) and risk **transference** (e.g. have someone else, like an insurer, assume the risk).

2.2b. – THREAT AND VULNERABILITY ANALYSIS

A threat is any action with the potential to cause harm in the form of death, injury, destruction of property, interruption of operations, or denial of services. Meadow City Express threats include accidents and incidents, hazardous materials, fires, acts of nature, or any event that could be perpetrated by criminals, disgruntled employees, or terrorists.

Threat analysis defines the level or degree of the threats by evaluating the probability and impact of the threat. The process involves gathering historical data about threatening events and evaluating which information is relevant in assessing the threats against Meadow City Express. Some of the questions answered in our threat analysis include.

- ▪ How safe are vehicles and equipment?
- ▪ How secure is the transportation facility?
- ▪ What event(s) or act(s) of nature has a reasonable probability of occurring?
- ▪ Have similar-sized agencies been targets of criminal or terrorist acts in the past?
- ▪ How significant would the impacts be?

A vulnerability is anything that can make an agency more susceptible to a threat. This includes vulnerabilities in safety/security procedures and practices involving transit facilities, transit equipment and transit staff. Vulnerability analysis identifies specific weaknesses to threat that must be mitigated.

Threat and Vulnerability Identification

The primary method used by Meadow City Express to identify the threats to the transit system and the vulnerabilities of the system is the collection of historical data and incident reports submitted by drivers and supervisors and information provided by federal and state agencies and local law enforcement.

Information resources include but are not limited to the following:
- Operator incident reports
- Risk management reports
- Bus maintenance reports
- Marketing surveys
- Passengers' letters and telephone calls
- Management's written concerns
- Staff meeting notes
- Statistical reports
- Special requests
- Historical data
- Information from public safety officials

Meadow City Express reviews safety/security information resources and determines if additional methods should be used to identify system threats and vulnerabilities. This includes a formal evaluation program to ensure that safety/security procedures are maintained and that safety/security systems are operable. Safety/security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection includes the following three-phase approach:

1. Equipment preparedness
2. Employee proficiency
3. System effectiveness

Scenario Analysis

Scenario analysis is brainstorming by transportation personnel, emergency responders, and contractors to identify threats to the system and to assess vulnerability to those threats. By matching threats to critical assets, Meadow City Express identifies the capabilities required to counteract vulnerabilities. This activity promotes awareness and enables staff to more effectively recognize, prevent, and mitigate the consequences of threats**.**

For each scenario, the Meadow City Express has attempted to identify the potential impacts of probable threats using a standard risk analysis protocol in which threats are segmented by probability from low to high and severity of impact from modest to catastrophic.

Scenario-based analysis is not an exact science but rather an illustrative tool demonstrating potential consequences associated with low-probability to high-impact events. To determine the actual need for additional countermeasures, and to provide the rationale for allocating resources to these countermeasures, the Meadow City Express uses the scenario approach to pinpoint the vulnerable elements of the critical assets and make evaluations concerning the adequacy of current levels of protection.

At the conclusion of the scenario-based analysis, the Meadow City Express assembled a list of prioritized vulnerabilities for its top critical assets. These vulnerabilities are divided into the following categories:

- lack of planning;
- lack of coordination with local emergency responders;
- lack of training and exercising; and
- lack of physical security

Based on the results of the scenario analysis, the Meadow City Express identified countermeasures to reduce vulnerabilities.

2.2c. - IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS

Meadow City Express is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. Meadow City Express understands that threat reaction planning and preparation is a dynamic and ongoing process which requires constant attention and organizational energy. It is essential to identify each potential threat that a transit system could face, evaluate those threats in terms of their potential impact on transit system assets and to analyze transit system vulnerability to those threats. The Meadow City Express has done such a Threat and Vulnerability Assessment for the following potential threats:

ACCIDENTS AND INCIDENTS

- **Transit vehicle accidents**

Can be defined as collisions with other vehicles, objects or persons with the potential for damage to people and/or property and the possibility of lawsuits and/or criminal charges.

- **Transit passenger incidents**
Involve passenger falls, injuries relating to lift and securement operation, injuries before boarding or after alighting and passenger illnesses

- **Employee accidents and incidents**
Include injuries within the office, on official travel, while maintaining the equipment, and on-premises, but not while operating a vehicle for public transport. Such accidents/incidents create the possibility for loss of workforce, lawsuits and worker's compensation claims.

ACTS OF NATURE

- **Floods**
Are caused by heavy rain, storm surge, rapid snowmelt, ice jams, dam breaks or levee failures and can result in loss of life damage to facilities, danger to vehicles on roadways and loss of power and communications. Such events could require use of transit system assets for evacuation purposes.

- **Winter weather**
Snow and ice storms can cause power failures, make roads dangerous or impassable, cause sidewalk hazards, and affect the ability to deliver transit service.

- **Tornado/hurricane**
High winds have the potential to cause flying debris, down trees and/or power lines, make roadways impassable or dangerous, damage facilities or vehicles and threaten the safety of passengers and employees. Such events could require use of transit system assets for evacuation purposes.

- **Thunderstorms**
May trigger flash flooding, be accompanied by strong winds, hail or lightening, can possibly cause power or communication system outages, damage facilities and equipment and make roads dangerous or impassable.

- **Wildfire**
Whether natural or human-caused, are particularly dangerous in drought conditions, can reduce visibility, impair air quality, and have the potential to damage facilities, equipment and make roadways impassable. Such an event could require use of transit system assets for evacuation purposes.

- **Earthquake**
Has the potential to cause extensive damage to buildings, water systems power systems, communications systems roads, bridges and other transportation infrastructure. Such events often overwhelm first responder resources. In coastal areas, tsunamis, or tidal

waves, are a hazard following major earthquakes and underwater tectonic activity. A transit system's assets could be used for evacuation purposes after damage assessment.

- **Landslide/Avalanche**
  Has the potential to close roadways, damage vehicles and facilities and injure employees and passengers.

- **Dust Storm**
  Usually arrives suddenly in the form of an advancing wall of dust and debris which may be miles long and several thousand feet high, and usually last only a few minutes. Blinding, choking dust can quickly reduce visibility, causing accidents. While dust storms may last only a few minutes, they tend to strike with little warning.

CRITICAL INFRASTRUCTURE

- **Power outages**
  Whether short or long in duration, can impact overall ability to operate transit services and limit functional nature of transit equipment and facilities.

- **Computer crashes/cyber attacks**
  Cause loss of critical data and negatively impact the ability to schedule and dispatch services.

- **Communication system failure**
  Can have serious effects on the ability to deliver service and keep employees out of harm's way.

- **Supply chain interruption**
  Transit service is dependent upon a continuous supply of fuel, lubricants, tires, spare parts, tools, etc. Interruption of material supplies due to weather conditions, roadway closures, acts of terrorism, acts of war, or loss of supplier facilities can limit your ability to maintain service

- **Vehicle fires**
  Cause transit employee and passenger injuries and death and damage or loss of transit equipment and have the potential for lawsuits.

- **Facility loss**
  Loss of administrative, maintenance, or operations facilities– whether caused by structural collapse, presence of toxic materials, violation of municipal codes, or significant events on neighboring properties – can hamper the ability to sustain service

- .**Structural fire**
  Whether natural or human-caused, can threaten employees and customers and damage facilities and equipment. Such an event could require use of transit vehicles for temporary shelter, or for evacuation purposes,

- **Staff shortage**
  Caused by labor disputes, poor human resource management, or regional employee shortages. Can have immediate impacts on ability to deliver service, and longer-term impacts on facility and equipment resources.

- **Employee malfeasance**
  Illegal and illicit behavior by agency employees, particularly when in uniform or on duty, can seriously damage intangible assets such as organizational image and employee morale.

HAZARDOUS MATERIALS.

- **Blood borne pathogens**
  Exposure can put drivers, passengers, maintenance employees and bus cleaners at risk of contracting disease.

- **Toxic material spills**
  Toxic materials fall into four basic categories: blister agents such as solvents; cardio-pulmonary agents such as chlorine gas; biological agents such as anthrax; and nerve agents such as Sarin. While some of these materials may be agents of terrorist acts, accidental release is also possible. Additionally, low-level exposure to maintenance related chemicals and vehicle fluids can pose a risk to employee and environmental health.

- **Radiological emergencies**
  Could include accidental release of radioactivity from power plants or from materials being transported through the service area by truck or train. Have the potential to cause danger to human life or the need for use of transit system assets for evacuation purposes.

- **Fuel related events**
  Include accidental release of natural gas and petroleum, rupture of pipelines, and fire and explosion involving alternative fuel use. Dangers include risk of human life, damage to facilities and vehicles, and events that may require use of transit system assets for evacuation purposes.

CRIMINAL ACTIVITY

- **Trespassing**
  Penetration of organizational security system can increase vulnerability to criminal mischief, theft, workplace violence, and terrorist attack

- **Vandalism/Criminal mischief**
  Includes graffiti, slashing, loitering, or other such events that damage buses, bus stops, shelters, transit facilities and/or organizational image.

- **Theft and burglary**
  Includes loss of assets due to break-in to facilities and into vehicles as well as employee theft, and can threaten information assets, property assets, and organizational image.

- **Workplace violence**
  Includes assaults by employees on employees, passengers on passengers, and passengers on employees including menacing, battery, sexual assault, and murder.

- **Commandeered vehicle**
  The taking of a transit vehicle to perpetrate a crime and the taking of hostages as a negotiating tool. Puts the lives of transit employees and passengers at risk.

TERRORISM

- **Dangerous mail**
  Chemical, biological, radiological and explosive devices delivered through the mail put the lives of transit employees and occupants of transit facilities at risk, and have the potential for damage of facilities and equipment.

- **Suicide bombers**
  Internationally, transit systems have been common terrorist targets. American transit systems are not immune. The major inherent vulnerabilities of transit are that transit systems by design are open and accessible, have predictable routines/schedules, and may have access to secure facilities and a wide variety of sites, all of which make transit an attractive target.

- **Improvised Explosive Devices (IED)**
  Activities could involve the use of conventional weapons and improvised explosive devices or bombs on transit vehicles, within transit facilities or within the environment of the transit service area, putting the lives of transit employees, passengers and community members at risk. Such events would require the use of transit vehicles in evacuation activities.

- **Weapons of mass destruction**
  Use of chemical, biological or radiological weapons could cause massive loss of life involving everyone in the community and lead to the destruction of transit vehicles and facilities, as well as require the use of transit vehicles for evacuation purposes.

2.3   Communicating about Risk: Transit Threat Alert System

The Federal Transit Administration has developed a transit *Threat Condition Model* that parallels that of the Department of Homeland Security. The FTA model progresses from green through red to indicate threat levels from low to severe. It also includes purple designating disaster recovery. This model, along with its recommended protective measures, has been adapted for use by Meadow City Express

2.4   Emergency Planning

2.4a. – INTERNAL CONTACT INFORMATION

Meadow City Express maintains accurate and up-to-date internal contact information on key staff and board members required to respond to safety and security emergencies.

2.4b. – EXTERNAL CONTACT INFORMATION

Meadow City Express maintains accurate and up-to-date external contact information on key community emergency management personnel and first responders to be notified in the case of safety and security emergencies.

2.4c – EMERGENCY RESPONSE TEAM ROSTER

Meadow City Express maintains an accurate and up-to-date roster that includes contact information of the transit incident management team in advance of any incident. This team is based on the Incident Command System (ICS) discussed in Chapter 4 and includes representation from each area of the organization.

2.4d – PHONE TREES

Meadow City Express maintains an accurate and up-to-date call tree with staff names and phone numbers.   The call tree enables everyone in the organization to be contacted quickly, with each staff member having to make no more than a couple of calls. Details on *use* of the call list are included in Chapter 4 – Response. Quarterly exercises using the phone tree should be run so that all members of the team are familiar with its use and application.

2.4c. – DELEGATION OF AUTHORITY

Meadow City Express has a plan to ensure continuity of management throughout any emergency incident. The succession plan provides for automatic delegation of authority in cases where:
- The Emergency Response Coordinator (ERC) or other agency incident response personnel are no longer able to perform incident-related duties due to injury, illness or exhaustion/rest and recuperation.
- A member of the incident response team is temporarily unable to perform incident-related duties due to loss of radio or phone service.
- Regular members of the agency incident response team are unavailable due to travel (e.g., vacation, professional development, etc.)

The succession plan designates the next most senior leader required to manage temporary duties normally assigned to higher-level personnel.

2.5 Coordinating with Stakeholders

Meadow City Express is 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 Meadow City Express meets on a regular basis with local emergency management staff, local law enforcement and other first responders, and reviews local and transit agency emergency plans to ensure that transit is integrated into these plans and is prepared to play its defined role in any emergency.

2.5a. – 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 Meadow City Express SSEPP and to the preparedness of the system. Meadow City Express coordinates with local community emergency management to fulfill all SSEPP functions including threat mitigation, consequence management planning, exercising and training, and post-incident analysis.

In this SSEPP, Meadow City Express] has defined its internal processes for identifying safety and security events, mitigating consequences and managing or assisting in incident response.

2.5b. – COORDINATION WITH FIRST RESPONDERS

Law Enforcement

Meadow City Express management regularly works with the local and state law enforcement to improve security and emergency/incident preparedness and response capabilities. These activities 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

Meadow City Express works with the local fire departments on a regular basis to support improved security and emergency/incident preparedness and response. This includes 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 wheelchair 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 operators

Emergency Medical Services

Meadow City Express works with the local emergency medical services including hospitals on a regular basis to support improved medical response. Preparations 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 of First Responders on Transit Equipment

Meadow City Express holds annual training with local first responders to improve familiarity with transit fleet, facilities and operations. Key areas 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
- Appropriate zones to breach transit vehicles in event of an incident
- Communications compatibility

2.6 Exercises and Drills

In crisis management as in sports, the transit agency plays the way it practices. That is why Meadow City Express is committed to testing their emergency preparedness plans through disaster drills and exercises.

Meadow City Express is committed to participating in community emergency response exercises. This commitment 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 will 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 tests 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.

3. PREVENTION

3.1 Overview

Meadow City Express follows the guidelines provided by the Federal Transit Administration's (FTA) description of Core Elements addressing *Model Bus Safety Programs* in our internal focus on safety and the FTA's *Public Transportation System Security and Emergency Preparedness Planning Guide* in our internal focus on security.

3.2 Risk Reduction

The Meadow City Express reviews current methods of threat and vulnerability resolution and establish procedures to 1) eliminate; 2) mitigate; 3) transfer, and/or 4) accept specific risks. Prioritization of safety/security remediation measures are based on risk analysis and a course of action acceptable by Meadow City Express management.

Risk reduction/elimination implies changes to equipment, facilities, training or operational implementation in order to no longer be exposed to the hazard (e.g. moving maintenance facility out of the floodplain). *Risk control/mitigation* implies changes in policies or procedures that reduce the likelihood of an event, or reduce its impact on critical assets (e.g. defensive driver training*). *Risk transference* implies that the risk exposure is borne by someone else (e.g. hazard and liability insurance).

3.2a. - STRATEGIES TO MINIMIZE RISK

Protocol that Meadow City Express employs to reduce vulnerability to unknown hazards and threats includes:

● Involving staff in the identification of hazards and threats
● Involving staff in creating strategies that prevent or mitigate unwanted incidents
● Providing training that raises staff awareness, across all departments, about agency-specific hazards and threats
● Using tabletop exercises to establish, assess and improve emergency response protocols
● Conducting Drills that raise staff proficiency in reacting to unwanted incidents, including proper use of emergency equipment and communication technologies
● Participating in exercises that improve coordination across departments and between responding agencies for any sort of critical incident

3.2b. - EMERGENCY OPERATIONS POLICIES

Checking Weather and Other Hazardous Conditions

Meadow City Express has in place Operations Policies that address responding to emergencies. Particular attention is given to the following issues:

At Meadow City Express, management is responsible for checking weather and other reports to ensure it is safe to send vehicles on the road. This designated individual checks this information before each shift and at appropriate intervals, especially if severe weather is expected. Drivers performing their routes continuously assess road conditions, evaluating weather, construction, accidents, and other situations to ensure it is safe to proceed. Every effort is made to avoid sending drivers on routes if it is unsafe to do so. However, if a condition arises requiring a driver to abort a route, the dispatcher will contact the driver (or the driver will alert the dispatcher), and the dispatcher will provide instructions on how to proceed.

Meadow City Express uses National Weather Service warnings, forecasts, advisories available at www.weather.gov, and weather radios monitored at dispatch site to track real-time information on the following conditions:

▪ Hazardous weather outlooks	▪ High wind warnings
▪ Special weather statements	▪ High wind watches
▪ Winter storm watches	▪ Wind advisories
▪ Winter storm warnings	▪ Gale warnings
▪ Snow and blowing snow advisories	▪ Tornado watches and warnings
▪ Winter weather advisories	▪ Hurricanes
▪ Heavy freezing spray warnings	▪ Flood warnings
▪ Dense fog warnings	▪ Flood statements
▪ Fire weather forecasts	▪ Coastal flood statements

Meadow City Express also maintains a dispatcher log, a narrative description of what occurs during each shift. This enables the incoming dispatcher to read the previous shift log and know what needs to be tracked, problem areas of concern, or what is going right and wrong.

Aborting or Changing Route Due to a Hazard

To the extent possible, Meadow City Express avoids sending vehicles out in conditions that might pose a hazard. It is the responsibility of the management to check weather and other relevant conditions at the beginning of a shift, and on an ongoing basis, to safeguard the well being of passengers, employees, and others. If a hazard is encountered that causes it to be unsafe to continue on a route, agency policy is as follows:
  ▪ If the hazard is noted by the driver, he/she must call the dispatcher, describe the situation, and await further instruction.
  ▪ If the hazard is noted by staff other than the driver (e.g., the dispatcher becomes aware that a tornado is approaching), the dispatcher will contact the driver and provide direction.

Direction may be as follows:
  ▪ To abort the route, and drive the passengers to the nearest emergency drop point (see policy on emergency drop points)

- ▪ To abort the route and return to the agency (particularly if there are no passengers on the vehicle)
- ▪ To drop off some or all passengers at the next stops and to then abort the route, following the instructions of the dispatcher (returning to the agency or using an emergency drop point)

With most hazards or emergencies, it is the primary policy of Meadow City Express that the driver, first, communicates with the dispatcher, describes the situation, and awaits instruction. The exception to this is in the case of an immediate life threatening situation when the driver acts first, then communicates. Policies are in place for a range of situations.

3.2c. – TRANSIT FACILITY SAFETY AND SECURITY REVIEW

Meadow City Express assesses on an ongoing basis the system's physical and procedural security systems and exposures. Findings from past and current threat and vulnerability assessments are of particular significance.

The conditions affecting facility security change constantly. Employees come and go, a facility's contents and layout may change, various threats wax and wane, and operations may vary. Even such mundane changes as significant growth of bushes or trees around a facility's exterior may affect security by shielding the view of potential intruders. Meadow City Express reviews our security measures periodically, as well as whenever facilities or other conditions change significantly. Meadow City Express also does the following:

- updates risk assessments and site surveys;
- reviews the level of employee and contractor compliance with security procedures;
- considers whether those procedures need modification; and
- establishes ongoing testing and maintenance of security systems including access control, intrusion detection and video surveillance.

Special attention is given by Meadow City Express to:

- developing and refining security plans
- encouraging personnel to maintain heightened awareness of suspicious activity
- providing special attention to perimeter security and access control
- maintaining a proactive effort of facility visitor access and control
- verifying the identity of service and delivery personnel
- heightening security measures involving buses and other vehicles
- securing access to utilities, boiler rooms and other facility maintenance operations
- examining and enhancing physical security measures related to outside access to HVAC (heating, ventilation and air conditioning) systems and utility controls (electrical, gas, water, phone)
- securing chemical and cleaning product storage areas and maintaining appropriate records of such items
- conducting status checks of emergency communication mechanisms

- implementing information security programs including web site access to sensitive information
- identifying high risk facilities, organizations and potential targets in the community surrounding the transit facility
- using ID badges for all employees for security purposes
- considering using cameras to monitor facilities and/or transit vehicles
- ensuring adequate lighting for the facility grounds
- considering placing fencing or similar barrier around perimeter of facility and storage areas
- developing, reviewing, refining and testing crisis preparedness procedures

Bus Stop Locations

When a decision is made to establish a bus stop, Meadow City Express assesses bus stop locations to ensure that stops are located in the most secure areas possible. Guidelines for this assessment are:

- Highly visible
- Well lighted
- Located in populated areas when possible
- Located away from unsafe areas
- Co-located with other activity centers if possible

3.2d. - OSHA REQUIREMENTS

Meadow City Express periodically inspects its facilities and staff working conditions in order to ensure that the agency is compliant with all applicable OSHA requirements.

3.2e. – ALTERNATE BUSINESS LOCATIONS

Meadow City Express has established plans for alternate facilities, equipment, personnel, and other resources necessary to maintaining service during crisis, or to resume service as quickly as possible following disaster.

Emergency Drop Points

Emergency drop points are pre-designated safe locations that are used by drivers to drop off passengers whenever instructed to do so by the dispatcher or the designated backup. In the event of an emergency, the dispatcher ensures that the driver has been contacted and given instructions as to where to drop off passengers, and the estimated time to drop off.

Decisions on selection of drop points are based on the following:
- All points must be manned
- Geographic distribution
- Physical safety of drop points

- Prioritization of passenger needs based on critical factors (i.e., medical needs of persons in the area, environmental conditions, etc.)
- Availability of on-site personnel to address passenger needs

Pre-existing agreements are in place for all drop points and the list of drop points is maintained by Meadow City Express and reviewed on a quarterly basis.

3.2f. – COMPUTER SECURITY

Computer backups of key financial, personnel, dispatching, and other information are performed regularly. These backups are stored in a fireproof and secured location. Computer backups and duplicate hard copies of important documents are kept off-site in a secured location with a rotation schedule that is updated daily so that at no time are all copies on property at the same time.

3.2g. – VEHICLE INSPECTION

Driver's Vehicle Checklist

Meadow City Express drivers complete a vehicle pre-trip inspection checklist when putting a vehicle into service. This pre-trips inspection includes:

- Inspection of the vehicle's required safety equipment
- Inspection of the interior of the vehicle to detect unauthorized objects or tampering
- Inspection of the interior lights to make sure they are operational and have not been tampered with
- Inspection under the vehicle to detect items taped or attached to the frame
- Inspection of the exterior of the vehicle for unusual scratches or marks made by tools; signs of tampering; unusually clean or dirty compartments; or items attached using magnets or duct tape
- Following established policy governing suspicious packages, devices, or substances to determine if an unattended item or an unknown substance found during inspection is potentially dangerous
- Immediately notifying a supervisor in the case of a potentially suspicious packages(s) or evidence of tampering. Do not start or move the vehicle or use electronic means of communication.

Periodically throughout the driver's shift, the above inspections are conducted.

Mechanic's Vehicle Checklist

Meadow City Express mechanics or contracted mechanics make the following security checks before releasing a vehicle for revenue service:

- Ensures that required safety equipment is on vehicle

- Inspects the interior of the vehicle for unknown objects or tampering
- Inspects the interior lights to make sure they are operational and have not been tampered with
- Inspects under the vehicle for items taped or attached to the frame
- Inspects the exterior of the vehicle for unusual scratches or marks made by tools; signs of tampering; unusually clean or dirty compartments; or items attached using magnets or duct tape
- Inspects the gas cap for signs of tampering or unusual items
- Inspects the engine compartment and other areas to detect foreign objects or false compartments in the air filter area or the cold oil filter. Also look for additional wires running to or from the battery compartment, and take note of unusually clean components and devices
- Inspects the fuel and air tanks to detect inconsistent and missing connections

Note: If the mechanic finds an unattended item or an unknown substance while conducting the inspection, the policy on suspicious packages, devices, or substances to determine whether the package is potentially dangerous is followed, and a supervisor is immediately notified.

3.2h. - VEHICLE MAINTENANCE

Meadow City Express provides proper maintenance of vehicles and equipment critical to the continued safe operation of the transit system. Unsafe vehicles present unnecessary hazards to the driver, passengers and other vehicles on the road. Basic vehicle maintenance practices regularly address safety-related vehicle equipment to ensure that no unsafe vehicles are dispatched for service. Safety-related vehicle equipment includes:

- Service brakes and parking brake
- Tires, wheels, and rims
- Steering mechanism
- Vehicle suspension
- Mirrors and other rear vision devices (e.g., video monitors)
- Lighting and reflectors or reflective markings
- Wheelchair lifts

Most safety-related equipment is inspected during a pre-trip inspection to ensure that the vehicle is fit for service. Meadow City Express has an established formal plan to address the maintenance requirements of our vehicles and equipment. The vehicle maintenance program addresses the following categories:

- **Daily servicing needs** – This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc), vehicle cleanliness, pre- and post-trip inspections and maintenance of operational records and procedures.

- **Periodic inspection** – These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are

necessary. Inspection items include suspension elements, leaks, belts, electrical connections, tire wear, and any noticeable problems**.**

▪ **Interval related maintenance** – This focus is to identify wear, alignment, or deterioration problems of parts or fluids. Replacement intervals of these items are determined through transit agency experience and manufacturer recommendations.

▪ **Failure maintenance** - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unsafe or unable to continue operation, the vehicle is usually removed from service and returned to the garage for repair.

When possible, Meadow City Express vehicles are stored in a secured and well- lighted location.

3.2i. – VEHICLE READINESS

It is the policy of Meadow City Express to maintain fully stocked first aid kits, biohazard cleanup packs, fire suppression equipment, vehicle emergency equipment, and emergency instructions in all vehicles. Battery operated equipment batteries will be replaced semi-annually. The assigned driver inspects the vehicle daily for the following emergency supplies and documents the results on the pre-trip inspection sheet. In addition, when a mechanic places a vehicle back in service, he/she ensures the required safety equipment is on the vehicle. The required safety equipment includes:

First Aid Kit	Bio-hazard Kit
Fire Extinguisher	Reflective Triangles
Seat Belt Cutter	Flashlight

3.2j. – OPERATOR SELECTION

Operator selection is critical to Meadow City Express safe transit operations. The driver of a Meadow City Express transit bus is directly responsible for the safety of his or her passengers and other drivers that share the road with the transit vehicle. The driver selection criterion addresses specific, safety-related items.

▪ **Licensing** – The driver is properly licensed and the license is appropriate for the type of vehicle the driver is assigned. Licensing also considers local jurisdiction requirements.

▪ **Driving record** – The driver has an acceptable past driving record over a reasonable period of time. The driving record demonstrates an ability to follow traffic rules and regulations and thus avoid accidents.

▪ **Physical requirements** - The driver is physically able to perform the functions associated with the assignment. These factors include good eyesight with true color perception, good hearing, physical strength and dexterity to assist disabled passengers

(especially in demand responsive/para-transit assignments), or other factors that may be unique to the service area and/or specific driving assignments.

▪ **Background checks** - Meadow City Express does background checks on all employees to protect against hiring personnel with a history of aberrant behavior.

3.2k. - DRUG AND ALCOHOL POLICIES

A critical element of Meadow City Express's commitment to safe operations is ensuring that our employees are not impaired due to the use of alcohol, illegal drugs, prescription drugs or over-the-counter medication.

Meadow City Express follows the requirements set forth under 49 CFR Part 655 and 49CFR Part 40 Amended as mandated by the FTA. The bottom line is protection of the riding public and transit employees, and all efforts are geared toward this end. The [NAME OF AGENCY] drug and alcohol program includes specific policies, procedures and responsibilities, or references the appropriate master document containing that information.

3.3 Training and Development

3.3a. – VEHICLE OPERATOR/DRIVER TRAINING

Driver Training

Once qualified candidates are identified and hired, Meadow City Express provides initial and ongoing refresher training critical to ensure proper operations and adherence to the transit providers' rules and regulations. Meadow City Express understands that proper qualification of operating and maintenance personnel is a vital part of a safe transit environment. Driver training addresses specific safety-related issues appropriate to the type of vehicle and driving assignment. Special consideration is also given to crisis management concerns such as fire and evacuation.

▪ **Traffic Regulations** – Training addresses state and local traffic rules and regulations, traffic signs and signals, and proper vehicle operations (including proper use of hand signals).

▪ **Defensive Driving and Accident Prevention** – Training stresses defensive driving principles, collision prevention, and concepts of preventable accidents as a measure of defensive driving success.

Meadow City Express drivers are taught to always drive defensively. This means driving to avoid and prevent accidents. It means driving with the vehicle under control at all times, within the applicable speed limits, or less if driving conditions so indicate, and anticipating possible unsafe actions of other drivers. Special attention is given in the Meadow City Express safety program to hazardous conditions. These hazardous conditions include but are not limited to:

| Winter driving | Fog |
| Rainstorms/thunderstorms | Flash flooding |

Tornadoes	Skids
Intersections	Following distance
Backing	Passing
Lane changes and turns	Pedestrians, bicycles and motorcycles
Railroad crossings	Rollovers
Expressways	Traffic congestion

- **Vehicle Orientation and Inspection** – Training focuses on the type of vehicle that will be used in service. Significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.

- **Behind-the-wheel Training** – Training includes all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents, stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.

- **Passenger Sensitivity and Assistance Training** – Training covers topics ranging from general customer service techniques to elderly and disabled sensitivity to technical skills in lift and securement. The following subjects are included in the training:

  - Understanding passenger needs
  - Understanding disabilities
  - Americans with Disabilities Act (ADA)
  - Communicating with passengers
  - Sensitivity to passenger needs
  - Mobility devices
  - Lifting and body mechanics
  - Providing assistance to passengers
  - Wheelchair management/wheelchair management
  - Lift and ramp operations
  - Emergency procedures

Radio Usage

To ensure the safety of our drivers and passengers and to enhance the performance of our operations, all Meadow City Express employees are familiar with two-way radio operations. Basic procedures are as follows:

- Staff using the two-way radio will follow the standard use practices of the FCC. Profanity, abusive language, or other inappropriate transmissions are not allowed, and could result in disciplinary action.
- All transmissions will be as brief as possible.
- All base stations and vehicle units shall be tuned to the appropriate assigned frequency at all times.

- Staff will initiate communications by first stating who they are calling, and then who is making the call. At the completion of the transmission both parties will indicate that the transmission is completed by stating their call sign and "clear".
- Except in the event of an emergency, all staff will listen for five seconds before transmitting to ensure there are no transmissions in progress. Other units' transmissions will not be interrupted unless it is an emergency.
- When an emergency is declared, all non–emergency transmissions will cease until a supervisor clears the emergency.
- In the event of an emergency, establish communications on the primary frequency and immediately shift to the secondary frequency. State the nature of the emergency and what assistance is required. To ensure appropriate help arrives promptly, staff will transmit the following items as soon as possible:
  - Who they are and their location, in detail,
  - What assistance they need,
  - How many passengers they have and the nature of their condition(s),
  - Staff not involved with the emergency will stay off the radio; communications will be between Dispatch and the unit requesting assistance.
  - After initial contact, emergency communications may also take place between a supervisor and the unit, or between Dispatch and a supervisor.

Crisis Management Training – Training covers emergencies the driver may face while out on the bus. Topics of this training range from breakdowns to accidents to fire/evacuation to handling violent perpetrators. The following subjects are included in the training:

- Accidents
- Ill and injured passengers
- Lift operations
- Fire safety
- Vehicle evacuation
- Bloodborne pathogens (bodily fluid spill containment and clean up)
- Handling conflict
- Basic crisis management steps
- Transit security
- Securing the vehicle

First Aid

Meadow City Express provides basic First Aid training to drivers, including triage procedures, focusing on:

- Clearing air passages
- Controlling bleeding
- Bloodborne pathogen protection
- Handling shock victims
- Reacting to seizures

3.3b. – TRAINING OF OTHER PERSONNEL

At a minimum, Meadow City Express includes the as part of the training curriculum for agency personnel not directly involved in revenue service:

Maintenance
- Mechanic Skill Development
- Defensive Driving
- CPR/First Aid/Triage
- Incident response protocols

Scheduling and Dispatching
- Scheduling and Dispatching Skill development
- Customer Relations
- Radio Usage
- Crisis Management
- Incident response protocols

Management and Supervision
- Leadership Skills
- Coaching, Counseling and Discipline
- Crisis Management
- Accident Investigation
- Crime scene Preservation and evidence collection requirements

3.3c. – TRAINING DOCUMENTATION

The Meadow City Express maintains complete and accurate records of all driver training and certification, as well as the training materials and grading mechanism. Drivers are required to demonstrate skill and performance competency in the type of vehicle to which they are assigned as a part of training requirements. Because training transit operations personnel is not a onetime activity Meadow City Express provides ongoing/recurring training necessary to reinforce policies and procedures as well as to provide a mechanism to brief drivers on new policies, procedures and/or regulations.

3.4   Security Awareness

3.4a. – TRANSIT WATCH

The Meadow City Express supports Transit Watch and prepares all its employees to help promote safety and security within the community, region and nation.

Transit Watch was developed by the Federal Transit Administration (FTA) and encourages transit employees, transit riders and community members to be aware of their surroundings and alert to activities, packages or situations that seem suspicious. If something out of the ordinary and potentially dangerous is observed, it is to be reported immediately to the proper transit supervisor who may investigate and/or notify law enforcement authorities.

3.4b. – SUSPICIOUS ITEMS, VEHICLES, PEOPLE AND ACTIVITIES

Meadow City Express understands that it has a role to play in being a part of the eyes, ears and liability of the community and a part of the community's first line of defense. Therefore, it is vigilant and is committed to train and encourage all employees to be on the lookout for any suspicious people, activities, vehicles, packages or substances. Because Meadow City Express] employees know their operating environment, know what is usual and unusual, they are taught to trust their gut reactions and report anything unusual, out of place or suspicious to dispatch/management who will then immediately pass this information on to the appropriate authorities.

All Meadow City Express employees are "On the Lookout" for and report to the transit agency the following:

Suspicious Items

Public transportation systems deal with items left unattended in stations and on vehicles all the time. These unattended packages impose a tremendous burden on security. Although unattended packages are rarely linked to explosive devices, they all represent a potential threat and need to be examined systematically. If an unattended package is not deemed suspicious, it will be treated as lost property and handled according to agency protocol.

Meadow City Express trains employees to identify items, packages and devices as suspicious if they meet any of the following criteria:

- Common objects in unusual locations
- Uncommon objects in common locations
- A threatening message is attached
- Unusual wires or batteries are visible
- Stains, leaks or powdery residue are evident
- Sealed with excessive amounts of tape or string
- Lopsided or lumpy in appearance
- Tanks, bottles or bags are visible
- A clock or timer is attached
- A strange odor, cloud, mist, vapor or sound emanates from it
- Addressed with cut and paste lettering and/or common words misspelled
- Have excessive postage attached
- Abandoned by someone who quickly leaves the scene
- No one in the immediate area claims it as theirs
- An active attempt has been made to hide it (i.e. Placed in an out-of-the-way locations)

Once an item, package or device is determined to be suspicious

- the item is not touched or moved
- the area or vehicle is immediately evacuated uphill and upwind
- Radio and cell phones should not be used within 300 feet of the suspicious package
- system management is notified, and
- appropriate action is taken (i.e., notifying of bomb analysis team).

Suspicious Vehicles

Meadow City Express understands that vehicles (cars, trucks, boats, bikes) are frequently used in criminal or terrorist attacks. Therefore, agency employees are trained to be alert to suspicious vehicles in and around their work environment. Employees are told to report vehicles to system management and authorities when they notice any of the following:

- Show signs of forced entry
- Have altered or makeshift company insignia or license plates
- Are located in an unauthorized area or near a potentially catastrophic target
- Contain unusual equipment which could be used in a violent act
- Appear to be overloaded and/or have bulging tires or sagging frames
- Emit unusual odors, leaks or residues

Suspicious People and Activities

Meadow City Express teaches its employees to be aware of suspicious people and activities. Employees are taught to focus on behaviors and not on a person's color, nationality, ethnicity or religion. The key concern in determining what is suspicious is always based on 1) where someone is, 2) when he or she is there, and 3) what he or she is doing. Employees are encouraged to trust their judgment based on their experience in and around the community, and the transit system, and that it normally is a combination of factors taking place that will accurately identify a suspicious person or act.

Specific actions that are of concern and may meet the threshold of reporting as suspicious include people appearing to be:

- gathering intelligence
- running security tests
- attempting infiltration
- conducting a dry run/drill
- deploying assets

Employees are taught by Meadow City Express to determine if a behavior is suspicious based on the following categories:

- attitude of the person
- apparel and accessories
- body language (e.g. reaction to uniformed presence)
- actions in and around crowds
- attention to secure or high profile locations

3.5 Safety Data Acquisition/Analysis Procedures

To Meadow City Express understanding safety data is an important step toward allocating finite resources to implement safety program elements. Data on safety-related events such as

- passenger injuries or claims
- passenger complaints
- employee injuries
- accidents
- incidents
- EOL's
- turnarounds
- bus stops
- shelters

is used to determine trends in system operations. The ultimate goal is to identify and mitigate hazards before they cause accidents, thus boosting system performance and delivery of service to the riding public.

4. RESPONSE

4.1 Overview

Meadow City Express makes all efforts to ensure that, if confronted with a safety or security event or major emergency, Meadow City Express personnel will respond effectively, using good judgment, ensuring due diligence, and building on best practices, identified in rules and procedures and exercised through drills and training.

This level of proficiency requires the establishment of formal mechanisms to be used by all Meadow City Express personnel to identify safety or security threats and vulnerabilities associated with Meadow City Express operations, and to develop controls to eliminate or minimize them. The SSEPP also requires Meadow City Express to:

- Coordinate with local law enforcement and other public safety agencies to manage response to any incident that occurs on a transit vehicle or affects transit operations, and

- Identify a process for integrating Meadow City Express resources and capabilities into the community response effort to support the management of a major safety or security event affecting the community.

Meadow City Express management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEPP.

4.2 Internal Incident Response Responsibilities

4.2a. - DIVISION OF RESPONSIBILITIES

All Personnel

Meadow City Express personnel understand and adopt their specific roles and responsibilities, as identified in the SSEPP, thereby increasing their own personal safety and security and that of their passengers during normal operations and in emergency conditions.

The following functions are performed by Meadow City Express personnel to ensure the success of the SSEPP:

▪ Becoming familiar with and operating within all security and emergency preparedness procedures for assigned work activity.

▪ Proper judgment is used by following crisis management guidelines when managing dangerous passengers and potentially volatile situations.

▪ All suspicious activity, no matter how insignificant it may seem, is immediately reported to the Transit Director or his/her designee.

▪ The Transit Director or his/her designee is notified when a physical or mental condition, or required medications or therapies, may impair the ability of an employee to perform security or emergency preparedness functions.

▪ All security incidents are immediately reported.

▪ Participation in security and emergency preparedness training, including drills and exercises.

Specific Job Function Responsibilities

The following job functions within Meadow City Express have defined responsibilities relevant to safety and security concerns:

  ▪ Transit Director
  ▪ Safety/Security Officers
  ▪ Managers/Supervisors
  ▪ Dispatchers
  ▪ Vehicle Operators
  ▪ Mechanics
  ▪ Administrative Staff

4.2b. – CALL DOWN LIST ACTIVATION

During a crisis, each department or team leader initiates activation of Meadow City Express's Emergency Response Team by contacting two people on the agency call tree. Those two people will in turn contact two others and so on. If a staff person only reaches voicemail, he or she leaves a message but continues down the tree contacting the next person on the list until he or she has spoken with at least two people.

When making activation calls, each person communicates the following:

- A very brief synopsis of the crisis
- If and where the employee is expected to report, and what will be expected of him or her
- The status of other members of the response team (if known)
- How to reach the team leader

Additionally, the caller confirms:

- Who on the call list the employee is responsible for contacting
- How the team can contact the employee for changes (e.g. cell phone number)

4.2c. – TRANSIT INCIDENT MANAGEMENT PROTOCOL

Overview

Meadow City Express frontline employees may be responsible for managing security incidents and threats (potential or actual). These employees are taught to assess the situation and decide on the appropriate action. It is also their responsibility to manage incidents and threats until emergency responders arrive. They are instructed to serve as a resource to emergency responders until the incident or threat is resolved.

Meadow City Express Incident Management Priorities

Response objectives:
- Protection/preservation of self
- Protection of passengers/others
- Protection/securement of vehicle/property
- Stabilization of incident

Priority response actions:
- Triage
- Risk management
- Requesting incident resources

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

Meadow City Express 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

Meadow City Express 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

Meadow City Express 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 attempting 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.

4.3 Suspension/Restoration of Service

After being notified of an emergency, the Meadow City Express supervisor/dispatch evaluates the status of agency assets (people, information and property), and the risk to those assets, to determine if transit operations can be maintained. If service must be suspended, the Emergency Response Team is responsible for coordinating service suspension protocols, and for taking steps to restore essential transit services as soon as is practical within the constraints of resource availability and safety considerations. Issues to be considered during service suspension/restoration include the release of emergency public and sensitive information.

EMERGENCY INFORMATION DISSEMINATION:
PUBLIC AND SENSITIVE INFORMATION

Meadow City Express …understands that during critical incidents that what is said to the public is critically 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 is 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

4.4 NIMS/ICS

4.4a – NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (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 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.

The management of Meadow City Express is committed to train and work within the NIMS structure as a part of the community emergency response team as per the requirements laid out at **http://training.fema.gov/EMIWeb/IS/is700.asp**.   This SSEPP takes an all-hazards approach using a common standard of efficient and coordinated response across multiple agencies which is consistent with the overall structure of NIMS as shown below:

- Command and management
- Preparedness
- Resource management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

4.4b – INCIDENT COMMAND SYSTEM (ICS)

The Incident Command System (ICS) is a standardized on-scene incident management concept designed specifically to allow responders, including transit, to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries.

The management of Meadow City Express is committed to train and work within the Incident Command System structure as a part of the community emergency response team as per the requirements laid out at:

http://training.fema.gov/EMIWeb/IS/is100.asp
http://training.fema.gov/EMIWeb/IS/is200.asp
http://training.fema.gov/EMIWeb/IS/is700.asp

4.5   Interagency Coordinated Emergency Response Protocols

4.5a. - NORMAL HOURS EMERGENCY RESPONSE

When an outside emergency occurs in the community and specifically designated officials declare a state of emergency which requires transit agency participation, response, or awareness, the local emergency manager or their designee contacts Meadow City Express. During normal operating hours, the following policy is followed:

- Initial contact is made by the emergency manager or his/her designee, using the first responder checklist maintained in the Emergency Management Plan.
- The most senior person on duty is the initial Meadow City Express Emergency Response Coordinator (ERC). The ERC gives the individual calling a telephone number (or other means through which the ERC will remain constantly available) for updated emergency information communications during the emergency.
- The ERC performs the following functions:
  - Contacts all on-duty vehicles (by radio) to notify them that they are needed for an emergency response.
  - Directs all affected drivers to unload their passengers at a designated point and proceed to the staging area designated by Meadow City Express
  - Records an approximate time of arrival (estimated time of arrival - ETA) at that staging area with notification upon arrival.
  - The ERC calls employees on the emergency phone list, informs them that Meadow City Express is responding to a community emergency.
  - Establishes a Meadow City Express incident command center at the transit facility or other available location as circumstances dictate.
- The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.
- The ERC has the authority to allocate all Meadow City Express personnel and equipment as necessary to respond to the emergency at hand.
- The ERC has the emergency authority to procure parts, fuel, and other essentials necessary to continue and sustain Meadow City Express emergency response activities.
- The ERC continues to make efforts to contact all Meadow City Express personnel, as well as Meadow City Express board members (as time and response efforts may permit, to inform them of our participation).
- The ERC provides personnel and resources in the quantities requested and to various locations as directed by the emergency manager or his/her designee.
- The ERC remains on-duty in an active status until relieved or directed by the emergency manager or his/her designee that the transit agency's participation in the emergency response is no longer required.
- ERC maintains communication with Executive Director and remains in communication to the extent possible.

4.5b. - AFTER HOURS EMERGENCY RESPONSE

When an outside emergency occurs in the community that requires transit agency participation, response, or awareness, the local emergency manager contacts Meadow City Express. After normal operating hours, the following policy is followed:

- Initial contact will be made by the emergency manager or his/her designee using the emergency contact list the Meadow City Express supplied to them.
  Either the person receiving the call or the most senior person available is the initial Meadow City Express Emergency Response Coordinator (ERC). The ERC gives the individual calling a telephone number (or other means) by which the ERC will remain available for communications during the emergency.

- ▪ The ERC begins to call persons listed on the internal contact list, informing them that Meadow City Express is responding to a community emergency. During this stage, the ERC:
  - ● Coordinates the opening of the transit facility where Meadow City Express vehicles are located
  - ● Establishes a Meadow City Express incident command center at the transit facility or other available location as circumstances dictate.
- ▪ The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.
- ▪ The ERC has the authority to allocate all Meadow City Express personnel and equipment as necessary to respond to the emergency at hand.
- ▪ The ERC has the emergency authority to procure parts, fuel, and other essentials necessary to continue and sustain Meadow City Express emergency response activities.
- ▪ The ERC continues to contact all Meadow City Express personnel, as well as Meadow City Express board members (as time and response efforts may permit) to inform them of our participation.
- ▪ The ERC provides personnel and resources in the quantities requested and to various locations as may be directed by the emergency manager or his/her designee.
- ▪ The ERC remains on duty in an active status until relieved or directed by the emergency manager or his/her designee that the transit agency's participation in the emergency response is no longer required.
- ▪ The ERC maintains time annotated log of all activities as well as contact log.

4.5c. - EVACUATION PROCEDURES

Meadow City Express provides evacuation and transportation support to the Incident Command Post (ICP) and to those parts of the community affected by the disaster.

- ▪ **General**
  - ▪ At the direction of incident command or the transit base station, drivers will pick up evacuees from specifically designated locations and transport them to designated shelters or secure locations
  - ▪ To the maximum extent possible, drivers will track where special needs passengers are delivered
- ▪ **Transit Management**
  - ▪ Coordinate with EOC and IC
  - ▪ Report to the transit agency incident command center
  - ▪ Provide drivers with assembly points and conduct briefings
  - ▪ Determine the location of all shelters and identify the logistical support required
  - ▪ Communicate this information to the transit base station and to supporting buses
  - ▪ As directed by the incident commander or his/her designee, respond to changing requirements for transportation and evacuation support
  - ▪ Identify support facilities for drivers
- ▪ **Dispatcher**
  - ▪ Establish communications and provide support to transit management and the ICP as requested

- Notify support social service and contract agencies of disruptions and/or cancellations of service
- Sustain whatever level of routine operations is feasible
- Begin contingency planning for driver replacement, rest, and recycling
- **Bus Drivers**
  - Communicate with dispatch
  - Follow guidance provided by the transit incident command center, dispatch, and the ICP
  - Will not take risks that place driver, passengers, or vehicle at significant risk
  - As needed, help passengers that have visual, hearing, or mobility impairments to get on or off the bus
  - Rest, refuel, and eat when possible
  - If fatigue becomes a safety issue, notify transit management immediately

5. RECOVERY

5.1 Overview

Putting things back together after an emergency or disaster can be a difficult process. This chapter addresses the disaster recovery process, which includes establishing continuity of operations, resumption of normal operations, preparation of an after action report, counseling for impacted employees, and the initiation of long term recovery.

5.2 Continuity of Operations

After an emergency Meadow City Express management evaluates the status of its assets, the condition of the community environment and the needs of its customers. Upon the completion of that evaluation, steps are 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.

5.3 Business Resumption

5.3a. – **CLEANUP AND INSPECTION**
Meadow City Express inspects facilities, vehicles and agency property for damage or need for cleanup after an emergency. The purpose of this activity is to restore the agency and its assets to the state that existed before the emergency. Some recovery activities may be immediate while others may be long term (e.g., replacement of vehicles or facilities).

Documentation of all Agency Resources Including Vehicle Use

After an emergency, Meadow City Express management documents use of agency resources including any vehicles used during the event — as well as the status and the condition of the vehicles — to begin the process of maintaining assets and bringing them back in service.

Make Necessary Insurance Contacts

The Meadow City Express management reviews its insurance policies and coverage and makes contact with its insurance carriers to ensure timely reimbursement response. Additionally, it makes appropriate changes to future insurance policies as may be deemed appropriate based on an evaluation of the effectiveness of existent coverage.

5.3b. – FOLLOW-UP DEBRIEFING

In order to mitigate the possible negative psychological effects of an emergency, Meadow City Express staff involved in emergency incidents meet to discuss response activities and to process emotional issues that may arise. Meadow City Express managers should ensure the availability of support services to all parties who may have been directly or secondarily impacted by the event, including family members of all employees involved.

5.3c. – AFTER ACTION REPORT

Following an incident, Meadow City Express management completes a report to assess the responses of personnel during the incident. This information is used to modify policies, provide additional training, and give feedback to those involved to enhance future incident responses. This report focuses 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.

5.4 Crisis Counseling

In order to mitigate the possible negative psychological effects of an emergency or incidents of violence on Meadow City Express staff, including possible Post Traumatic Stress Disorder in the most extreme cases, management ensures the availability of support Meadow City Express services to all parties who may have been directly or secondarily impacted by an event. is committed to providing such support including 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 is given to the possible impact on Meadow City Express personnel's family members as well.

5.5 Long Term Recovery

The goal of long-term recovery is to ensure that Meadow City Express emerges from crisis even stronger that it was before the event. Meadow City Express's long term recovery initiatives include the following steps:
▪ Analyzing the After Action Report and developing long term recovery strategies based on the assessments contained in the report

- Determining the financial impact of the emergency on the transit agency and budget for recovery, including insurance reimbursement and non-reimbursement issues, and federal and state financial assistance opportunities
- Building relationships with emergency management and first responders based on unmet coordination needs illuminated by interagency reaction to the event
- Initiating public relations activities to rebuild confidence in the transit operation on the part of customer and the community as a whole

6. ACTIVATING AND UPDATING SSEPP

6.1 Overview

Meadow City Express management is committed to provide safe, secure and reliable services for its passengers and employees. It is committed, as well, to be a safety, security and emergency preparedness resource to the community, region and nation. Towards this end the SSEPP is an important and ongoing cornerstone of this system's transit operation.

6.2 Activation

This SSEPP has been activated through a Memorandum of Executive Approval of the SSEPP which has been shared with all employees of Meadow City Express and all key stakeholders within the community.

6.3 Evaluation and Modification of SSEPP

This SSEPP is a "living document" and, therefore, addresses issues associated with system security and emergency preparedness on a timely and proactive basis. It is incumbent upon all appropriate personnel of the Meadow City Express to constantly evaluate the effectiveness of this SSEPP and the effectiveness of its implementation.

The SSEPP is thoroughly reviewed periodically (annually at a minimum). Any changes in information are updated more frequently, on an as-needed basis. The Meadow City Express management is responsible for this review. The review includes the following factors:
- Reviewing factual information, including names and phone numbers contained in the plan
- Reevaluating employee knowledge and awareness
- Revising programs and procedures included in the SSEPP
- Performing an annual review of chain of command and updating information as appropriate
- Coordinating with designated backup locations that are to be used for operational relocation during an emergency, ensuring they are cognizant of agreements in place.

In addition to regular, periodic reviews, certain events may require revision to the SSEPP, including, for example, the following:

- ▪ The addition of new members to the organization and outside the organization with specific roles identified in the SSEPP
- ▪ New operations or processes that affect the SSEPP
- ▪ New or renovated facilities or changes in layout
- ▪ Changes in relationships with outside agencies
- ▪ Changes in the identification of potential threats and accompanying vulnerabilities

Following use of the SSEPP in emergency situations the Meadow City Express management reviews the organization's response against the procedures and requirements outlined in the SSEPP. Based on this review Meadow City Express management identifies areas that can be improved or adjusted in the plan to ensure more effective responses in the future.

6.4   Updating SSEPP

After internal and external evaluations, and based upon SSEPP review findings, the Meadow City Express management will revise this SSEPP and supporting documentation and training to reflect new practices, policies and procedures. The revised SSEPP, accompanied by a new Memorandum of Executive Approval of the SSEPP, will then be shared with all transit employees and all key stakeholders within the community.

7.   SSEPP SUPPORTING DOCUMENTS

Meadow City Express has completed the following supporting documents as a part of its overall Threat and Vulnerability Assessment and Safety, Security and Emergency Preparedness Plan (SSEPP). These supporting documents will be revised based on changing threat information, system vulnerabilities, emergency management structure and personnel working in a safety and security related capacity, either inside the organization or within the community.

7.1   List of key personnel & SSEPP responsibilities
7.2   Completed Capabilities Assessment
7.3   Critical Asset Identification and Valuation
7.4   Prioritized Vulnerability Report
7.5   Completed Threat and Vulnerability Assessment Forms
7.6   Transit Safety/Security Alert System
7.7   Internal and External Contact Lists
7.8   Emergency Response Team Roster
7.9   Succession List
7.10 Memorandum of Understanding between Meadow City Express and Community Emergency Management
7.11 Office of Emergency Management Plan With All First Responders
7.12 Completed FTA Top 20 Security Program Action Items for Transit Agencies: Self-Assessment Checklist
7.13 Alternate Facility Certification checklist
7.14 Evaluation Form for Transit Incidents
7.15 Memorandum of Executive Approval

8. SAFETY, SECURITY AND EMERGENCY PREPAREDNESS PROTOCOLS

8.1   Serious Transit Vehicle Accident/Incident
8.2   Transit Vehicle Fire
8.3   Suspicious Item On Transit Vehicle
8.4   Suspicious Item On Or Near Transit Facility
8.5   Dangerous Person(s) On Transit Vehicle
8.6   Dangerous Person(s) On Transit Property
8.7   Shooter Or Hostage Situation On Transit Vehicle
8.8   Transit System Shutdown
8.9   Community Evacuation

7.1 LIST OF KEY PERSONNEL & SSEPP RESPONSIBILITIES

List of Key Personnel and SSEPP Responsibilities

Position/ Title of Primary Individual	Position/ Title of Backup Individual	Responsibilities
Manager	*Supervisor*	▪ *Proactive leadership which supports safety, security & emergency preparedness planning.* ▪ *Ensuring that sufficient resources and attention are devoted to the SSEPP, including:* ▪ *Development of standard operating procedures related to employee safety and security duties.* ▪ *Development and enforcement of safety and security regulations;* ▪ *Development of emergency operating procedures to maximize transit system response effectiveness and minimize system interruptions during emergencies.* ▪ *Provisions of proper training and equipment to employees to allow an effective response to safety/security incidents and emergencies, including vehicle evacuation.* ▪ *Development of an effective notification and reporting system for safety/security incidents and emergencies.* ▪ *Designating a Point of Contact (POC) to manage the SSEPP* ▪ *Supporting and communicating safety, security and emergency preparedness as top priorities to all employees.* ▪ *Developing relations with outside organizations that may participate in and contribute to the SSEPP including local public safety and emergency planning agencies.* ▪ *Ensure that drivers make safety, security and emergency preparedness a primary concern when on the job.* ▪ *Cooperating fully with the SSEPP regarding any accident investigations as well as listening and acting upon any safety or security concerns raised by the drivers.* ▪ *Provide leadership and direction to employees during safety and security incidents* ▪ *Determine when to call for assistance* ▪ *Make decisions regarding the continuance of operations* ▪ *Respond to safety or security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance.* ▪ *Complete necessary safety and security related reports* ▪ *Coordinate with all outside agencies at incident scenes* ▪ *Assist employees in proactive planning for their family's safety during a community emergency* ▪ *Set up call out procedures to be used during normal operating hours and after normal operating hours.*

Safety, Security and Emergency Preparedness Plan

Position/ Title of Primary Individual	Position/ Title of Backup Individual	Responsibilities
All Mechanics		▪ *Using the checkout form to certify that vehicles released for service have been inspected, including security checklist items* ▪ *Ensuring hazardous materials are stored safely and securely*
All Drivers		▪ *Completion of course on safety and security* ▪ *Ensuring all safety and security policies are implemented as per guidelines* ▪ *Ensuring the transit vehicle is in safe and secure condition (through the use of the daily inspection form)* ▪ *Notifying the dispatcher of any security incidents or emergencies during the shift* ▪ *Notifying supervisors of any security or hazard concerns* ▪ *Being available for emergency recall as per agency guidelines* ▪ *Following the direction of the dispatcher or a designated backup in the case of a security event or an emergency* ▪ *Unloading all passengers at the nearest emergency drop point if so directed by the dispatcher or a designated backup*
All employees		▪ *Having full knowledge of all security and emergency response procedures* ▪ *Participating in drills and training* ▪ *Following security policies (such as displaying employee badges at all times, and properly securing vehicles, facilities, and keys)*

7.2   COMPLETED CAPABILITIES ASSESSMENT

CAPABILITIES ASSESSMENT

Section 1: Security Awareness & Threat Management

1. Does your system check the Homeland Security Advisory Threat Condition (http://www.whitehouse.gov/homeland/)?

     x Yes □ No   □ N/A   □ Comment

2. Has your system performed a Terrorism Vulnerability Self-Assessment, as recommended by the Federal Bureau of Investigation (FBI), in cooperation with local law enforcement?

     x Yes   □ No   □ N/A   □ Comment

3. Does your system receive threat information and warnings from local law enforcement, state agencies, or other systems regarding local threat levels?

     x Yes   □ No   □ N/A   □ Comment

4. Do personnel at your system keep informed of major community activities and events?

     x Yes   □ No   □ N/A   □ Comment

5. Are personnel at your system aware of ongoing law enforcement concerns regarding specific communities or events that may be targeted for terrorist activity?

     x Yes   □ No   □ N/A   □ Comment

6. Have system personnel been trained to challenge people who do not appear to belong in restricted areas or who do not have the appropriate identification displayed?

     x Yes   □ No   □ N/A   □ Comment

7. Does the system have procedures in place for reporting these occurrences in a manner that supports appropriate evaluation and decision-making by supervisors and management?

     x Yes   □ No   □ N/A   □ Comment

8. Does the system have procedures in place for reporting these occurrences in a manner that supports appropriate evaluation and decision-making by supervisors and management?

     x Yes   □ No   □ N/A   □ Comment

9. Does your system have policies in place to ensure that security, operations or maintenance personnel routinely check unattended public or open areas, such as rest rooms, stairways, parking garages, and elevators for unusual, out-of-place, or abandoned items?

     x Yes   □ No   □ N/A   □ Comment

10. Has the system trained personnel on recognizing and reporting unusual, out-of-place, or unattended objects?

     x Yes   □ No   □ N/A   □ Comment

11. Has your system reviewed its policies for managing these objects (i.e., identifying lost-and-found items and reporting suspicious objects to management for further review)?

        x Yes   □ No   □ N/A   □ Comment

12. Has your system incorporated security checks into policies for pre-trip inspections, vehicle cleaning, and vehicle fueling?

        x Yes   □ No   □ N/A   □ Comment

13. Have appropriate personnel at your system received and reviewed security and emergency management materials from the FTA?

        x Yes   □ No   □ N/A   □ Comment

14. Have appropriate personnel at your system received security or emergency management training from the FTA or another source?

        x Yes   □ No   □ N/A   □ Comment

Section 2: Security & Preparedness Planning

1. Has management accepted responsibility for security vulnerabilities during the design, engineering, construction, testing, start-up, and operation of the transportation system related to rehabilitations, extensions, and modifications?

        x Yes   □ No   □ N/A   □ Comment

2. Has Executive Management endorsed a policy to ensure that security vulnerabilities are identified, communicated, and resolved through a process promoting accountability for decisions made?

        x Yes   □ No   □ N/A   □ Comment

3. Does your system have clear and unambiguous lines of authority and responsibility for ensuring that security is addressed at all organizational levels within the operation (including contractors)?

        x Yes   □ No   □ N/A   □ Comment

4. Does your system have access to personnel with security management experience, knowledge, skills, and abilities?

        x Yes   □ No   □ N/A   □ Comment

5. Does your system ensure that resources are effectively allocated to address security considerations?

        x Yes   □ No   □ N/A   □ Comment

6. Is the protection of passengers, employees, contractors, emergency responders, and the general public a priority whenever activities are planned and performed at the system?

      x Yes   □ No   □ N/A   □ Comment

7. Wherever possible, does your system guide design, engineering, and procurement activity with an agreed-upon set of security standards and requirements (including design criteria manuals, vehicle specifications, and contracting guidelines)?

      x Yes   □ No   □ N/A   □ Comment

8. Does your system routinely evaluate its capabilities to provide adequate assurance that the public and employees are protected from adverse consequences?

      x Yes   □ No   □ N/A   □ Comment

9. Has your system committed to developing security mitigation measures to prevent and manage security vulnerabilities?

      x Yes   □ No   □ N/A   □ Comment

10. Has your system appropriately documented its security measures in plans, procedures, training, and in project requirements, specifications, and contracts?

      x Yes   □ No   □ N/A   □ Comment

11. Does your system have a formal system security program documented in a system security program plan?

      x Yes   □ No   □ N/A   □ Comment

12. If yes, is the security plan current, reflecting current security operations and system configuration?

      x Yes   □ No   □ N/A   □ Comment

13. If no, does your system have plans in place to develop a security plan?

      □ Yes   □ No   □ N/A   □ Comment

14. If no, prepare a brief list of all activities performed at your system that address security and preparedness concerns. (Include procedures for handling difficult people, workplace violence program, bomb threat management plan, procedures for identifying and reporting unusual occurrences, facility and vehicle evacuation and search procedures, coordination with local law enforcement, etc.)

      □ Yes   □ No   □ N/A   □ Comment

Section 3: Security & Preparedness Management

1. Does your system have a police or security department to implement the security program?

     x Yes   □ No   □ N/A   □ Comment

2. If no, does your system use adjunct security personnel to support security for administrative and non-revenue facilities?

     □ Yes   □ No   □ N/A   □ Comment

3. If no, describe the activities performed by your system to coordinate security response with local law enforcement? Include MOUs and any reports that may be received regarding the occurrence of crime at the transportation system.

     □ Yes   □ No   □ N/A   □ Comment

4. Does your system have specific plans for managing bomb threats, threats regarding the release chemical, biological or radioactive materials, and/or threats against specific individuals?

     x Yes   □ No   □ N/A   □ Comment

5. Does your system have specific plans to guide facility and vehicle evacuations and searches for unusual, out-of-place, or unattended packages?

     x Yes   □ No   □ N/A   □ Comment

6. Does your system coordinate with local law enforcement to ensure timely and effective response to identify a potential explosive device or other hazardous material?

     x Yes   □ No   □ N/A   □ Comment

7. Does your system coordinate its security activities with neighborhood watch programs, other community and business security programs and school safety programs to support integrated and coordinated approaches to shared problems?

     x Yes   □ No   □ N/A   □ Comment

8. Has your system reviewed its procedures for managing mail and deliveries to assess security considerations?

     x Yes   □ No   □ N/A   □ Comment

9. Are your employees trained to recognize and report threatening behavior and those activities that could be associated with the placement of an explosive device or the potential release of a hostile agent into the transportation environment?

     x Yes   □ No   □ N/A   □ Comment

10. Do your employees understand their roles and responsibilities for protecting passengers, other employees, and the general public from security threats?

        x Yes   □ No   □ N/A   □ Comment

11. Have your employees received security-related training for dispute resolution and conflict management?

        x Yes   □ No   □ N/A   □ Comment

12. Has your system developed a program to address workplace violence?

        x Yes   □ No   □ N/A   □ Comment

13. Has your system provided local law enforcement and public safety organizations with transportation awareness training?

        x Yes   □ No   □ N/A   □ Comment

Section 4: Threat & Vulnerability Assessment

1. Has your system ever conducted a formal threat and vulnerability assessment?

        x Yes   □ No   □ N/A   □ Comment

2. Does your system have a current listing of its critical assets?

        x Yes   □ No   □ N/A   □ Comment

3. Does your system have a current description of physical and procedural security measures in place to protect these assets?

        x Yes   □ No   □ N/A   □ Comment

4. Does your system have a current assessment of specific threats to its operation?

        x Yes   □ No   □ N/A   □ Comment

5. Has your system identified worst-case scenarios regarding security vulnerabilities to acts of terrorism and extreme violence?

        x Yes   □ No   □ N/A   □ Comment

6. Has your system ever assessed its capabilities to identify and manage those activities that may indicate the release of a hostile agent in the transportation environment or placement of an explosive device?

        x Yes   □ No   □ N/A   □ Comment

7. Does your system have a prioritized listing of current security vulnerabilities?

        x Yes   □ No   □ N/A   □ Comment

8. Does your system have a current program in place to implement security measures that address these vulnerabilities?

        x Yes   □ No   □ N/A   □ Comment

Section 5: Physical Security

1. Does your system provide access control systems to protect administrative and non-revenue facilities?

    x Yes   □ No   □ N/A   □ Comment

2. Does your system require that employees wear badges or other forms of identification?

    x Yes   □ No   □ N/A   □ Comment

3. Does your system have procedures in place to verify access authorization for visitors, contractors, and delivery personnel?

    □ Yes   x No   □ N/A   □ Comment

4. Does your system have procedures to log non-routine entries (e.g., visitors, personnel during off-shift, and personnel not normally assigned) to administrative and non-revenue facilities?

    x Yes   □ No   □ N/A   □ Comment

5. Does your system have procedures to verify the identity of a visitor before issuing a badge, pass, or credential?

    □ Yes   □ No   x N/A   □ Comment

6. Does your system have procedures to verify the access authorization of vehicles before they can be parked within 50 feet of administrative and non-revenue facilities?

    x Yes   □ No   □ N/A   □ Comment

7. Does your system have inventory control procedures for access badges, uniforms, and equipment?

    □Yes   □ No   x N/A   □ Comment

8. Does your system have procedures for reporting stolen badges, uniforms, or equipment?

    □ Yes   □ No   x N/A   □ Comment

9. Does your system issue advisories or bulletins regarding potential security threats?

    x Yes   □ No   □ N/A   □ Comment

10. Does your system screen personnel and packages before providing access to secure facilities (control center, revenue collection facilities, etc.)?

    x Yes   □ No   □ N/A   □ Comment

11. Does your system authorize the search of hand-carried items or packages entering or leaving a security area?

    □ Yes   □ No   x N/A   □ Comment

12. Does your system provide perimeter controls for administrative and non-revenue facilities, including fencing, gates, motion-detected lighting systems, etc.?

          x Yes   □ No   □ N/A   □ Comment

13. Does your system routinely patrol and/or inspect exterior security area perimeter barriers to verify integrity and detect unauthorized objects or conditions (e.g., excessive soil erosion under fence)?

          x Yes   □ No   □ N/A   □ Comment

14. Does your system follow predetermined procedures to lock down and open administrative, non-revenue and passenger facilities each day?

          x Yes   □ No   □ N/A   □ Comment

15. Does your system have procedures to control the issuance of keys and combinations to locks and control panels?

          x Yes   □ No   □ N/A   □ Comment

16. Are your administrative and non-revenue facilities protected with intrusion detection alarm systems?

          x Yes   □ No   □ N/A   □ Comment

17. Are your administrative and non-revenue facilities covered by CCTV?

          □ Yes   x No   □ N/A   □ Comment

18. Identify other security systems in place to protect your system's administrative and non-revenue facilities?

          □ Yes   □ No   □ N/A   □ Comment

19. Does your system use security technology to support monitoring and management of passengers in stations, terminals, and on vehicles (examples include CCTV, emergency telephones, designated passenger waiting areas; emergency alarms on buses, alarms and intercoms on trains, and public address systems in stations)?

          x Yes   □ No   □ N/A   □ Comment

20. If yes, please describe this technology.

 Attach description. Alarm and cameras on Transit Facility. Drivers keep track of passenger count and Visitor Center keeps track of visitor count on facility; cameras also monitor the facility.

21. Has your system conducted blast hardening or mitigation as part of the station and administrative facility design or renovation process?

          □ Yes   x No   □ N/A   □ Comment

22. Do vehicle barriers, blast barriers, or other perimeter controls that limit or deny direct vehicle access to critical assets protect your facilities?

　　　　　□ Yes　　　　x No　　　　□ N/A　　　　□ Comment

23. Please describe the security technology used by your police or security department (if applicable).
Attach description.

Section 6: Emergency Response Capabilities

1. Does your system have an emergency plan?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

2. Does your system have emergency operating procedures?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

3. Does your system have an incident response plan for terrorism, as an appendix to the emergency plan or as a separate plan?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

4. Does your system coordinate with local public safety organizations on the development, implementation, and review of the emergency plan and procedures?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

5. Does your emergency plan specify use of the incident command system?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

6. Have your employees been trained in the emergency plan and procedures?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

7. Does your system conduct routine simulation drills, tabletop exercises, and refresher training?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

8. Does your system coordinate its drilling and training for emergency response with local public safety organizations?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

9. Does your system conduct briefings of after-action reports to assess performance during the simulation drill or exercise and identify areas in need of improvement?

　　　　　x Yes　　　　□ No　　　　□ N/A　　　　□ Comment

10. Have members of your system participated in domestic preparedness training programs sponsored by the federal government (FEMA, FBI, DOD, etc.)?

x Yes   □ No   □ N/A   □ Comment

11. Has your system participated in capabilities assessment readiness (CAR) exercise programs supported by the local EMA?

     x Yes   □ No   □ N/A   □ Comment

Section 7: Previous Experience

1. Has your system experienced an emergency in the last 12 months?

     □ Yes   x No   □ N/A   □ Comment

2. If yes, were you satisfied with the system's level of response?

     □ Yes   □ No   x N/A   □ Comment

3. Has your system received a bomb threat in the last 12 months?

     □ Yes   x No   □ N/A   □ Comment

4. Has your system evacuated its facilities in the last 12 months as the result of a bomb threat?

     □ Yes   □ No   x N/A   □ Comment

5. Has your system conducted a physical search of a facility in response to a bomb threat?

     □ Yes   □ No   x N/A   □ Comment

7.3 CRITICAL ASSET IDENTIFICATION AND VALUATION

CRITICAL ASSET IDENTIFICATION AND ANALYSIS

Column A = How critical an asset is to fulfilling our mission, from minor impact to inability to perform our mission.
Column B = How costly it would be to replace the asset, after any insurance reimbursements, if the asset were substantially compromised
Column C = How significantly and immediately the loss of the asset would affect public health and safety
Column D = How significantly and immediately the loss of the asset would affect our ability to utilize other agency assets

	A	B	C	D
Core Transit Assets	**Criticality to Mission** 1= low 10 = essential	**Replacement Value** 1= inexpensive 10 = invaluable	**Loss Impact to Health/Safety** 1= little impact 10 = devastating	**Calculate** (A x B x C)
People				
Drivers	10	10	8	
Dispatchers	10	10	8	
Administrators	8	8	3	
Mechanics	8	8	5	
Passengers	10	10	8	
Partner Agencies	8	8	8	
Information				
Computer Data	8	8	5	
Employee Info	10	10	8	
Customer Info	10	10	8	
Policies/Procedures	10	8	8	
Property				
Vehicles	10	10	10	
Non Revenue Vehicles	10	8	8	
Fare Boxes				
Radio Systems	10	10	8	
Tools				
Maintenance Equip.	10	10	10	
Fuel	10	10	10	
Bus Stops	2	2	2	
Bus Shelters	2	2	2	
Park and Rides				
Admin. Facilities				
Vehicle Storage	10	10	8	
Maint. Facilities	8	6	6	
Operations Facilities	10	10	8	
Office Furniture	8	6	4	
Computer Systems	10	8	8	
Fax Machines	5	3	3	
Telephone Systems	10	8	8	
Internet Access	10	10	8	

7.4 PRIORITIZED VULNERABILITY REPORT

PRIORITIZED VULNERABILITY REPORT

Transit Assets	Elements of Vulnerability	Current Levels of Protection	Assessment of Adequacy of Current Levels of Protection	Action Required? Yes / No
Vehicles				
Buses/vans	Vulnerable to accidents, incidents, fires and criminal activity when in service.			
Administrative vehicles	No administrative vehicles	n/a/		
Radios	Vulnerable to interferences and radio in-operability			
Fare boxes	n/a			
Other				
Maintenance Area In-house	Vulnerability to stored chemicals and/or materials and should be properly labeled.			
Entrances/exits				
Restrooms				
Equipment				
Other				
Contractor	Shall be required to follow all rules, regulations and requirements			
Storage Lots				
Vehicles	There is a serious vulnerability to the possibility of vehicles being tampered with while stored.	Cameras are on, and vehicles are in a locked area.		
Entrances/exits				
Fuel areas	MCE utilizes the city of Las Vegas service provider-CrossRoads	n/a		
Other				
Office Facilities and Equipment				
Office furniture	N/A behind locked doors			
Computers	Vulnerable to possible viruses or hard drive crash	Firewalls		
Communication	Phone system vulnerable to outage, with no way of communicating			
Entrances/exits	Considerable vulnerability to perpetrators entering administrative facility			
Restrooms	Some vulnerability of someone hiding out in restrooms			
Storage areas	Vulnerable as storage areas have exterior doors			
Revenue collection	n/a			
Employee parking lots	Some vulnerability to parking area around train station			
Other				
Transit Center	Activities surrounding the train station brings vulnerability to the overall transit operation at that location.			
Common areas				

Restrooms				
Other				
Personnel				
Drivers	**Vulnerable to potential crises related to revenue service including accidents, incidents, fires and criminal activity**			
Other staff	**Vulnerable to criminal activity as facility space is used for several purposes**			
Passengers	**Vulnerable to potential crises related to revenue service including accidents, incidents, fires and criminal activity**			
Bus Stops	**n/a**			
Bus Shelters	**n/a**			

7.5   COMPLETED THREAT AND VULNERABILITY ANALYSIS AND ASSESSMENT FORMS

Based on experience at your agency and other similarly-sized agencies over the last decade or two, indicate the likelihood of the following threats occurring at your agency *within the next five years*, and identify the critical assets that are threatened

0 = Impossible; 1 = Highly Improbable; 5-6 = Possible; 10 = Certain

	A	**B**	**C**	**D**
Threat	**Likelihood**	**Assets Threatened**	**Cum. Asset Valuation** <u>from Ex 2</u>	**A x C = Vulnerability Index**
Accidents & Incidents				
Minor Vehicle Collision	4	2	4	16
Major Collision/ no injuries	3	3	3	9
Vehicle Collision With Injury	2	4	2	4
Mass Casualty Collision	2	3	2	4
Passenger Injury Before Boarding/ after alighting	3	2	3	9
Passenger Fall With Injury	2	5	2	4
Employee Injury (Trip/Fall/Cut)	2	3	2	4
Other				

Based on experience at your agency and other similarly-sized agencies over the last decade or two, indicate the likelihood of the following threats occurring at your agency *within the next five years*, and identify the critical assets that are threatened

0 = Impossible; 1 = Highly Improbable; 5-6 = Possible; 10 = Certain

	A	**B**	**C**	**D**
Threat	**Likelihood**	**Assets Threatened**	**Cum. Asset Valuation** from Ex 2	**A x C = Vulnerability Index**
Acts of Nature				
Flooding in community	5	5	3	15
Flooding of transit facilities	4	5	3	12
Severe Winter Weather	6	5	3	18
Severe Ice/Freezing Rain	6	5	3	18
Tornado/Severe Wind	5	4	3	15
Hurricane	0	0	0	0
Severe Thunderstorms/ Hail	6	6	3	18
Wildfire	5	6	4	20
Earthquake	1	3	2	2
Volcano	0	0	0	0
Tsunami	0	0	0	0
Landslide	0	0	0	0
Snow slide	2	2	2	4
Dust Storm	1	1	1	1
Other				

Based on experience at your agency and other similarly-sized agencies over the last decade or two, indicate the likelihood of the following threats occurring at your agency *within the next five years*, and identify the critical assets that are threatened

0 = Impossible; 1 = Highly Improbable; 5-6 = Possible; 10 = Certain

	A	**B**	**C**	**D**
Threat	**Likelihood**	**Assets Threatened**	**Cum. Asset Valuation** from Ex 2	**A x C = Vulnerability Index**
Critical Infrastructure				
Brief Power Outage	5	3	4	20
Extended Power Outage	5	6	4	20
Hard Drive Crash/ cyber attack	3	3	3	6
Information Loss – Maint. Records, Ops Records, Contact Info	4	3	4	16
Loss Of Telephone System/Service	3	3	3	6
Loss Of Internet Access	5	6	5	25
Loss Of Radio System	3	3	3	6
Minor Structural Fire	4	3	3	12
Major Structural Fire	2	5	7	14
Vehicle Fire w/out injuries	4	4	4	16
Vehicle Fire w/ injuries	3	6	3	9
Supply Chain Interruption	2	6	2	4
Loss Of Admin. Facility	8	6	8	16
Loss Of Maint. Facility	2	2	2	4
Loss Of Op's Facilities	2	2	2	4
Loss of Funding	2	2	2	4
Employee Shortage	5	6	4	20
Organized Labor Dispute	4	4	3	12
Employee malfeasance	8	6	8	16

Based on experience at your agency and other similarly-sized agencies over the last decade or two, indicate the likelihood of the following threats occurring at your agency *within the next five years*, and identify the critical assets that are threatened

0 = Impossible; 1 = Highly Improbable; 5-6 = Possible; 10 = Certain

	A	B	C	D
Threat	**Likelihood**	**Assets Threatened**	**Cum. Asset Valuation** from Ex 2	**A x C = Vulnerability Index**
Hazardous Materials Spill				
Blood-Borne Pathogen Spill	4	2	2	8
Spill of Solvents or Blister Agents	2	3	2	4
Fertilizer Fire/ Explosion	4	5	5	20
Poisonous Gases (chlorine et al)	4	5	5	20
Nerve Agent Spill (fertilizer et al)	2	2	1	2
Radiological Release (accidental)	2	2	1	2
Fuel Spill	6	4	3	18
Accidental Release Of Natural Gas	1	1	1	1
Alternative Fuels Explosion	2	2	1	2
Other				

Based on experience at your agency and other similarly-sized agencies over the last decade or two, indicate the likelihood of the following threats occurring at your agency *within the next five years*, and identify the critical assets that are threatened

0 = Impossible; 1 = Highly Improbable; 5-6 = Possible; 10 = Certain

	A	**B**	**C**	**D**
Threat	**Likelihood**	**Assets Threatened**	**Cum. Asset Valuation** from Ex 2	**A x C = Vulnerability Index**
Criminal Activity				
Trespassing	5	5	4	20
Graffiti	2	2	1	2
Vandalism	4	5	5	20
Mugging	2	2	1	2
Property Theft	4	4	3	12
Information Theft – social security numbers, passwords	0	0	0	0
Menacing	5	4	3	15
Assault and Battery	4	6	4	16
Sexual Assault	3	3	2	6
Attempted Homicide	3	6	5	15
Homicide	3	3	2	6
Suicide	2	2	1	2
Commandeered Vehicle	4	4	3	12
Kidnapping/Hostage Situation	3	6	5	15
Bomb Threats	3	4	4	12
Other				

Based on experience at your agency and other similarly-sized agencies over the last decade or two, indicate the likelihood of the following threats occurring at your agency *within the next five years*, and identify the critical assets that are threatened

0 = Impossible; 1 = Highly Improbable; 5-6 = Possible; 10 = Certain

	A	**B**	**C**	**D**
Threat	**Likelihood**	**Assets Threatened**	**Cum. Asset Valuation** from Ex 2	**A x C = Vulnerability Index**
Terrorism				
Dangerous Mail	2	4	2	4
Improvised Explosive Device	4	6	6	
Chemical Weapon	2	2	1	2
Biological Weapon	4	6	3	12
Radiological Weapon	4	4	3	12
Other				

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Risk Reduction Plan

Note your 15 top vulnerabilities, based on the previous matrices. Indicate your current risk-reduction strategies for those vulnerabilities, and identify additional measures you plan to implement in the next 12 months. Think hiring, training, operations, system security, maintenance, and data acquisition/analysis.

	Top Vulnerabilities	*Current Risk Reduction Strategies*	*Additional Mitigation Actions Planned*
1	Vehicle Accident involving injury/fatality	Call 911 radio dispatcher, dispatcher notify manager, rescue ambulance, fire police, safety officer.	Apply first aid until help arrives. Get passenger or witness information. Complete the accident reports as soon as possible.
2	Wildfire	Discontinue service in impacted area. Get passengers to a safe location for evacuation.	Work with emergency rescue to provide assistance.
3	Toxic Release	Find clean air quickly and get employees and/or passengers indoors or remain in vehicles shutting off heating, ventilating and air conditioning.	Call 911, notify immediate supervisor and dispatch. Provide first aid to passengers if needed.
4	Vehicle Fire	If smoke or fire is present, evacuate vehicle immediately. Use fire extinguisher as a means to assist in evacuating passengers. Use fire extinguisher to put out fire if possible and wait until emergency personnel arrive.	Call 911, notify immediate supervisor and dispatch. Provide first aid to passengers if needed.
5	Vandalism	Call 911, notify dispatch, they will notify supervisor, safety coordinator, manager and director.	Secure area and leave intact for investigations. Record type and extent of damage. File proper reports.
6	Assault on Employees	Call 911, notify dispatch, they will notify director, safety coordinator , city manager and manager.	Administer first aid. Transfer to a medical facility. Document all activities on incident report.
7	Flooding	Radio dispatch, move to a safe area before access is cut off by flood waters and stay clear of areas subject to flooding.	If the vehicle stalls, evacuate immediately and seek higher ground. Act quickly!

8	Facility Fire	Sound the alarm and notify fire department and call 911. Leave area quickly closing all doors to slow the spread of fire. Crawl if necessary to escape smoke. Follow building evacuation plan.	Account for all employees once outside facility and advise fire department personnel if anyone is unaccounted for. Provide first aid. Do not re-enter facility until advised it is safe to do so.
9	Shooter/Hostage Situation on Vehicle	Attempt to notify dispatch or call 911. Dispatcher will call 911 and notify city manager, director, manager, supervisor and safety coordinator.	Avoid confrontation, stay calm and focused. Try to get passengers off vehicle if perpetrator will allow it but don't push the issue. Wait for emergency personnel to arrive or find a way to escape.
10	Improvised Explosive Device	Never touch, move or cover an object that appears unusual. Try to evacuate in a safe, quick manner. Move to a location that affords some level of protection.	Call 911 once you are at least 300 feet away from vehicle or building.

7.6   TRANSIT SAFETY/SECURITY ALERT SYSTEM

TRANSIT SAFETY/SECURITY ALERT SYSTEM

RECOVERY
Service resumption, and
repair/replacement of disaster losses

SEVERE
Major accident/incident or
state of emergency

ELEVATED
Serious risk of accident/incident

GUARDED
Deteriorating or potentially
dangerous environment

LOW
Normal operating environment

<div align="center">

GREEN - LOW
"normal operating environment"
</div>

When things are proceeding normally:
1. Follow standard operating procedures ensuring system safety and security
2. Refine and exercise risk reduction strategies
3. Explore opportunities for staff training in safety, security and emergency preparedness
4. Maintain best practices in access control of facilities and equipment
5. Survey equipment, facilities and operations for changes in your risk environment
6. Assess the need for enhanced emergency response equipment, particularly communications systems
7. Develop and implement security and backup protocols for computer-based operating systems
8. Foster relationships with first responders including fire, law enforcement, emergency medical services and local emergency management planning
9. Incorporate security awareness into public education programs
10. Develop thresholds and procedures for service suspension and resumption
11. Conduct disaster drills and exercises including facility evacuations, shelter-in-place actions, staff accountability drills and simulated mobilization of transit incident response team

<div align="center">

BLUE - GUARDED
*"Deteriorating or potentially
dangerous environment"*
</div>

When there is a generally heightened risk for accidents, natural disasters, criminal activity and other common transit hazards and threats:
1. Review situational forecasts from the National Weather Service, local law enforcement, avalanche advisory center, or other appropriate sources
2. Review incident response plan
3. Consider additional resource requirements and place resources on stand-by as appropriate
4. Inspect safety/security equipment to ensure availability and operability
   Assess integrity of barriers such as perimeter fencing and security systems
5. Strengthen watch procedures for unusual activity, unidentified vehicles and persons, and abandoned packages and parcels
6. Communicate threats/hazards to supervisors, and provide additional staff oversight as appropriate
7. Pre-set thresholds for protective actions such as notification of partner agencies and service suspension protocols

<div align="center">

ORANGE - ELEVATED
"Serious risk of accident/incident"
</div>

When there is substantial risk for accidents, natural disasters, criminal activity and other common transit hazards and threats:
1. Mobilize additional resources as required to protect assets and/or continue to fulfill mission
2. Place incident response team on stand-by
3. Activate service suspension thresholds as appropriate
4. Communicate threats/hazards to frontline staff with an operational need to know. Post

Security Alert as appropriate
5. Reinforce employee awareness of their emergency situation roles and responsibilities
6. Inform partner agencies with an operational need to know of the increased threat/hazard and operational precautions you are exercising
7. Check to ensure all emergency telephone, radio, intercom, and satellite communication devices are in place and operational
8. Review critical incident notification plan
9. Discuss communications procedures and back-up plans with all concerned
10. Secure all buildings and storage areas, reducing the number of access points for vehicles and personnel to a minimum
11. Increase patrols/supervision in facilities and along routes
12. Increase patrolling at night and ensure all vulnerable critical points are secure
13. Instruct employees working at remote locations to check-in on a periodic basis.
14. Minimize administrative travel
15. Limit access to designated facilities to those personnel who have a legitimate and verifiable need to enter the facility. Inspect all vehicles entering key areas/facilities for dangerous items
16. Consult with local authorities about road closures and other local response actions
17. Coordinate emergency plans with other jurisdictions as appropriate
18. Activate contingency and emergency response plans and personnel as needed
19. Make necessary preparations to establish Command Center(s) and/or to dispatch staff in case of an incident
20. Prepare to execute contingency procedures, such as moving to an alternate site or dispersing the workforce.

RED - SEVERE
"Major accident/incident or
state of emergency"

When responding to a major incident involving loss of critical assets, injuries or fatalities, or assisting with evacuations or other mission-assignments related to a community disaster:
1. Activate Incident Response Team
2. Assess immediately impact on transit service and facilities and adjust or terminate services as required
3. Activate mitigation measures
4. Designate the Incident Commander
5. Activate Transit Emergency Command Center and/or dispatch representatives to appropriate Emergency Operations Center
6. Cancel or postpone non-vital work activities
7. Identify available assets to support response effort
8. Redirect personnel and equipment to address critical emergency needs, as appropriate
9. Evacuate any non-essential personnel and visitors from your facilities
10. Activate Joint Information System/Center to provide fast, accurate, coordinated, timely, understandable, and appropriate (FACTUAL) emergency information to internal and external audiences
11. Perform incident notification to board members and key stakeholders as dictated by your emergency response plan

12. Coordinate closing of public roads and facilities with local authorities
13. Increase security to maximum sustainable level to ensure absolute control of command, control and communications centers

In addition to this simple four-step summary communicating transit threat or hazard level, there is an additional category designating long-term recovery and service restoration

.

PURPLE – RECOVERY
"Service resumption, and repair/replacement of disaster losses"

When overseeing long-term recovery from an incident:
1. Activate (or hastily develop) Business Recovery Plan
2. Restore transit service
3. Repair or replace essential disaster-damaged facilities
4. Guard against secondary Attacks
5. Identify and implement corrective measures to reduce the likelihood of a repeat of the incident
6. Restore Public confidence by announcing new protective measures/lessons learned
7. Return to appropriate threat level indicator
8. Identify Short and Long Term Capital replacement needs, develop plans and detailed designs
9. Coordinate funding and other needs for transit system restoration with FTA/state Department of Transportation
10. Complete an *After Action Report*

7.7   INTERNAL AND EXTERNAL CONTACT LISTS

Title	Name	Work Phone	Cell Phone	Home Phone	Home Address
Transit Manager	Darlene Arguello	(505) 454-8583	(505) 426-6707	None	727 Williams Drive, Las Vegas, NM 87701
Operations Supervisor	Marcelino Roybal	(505) 454-8583	(505) 718-6122	(505) 454-6371	1031 Railroad Ave., Las Vegas, NM 87701
Maintenance Director	Chris Rodarte, Interim Public Works Director	(505) 454-1401	(505) 617-0450		
Marketing Director	Vacant	(505) 454-1401			
Finance/Admin Director	Tana Vega, Interim Finance Director	(505) 454-1401			
Board Chair or City Manager	Ann Marie Gallegos, Interim City Manager	(505) 454-1401	(505) 429-7384		
Insurance Contact	Human Resource Dept.	(505) 454-1401			

EXTERNAL CONTACT LIST

Title	Name	Work Phone	Cell Phone	Home Phone	email	Home Address
Police Chief	David Bibb	(505) 425-7504	(505) 660-9334		dbibb@lasvegasnm.gov	
Sheriff	Chris Lopez	(505) 425-7589	(505) 617-3582		clopez@co.sanmiguel.nm.us	
Fire Chief	Billy Montoya	(505) 425-6321	(505) 429-1417		bmontoya@lasvegasnm.gov	
Emergency Medical Services	Superior Ambulance	(505) 454-9884				
EOC Director	Leo Maestas, OEM Manager	(505) 425-6190				

Mayor	Tonita Gurule-Giron	(505) 454-1401	(505) 426-6286		
Chair, County Commissioners	Chris Najar, Commission Chair	(505) 425-9333			
Hospital Emergency Room	Alta Vista Hospital	(505) 426-3500			
Public Health Director		(505) 425-9368			
Newspaper Editor	Las Vegas Optic	(505) 425-6796			
Radio News	KNMX 540	(505) 425-3557			
Radio News	KFUN/KLVF	(505) 425-6766			
TV News Desk	KOAT	(505) 884-7777			
TV News Desk	KOB 4	1-844-562-4639			
TV News Desk	KRQE	(505) 243-2285			

**CITY OF LAS VEGAS
AREA/SITE MONITORS**

Area/Site:	Name/Title:	Phone:
Transportation	Darlene Arguello, Manager	505-454-8583
City Hall	Ann Marie Gallegos, Interim City Manager	505-454-1401
Police Dept.	David Bibb, Chief of Police	505-425-7504
Fire Dept.	Billy Montoya, Fire Chief	505-425-6321
Utilities	Maria Gilvarry, Director	505-398-6056
Solid Waste	Lucas Marquez, Manager	505-429-0214
Waste Water	Robert Espinoza, Supervisor	505-454-1401
Water Plant	Maria Gilvarry, Director	505-398-6056
Public Works	Christy Rodarte, Interim Director	505-454-1401
Public Facilities	Ernest Jaramillo, Supervisor	505-617-0450
Parks	Christy Rodarte, Interim Director	505-454-1401
Airport	John Aragon, Manager	505-617-0375
Housing	Barbara Padilla, Interim Director	505-425-9463
Recreation Center	Sonia Gomez, Interim Manager	505-426-1739
Senior Center	Wanda Salazar, Manager	505-425-9139
Library	Zach McNellis, Manager	505-454-1401
Museum	Cabrini Martinez, Manager	505-454-1401
Municipal Court	Eddie Trujillo, Municipal Judge	505-425-9403
Community Development	Virginia Marrujo, Interim Director	505-454-1401

7.8 EMERGENCY RESPONSE TEAM ROSTER

San Miguel County & City of Las Vegas Emergency Response Team Roster

Functional Responsibility	Regular Job Title	Name
Team Leader	**Emergency Management Manager**	**Leo Maestas**
Deputy Team Leader/ Alternate Team Lead		
Alt. Deputy Team Leader		
Safety Officer	**Safety Coordinator**	**Adrian Jaramillo**
Alt. Safety Officer		
Information Officer/ Interagency Liaison	**Safety Coordinator**	**Adrian Jaramillo**
Deputy Info Officer/ Alt. Info Lead		
Alternate Deputy Information Officer		
Operations Management	**Transit Manager**	**Darlene Arguello**
Alternate Operations Management	**Transit Supervisor**	**Marcelino Roybal**
Incident Planning	**Emergency Management Manager**	**Leo Maestas**
Alternate Planner		
Incident Logistics		
Alternate Logistics		
Incident Finance/Admin.	**Interim Finance Director**	**Tana Vega**
Alt. Finance/Admin.	**Deputy Finance Director**	**Dominic Chavez**

7.9 SUCCESSION LIST

Succession of Personnel
and Emergency Chain of Command

NAME, TITLE	WORK PHONE	CELL PHONE	HOME PHONE
1.Ann Marie Gallegos, Interim City Manager	505-454-1401	505-429-7384	
2 Vacant Community Services Director	505-454-1401		
3.Darlene Arguello, Transportation Manager	505-454-8583	505-426-6707	
4.Marcelino Roybal-Operations Supervisor	505- 454-8583	505-718-6122	
5. Adrian Jaramillo - Safety Coordinator/DER	505-454-1401	505-429-6326	

7.10 MEMORANDUM OF UNDERSTANDING BETWEEN CITY OF LAS VEGAS MEADOW CITY EXPRESS AND LAS VEGAS/SAN MIGUEL EMERGENCY MANAGEMENT

Agreement / Contract
No. 2003-14
City of Las Vegas
Date

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE LAS VEGAS/SANMIGUEL COUNTY OFFICE OF EMERGENCY MANAGEMENT
AND
THE CITY OF LAS VEGAS

This agreement entered into this _____12ᵗʰ_____ day of _August_, 2014 by and between the Las Vegas San Miguel County Office of Emergency Management and the City of Las Vegas

SUBJECT: In October the Las Vegas Police Department applied for a grant through Homeland Security and was awarded $ 122,858 .66 for upgrading the communication center The communication center operates on a 24/hour service and is a key critical infrastructure in the law enforcement profession in order to maintain safety and improve the quality of life for the City of Las Vegas by providing first responder emergency service refer to resolution

1. Purpose: This MOU has been created to meet the needs and standards of the City of Las Vegas and its procurement process.

2. Terms of Agreement:

<u>City of Las Vegas</u>:

   A. City of Las Vegas may ask the San Miguel County / City of Las Vegas Office of Emergency Management/County's Financial Officer to assign a special project number to track all City-related expenses.

   B. City of Las Vegas will transfer $130,000.00 to the San Miguel County Finance Department which will be used solely for the Las Vegas Police Departments Communication Center upgrade. These funds will be used secondary to the 2013 SHSGP Grant. The funds will be used in conjunction to the 2013 SHSGP Grant awarded to the Las Vegas Police Department for the communication upgrade.

   C. Any funds contributed by the City of Las Vegas that may not have been expended shall be reverted back to the City of Las Vegas General fund.

   D. The Las Vegas Police Departments designated Project Manager will follow all requirements set forth by the San Miguel County finance Department, The Department of Homeland Security and Emergency Management and also the San Miguel/City of Las Vegas Office of Emergency Management.

CITY COUNCIL MEETING AGENDA REQUEST

DATE: 2/03/2014   **DEPT: Police**   **MEETING DATE: 02/25/2014**

ITEM/TOPIC: Approval/Disapproval Resolution No. 14-03 Recommending Support to Upgrade Communication Center.

ACTION REQUESTED OF COUNCIL: Approval/Disapproval Resolution No. 14-03 Recommending Support to Upgrade Communication Center.

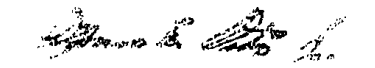**BACKGROUND/RATIONALE: (Provided with Work Session Packet)**

STAFF RECOMMENDATION: The Las Vegas Police Department is requesting approval for resolution No. 14-03 Recommending Support to Upgrade Communication Center.

COMMITTEE RECOMMENDATION: No Committee recommendation

THIS REQUEST FORM MUST BE SUBMITTED TO THE CITY MANAGER'S OFFICE NO LATER THAN 10:00 A.M. ON FRIDAY ONE AND A HALF WEEKS PRIOR TO THE CITY COUNCIL MEETING.

Kenneth C. Jenkins
Commander of Communications

REVIEWED AND APPROVED BY:

ALFONSO E. ORTIZ, JR.
MAYOR

TIMOTHY P. DODGE
CITY MANAGER

PURCHASING AGENT
(FOR BID AWARD ONLY)

PAMELA MARRUJO
FINANCE DIRECTOR

RECEIVED
FEB 28 2014
BY _____
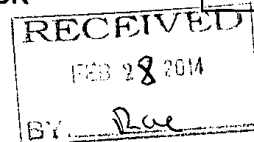
DAVE ROMERO
CITY ATTORNEY

Approved as to Legal Sufficiency Only
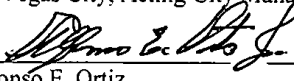
(If Box is Initialed by City Mngr., Review and Sign)
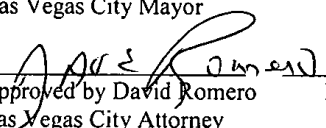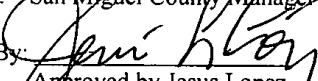
By: _____ 7/21/14
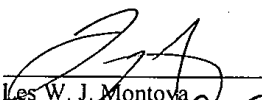Elmer J. Martinez   Date
Las Vegas City, Acting City Manager

By: _____ 7/21/14
Alfonso E. Ortiz   Date
Las Vegas City Mayor

By: _____
Approved by David Romero   Date
Las Vegas City Attorney

By: _____ 8/13/14
Les W. J. Montoya   Date
San Miguel County Manager

By: _____ 08-13-14
Approved by Jesus Lopez   Date
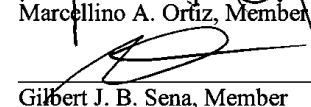San Miguel County Attorney
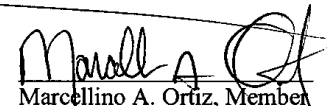
MOVED, SECONDED AND ADOPTED this ___12th___ day of ___August___, 2014 by the **BOARD OF COUNTY COMMISSIONERS OF SAN MIGUEL COUNTY, NEW MEXICO.**
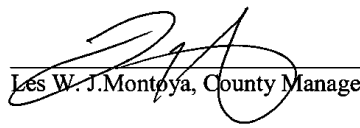
Nicolas T. Leger, Chairman
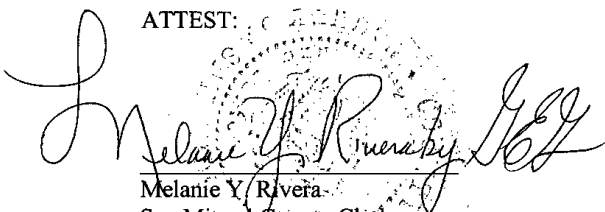
Ron R. Ortega, Vice-Chair

Marcellino A. Ortiz, Member
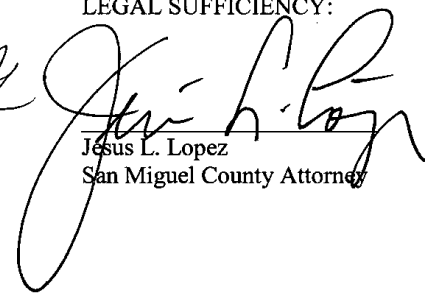
Arthur J. Padilla, Member

Gilbert J. B. Sena, Member

Les W. J. Montoya, County Manager

ATTEST:

Melanie Y. Rivera
San Miguel County Clerk

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

Jesus L. Lopez
San Miguel County Attorney

MOU Toward Resolution 14-03 recommending support to upgrade the City of Las Vegas Police Department Communication Center.

7.11 OFFICE OF EMERGENCY MANAGEMENT PLAN WITH ALL FIRST RESPONDERS

(See attached as Attachment A)

7.12   COMPLETED FTA TOP 20 SECURITY PROGRAM ACTION ITEMS FOR   TRANSIT AGENCIES: SELF-ASSESSMENT CHECKLIST

FTA Top 20 Security Program Action Items for Transit Agencies: Self-Assessment Checklist

Management and Accountability

1. Written security program and emergency management plans are established.

Baseline Practices:
- ❑ Does a System Security Plan exist?
- ❑ Does an Emergency Management Plan exist?
- ❑ Do standard and emergency operations procedures (SOPs/EOPs) for each mode operated, including operations control centers, exist?

Exemplary Practices:
- ❑ *Do Continuity of Operations Plans exist?*
- ❑ *Does a Business Recovery Plan (administration, computer systems, operations, etc.) exist?*

2. The security and emergency management plans are updated to reflect anti-terrorist measures and any current threat conditions.

Baseline Practices:
- ❑ What is the date of the latest update?
- ❑ Are security plans reviewed at least annually?
- ❑ Are reviews and changes to the plans documented?
- ❑ Does the plan now include weapons of mass destruction protocols?

3. The security and emergency management plans are an integrated system security program, including regional coordination with other agencies, security design criteria in procurements and organizational charts for incident command and management systems.

Baseline Practices:
- ❑ Are emergency management plans integrated with the regional emergency management authority plans?
- ❑ Do management & staff participate in planning and conducting emergency security activities (e.g., drills, committees, etc.)?
- ❑ Does management coordinate with the FTA regional office?
- ❑ Are mutual aid agreements with other regional public agencies (e.g., local government, fire, police, other transit agencies, etc.) approved and signed?

- ❑ Does an inter-departmental program review committee exist and address security issues?

Exemplary Practice:
- ❏ *Is security design criteria/CP TED included in system security program plan?*

4. **The security and emergency management plans are signed, endorsed and approved by top management.**

Baseline Practices:
- ❏ Is there a policy statement emphasizing the importance of the security plan?
- ❏ Is the security plan approved and signed by the top official?

5. **The security and emergency management programs are assigned to a senior level manager**.

Baseline Practices:
- ❏ What are the name and title of the security program manager?
- ❏ Is there a current organizational chart identifying the reporting structure for the security program manager?

6. **Security responsibilities are defined and delegated from management through to the front line employees.**

Baseline Practices:
- ❏ Are security plans distributed to appropriate departments in the organization?
- ❏ Do regular senior and middle management security coordinating meetings occur?

Do informational briefings occur whenever security protocols are substantially updated?
- ❏ Are lines of delegated authority/succession of security responsibilities established and known?

7. **All operations and maintenance supervisors, forepersons, and managers are held accountable for security issues under their control**

Baseline Practices:
- ❏ Are regular supervisor and foreperson security review & coordinating briefings held?
- ❏ Does a security breach reporting system exist and are reports addressed through the security program review Committee?
- ❏ Is facility security (e.g., perimeter/access control) supervision compliance monitored on a regular basis?

Security Problem Identification

8. A threat and vulnerability assessment resolution process is established and used.

Baseline Practices:
- ❑ Does a threat and vulnerability process exist and is it documented?
- ❑ Is a threat and vulnerability assessment conducted whenever a new asset/facility is added to the system?
- ❑ Have management & staff responsible for managing the threat and vulnerability assessment process received adequate training?
- ❑ Is the threat and vulnerability process used to prioritize security investments?

9. Security sensitive intelligence information sharing is improved by joining the FBI Joint Terrorism Task Force (JTTF) or other regional anti-terrorism task force; the Surface Transportation Intelligence Sharing & Analysis Center (ISAC); and security information is reported through the National Transit Database (NTD).

Baseline Practices:
- ❑ Does the transit agency participate in its region's JTTF or coordinate with key police and intelligence agencies?
- ❑ Has the transit agency joined the ST-ISAC?
- ❑ Does the transit agency provide security information to the National Transit Database?

Employee Selection

10. Background investigations are conducted on all new front-line operations and maintenance employees (i.e., criminal history and motor vehicle records).

Baseline Practices:
- ❑ Are background checks conducted consistent with state and local laws?
- ❑ Is the background investigation process documented?

11. Criteria for background investigations are established.

Baseline Practice:
- ❑ Are the criteria for background checks by employee type (operator, maintenance, safety/security sensitive, contractor, etc.) documented?

Training

12. Security orientation or awareness materials are provided to all front-line employees.

Baseline Practices:
- ❑ Are security orientation and awareness training materials updated to include counter-terrorism/WMD information?
- ❑ Is there a system in place to track who received what training when?

Exemplary Practice:
- ❑ *Are security awareness pocket guides distributed to all front-line employees?*

13. Ongoing training programs on safety, security and emergency procedures by work area are provided.

Baseline Practices:
- ❑ Are training programs, materials and informational briefings tailored to specific work groups' activities?
- ❑ Are training program campaigns held whenever there are substantial updates to security and emergency management plans?

14. Public awareness materials are developed and distributed on a system wide basis.

Baseline Practice:
- ❑ Are security awareness print materials prominently displayed throughout the system (e.g., channel cards, posters, fliers, etc.)?
- ❑ Is the transit agency participating in the industry's Transit Watch program?

Audits and Drills

15. Periodic audits of security policies and procedures are conducted.

Baseline Practices:
- ❑ Are audits conducted periodically?
- ❑ Is there a disposition process for handling the findings and recommendations from the audits?

16. Tabletop and functional drills are conducted at least once every six months and full-scale exercises, coordinated with regional emergency response providers, are performed at least annually.

Baseline Practices:
- ❑ Are tabletop exercises conducted at least every six months?
- ❑ Does the agency participate in full-scale, regional field drills, held at least annually?
- ❑ Are tabletop and drill dc-briefings conducted?
- ❑ Are after-action reports produced and reviewed for all tabletop exercises and field drills?
- ❑ Are plans, protocols and processes updated to reflect after-action report recommendations/findings?

Document Control

17. Access to documents of security critical systems and facilities are controlled.

Baseline Practice:
- ❏ Have security critical systems, such as tunnel HVAC systems and intrusion alarm detection systems, been identified and documented?

Exemplary Practices:
- ❏ *Is access to security critical systems' documents controlled?*
- ❏ *Is there an identified department/person responsible/or administering the policy?*
- ❏ *Do regular security committee meetings/briefings include reviewing document control compliance issues?*

18. Access to security sensitive documents is controlled.

Baseline Practice:
- ❏ Have security sensitive information (SSI) documents, such as security plans and protocols, been identified?

Exemplary Practices:
- ❏ *Is there a documented policy for designating and properly handling SSI documents?*
- ❏ *Do regular security committee meetings/briefings include reviews O/SSI related matters?*

Access Control

19. Background investigations are conducted of contractors or others who require access to security critical facilities, and ID badges are used for all visitors, employees and contractors to control access to key critical facilities.

Baseline Practices:
- ❏ Have security critical facilities been identified?
- ❏ Is the contractor background investigation process documented?
- ❏ Is the quality control of the process monitored on a regular basis?
- ❏ Are the criteria for contractor background checks documented?

- ❏ Are ID badges used for employee access control? (both policy and actual practice)
- ❏ Are ID badges used for visitors and contractors? (both policy and actual practice)
- ❏ Have security critical facilities been identified?
- ❏ Are there documented policies for restricting access to security critical facilities?

Homeland Security

20. Protocols have been established to respond to the Office of Homeland Security Threat Advisory Levels.

Baseline Practices:
- ❑ HSAS threat advisory levels process integrated into security plans and standard/emergency operating procedures
- ❑ Are specific protective measures defined and developed?

Notes:

(1) This checklist covers all modes directly operated by the transit agency (e.g., bus, light rail, heavy rail, etc.), and under contract operation (e.g., paratransit, fixed route bus, vanpools, etc.).

(2) Baseline Practices are considered the minimum requirements needed to meet the overall security action item; Exemplary practices are additional/supplemental activities associated with exceeding the minimum requirements and are candidates for industry best practices.

(3) Additional informational resources/references are available at "FTA Top 20 Security Program Action Items for Transit Agencies" website:
http://transit-safety.volpe.dot.gov/security/SecurityInitiatives/Top20

7.13 ALTERNATIVE FACILITY CERTIFICATION CHECKLIST

Alternative Facility Identification/Certification

CONTINUITY OF OPERATIONS POINT OF CONTACT
NAME: Ann Marie Gallegos, Interim City Manager
TELEPHONE NUMBER: (505) 454-1401
NAME: Darlene Arguello, Transit Manager
TELEPHONE NUMBER: (505) 454-8583
EMAIL: amgallegos@lasvegasnm.gov / darlenea@lasvegasnm.gov

DEPARTMENT/AGENCY INFORMATION
NAME AGENCY/BUREAU CODE: City of Las Vegas - Meadow City Express
STREET ADDRESS CITY STATE: 500 Railroad Avenue, Las Vegas, NM 87701
SPACE TYPE: Government Owned
Government Owned
LEASE EXPIRATION DATE *(If applicable)* SERVICE CONTRACT NUMBER *(If applicable)*
SPECIFY SERVICES IN CONTRACT *(If available)*
LONGITUDE AND LATITUDE SQUARE FOOTAGE NUMBER OF PERSONNEL

ALTERNATE FACILITY INFORMATION
STREET ADDRESS CITY STATE
LONGITUDE AND LATITUDE SQUARE FOOTAGE PROPOSED NUMBER OF PERSONNEL
TELEPHONE
PRIMARY NUMBERS
FAX
TELEPHONE
BACKUP NUMBERS
FAX
POINT OF CONTACT INFORMATION
NAME
TELEPHONE NUMBER
EMAIL
NAME
TELEPHONE NUMBER
EMAIL
PRIMARY ON-SITE ALTERNATE ON-SITE
NAME
TELEPHONE NUMBER
EMAIL
TELECOMMUNICATIONS
Leased

CERTIFICATION
AN ALTERNATE FACILITY HAS BEEN PROVIDED FOR THE ABOVE INDICATED FUNCTION BY MEANS OF SIGNATURE DATE OF MOU/OA
EXPIRATION DATE OF MOU/OA
I hereby certify that all information is correct as of this date.
SIGNATURE DATE
NAME AND TITLE OF SIGNER
MOU within the agency
MOU with another agency
MOU/OA with Response Agencies

7.14 EVALUATION FORM FOR TRANSIT INCIDENTS

Evaluation Form for Transit Incidents

Date(s) of Incident: ____ / ____ / ____ to   Please Check One:
                                                               ____ Incident ____ Drill

____ / ____ / ____

Evaluator

Name: _____

Address: _____

Phone Number: _____

Time exercise initiated:

Method of notification to fire departments, police, ambulance service, EMS, hospitals:

Upon arrival at scene, how was the command post established?

Was there adequate radio communication equipment?

When responding units arrived on the scene, did they report to the command post?

Principal weaknesses observed?

Principal strengths observed?

Additional remarks:

Recommendations:

7.15 MEMORANDUM OF EXECUTIVE APPROVAL

City of Las Vegas

1700 N. Grand Avenue | Las Vegas, NM 87701 | T 505.454.1401 | lasvegasnm.gov

Madam Mayor Tonita Gurulé-Girón

MEMORANDUM OF EXECUTIVE APPROVAL

To: All Employees, Volunteers and Contractors

From: _____

Ann Marie Gallegos, Interim City Manager

_____

Darlene Arguello, Transportation Facility Manager

Date: July 22, 2019

Subject: System Security and Emergency Preparedness Program (SSEPP)

It is the objective of Meadow City Express to provide safe, secure and reliable service for its passengers and employees. To demonstrate our commitment, Meadow City Express has developed this Safety, Security and Emergency Preparedness Plan (SSEPP).

Meadow City Express has a sincere concern for the welfare and safety of its employees (and volunteers and contractors) as well as the public it serves. The operation and maintenance of Meadow City Express requires a continual emphasis on security, from the procurement of new systems and equipment, through the hiring and training of employees, to the management of the agency and the provision of service. The security function must be supported by an effective capability for emergency response, both to support resolution of those incidents that occur on transit property and those events that affect the surrounding community served by Meadow City Express.

This SSEPP describes the policies, procedures and requirements to be followed by management, maintenance and operating personnel in order to provide a secure environment for agency employees, volunteers, and contractors, and to support community emergency response. All personnel are expected and required to adhere to the policies, procedures, and requirements established herein and to properly and diligently perform security related functions as a condition of employment or support for Meadow City Express.

Meadow City Express management will provide leadership in promoting safety, security and emergency preparedness throughout the organization. The Executive and Staff will be continually and directly involved in formulating, reviewing and revising safety, security and emergency preparedness policies, goals and objectives. Each Meadow City Express employee, volunteer and contractor is governed by the requirements and terms of this Plan, and must conscientiously learn and follow prescribed security and emergency rules and procedures. Each employee must operate safely, use equipment, tools and materials properly and be trained in the work rules and procedures for his/her areas of responsibility, including contingency plans for abnormal and emergency conditions. Each employee shall take active part in the identification and resolution of security concerns.

Supervisors shall actively participate in all activities regarding safety, security and emergency preparedness; shall fully cooperate with the policies and objectives specified in this Plan; and shall receive the full cooperation and support of executive management in their activities for improved security and emergency preparedness.

1

David Ulibarri
Councilor Ward 1

Vince Howell
Councilor Ward 2

Barbara Perea-Casey
Councilor Ward 3

David G. Romero
Councilor Ward 4

8. SAFETY, SECURITY AND EMERGENCY PREPAREDNESS PROTOCOLS

8.1 Serious Transit Vehicle Accident/Incident:
- ➢ Driver - Call 911 and then notify Dispatch of accident/incident, including location and number of injured people.
- ➢ Driver - respond to accident/incident scene by assisting passengers and reporting to First Responders when they arrive, if Driver is capable.
- ➢ Dispatch - receives notification of accident/incident and contacts First Responders if they're not already on the scene and then contact Safety Coordinator and Management using the "Transit Emergency Call Down List".
- ➢ Transit Manager & Supervisor - go to the scene and check in with Driver and First Responders to assess the situation and assist passengers as required.
- ➢ Safety Coordinator/DER - conduct an on-site investigation and take Driver for a drug and alcohol test if accident meets threshold.
- ➢ Dispatch - reroute service on affected route, as may be appropriate and send back-up vehicle to the scene to transport uninjured passengers to their destination.
- ➢ Management - notify key officials and family of Driver about the accident/incident if Driver was injured and the name of the medical facility that he/she was transported to.
- ➢ Management - do not make any public on the record statements without consulting with the legal department first.
- ➢ Safety Coordinator and Driver - complete accident/incident reports and post-accident investigation as soon as possible.
- ➢ Safety Coordinator - ensure counseling is available for employee victims.

8.2 Transit Vehicle Fire:
- ➢ Driver - if Driver sees/smells smoke or flames, Driver must pull over to a designated location quickly and safely and evacuate the vehicle immediately.
- ➢ Driver - evacuate the 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 with location of vehicle and number of injured passengers, if any.
- ➢ Dispatch - tell Driver to immediately evacuate if Driver has not already done so.
- ➢ Dispatch - notify First Responders about situation and include location and number of injured passengers, if any.
- ➢ Dispatch - notify Safety Coordinator and send to the scene and contact management using "Transit Emergency Call Down list".
- ➢ Transit Manager & Supervisor - report to scene and assist with passengers as needed.
- ➢ Dispatch - reroute service on affected route, as may be appropriate and send back-up vehicle to the scene to transport uninjured passengers to their destination.
- ➢ Management - notify key officials and family of Driver about the accident/incident if Driver was injured and the name of the medical facility that he/she was transported to.
- ➢ Management - do not make any public on the record statements without consulting with the legal department first.
- ➢ Safety Coordinator and Driver - complete accident/incident reports and post-accident investigation as soon as possible.

8.3 Suspicious Item On Transit Vehicle:
- ➢ Driver - observe suspicious device/item 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 - must ensure that protocol has been followed as to evacuation and if this has not occurred then Dispatch must instruct Driver to do so immediately.
- ➢ Dispatch - call First Responders, notify them 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.
- ➢ First Responders - will give direction as to how to proceed safely.

8.4 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 911 - notify them of situation, including location and description of item/device.
- ➢ Ranking Staff Member - notify Safety Coordinator and Management.
- ➢ 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 to 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 immediately.
- ➢ Management - notify First Responders of situation, including locations and descriptions of items/devices.
- ➢ Management - inform City Manager and Safety Coordinator of situation.
- ➢ First Responders - will give direction as to how to proceed safely.

8.5 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 the above, try to remain calm, cooperate with dangerous individual(s) and await arrival of First Responders.
- ➤ Dispatch - receives notification of dangerous person on vehicle and contacts First Responders with information on location of vehicle and description of dangerous person.
- ➤ 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 Management and Safety Coordinator.
- ➤ Management - locate the vehicle (if position not given by Driver - either by dispatch log, automatic vehicle location (AVL) (GPS System, etc.)
- ➤ Management - if situation on vehicle is ongoing and perceived as dangerous, do not approach vehicle, but contact First Responders if they are not already on scene and report the situation back to Dispatch.
- ➤ Management - once situation is resolved, if necessary get a back up driver and transport passengers onboard to their destination.

8.6 Dangerous Person(s) On Transit Property:
- ➤ Transit Staff - sees trespasser on transit property/facility and determines that trespasser may be dangerous. Attempt to get a good look at the trespasser(s) for physical description and to see if they are carrying any weapons or odd items. Observe their location and direction of their movement.
- ➤ Transit Staff - proceed to a safe location; without compromising personal safety, call 911 if possible and provide all possible information about trespasser(s).
- ➤ Transit Staff - if possible, notify management
- ➤ Transit Staff - at no time should you confront the trespasser(s).
- ➤ Management - once notified of dangerous person on property, make a call to 911 even 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.

8.7 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 any of the 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 - immediately upon receiving notice that there is a situation on the vehicle, contact First Responders with information on location of vehicle and any other information provided by Driver; if Driver was unable to give location, provide First Responders with dispatch log and where about the Driver's route should be at that time.
  ➢ 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 management after contacting First Responders.
  ➢ Supervisor/Manager - locate the vehicle (if position not given by Driver - either by dispatch log, automatic vehicle location (AVL) (GPS System), etc.). Do not approach impacted vehicle.
  ➢ Dispatch - reroute other transit vehicles away from affected route. Contact any other key officials as necessary.
  ➢ Management - contact family of Driver and advise them of the situation and let them know not to try to contact the Driver or approach the vehicle and let First Responders handle the situation.
  ➢ Management - once the situation has been resolved, get a back-up Driver to take over the route and get all Passengers to their destination safely. Ensure that Driver, if unharmed is driven back to the Transit Facility and provide any documentation, contact information, etc. for counseling.

8.8 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. Three major drop-off points have been established:
    1. Abe Montoya Recreation Center
    2. Transit Facility on Railroad Avenue
    3. Las Vegas Senior Center

  These locations will be utilized as drop-off points upon an emergency in which the Driver will determine the nearest drop-off location as to where they are located at the time of notification.

➢ 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 remain there until further direction. Depending on the situation, Drivers may be required to report back to base.

➢ Drivers - should not attempt to take passengers home or to a destination of their request. Advise passengers of the designated areas and let them know that is protocol and they will be returned home safely as soon as possible.

➢ Dispatch - use call down list to notify Management and Safety Coordinator.

➢ Management - contact appropriate officials to inform media about service discontinuance in order to get information out to the public.

➢ Drivers - if required to return to base, secure vehicles and remain on duty in a stand-by status until further service determinations are made.

➢ Drivers - will be required to document and report how many passengers on-board at the time of the call for shutdown and how many passengers were dropped off and at what location. They will need to know the names of the passengers and where their intended destination was. If any passenger was/is seeking medical attention that could be an emergency, Driver must notify Dispatch immediately and advise of the situation.

➢ Dispatch - will notify First Responders and advise of the situation and the need for medical attention. They will need to provide the drop off location and name of the passenger and any other information accordingly.

➢ Management & Drivers - must establish a contact at each drop off location so they can communicate as to the status of the passengers. If Drivers are required to return to base, they must give the contact name to the passengers so they can check in with them and if they decide to leave the premises on their own, they must advise the contact on hand so that we can account for them.

➢ Transit Staff - will remain on stand-by duty unless otherwise directed by Management or Incident Commander.

➢ Management - must ensure that passengers dropped off at drop off locations are safely returned home and soon as safety risks subside.

8.9 Community Evacuation:

Upon notification from Emergency Management and/or First Responders of a community evacuation, management must utilize the transit staff emergency call-down list and notify 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
- time frame for staging
- staging location

➢ Management - contact operations staff to begin calling in required Drivers using "transit staff emergency call-down list" in order to prepare vehicles for use if not already on duty.

➢ Management - determine whether there is a need to shut down system-wide service if it is presently in operation and if so ensure that Drivers get Passengers a safe destination and do not leave anyone stranded. Follow system shut down procedures if shut down service was made.
➢ Drivers - after getting Passengers to a safe destination, prepare vehicles for use in evacuation and move vehicles to staging area and report to incident command.
➢ Management - must report to staging area and act as liaison to Incident Commander. Ensure that all vehicles are returned to base following completion of evacuation process.
➢ Management - communicate to all affected employees when normal service will resume.

8.10 Evacuation Routes

Evacuation route maps have been posted in each work area. The following information is marked on evacuation maps:

1. Emergency exits
2. Primary and secondary evacuation routes
3. Location of fire extinguishers
4. Fire alarm pull stations location
5. Assembly points

Site personnel should know at least all evacuation routes.