

## Emergency Continuity of Operations (COOP) Plan or Operational Plan (Op Plan)

Department	Transit	Date Completed	03/8/2020
Contact	Patricia Barnett-Hale	Contact Phone	( 706 ) 420 -6551

### I. Purpose

It is the purpose of this document to provide a guide for the Departmental on how to respond before, during and after a pandemic.

### II. Emergency Planning Assumptions

#### A. General Assumptions

- Attack rate 30% or higher, 40% school-aged children, and 20% working adults
- Absenteeism up to 40%, illness, fear of infection and care provision
- Half of ill will seek care
- Virus spreads up to 1 day before symptoms
- Viral shedding, 1 day before - 5 days after onset, highest 2 days of onset, and children shed more
- One sick person will make 2 sick
- Outbreaks waves of 6-8 weeks duration
- Multiple waves
- The Department Public Health is the Lead Agency during a Public Health emergency

#### 1. Plans and Procedures

Identify who has department responsibility for plan development.

#### 2. Sustaining Operations

Sustaining operations will be performed until normal business activity can be reconstituted; this may take longer than 30 days. The principle focus in making this determination will be the minimization of the effects of a pandemic on staff and operations. Mitigation procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and telework will be emphasized and implemented to sustain operations.

#### 3. Risk Communications

Who has the responsibility within the department for ensuring communications with internal and external stakeholders?

Risk Communicator	Member's Name	Section	Phone	Email
Primary	Butch McDuffie Transit Director	Administration		Butch.McDuffie@accgov.com
Secondary	Pat B-Hale Assistant Director	Operations	706-613-1535	Pat.Hale@accgov.com

Level 3	Alexis Crayton	Operations	762-400-6555 706-614-1450 706-613-3714	Alexis.crayton@accgov.com
Level 3 Secondary	El Harris	Operations	762-400-6562	El.Harris@accgov.com
Level 4	Derick Gandy	Maintenance		Derick.Gandy@accgov.com

**1. Essential Functions**

Administration function should include, but is not limited to, payroll, accounts receivable, purchasing and facilities maintenance.

Department (Divisions)	Mission Critical	Immediate Post Incident	
Maintenance	Yes		
Operations/The Bus Service	Yes		
Operations /Lift Service	Yes		

**2. Identification of Essential Positions and Required Skills**

For each of the two level of Essential Services noted above identify the position and skills necessary for that position

Essential Position #1 and Skills	Essential Position #2 and Skills	Essential Position #3 and Skills
<p><b>Emergency Position</b> Route supervisor This position is designated as an emergency position that requires the attendance at work under all types of emergency conditions. Some examples of emergencies include inclement weather, utility failure, fire or other forced evacuations or as determined by the Manager is to supervise Transit Vehicle Operators in the performance of their duties. Duties and responsibilities include, but are not limited to, enforcing operating policies, ensuring safety measures are met, performing dispatch duties, and performing additional tasks as assigned</p> <p><b>Emergency Position</b> Transit Vehicle Operator This position is designated as an emergency position that requires your attendance at work under all types of emergency conditions. Some examples of emergencies include inclement weather, utility failure, fire or other forced evacuations or as determined by the Manager</p>	<p><b>Transit Information Specialist</b> The purpose of this job is to provide general information and directions to the public; monitor and control bus arrivals /departures from the Transfer Center, supervises bus operators to ensure departmental policies and procedures are followed. Duties and responsibilities include, but are not limited to: answering the telephone; selling bus passes; distributing schedules; providing supervision to bus operators while performing their duties; making on the spot corrections, providing guidance and performing other duties as assigned. Answers incoming telephone calls; responds to requests for information regarding transit system, routes and schedules.  Monitors arrival and departure of buses into and from Transfer Center and directs movement of buses to depart</p>	<p><b>Transit Director</b> Supervises and evaluates assigned staff, handles all employee concerns, directs work assignments and schedule, counsels and disciplines employees when necessary, and completes employee performance appraisals.  Plans, directs and supervises all departmental activities related to transit administration, operations, maintenance, and grant management.  Prepares, implements and oversees operating and capital budgets.  Compiles ridership statistics</p>

<p>Transit Vehicle Operator Commercial driver license skilled in operating a 30,35, or 40ft bus and Transporting Passengers with disabilities Operating a lift equipped vehicles Customer service skills Fare box procedures Knowledge of the Athens area Transit Dispatcher</p> <p>Emergency Position This position is designated as an emergency position that requires your attendance at work under all types of emergency conditions. Some examples of emergencies include inclement weather, utility failure, fire or other forced evacuations or as determined by the Manager.</p> <p>Essential Duties and Responsibilities Plans and schedules Paratransit service for passengers. Prepares daily work assignments for all Transit Vehicle operators and provides direction to Transit Vehicle operators in the completion of those</p> <p>Supervises and directs Transit Vehicle Operators in the absence of a Route Supervisor or Superintendent of Operations. Answers the telephone; screens all incoming calls, answers routine questions and responds to complaints, conveys information to the general public concerning routes and schedules, and refers callers to the proper personnel or agency. Receives, monitors, and dispatches radio communications traffic for the department, including emergency assistance. Directs Transit Vehicle Operators activities via FM Radio, as necessary, i.e. Route Detours, schedule changes, passenger pick-up / drop-offs, etc. Dispatches appropriate personnel to vehicle accident scenes or to the location of vehicles experiencing mechanical difficulties. Prepares and maintains departmental computer files concerning, Fixed-route ridership, Paratransit ridership, National Transit Database (NTD) reports, complaints, etc.</p> <p>Transit Vehicle Mechanic Special Certifications and Licenses:  Requires a commercial driver's license valid in the State of Georgia.</p>	<p>within scheduled timeframe.</p> <p>Ensures departmental policies and procedures are followed and Bus Operators meet acceptable standards.</p> <p>Ensures all state, federal, and local safety regulations and operating procedures are followed.</p> <p>Sells bus passes to the general public; issues tickets; maintains monies received; balances cash at the end of each day; researches and posts any discrepancies; delivers cash and reporting data to supervisor for deposit.</p> <p><b>Facility Maintenance Worker</b></p> <p>The purpose of this job is to clean all transit facilities including the Multi-Modal Transportation Center, the Operations and Maintenance Facility, and maintaining all bus stops, shelters and facilities of Athens Transit System. Duties and responsibilities include, but are not limited to, cleaning all transit facilities, emptying trash receptacles at all bus stops, pressure washing bus shelters, and other duties as assigned by the Operations Administrator.</p> <p>Knowledge, Skills and Abilities</p> <p>Knowledge of the policies, procedures, and activities of the Transit Department as they pertain to the performance of duties relating to the position of Transit Facilities Maintenance Worker. Knowledge of the terminology used within the department. Knowledge of department policies, procedures, and methods as required in the performance of duties. Knowledge of the transit routes and facility locations. Knowledge of the use of machinery such as pressure washer, air compressor, generator, air gauge hoses, and the use of hand tools such as rakes, pitch forks, etc. Ability to communicate effectively with supervisors and other staff members. Ability to use independent judgment in routine and non-routine situations. Ability to plan, organize, and/or prioritizes daily assignments and work activities. Ability to comprehend and apply the</p>	<p>required to monitor, evaluate, and improve transit system; makes recommendations on short and long range plans, budgets and capital projects.</p> <p>Responsible for oversight of marketing, advertising, marketing budget, promotional events, public relations, customer service.</p> <p>Writes grants, develops capital improvement program, researches and recommends transit programs funding options for UG.</p> <p>Establishes and maintains relations with the media, community, employees, and governmental agencies.</p> <p>Responds to and directs timely responses to public inquiries and complaints by citizens on transit operations.</p> <p>Writes RFPs, vehicle specifications, and oversees all aspects of departmental procurements.</p> <p>Serves as principal liaison between the Federal Transit Administration, Georgia DOT, State, and Federal Officials; advises the Mayor and Commission on transit related matters; attends, prepares, and/or presents reports to various boards/committees.</p> <p>Develops and institutes policies, procedures, legislation, contracting, service development.</p> <p><u>Assistant Director</u> Duties and responsibilities include, but are not limited to, oversight and supervision of the Transit Operations and Transit Maintenance Divisions; supervising, hiring, budget development and control; and performing additional tasks as</p>
--	--	---

<p>Must possess ASE Refrigerant Recovery &amp; Recycling Certification and Type II high pressure air conditioning certifications or have the ability to obtain within 6 months of the date of hire.</p> <p>Must complete Cummins QuickServe Training for Cummins Midrange Engines with successful completion of the Cummins QuickServe Training On-Line Program within 12 months of the date of hire.</p> <p>Must obtain the ability to utilize Transit manufactures diagnostic software (Cummins, Allison, Apollo, International, Wabco, Dinex Multiplex, and GFI) within 12 months of the date of hire.</p>	<p>regulations and procedures of the department.</p> <p>Report all damage and complete minor repairs as needed.</p>	<p>assigned.</p> <p><u>Marketing Coordinator</u></p> <p><u>Transit Planner</u></p> <p><u>Administrative Assistant</u></p> <p><u>Inventory Clerk</u></p>
---	---	---

**3. Alternative Work Arrangements**

Intent is to identify options to help maintain Essential Services.

Examples may include, but not limited to, shift work, telework, or multiple locations

Department Divisions	Alternate Work Arrangement #1	Alternate Work Arrangement #2	Alternate Work Arrangement #3
Operations/ demand Response	<ol style="list-style-type: none"> <li>1. Use all available personnel pay overtime</li> <li>2. Reduce Service on UGA campus routes to once per hour on route 12 &amp; 14.</li> <li>3. No service to Route 23 and Route 28 this would require 16 vehicles for pull/out</li> <li>4. Reduce vacation request from 2 per day to 1 with exception of approved documentation for funerals, physician, or mandated court appearance</li> <li>5. Mandatory overtime</li> </ol>	<ol style="list-style-type: none"> <li>1. Shut down 325 Pound St. Assign available dispatchers to MMTC if information all customer service, pass sales, scheduling for demand response would be provided from MMTC. risk of exposure reduce service to Saturday service only</li> <li>2. Requires 8 vehicles for pull/out</li> <li>3. Reduce the number of Dispatchers needed to 2 dispatchers</li> <li>4. Reduce the amount of on-street supervision to 2</li> <li>5. Reduce the number of info clerks needed for daily service 2</li> </ol>	<ol style="list-style-type: none"> <li>1. Shut down 325 Pound St. Assign available personnel to MMTC</li> <li>2. Shut down least productive routes. Route #8, #6</li> <li>3. Combine routes #25 and #27, to cover eastside corridor</li> <li>4. Reduce service to 4 vehicles needed for pull/out 6 transit vehicle operators</li> <li>5. Shut down night service.</li> <li>6. Service would end at 6:45PM</li> <li>7. Reduce the amount of on-street supervision</li> <li>8. Shut down route 3, 21, 24, and 30 (covered by route 2), 21 (largest portion of route would mostly be covered by routes 5, 7, 20), 24 (covered mostly by 1), and route 30.</li> </ol>

		6. Reduce vacation request from 2 per day to 1 with exception of approved documentation for funerals, physician, or mandated court appearance  7. Mandatory overtime	Suspend Sunday service as needed.
Maintenance	No Issues Current staff can cover vehicle service Demands at this level due to reduction in service	No Issues Current staff can cover vehicle service Demands at this level due to reduction in service	1. Suspend PM work on transit buses and demand response vehicles  2. Use mechanics as needed to clean and fuel equipment.  3. Utilize shop foreman will clean and fuel  4. Utilize Community Service workers to Maintain facility

**4. Essential Contract, Support Services, and/or Other Interdependencies**

Are the Essential Services dependent on services or materials from another entity to be maintained for up to 90 days.

Vendor Name	Supplier	Contact	Email	Phone Number
Acree Oil	Fuel	Sandy Sullens	sandys@acreeoil.com	706-886-2838
Goodyear	Tires	Steve Adkins	steve_adkins@goodyear.com	919-255-0619
Boswell Oil	Oil/Lube/DEF	Rusty Maddox	rmaddox@boswelloil.com	706-546-8863
Crandal	Waste Oils/Filters	Kurt Zollinger	K6Zollinger@crandallusa.com	803-791-4800
Gillig	Bus Parts	Todd Nunnally	Todd.Nunnally@gillig.com	866-971-3772
Cummins	Bus Engine Parts	Mark Atkinson Hunter	mark.hunter@cummins.com	678-450-8700
Peach State Freightliner	Bus Engine/Transmission Parts	Matt Pettit	mpettit@peachstatetrucks.com	706-367-8998
MHC	Engine Parts	Jimmy Smith	jimmy.smith@mhc.com	770-535-7777
WW Williams	Bus Transmission/MCC Parts	Guy Trambauer	gtrambauer@wwilliams.com	404-566-1070
Five Points	Coolant	Kyle Pike	KylePike@fivepointsservice.com	478-825-5631
JW Shuman	Towing	Scott Shuman		706-543-4349

**5. Impact Analysis on Operations**

Identify the projected impact to provide Essential Services under each of the circumstances indicated.

Essential Service	20% Absenteeism	40% Absenteeism	60% Absenteeism
Transportation	<ol style="list-style-type: none"> <li>1. Reduction in service on all campus routes</li> <li>2. Delays due to reduction in service</li> <li>3. Supervisors on routes</li> </ol>	<ol style="list-style-type: none"> <li>1. Certain routes would have no service</li> <li>2. Reduction in response Time</li> <li>3. Longer Routes</li> </ol>	<ol style="list-style-type: none"> <li>1. Dialysis patients schedules would be impacted</li> <li>2. Route 30 would become dial a ride</li> <li>3. No weekend or night service</li> <li>4. Service ends at 6:45</li> <li>5. Operations Administrative staff assigned to routes</li> </ol>
Maintenance	<ol style="list-style-type: none"> <li>1. Minor accident or incident repairs suspended or delayed.</li> </ol>	<ol style="list-style-type: none"> <li>1. PM work on support vehicles and equipment suspended or delayed.</li> <li>2. Fare box repairs suspended Or delayed.</li> </ol>	<ol style="list-style-type: none"> <li>1. PM work on transit buses and demand response equipment suspended or delayed.</li> <li>2. Utilize Community service workers to maintain facility</li> </ol>

**C. Delegation of Authority**

Delegation of authority may become necessary due to implementation of mitigation efforts or operational expedience. Generally, pre-determined delegations will take effect when normal channels of direction are disrupted and terminate when these channels have resumed Identify the circumstances and persons to whom authority is delegated, it is recommended to list three deep for each circumstance.

Circumstance	Primary Authority and Contact Info	Secondary Authority and Contact Info	Tertiary Authority and Contact Info
--------------	------------------------------------	--------------------------------------	-------------------------------------

Butch McDuffie Unavailable	Pat Hale <a href="mailto:Pat.hale@accgov.com">Pat.hale@accgov.com</a> W) 762- 400-6551 M) 770-307-6319	Alexis Crayton <a href="mailto:Alexis.crayton@accgov">Alexis.crayton@accgov</a> W.762-400-6555 M) 706-614-1450	Derick Gandy <a href="mailto:Derick.gandy@accgov.com">Derick.gandy@accgov.com</a> W)762-400-6561 M) 706-410-6261
Derick Gandy Unavailable	Jonathan Cannon <a href="mailto:Jonathan.cannon@accgov.com">Jonathan.cannon@accgov.com</a> M)770-355-2550 W)762-400-6556	Kenneth Argay <a href="mailto:Kenneth.Argay@accgov.com">Kenneth.Argay@accgov.com</a> 770-601-4148	Brian Cannon <a href="mailto:Brian.Cannon@accgov.com">Brian.Cannon@accgov.com</a> 678-571-5584
Pat Hale Unavailable	Alexis Crayton <a href="mailto:Alexis.crayton@accgov">Alexis.crayton@accgov</a> W.762-400-6555 M) 706-614-1450	El Harris <a href="mailto:el.harris@accgov.com">el.harris@accgov.com</a> W) 762-400-6562 M) 706-410-4380	Aftab Fazal <a href="mailto:Aftab.fazal@accgov.com">Aftab.fazal@accgov.com</a> W) 762-400-6552 M) 706-410-4380

**D. Order of Succession**

Three deep per position

Back-ups do not have to be your organization employees

Position	First	Second	Third
Jonathan Cannon Unavailable	Kenneth Argay <a href="mailto:Kenneth.Argay@accgov.com">Kenneth.Argay@accgov.com</a> 770-601-4148	Brian Cannon <a href="mailto:Brian.Cannon@accgov.com">Brian.Cannon@accgov.com</a> 678-571-5584	Kathy Hagan <a href="mailto:kathleen.hagan@accgov.com">kathleen.hagan@accgov.com</a> 706-318-8783
Kenneth Argay	Brian Cannon <a href="mailto:Brian.Cannon@accgov.com">Brian.Cannon@accgov.com</a> 678-571-5584	Thomas Jackson <a href="mailto:Thomas.Jackson@accgov.com">Thomas.Jackson@accgov.com</a> 706-207-7899	Mathew Devere <a href="mailto:Mathew.Devere@accgov.com">Mathew.Devere@accgov.com</a> 678-630-3606
Brian Cannon	Kathy Hagan <a href="mailto:kathleen.hagan@accgov.com">kathleen.hagan@accgov.com</a> 706-318-8783	Darrell Howard <a href="mailto:darrell.howard@accgov.com">darrell.howard@accgov.com</a> 786-281-5042	Kavazeo Billups <a href="mailto:Kavazeo.Billups@accgov.com">Kavazeo.Billups@accgov.com</a> 706-207-1554

**E. Alternate Operating Facilities**

Identify alternate locations where specific services or functions can be provided from, and the support services that will be necessary to become operational. Consider the durations of possible relocation, and operational risks when identifying locations.

Service or Function	Alternate Facility Location	Critical Systems and Equipment	Facilities Support (sanitation, power, food, water, etc.)
Transfer center	775 E Broad St.	Phone ,Computer, CAD System	All Support services needed are in tact
Administrative	Home-based work	ITS Management/PIS	ACCGov IT Department

**F. Interoperable Communications**

According to the National Strategy Implementation Guidance and Occupational and Safety Health Act (OSHA), workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. Various mitigation strategies can be employed to accomplish this.

Identify available and redundant communication systems within or without the organization that can be used for stakeholder communications.

Communications to Stakeholders

Department Divisions	Internal Stakeholder Communication Method	External Stakeholder Communication Method	Redundant Communication Method
Operations	Internet, Intranet CAD AVL, Cell Phone, 2way/radio	ACCPD, Fire, Public Information Managers Office	Multi-line phone landline
Maintenance	Internet, Intranet, 2way/radio Cell phones		Multi-line phone landline

**1. Annual Awareness Training**

Department Divisions	Janitorial procedure changes		Date Annual and New Employee Training
<b>Maintenance</b>	Information Provided on entire fleet for virus prevention		<ol style="list-style-type: none"> <li>3. Annual training takes place during the month of June</li> <li>4. New employee Receive blood-borne Pathogen training During initial classroom training</li> </ol>
<b>Operations</b>	Information Provided to all Employees written and verbal		<ol style="list-style-type: none"> <li>1. Annual training takes place during the month of June</li> <li>2. New employee Receive blood-borne Pathogen training During initial classroom training</li> </ol>



#### 4. Cross-Training Successors and Back-up Personnel

Personnel within or outside your department/division may become available to assist others with providing or maintaining Essential Services. Considering the Essential Positions listed above, and the skills necessary for function; identify members inside or outside your department who can be trained to assist in providing essential services.

Department Divisions	Essential Position Critical Tasks Written	Essential Position Cross Training Completed	Staff Responsible to Ensure Cross-training and Contact Info
Operations	<p>Athens Transit succession Plan requires provides the Following:</p> <p>Promotions from within Cross-Training for all Operators in</p> <ul style="list-style-type: none"> <li>• Fixed route and para-transit</li> <li>• 95% of all Full-time employees are required to maintain a valid CDL</li> <li>• Dispatchers cross-trained to serve at both facilities</li> </ul>	<p>All Employees are Cross-trained upon hire In fixed route and Para-Transit in dispatch, Information center, para-transit</p>	<p>Pat Hale  <a href="mailto:Pat.hale@accgov.com">Pat.hale@accgov.com</a>            W) 762- 400-6551            M) 770-307-6319            Alexis Crayton  <a href="mailto:Alexis.crayton@accgov.com">Alexis.crayton@accgov.com</a>            W.762-400-6555            M) 706-614-1450</p>
Maintenance	<p>Our Maintenance Department requires special certifications upon hire for all mechanics this provides back up for mechanics Maintenance administrator</p>	<p>Cross training is provided for all essential positions upon hire 95% of the fulltime employees assigned to maintenance are required to maintain a valid CDL</p>	<p>Derick Gandy  <a href="mailto:Derick.gandy@accgov.com">Derick.gandy@accgov.com</a>            W)762-400-6561            M) 706-410-6261            Alexis Crayton  <a href="mailto:Alexis.crayton@accgov.com">Alexis.crayton@accgov.com</a>            W.762-400-6555            M) 706-614-1450</p>