



# Transit Emergency Planning Guidance Technical Appendices

CALIFORNIA DEPARTMENT OF TRANSPORTATION  
*Division of Mass Transportation*



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# Appendix A

## Prepare

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# Transit Emergency Response Team Roster

Functional Responsibility	Regular Job Title	Name
<b>Team Leader</b>		
<b>Deputy Team Leader/ Alternate Team Lead</b>		
Alt. Deputy Team Leader		
<b>Safety Officer</b>		
Alt. Safety Officer		
<b>Information Officer/ Interagency Liaison</b>		
<b>Deputy Info Officer/ Alt. Info Lead</b>		
Alternate Deputy Information Officer		
<b>Operations Management</b>		
Alternate Operations Management		
<b>Incident Planning</b>		
Alternate Planner		
<b>Incident Logistics</b>		
Alternate Logistics		
<b>Incident Finance/Admin.</b>		
Alt. Finance/Admin. Incident Claims Mgt. Legal Counsel		

# 2006 Caltrans Response & Recovery Conference



## *Abbreviated After Action Report*

During October of 2006, the California Department of Transportation (Caltrans) hosted two workshops on emergency response and recovery for transit managers, port authority managers, emergency managers, first responders and those responsible for national response assets. The conferences were held on October 11<sup>th</sup> and 12<sup>th</sup> in Diamond Bar (southern California), and October 15<sup>th</sup> and 16<sup>th</sup> in Rancho Cordova (northern California). The goal of the lessons-learned lectures and tabletop exercises was to gauge the preparedness level of transit systems throughout the state, gauge the level of integration with the emergency preparedness and response apparatus, and to improve those preparedness, response and recovery systems.

This report summarizes the successes and lessons learned during the coordination of the conference and the exercises, as well as corrective action recommendations to aid in the design of future events. The report summarizes outstanding issues for both the transit and emergency management communities in California regarding transit safety, security and emergency preparedness and response. Also included are the conference agenda, participant list, exercise scenarios, a summary of the evaluations completed by participants, and the Plan Development Assistance document to be completed by conference participants.

The planning initiative funded by the Federal Highway Administration and the California Department of Transportation, Division of Mass Transportation was co-sponsored by the California Office of Emergency Services, the California Office of Homeland Security, the California Highway Patrol, the California Utilities Emergency Association, the California Association for Coordinated Transportation (CalACT), the California Transit Association, the Southern California Association of Governments, Regional Transit (RT) of Sacramento, and the Sacramento Area Association of Governments. Caltrans contracted Communiqué USA, Inc. to produce the conference and the resulting transportation planning guidance.

The conferences included two components:

- 1) Morning sessions intended to educate participants about emerging issues surrounding transit safety and security and transit emergency preparedness and response. A diverse group of speakers from across the nation and abroad spoke about lessons learned during incidents to which they responded.
- 2) Afternoon tabletop exercises to guide participants through response and recovery activities for a potential California incident. Tabletop exercises, created with input from Caltrans district offices and conference co-sponsors, encouraged participants to identify gaps in current emergency plans and to apply the lessons shared by speakers during the morning sessions.

Day one addressed emergency response issues, while day two focused on recovery.

At the conclusion of the conference, participants completed questionnaires evaluating the conference based on applicability to their jobs, the quality of lessons learned sessions and the tabletop exercises, and the facilities. Overall, participants in southern California gave the conference a rating of 4.24 out of 5. The northern California participants gave a rating of 4.44, producing a statewide rating of 4.34.

Due to the organizational diversity of the response personnel participating in the exercises an array of issues was discussed during both events. Throughout the exercises there were frank discussions between the participants regarding priorities, intentions and consequences of the actions of each organization.

Safety has always been a priority for California transit providers, Caltrans and the Federal Transit Administration (FTA). As a result of 9/11 and the transit attacks in Spain, Great Britain and India this concern has expanded to include concepts of transit security at transit systems large and small. The tragic hurricanes of 2005 broadened transit's focus on safety and security to include transit's vital role in emergency response to and recovery from disasters of all kinds.

The goal of transportation safety, in California and elsewhere, is freedom from unintended harm (i.e. safety hazards) including accidents, incidents, HazMat spills, and loss of critical infrastructure such as telephone and computer systems. The goal of transportation security is freedom from intended harm (i.e. security threats) such as workplace violence, bomb threats, dangerous mail, commandeered vehicles, and racial/ethnic conflicts.

### **Transit Emergency Preparedness and Response**

For the purposes of this conference, and transit emergency preparedness as a whole, it is important to consider the following definitions:

- System Safety - Standardized operating policies and procedures to reduce vulnerability to safety-related hazards
- System Security - Standardized operating policies and procedures to reduce vulnerability to security-related threats
- Emergency Preparedness - Standardized policies and procedures that assure rapid, controlled and predictable response to a wide variety of possible safety/security incidents

Put another way, safety is freedom from unintended harm, security is freedom from intended harm, and emergency management is the process of protecting lives and property due to any safety or security incident.

### **Transit's Evolving Role**

Before, during and after an incident transit serves as an integral partner in emergency preparedness, response and recovery. Transit systems can provide resources to support the response and recovery efforts of emergency managers and responders. As of yet, very few communities throughout the country have in place comprehensive emergency response plans that fully incorporate these resources.

Transit plays three key roles in emergency preparedness. These are:

1. First Preventer – Preventing or reporting incidents before they have the chance to develop into a larger issue
2. First Responder - Helping support incident response actions
3. First On Scene - Taking appropriate actions in a major transit-related incident to save lives and property from the moment of impact until first responders arrive

### **Continuity of Operations (COOP)**

One of the ways transit can serve to stabilize an incident is through continuity of operations. By maintaining service, transit facilitates ensure the continued mobility of the community. However, transit supervisors and dispatchers, after being notified of an emergency, must evaluate the status of and the safety risk to agency assets (people, information and property) to determine if transit operations can be maintained. Identification and certification of alternate facilities is a key step in Continuity of Operations.

If service must be suspended the emergency response team will be 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.

### **Transit as a First Responder**

The FTA does encourage transit to partner with community agencies in order to serve as a first responder resource, but does not recognize disaster-response activities as a reimbursable expense under FTA formula dollars per OMB A87. Additionally, there is a balance every agency must strike between supporting community disaster incidents and maintaining day-to-day transit service requirements that are the core mission of transit resources.

### **Business Resumption**

Plans should be established for alternate facilities, equipment, personnel, other resources necessary to maintaining service during crisis, or to resume service as quickly as possible following disaster.

### **Communicating About Transit Vulnerability:**

For transit, safety hazards and security threats can wax and wane throughout any given hour, day, week, month, or year. Management must provide clear direction to staff regarding safety and security. This includes special safety and security measures driven by weather or social issues, awareness about first-responder activities involving transit, and special protective measures for highly critical assets such as transit maintenance facilities (an area of particular vulnerability for agencies large and small).

**Outstanding issues for transit:**

- Need for emergency preparedness and response planning guidance for transit systems
- Need for assistance creating an emergency response plan, especially in regards to critical resources needed for incident response
- Need for guidance regarding standard processes for service suspension/resumption and other standard operating procedures after an incident
- Need for familiarization with the National Incident Management System (NIMS), the California Standardized Emergency Management System (SEMS) and the Incident Command System (ICS)
- The need for hands-on safety, security and emergency response training for front-line staff
- Planning to address special needs populations

**Outstanding issues for emergency managers and first responders:**

- Need to integrate transit at the emergency planning table
- Funding for transit emergency planning, training and exercises
- Resolve question of whether or not transit is a first responder
- Planning for use of transit resources in wake of an incident
- Need for hands-on training of first responders on transit equipment and facilities

For a complete Caltrans Response & Recovery Conference AAR visit:

<http://www.dot.ca.gov/hq/MassTrans/Safety-Security.html>

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INTEROFFICE MEMORANDUM

---

**TO:**            Manager,  
**FROM:**        \_\_\_\_\_  
**SUBJECT:**    Emergency Response Participation  
**DATE:**

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

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

\_\_\_\_\_ I am a Firefighter/first responder and can not participate due to my responsibilities in my other job in a situation of this nature.

\_\_\_\_\_ I can not / will not participate.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Date: \_\_\_\_\_

# Mobilization Readiness Checklist

The following checklist includes both activities you will need to complete and activities you may want to consider. You should use this checklist in two ways. First, you should use it now as a tool to help you identify the actions you can and should complete in advance. If any of the items in the checklist do not apply to you, you should determine that now and line through them. You should also add activities you will need to consider in the blank lines at the end of the checklist. The key is to tailor the checklist to your specific situation and requirements.

Upon activation and *prior* to mobilization, you will use the checklist for readiness verification purposes. In other words, you will check off each entry to verify that you have completed all applicable activities/actions, including those you have added.

Completed	Not Required/ Applicable	Activity
		Notify family and friends of your mobilization
		Implement your existing plans for dependent care (i.e., notify childcare providers, schools, etc.)
		Obtain your organization’s drive-away kit (You may not be able to complete this activity if the activation occurs during non-duty hours and the kit is in your office.)
		Record a new greeting on your office voicemail that indicates your new office number
		Pack these necessary items:
		• Identification badge
		• Driver’s license
		• Health insurance card
		• Prescription card
		Pack map/directions to the alternate facility
		Obtain emergency contact numbers (business and personal)
		Obtain and pack required medications and medical equipment
		Pack special needs items you require during the day:
		• Glasses
		• Hearing aids and batteries
		• Vitamins
		• Extra medications
		• Contact lens supplies

Completed	Not Required/ Applicable	Activity
		Obtain adequate cash/credit cards
		Pack clothing (if you plan to use or are directed to use onsite housing at the alternate facility)
		Pack a jacket appropriate for the season regardless of your housing status
		Pack personal hygiene/toiletry items if you plan to use onsite housing
		<ul style="list-style-type: none"> <li>• Soap</li> </ul>
		<ul style="list-style-type: none"> <li>• Shampoo</li> </ul>
		<ul style="list-style-type: none"> <li>• Razor</li> </ul>
		<ul style="list-style-type: none"> <li>• Blow dryer</li> </ul>
		<ul style="list-style-type: none"> <li>• Toothbrush</li> </ul>
		<ul style="list-style-type: none"> <li>• Toothpaste</li> </ul>
		<ul style="list-style-type: none"> <li>• Contact lens supplies</li> </ul>
		Pack a flashlight and extra batteries if you plan to use onsite housing
		Fill your personal vehicle with gas if you are driving to the alternate facility
		Deploy to the alternate facility in accordance with the instructions provided in notification message and in accordance with the COOP Plan

# Alternative Facility Identification/Certification

## Continuity of Operations Point of Contact

NAME  
TELEPHONE NUMBER  
NAME  
TELEPHONE NUMBER  
EMAIL

## Department/Agency Information

NAME AGENCY/BUREAU CODE  
STREET ADDRESS CITY STATE  
SPACE TYPE  
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

## Alternative 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

# Safety, Security, & Emergency Preparedness Plan (SSEPP) Template

It is essential that California transit systems adopt a Safety, Security and Emergency Preparedness Plan (SSEPP), and that all agency emergency response personnel receive an orientation to its contents. This helps ensure a controlled and predictable response to the wide array of hazards transit faces.

Caltrans has developed a template SSEPP for your use, along with a checklist of activities leading you through the process of adapting this template to the particulars of your individual community and organization.

**A Template Safety, Security and Emergency Preparedness Plan, and the plan development checklist, is available for download at:**

**<http://www.dot.ca.gov/hq/MassTrans/Safety-Security.html>**

# Draft Mutual Aid Agreements

**DRAFT MEMORANDUM OF UNDERSTANDING  
BETWEEN  
[LOCAL TRANSIT AGENCY]  
AND  
[LOCAL PUBLIC SAFETY AGENCY/AGENCIES]  
*entered into this (\_\_\_\_\_) day of (20\_\_\_\_)***

## **A. PURPOSE**

Effective emergency response does not happen by accident. It is the result of planning, training, exercising, and intra/interagency cooperation. This Memorandum of Understanding (MOU) is intended to document the intention of the [LOCAL TRANSIT AGENCY] and [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] to work together, on a continuing and lasting basis, toward maximum cooperation and mutual assistance in the areas of emergency preparedness and disaster response. To the maximum extent possible, the parties will develop joint programs for coordination, communication, planning, training, conducting exercises, and responding to disasters impacting the [LOCAL TRANSIT AGENCY] and/or [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] or the community served by both agencies.

## **B. MUTUAL AGREEMENT**

### **1. COORDINATION**

All parties agree that [LOCAL TRANSIT AGENCY] and [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] will regularly participate in/on their Local Emergency Planning Committees (LEPCs) in order to:

- Define and delineate [LOCAL TRANSIT AGENCY] role as a first-responder resource on community disaster incidents.
- Identify and train specific employees within both agencies to act as liaisons between each.
- Familiarize local police, fire and emergency medical services (EMS) personnel with [LOCAL TRANSIT AGENCY] facilities and equipment.
- Identify opportunities for training of [LOCAL TRANSIT AGENCY] staff in Incident Command, the National Incident Management System (NIMS), and local disaster preparedness issues.
- Establish regular and after-hours contact information for each agency.

## 2. COMMUNICATION

Both parties agree to foster strong reliable relationships between [LOCAL TRANSIT AGENCY] and [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] to disseminate, share, and evaluate information. Each party agrees to meet at least annually to discuss:

- Lines of communication (Personnel phone tree, phone #, cell #, Email addresses)
- Specific information that emergency dispatcher(s) must obtain from transit bus operator/driver(s) to ensure that 911 receives good information if/when something occurs requiring their help.
- Specific information that transit bus operator/driver(s) must obtain from emergency dispatcher(s) to ensure that transit dispatch receives good information if/when something occurs requiring their help.
- Regular and after-hours contact information for transit incident response point people.
- [LOCAL TRANSIT AGENCY] issues that [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] need to understand.
- [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] issues that [LOCAL TRANSIT AGENCY] need to understand.
- Special tools/equipment first responders might need to address transit emergencies, particularly items that they would not normally possess.
- Common interoperable frequencies for radio, audio, or video transmissions.
- Appropriate first responder unit jurisdictions.
- Transfer of Command procedures at any transit disaster.
- Identification of staff to interface with on a local disaster incident (e.g. who is in charge of ESF-1).
- Opportunities for basic awareness training on local safety and security issues.

### 3. JOINT EXERCISES

Both parties agree to the development of joint exercises that require the expertise of both entities in responding to disasters, emergencies, and threats to life and property. The [LOCAL TRANSIT AGENCY] and [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] will:

- Define the type of exercise, develop an exercise scenario, and ensure active participation by [LOCAL TRANSIT AGENCY] and [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] response organizations.
- Identify a list of key entities who will have responsibility for developing, controlling, and participating in the exercise.
- Identify resources for developing and conducting the exercise.
- Establish a timeline for keeping such an approach on track.
- Conduct the exercise, review the lessons learned from the exercise, and incorporate them into future response and exercise plans.

### 4. COORDINATED RESPONSE

Both parties agree to the development of a coordinated response in event of terrorist attack within the [LOCAL TRANSIT AGENCY], or community served by the [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] and in accordance with the Homeland Security Domestic Preparedness Program and the National Incident Management System (NIMS). Specifically, the [LOCAL PUBLIC SAFETY AGENCY/AGENCIES] will:

- Coordinate with the [local transit agency] on its plans for responding to terrorist use of weapons of mass destruction planning and operations.
- Encourage transit first responders to participate in training offered by the [LOCAL PUBLIC SAFETY AGENCY/AGENCIES].
- Invite [LOCAL TRANSIT AGENCY] to participate in the development and conduct of any response/recovery training, tabletop exercises, or other related exercises.
- Provide support resources to the [LOCAL TRANSIT AGENCY] in the event of an incident on an agency vehicle or in an agency facility.

### C. AGREEMENT MODIFICATION PROCESS

Modifications to this agreement may be presented at anytime and shall be mutually agreed upon in writing after joint discussions involving both parties.

This Agreement shall become effective when executed by both parties and shall remain in effect for a period of five (5) years, and shall automatically be renewed for successive five (5) years periods unless terminated by either party upon sixty (60) days prior written notice.

### D. PARTIES

IN WITNESS THEREOF, this Memorandum of Understanding has been executed by and in behalf of the parties below.

---

Signature

---

Signature

---

Printed Name and Title

---

Printed Name and Title

---

Agency

---

Agency

---

Address

---

Address

---

City, State, Zip

---

City, State, Zip

---

Telephone

---

Telephone

---

Date

---

Date

**LETTER OF OPERATIONAL INTENT**  
BETWEEN  
CITY POLICE DEPARTMENT  
AND  
[NAME OF TRANSIT AGENCY]  
LAW ENFORCEMENT/SECURITY DEPARTMENT

This letter of Operational Intent is entered into with the cooperative objective of providing police services to the [NAME OF TRANSIT AGENCY], its patrons, employees, and properties to the mutual benefit of the City Police Department and [NAME OF TRANSIT AGENCY] Law Enforcement/Security Department.

The agencies hereto agree that the policing concept hereafter outlined will be accomplished within the legal restraints of [INSERT NAME OF TRANSIT AGENCY'S ENABLING LEGISLATION, CODE OR STATUTE], which provides in part that:

- [NAME OF TRANSIT AGENCY] is authorized to established a security force and provide for the employment of security personnel;
- Any employee of the security force may be commissioned as a peace officer if he is certified as qualified to be a peace officer by the State Commission on Law Enforcement Officer Standards and Education;
- Any peace officer commissioned by [NAME OF TRANSIT AGENCY] shall be vested with all the rights, privileges, obligations, and duties of any other peace officer in this state while he is on the property under the control of the transit authority or in the actual course and scope of his employment;
- Any and all law enforcement police powers granted pursuant to [INSERT NAME OF TRANSIT AGENCY'S ENABLING LEGISLATION, CODE OR STATUTE], shall be subordinate to the law enforcement police power of an incorporated city wherein the power is attempted to be exercised.

**DEFINITIONS**

- A. [NAME OF TRANSIT AGENCY] means the Transit Authority.
- B. Transit Officer(s) means a peace officer commissioned by [NAME OF TRANSIT AGENCY].
- C. City police means an officer of the City Police Department.

## RESPONSIBILITIES

City Police Department - City police will continue to have primary law enforcement jurisdiction on [NAME OF TRANSIT AGENCY] property within the City. City police will continue to have primary responsibility for providing police services on [NAME OF TRANSIT AGENCY] property including but not limited to activities such as:

- Patrolling transit property
- Answering calls for service
- Preparing offense reports
- Making arrests
- Conducting follow-up criminal investigations

[NAME OF TRANSIT AGENCY] Police Department - Transit officers will be dedicated to providing service to [NAME OF TRANSIT AGENCY], its patrons, employees, and properties including but not limited to:

- On-board vehicles
- Operations and maintenance facilities
- Park and ride lots
- Transit centers
- Future expansions and transit mall

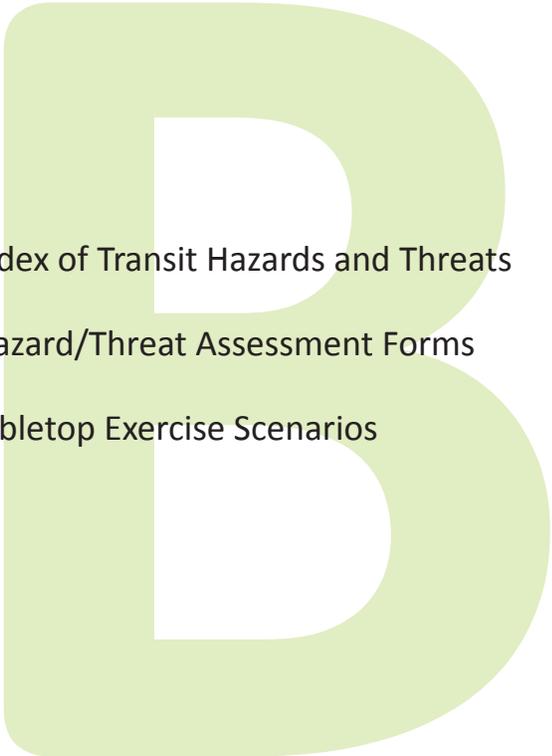
Transit officers will be responsible for handling activities such as but not limited to:

- Resolving conflicts and disturbances
- Rendering public assistance
- Rendering first aid and/or calling for emergency medical services
- Protecting crime scenes for city police
- Arresting suspects and detaining witnesses for city police
- Relinquishing crime scenes, suspects, witnesses, and related evidence and information to city police upon their arrival
- Remaining at crime scenes to assist city police if necessary

Transit officers will carry out their responsibilities through patrol operations and by responding to calls for service. In any call, situation, incident, scene or event where responsibilities are not addressed in this Letter of Operational Intent, transit officers will yield responsibility for the call, situation, incident, scene or event to city police upon their arrival.

# Appendix B

## Prevent

- 
- ① Index of Transit Hazards and Threats
  - ② Hazard/Threat Assessment Forms
  - ③ Tabletop Exercise Scenarios

# Index of Transit Hazards and Threats

## Accidents & 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 operating a vehicle for public transport resulting in loss of workforce, lawsuits and worker's compensation claims

## Critical Infrastructure

- **Power outages**, whether short or long in duration, can impact 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 service.
- **Communication system failure** can have serious effects on your ability to deliver service and keep employees out of harms 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.
- **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 your ability to sustain service.
- **Vehicle fires** can cause injuries and death to employees and passengers, and destroy transit equipment, and pose a significant potential for lawsuit.
- **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 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.

## Acts of Nature

- **Floods** caused by heavy rain, storm surge, rapid snowmelt, ice jams, dam breaks or levee failures can result in loss of life, damage to facilities, danger to vehicles on roadways and loss of power and communications. Such events may also require use of transit system assets for evacuation purposes.
- **Winter weather** 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, and make roadways impassable or dangerous. Such events can damage facilities and/or vehicles, and threaten the safety of passengers and employees. Such events could also require use of transit system assets for evacuation purposes.
- **Thunderstorms** may trigger flash flooding, heavy winds, hail, lightening, and can cause power or communication system outages.
- **Wildfires**, whether natural or human-caused, 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.
- **Earthquakes** can 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.
- **Landslides and Avalanches** have 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. 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.

## Hazardous Materials

- **Blood-borne pathogens** - Exposure can put bus operators/drivers, passengers, maintenance employees and bus cleaners at risk of contracting disease.
- **Toxic material spills** - Toxic materials fall into five basic categories: Flammables, Corrosives, Explosives, Biological and Radioactive. These can include blister agents such as Mustard gas; 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 due to the fact that many of these chemicals are used in commercial and Industrial processes. 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 materials being transported through the service area by truck or train. Such incidents can injure or kill anyone in the plume path.
- **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, damage to organizational reputation, 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** - Break-ins to facilities and vehicles, as well as employee theft, 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 transit passengers at risk.
- **Bomb threats** - The mere threat of a bomb puts at risk the safety of transit employees and occupants of transit facilities who may react inappropriately to such threats. Additionally, bomb threats cause the loss of resources used in reactive measures, and can lead to debilitating mental stress.

## 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. The major inherent vulnerabilities of transit are that transit systems are by design open and accessible, have predictable routines/schedules, and may have access to secure facilities.
- **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, and possibly damaging transit facilities and equipment. Such events could 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, damage or destroy transit vehicles and facilities, and irreparably compromise economic vitality of a community. Such events may also require the use of transit vehicles for evacuation purposes.

# Hazard & Threat Assessment Forms

Indicate the likelihood of the following hazards and threats occurring at your agency *within the next five years*, and the impact it would have on your ability to fulfill your mission. Base your answer on experience at your agency, like-sized agencies and agencies in similar surroundings over the past decade or so. The vulnerability index will help you determine where to put your priorities.

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

**Anticipated Impact:** 1 = Negotiable; 5-6 = Challenging; 10 = Devastating

Threat	Likelihood of Incident	Impact on Mission	Calculate A x B = Vulnerability Index
Accidents & Incidents			
Minor Vehicle Collision			
Major Collision/ No Injuries			
Vehicle Collision With Injury			
Mass Casualty Collision			
Passenger Injury Before Boarding/ after Alighting			
Passenger Fall with Injury			
Employee Injury (Trip/Fall/Cut)			
Vehicle Fire w/out injuries			
Vehicle Fire w/ injuries			
Wheelchair Lift Accident/ no injury			
Wheelchair Lift Accident w/injury			
Wheelchair Securement			
Other			

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

**Anticipated Impact:** 1 = Negotiable; 5-6 = Challenging; 10 = Devastating

Threat	Likelihood of Incident	Impact on Mission	Calculate A x B = Vulnerability Index
Acts of Nature			
Flooding in community			
Flooding of Transit Facilities			
Severe Winter Weather			
Severe Ice/Freezing Rain			
Tornado/Severe Wind			
Hurricane			
Thunderstorm/ Hail - Severe			
Wildfire			
Earthquake			
Volcano			
Tsunami			
Landslide			
Snowslide			
Dust Storm			
Other			

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

**Anticipated Impact:** 1 = Negotiable; 5-6 = Challenging; 10 = Devastating

Threat	Likelihood of Incident	Impact on Mission	Calculate A x B = Vulnerability Index
Critical Infrastructure			
Brief Power Outage			
Extended Power Outage			
Hard Drive Crash/ cyber attack			
Information Loss – Maint. Records, Ops Records, Contact Info			
Loss Of Telephone System/Service			
Loss Of Internet Access			
Loss Of Radio System			
Minor Structural Fire			
Major Structural Fire			
Supply Chain Interruption			
Loss Of Admin. Facility			
Loss Of Maint. Facility			
Loss Of Op’s Facilities			
Loss of Funding			
Regional Employee Shortage			
Organized Labor Dispute			
Employee Turpitude			

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

**Anticipated Impact:** 1 = Negotiable; 5-6 = Challenging; 10 = Devastating

Threat	Likelihood of Incident	Impact on Mission	Calculate A x B = Vulnerability Index
Hazardous Materials Spill			
Blood-Borne Pathogen Spill			
Spill of Solvents			
Ammonium-Nitrate (fertilizer) Fire/Explosion			
Chlorine Plume (ice rink, rail)			
Biological Agent - Botulism, Anthrax			
Nerve Agent - Sarin or VX			
Radiological Accident			
Fuel Spill			
Accidental Release Of Natural Gas			
Alternative Fuels Explosion			
Other			

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

**Anticipated Impact:** 1 = Negotiable; 5-6 = Challenging; 10 = Devastating

Threat	Likelihood of Incident	Impact on Mission	Calculate A x B = Vulnerability Index
Criminal Activity			
Trespassing			
Graffiti			
Vandalism			
Mugging			
Property Theft			
Information Theft – social security numbers, passwords			
Menacing			
Assault and Battery			
Sexual Assault			
Attempted Homicide			
Homicide			
Suicide			
Commandeered Vehicle			
Kidnapping/ Hostage Situation			
Bomb Threats			
Other			

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

**Anticipated Impact:** 1 = Negotiable; 5-6 = Challenging; 10 = Devastating

Threat	Likelihood of Incident	Impact on Mission	Calculate A x B = Vulnerability Index
Terrorism			
Dangerous Mail			
Improvised Explosive Device			
Chemical Weapon			
Biological Weapon			
Radiological Weapon			
Other			

# Tabletop Exercise Scenarios

## Scenario: Wild Fire

2:15 p.m. – July 13

A wild fire has been burning in the area. Drought conditions are in place and the winds have dramatically increased over the last hour. The Transit Manager receives a phone call at home on Sunday morning from City Emergency Management staff stating that they're concerned because the fire has moved quickly towards the town and now threatens the area north of town. They want 10 buses and paratransit vehicles with lifts, along with bus operators, to immediately report to a staging point to be used to evacuate the impacted area. The Transit Manager is asked how long it will take for him to comply with this request as time is of the essence.

### Discussion Questions:

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Workplace Violence

9 a.m. – September 5

An individual working the reception desk runs into the office of the Planner Supervisor on Monday morning saying that a terminated ex-employee was seen coming into the building earlier and now could be heard from behind the closed door of the Transit Operations Manager's office screaming that he was going to kill her.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Fueling Station Explosion

4:15 a.m. - October 25

The Fleet Section Manager receives a phone call at home on Tuesday morning from the fire department saying that an explosion has taken place at the alternative fuel public fueling station located near the transit facility. He is told officials are unsure if the explosion was accidental or a criminal act. He is also told that there are apparently no injuries but there is serious structural damage to both the administrative building and the maintenance facility of the transit system. The Fleet Manager is asked to put into action whatever emergency procedures the transit system has and to report immediately to the temporary Fire Command Center.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Suspicious Device

4:45 p.m. – November 15

Wednesday afternoon the Dispatcher receives a radio communication from a bus operator on Route 4 saying that he has a crowded bus and was just leaving the transfer center when a passenger rushed up to him and told him there was a bomb on the bus underneath the seat behind him. He immediately pulled the bus over and found a package with what looks like wires and a cell phone attached to the outside of it. He asks the Dispatcher what he should do.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media?

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Evacuation

2 a.m. - August 30

The Operations Manager receives a call early Thursday morning from Emergency Management Staff stating they have been unable to reach the Transit Manager who is on vacation. The Operations Manager is told that a tanker truck has overturned near a heavily populated area of the community and is presently releasing a toxic substance, possibly chlorine gas. Emergency Management is requesting the transit system provide as many buses and paratransit vehicles as possible for evacuation purposes. Drivers and vehicles are to report to a staging area. Emergency Management also asks if the transit system has a list of individuals in that part of town who have disabilities requiring lift-equipped assistance. The Operations Manager is told that time is of the essence and if the transit system can't provide drivers, as there may be some risk involved in the evacuation, Emergency Management will attempt to locate others to operate the vehicles.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Paratransit Incident

3:15 p.m. – December 5

The Operations Manager of the paratransit program, which is contracted out to a cab company, receives a call Wednesday afternoon from that cab company's administrator about an accident involving a van owned by the transit system. An ADA electric wheelchair passenger was being de-boarded at his home when the lift apparently malfunctioned and the passenger accidentally fell off the lift and hit his head on the pavement. An ambulance has taken the passenger to the hospital, but the administrator thinks the passenger is dead.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Dangerous Trespassing

5:45 a.m. – March 10

A mechanic for the transit system calls the Fleet Section Manager on Thursday morning to tell him that he just saw two individuals come out of the parking lot area, enter the maintenance yard, and move in the direction of the bus fueling area. Both individuals were wearing masks and were carrying what appeared to be handguns. The mechanic tells the Fleet Section Manager that he and the other mechanics are “getting the hell out of here” and hangs up.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information – What/how to tell staff, citizens, media

Op’s – Bus Operator/Dispatcher perspective: Do’s and Don’ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Bus Fire

7:55 a.m. – January 5

Tuesday morning the Dispatcher receives a radio communication from the bus operator on Route 6 that the bus is filling up with smoke and the operator thinks there might be an electrical fire. The operator states that the bus is full and that she has one passenger who is secured in a wheelchair. She states that she is afraid the fire could break out at any moment and she is asking for instructions on how to use the fire extinguisher.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Mass Casualty Accident

**6:30 p.m. – September 29**

A transit bus carrying 23 passengers is westbound on Highway 20, a two-lane rural road near Middleton. Rain has been falling steadily for over an hour. The bus operator is behind schedule, but has slowed to 45 miles per hour because of reduced visibility.

A single axle stock truck hauling 10 head of cattle is eastbound to a ranch near Caldwell. The driver of the stock truck decides to call the rancher to let him know that he will arrive late. He reaches for his cell phone, and crosses the center line.

The transit bus operator sees the truck crossing the centerline, begins to slow, and steers to the right side of the road to avoid a collision. The truck driver looks back to the road, sees the transit vehicle, and tries to steer back to his side of the road. He overcorrects, the load of cattle sifts, and the truck begins to slide broadside into the path of the bus. The collision knocks the bus off the roadway and onto its right side in an irrigation canal that is four feet deep, and partially full.

The bus was struck just behind the bus operator's seat with severe intrusion into the bus by the truck. The bus operator is conscious and can move, but believes his left arm is broken. Several passengers are unconscious, many are bleeding. Some can move, others cannot. Water is coming in through broken windows, and the passengers are panicking.

Dead and injured cattle are strewn about the roadway. The truck is overturned onto its left side blocking both lanes of the road. The truck driver is pinned in the truck and unconscious. The driver side fuel tank is leaking fuel onto the road and into the ditch.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it, short term and long term

## Scenario: Hostage Situation

**7:30 p.m. – September 11**

A RMTA vehicle carrying 19 passengers is making its last trip of the day to Moline Arsenal in Rock Island.

Onboard is a nonmilitary passenger who is passionately opposed to the U.S. occupation of Iraq. He's not sure how he will reach his goal, but he feels it is his duty to get onto the base and speak to someone in charge. He has heard that there was to be a General on base and believes that if he can meet with him, he can convince him to bring our troops home.

His plan is to ride the transit vehicle onto the base, find the General's quarters and say his piece. He is willing to use force if necessary and has brought a small handgun that he purchased at a corner pawn shop.

Also onboard is an OSI (Intelligence) officer. He notes the agitated behavior of the civilian, and after a brief observation approaches the man. The officer asks the man where he is going and on what business. It is clear to the man that this officer needs a logical answer and won't just go away. Sensing that his cover is blown and seeing his frail plan crumbling before it even gets going, he panics. He pulls out the pistol and shoots the OSI officer who falls wounded and bleeding into the stairwell. The man then rushes to the front of the bus ordering the bus operator to keep driving and stay off the radio until he can think of what to do.

He orders the bus operator to continue five miles past the Arsenal turn off, then down a secluded side road. Two miles down the dirt road he orders the bus operator to stop and turn off all the lights.

### **Discussion Questions:**

IC = Transit Bus Operator. What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator//Dispatcher perspective: Do's and Don'ts

Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: What are financial implications?

# Scenario: Chemical Spill

**9 a.m. – September 11**

It has been a normal morning. Commuter traffic and transit ridership have reached their normal peak and are declining as workers arrive at their jobs. Several transit vehicles arrive at the downtown transit center and begin off boarding their passengers.

Public Works servicemen are repairing city pipes on Belford Avenue in front of the transit center. The trench suddenly gives way, burying one of the workers. His partner jumps into the trench trying to dig out his partner. A transit bus operator, seeing what happened, runs from his bus to help the man dig.

A crowd of transit passengers and passersby gather to watch. Others in the back push forward for a better view, forcing a woman into the ditch and triggering a secondary collapse. The crowd begins to panic.

The bus operator of a transit bus leaving the downtown station half watches the developing drama in his mirrors, then fumbles for the radio to alert dispatch. Distracted as he is, he fails to stop at the light.

Traveling along Belford Avenue is a truck carrying chloride. It reaches the intersection at the same time as the transit vehicle. The driver of the truck swerves to avoid the transit coach, bouncing off the front passenger side of the vehicle. The impact causes the load to shift and the truck turns on its side knocking over a fire hydrant. The truck driver climbs from his vehicle and begins shouting for everyone to run for fear of toxic leak from fractured containers.

## **Discussion Questions:**

IC = Who is IC? What is your responsibility?

Safety – Identify hazards/mitigation measures

Information –What/how to tell staff, citizens, media

Op's – Bus Operator/Dispatcher perspective: Do's and Don'ts

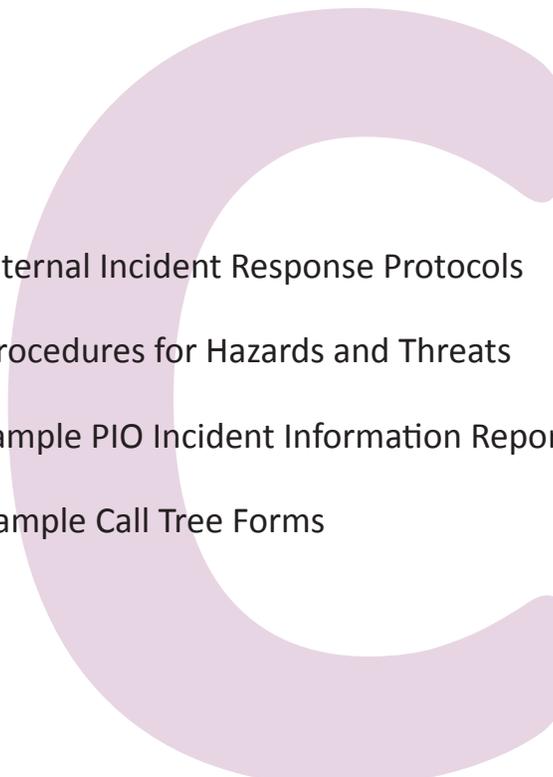
Plans – What information is needed?

Logistics = Dispatch: What supplies are needed, how to obtain?

Finance: Management perspective: How to pay for it

# Appendix C

## Respond

- 
- 1 Internal Incident Response Protocols
  - 2 Procedures for Hazards and Threats
  - 3 Sample PIO Incident Information Report
  - 4 Sample Call Tree Forms

# Internal Incident Response Protocols

## Serious Transit Vehicle Accident/Incident Protocol

**BUS OPERATOR/DRIVER** - notify Dispatch of accident/incident, including location and number of injured people.

**BUS OPERATOR/DRIVER** - respond to accident/incident scene by assisting passengers and reporting to law enforcement when they arrive, if Bus Operator/Driver is capable.

**DISPATCH** - receive notification of accident/incident.

**DISPATCH** - contact First Responders if they're not already on the scene.

**DISPATCH** - send on-duty Supervisor to the scene.

**DISPATCH** - contact Management using "transit emergency call down list".

**SUPERVISOR** - go to the scene and check in with Bus Operator/Driver and law enforcement to assess the situation and assist passengers as required.

**SUPERVISOR** - conduct on-site accident investigation

**SUPERVISOR** - report to Dispatch with assessment of accident/incident.

**SUPERVISOR** - takes Bus Operator/Driver for drug and alcohol test if accident meets threshold.

**DISPATCH** - reroute service on affected route, as may be appropriate.

**DISPATCH** - send backup vehicle to the scene to transport uninjured passengers to their destination.

**MANAGEMENT** - notify key officials and stakeholders.

**MANAGEMENT** - notify family of Bus Operator/Driver about accident/incident, and, if Bus Operator/Driver is injured, the location of medical treatment facility.

**MANAGEMENT** - do not do not go to hospital; do not make any public/on the record statements without legal consult.

**MANAGEMENT** - participate in preparation of a media strategy including time and content of public information statement.

**SUPERVISOR** and **BUS OPERATOR/DRIVER** - complete required documentation including post-accident investigation.

**DISPATCH** - resume normal service delivery on affected route when appropriate.

**MANAGEMENT** - debrief key officials and stakeholders.

**MANAGEMENT** - ensure counseling is available for employee victims.

## Transit Vehicle Fire Protocol

**BUS OPERATOR/DRIVER** sees/smells smoke, or sees flames.

**BUS OPERATOR/DRIVER** - immediately bring vehicle power down.

**BUS OPERATOR/DRIVER** - evacuate the vehicle

**BUS OPERATOR/DRIVER** - evacuate passengers well away from the vehicle to minimize risk and behind a safe barrier if possible.

**BUS OPERATOR/DRIVER** - use whatever means necessary to notify Dispatch of the fire situation. Information relayed must include location of vehicle and number of injured passengers, if any.

**DISPATCH** - tell Bus Operator/Driver to immediately evacuate vehicle if Bus Operator/Driver has not already done so.

**DISPATCH** - contact first responders about situation (location, number of injured passengers).

**DISPATCH** - send on-duty Supervisor to the scene.

**DISPATCH** - contact Management using “transit emergency call down list”.

**SUPERVISOR** - go to the scene and check in with Bus Operator/Driver and law enforcement to assess the situation and assist passengers as required.

**SUPERVISOR** – conduct on-site accident investigation

**SUPERVISOR** - report to dispatch with assessment of accident.

**DISPATCH** - reroute service on affected route, as may be appropriate.

**DISPATCH** - send backup vehicle to the scene to transport uninjured passengers to their destination.

**MANAGEMENT** - notify key officials and stakeholders.

**MANAGEMENT** - notify family of Bus Operator/Driver about accident and if Bus Operator/Driver is injured, location of medical treatment facility.

**MANAGEMENT** – participate in preparation of a media strategy including time and content of public information statement.

**SUPERVISOR** and **BUS OPERATOR/DRIVER** - complete required documentation including post-accident investigation. .

**DISPATCH** - resume normal service delivery on affected route when appropriate.

**MANAGEMENT** - debrief key officials and stakeholders.

**MANAGEMENT** - ensure counseling is available for employee victims.

## Suspicious Item On Transit Vehicle Protocol

**BUS OPERATOR/DRIVER** – observes suspicious device/item (as defined through previous training) on vehicle.

**BUS OPERATOR/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.

**BUS OPERATOR/DRIVER** – notify Dispatch (not using radio or cell phone within 300 feet of suspicious item/device) as to vehicle location and give a description of item/device; inform about evacuation.

**DISPATCH** – upon notification from Bus Operator/Driver, if based on protocol or Bus Operator/Driver indecision or Bus Operator/Driver has not already evacuated vehicle, instruct Bus Operator/Driver to do so immediately.

**DISPATCH** – call First Responders – notify them of situation, including location of vehicle and description of item or device.

**DISPATCH** – notify Management of situation, including location of vehicle and description of item or device.

**MANAGEMENT** – instruct Dispatch, as appropriate, to have all Bus Operator/Drivers pull off the roadway in a safe location, search their vehicles for any suspicious item/device and report back with search results.

**MANAGEMENT** – if any other vehicle reports a suspicious item/device, **ALL** in-service vehicles must be immediately evacuated and First Responders informed of any other suspicious items/devices.

Management – if multiple devices are found, all transit facilities should be searched for suspicious items/devices and evacuation of facilities initiated as may be required.

**MANAGEMENT** – send Supervisor/other transit representatives to scene.

**MANAGEMENT** – inform key officials and stakeholders of situation.

**MANAGEMENT** – liaison with First Responders or Incident Commander and await further instructions.

**MANAGEMENT** – once incident(s) has been addressed and direction is given that it is safe to resume service, give transit staff instructions for service resumption.

## Suspicious Item In Or Near Transit Facility

**TRANSIT STAFF** – observes suspicious device/item (as defined through previous training) in or near a transit facility.

**TRANSIT STAFF** – evacuate facility well away from building and if possible behind a firm barrier following pre-proscribed emergency procedures; do not use radio or cell phone within 300 feet of suspicious item/device.

**RANKING STAFF MEMBER** – call First Responders – notify them of situation, including location and description of item or device.

**RANKING STAFF MEMBER** – notify Management if not already present.

**MANAGEMENT** – make decision whether or not to pull all vehicles out of service to search for suspicious items/devices.

**MANAGEMENT** – if the decision is made for an all vehicle search, instruct staff as to appropriate mechanism to notify all vehicle Bus Operator/Drivers to pull over and conduct a search for suspicious item/devices and report back.

**MANAGEMENT** – if other items/devices are found within the system, immediately halt all service and evacuate all vehicles.

**MANAGEMENT** – notify First Responders of situation, including locations and descriptions of items/devices.

**MANAGEMENT** – inform City Manager and City Safety Officer of situation.

**MANAGEMENT** – liaison with First Responders or Incident Commander and await further instructions.

**MANAGEMENT** – once incident(s) has been addressed and direction is given that it is safe to resume service, give transit staff instructions for service resumption.

## Dangerous Person On Transit Vehicle Protocol

**BUS OPERATOR/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).

**BUS OPERATOR/DRIVER** – if safe to do so, pull vehicle off the road and open doors, preferably in a public and well-lit location.

**BUS OPERATOR/DRIVER** – look for an opportunity to escape vehicle, and if safe to do so, assist other passengers in getting off vehicle.

**BUS OPERATOR/DRIVER** – if unsafe to do any of above, try to remain calm, cooperate with dangerous individual(s) and await arrival of First Responders.

**DISPATCH** – receives notification of dangerous person on vehicle.

**DISPATCH** – contact First Responders with information on location of vehicle and description of dangerous person(s).

**DISPATCH** – if communication from Bus Operator/Driver discontinues, do not repeatedly attempt to re-contact Bus Operator/Driver or say anything over the radio that could further incite dangerous person(s).

**DISPATCH** – contact on-duty Supervisor.

**DISPATCH** – contact Management.

**SUPERVISOR** – locate the vehicle (if position not given by Bus Operator/Driver - either by dispatch log, AVL, etc.)

**SUPERVISOR** – if situation on vehicle is ongoing and perceived as dangerous, do not approach vehicle, but contact First Responders and report back to Dispatch as to situation.

**MANAGEMENT** – decide if rerouting other vehicles away from affected vehicle on route is necessary.

**MANAGEMENT** – once situation has been resolved by First Responders, instruct Dispatch to inform Bus Operator/Drivers of return to normal route schedule.

**MANAGEMENT** – send a back up vehicle or vehicle Bus Operator/Driver to the impacted location.

**MANAGEMENT** – assuming Bus Operator/Driver is not injured in the incident, pull Bus Operator/Driver out of service, complete appropriate documentation and ensure Bus Operator/Driver received the opportunity for counseling.

**MANAGEMENT** – debrief key officials and stakeholders on resolution of the incident.

## Dangerous Person(s) On Transit Property Protocol

**TRANSIT STAFF** – sees trespasser on transit facility and determines that trespasser may be dangerous.

**TRANSIT STAFF** – attempt to safely get a good look at trespasser(s) for physical description of trespasser (weapons, if any), location and direction of their movement.

**TRANSIT STAFF** – proceed to a safe location; without compromising personal safety call 911 if possible, providing all possible information about trespassers.

**TRANSIT STAFF** - without compromising personal safety, notify Management if possible.

**MANAGEMENT** – once notified of dangerous person on property, make a call to 911 even if call is duplicative

**MANAGEMENT** – if First Responders haven't arrived to direct scene, determine whether best response to protect the safety of all persons is to evacuate, relocate or shelter in place.

**MANAGEMENT** – give appropriate instructions to all impacted persons on whether to evacuate, relocate or shelter in place.

**MANAGEMENT** – establish a command location outside the perimeter of the facility, well away from exposure to risk; attempt to stop all individuals/vehicles from entering the perimeter.

**MANAGEMENT** – report in to First Responders and await instructions.

**MANAGEMENT** – notify key officials and stakeholders; provide updates as appropriate.

## Shooter Or Hostage Situation On Transit Vehicle Protocol

**BUS OPERATOR/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).

**BUS OPERATOR/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.

**BUS OPERATOR/DRIVER** – if unsafe to do any of above, try to remain calm, cooperate with dangerous individual(s), follow instructions of perpetrator, and await arrival of First Responders.

**BUS OPERATOR/DRIVER** – use empathy to establish a relationship with Perpetrator and attempt to engage person in dialogue, if safe to do so, including offering the Perpetrator the opportunity to get off the vehicle and escape at any time.

**DISPATCH** – receives notification of situation on vehicle.

**DISPATCH** – contact First Responders with information on location of vehicle and any other information provided by Bus Operator/Driver.

**DISPATCH** – if communication from Bus Operator/Driver discontinues, do not repeatedly attempt to re-contact Bus Operator/Driver or say anything over the radio that could further incite dangerous person(s).

**DISPATCH** – contact on-duty Supervisor/Management.

**SUPERVISOR** – locate the vehicle (if position not given by Bus Operator/Driver - either by dispatch log, AVL, etc.) Do not approach impacted vehicle.

**MANAGEMENT** – get someone to help Dispatch answer phones.

**DISPATCH** – reroute other vehicles away from affected route.

**MANAGEMENT** – contact key officials and stakeholders.

**MANAGEMENT** – participate in preparation of a media strategy including time and content of public information statement.

**MANAGEMENT** – contact family of Bus Operator/Driver.

**MANAGEMENT** – once situation has been resolved by First Responders, instruct Dispatch to inform Bus Operator/Drivers of return to normal route schedule. Send a back up vehicle or vehicle Bus Operator/Driver to the impacted location.

**MANAGEMENT** – assuming Bus Operator/Driver is not injured in the incident, pull Bus Operator/Driver out of service, complete appropriate documentation and ensure Bus Operator/Driver received the opportunity for counseling.

**MANAGEMENT** – debrief key officials and stakeholders on resolution of the incident.

## Community Evacuation Protocol

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

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

**MANAGEMENT** - gather pertinent information from emergency management/first responders including:

- number of vehicles required
- number of Bus Operator/Drivers required, if any
- time frame for staging
- staging location

**MANAGEMENT** -call maintenance staff (if existent) to report for work (if not already in house) in order to prepare vehicles for use.

**MANAGEMENT** - contact operations staff to begin calling in required Bus Operator/Drivers using “employee volunteer emergency phone list” (if needed, and they are not already in house).

**MANAGEMENT** - determine whether there is a need to shut down system-wide service if it is presently in operation.

**DISPATCH** - follow standard “shut down procedures” if decision to shut down service was made.

**MAINTENANCE** staff - prepare vehicles for use in evacuation.

**BUS OPERATOR/DRIVERS** or first responders - move vehicles to staging area and report to Incident Command.

**MANAGEMENT** - report to staging area to act as liaison to Incident Commander.

**BUS OPERATOR/DRIVERS** - upon completion of evacuation maneuvers, return vehicles to base.

**BUS OPERATOR/DRIVERS/SUPERVISORS/MANAGEMENT** - complete required documentation.

**MANAGEMENT** - if necessary, make decision on when and how to resume normal service.

**MANAGEMENT** - communicate to all affected employees the decision on whether and when normal service will resume.

**MANAGEMENT** - participate in post-incident debriefing with emergency management.

# Procedures for Hazards and Threats

The following information on transit hazards and threats provides greater detail on how frontline staff should respond in emergency situations. This material is useful in safety meetings, and is a good resource for reprinting and placing in every vehicle accident kit.

## Accidents and Incidents

### VEHICLE ACCIDENTS

Transit bus operator/drivers are expected to take the following actions in a post-accident situation:

- Check their location for safe conditions. **DO NOT** move their vehicle unless instructed to do so by law enforcement, or unless leaving the vehicle where it is would expose the passengers and/or the public to greater danger for a secondary incident (i.e., in a busy traffic lane, on a blind curve, near the top of a hill, or in the path of hazardous materials)
- Secure the vehicle by placing the transmission in the proper setting, engaging the brakes, turning off the engine and turning on the four-way hazard flashers
- Make a decision to evacuate or not to evacuate the vehicle. **EVACUATE IF NECESSARY** and gather all passengers together in a safe location
- Assess the condition of passengers and contact dispatch providing the appropriate information as to location and need for response
- Respond to passenger needs and assist any injured passengers consistent with system policy
- Inform all passengers of the situation, what actions have been taken and how they will be affected
- Request that all passengers and witnesses complete system documentation including their names, phone numbers and any other information they can provide (passenger info cards in accident kit)
- Get all necessary information from other bus operator/drivers, law enforcement and emergency medical personnel
- Cooperate with law enforcement officials
- Do not assign blame nor take responsibility for the accident
- Avoid talking to the media, but instead refer the media to system management
- Complete all required accident report documentation as soon as possible

### PASSENGER INCIDENTS

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

- Behavior problems – passengers throwing objects, hitting another person, violating company rules or other disruptive behavior that can compromise safety
- Passenger Falls – a passenger falls, or is dropped, but says they’re not injured and refuses offers of medical examination
- Passenger Complaints – those made to the bus operator/driver

- Witnessing an accident - either a bus operator/driver or a passenger may be asked to record details on an Incident Report

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

## **WORKPLACE ACCIDENTS**

Each employee in your organization has an obligation to identify and report workplace hazards. Employees are also required to complete accident reports on any workplace slips, falls, cuts, abrasions, and other such incidents. Management has a responsibility to develop controls designed to eliminate or protect employees from hazards identified by accidents, incidents, and reported hazards.

### **Management Responsibility**

Following any accident or incident, management must:

1. Insure that appropriate medical attention was rendered
2. Confirm that an adequate investigation was completed and all documentation is produced and preserved
3. Conduct further investigation as necessary
4. Discuss corrective actions needed;
5. Make sure the corrective actions (controls) are in place
6. Monitor the effectiveness of the controls and make changes as necessary
7. Periodically review these efforts to identify trends or patterns of accidents that can be analyzed to prevent future accidents

## **Acts of Nature**

### **FLOODS**

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

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

If driving a transit vehicle...

- Be aware that the roadbed may not be intact under floodwaters. If floodwaters are encountered, bus operator/drivers must turn around and go another way. Never drive through flooded

- roadways—a vehicle can float in less than two feet of water!
- If the vehicle stalls, evacuate immediately and seek higher ground. Rapidly rising water may engulf the vehicle and its occupants
- Be especially cautious at night. Darkness makes it harder to recognize flood dangers

## WINTER WEATHER

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

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

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



## TORNADO/HURRICANE

### Tornado

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

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

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

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

- Move away from windows and glass doorways

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

### **Hurricane/Violent Wind**

Following are steps to be taken if the transit system is under a hurricane watch or warning:

- Keep in communication with the community's emergency management staff in order to assist in evacuations.
- Become knowledgeable of primary and secondary evacuation routes and locations of emergency shelters.
- Locate and secure important transit documents.
- Be prepared to turn off facility electrical power if evacuation is required.
- Ensure that all vehicles are fully fueled.
- Secure any items outside which may damage property in a storm.
- Cover facility windows and doors with boarding. If boarding is not available, packing tape will increase window strength.
- If advised to evacuate, move all transit vehicles out of the impacted area.
- If relocation of vehicles is not possible, try to place vehicles under cover.
- If on vehicle, follow procedures for flooding and high wind and downed power lines.
- If in facility, stay away from all windows and exterior doors.
- Monitor radio and television for weather conditions.
- Recognize that some staff may be unwilling or unable to report to work due to community evacuation procedures.
- Establish alternate / secondary dispatch / command center if possible.
- Secure alternate power source / generator for critical computer and communications dispatch functions.

### **SEVERE THUNDERSTORMS**

- If heavy rain accompanies thunderstorms, follow standard procedures for flooding situations.
- If high winds accompany thunderstorms, follow standard procedures for tornadoes/hurricanes.
- If a lightning storm is active in the vicinity, stay inside vehicle or facility and away from windows. Avoid contact with any item that may be able to conduct an electrical charge.
- Never touch a fallen power line and avoid contact with low-slung overhead power lines.
- Never drive a transit vehicle through standing water if downed power lines are in the vicinity.
- If a power line falls across a vehicle, keep passengers in the vehicle and drive away from the line.
- If the engine stalls, do not turn off the ignition and warn people outside the bus to not touch the vehicle.



July 5, 2004

photo courtesy Brandon McGahee and Dana Barker

## WILDFIRE

When threatened by a wildfire:

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



## EARTHQUAKE

- If in a transit facility when an earthquake occurs, find locations to protect staff in doorways, under sturdy furniture or next to a large bulky object that will compress slightly but leave a void next to it.
- Crouch into a fetal position and protect eyes by pressing face into arm.
- In a post-earthquake situation, immediately evacuate the building and go to open ground.
- Be cautious of downed power lines and compromised buildings.
- If on a transit vehicle when an earthquake occurs, ensure that the vehicle is not underneath any structure that could collapse onto it.
- In a post-earthquake situation, do not operate the transit vehicle over any structures that could be in danger of collapse.

## LANDSLIDE/AVALANCHE

- In order to protect against injury or death caused by a landslide or avalanche, recognize that all slopes over 30 degrees are vulnerable to such an event.
- Heed local avalanche forecasts and avoid high-risk areas during periods of extreme risk (following heavy, consistent rains for avalanche hazard, and heavy, deep snowstorms for snow slides).
- Never stop a transit vehicle in a known avalanche chute.
- Be alert when driving transit vehicles because roads may become blocked or closed due to the slide.
- Listen for rumbling sounds that might indicate an approaching landslide or avalanche.
- If a landslide or avalanche flow is imminent quickly move away from the path of the slide.

## DUST STORM

- If dense dust is observed blowing across or approaching a roadway, pull your vehicle off the pavement as far as possible, stop, turn off lights, set the emergency brake, take your foot off of the brake pedal to be sure the tail lights are not illuminated.
- Don't enter the dust storm area if you can avoid it.
- If you can't pull off the roadway, proceed at a speed suitable for visibility, turn on lights and

sound horn occasionally. Use the painted center line to help guide you. Look for a safe place to pull off the roadway.

- Never stop on the traveled portion of the roadway.

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

## Protecting Critical Infrastructure

### POWER OUTAGES

In a power outage take the following actions:

- Turn off all electronic equipment.
- Activate backup power generator if available.
- If using a portable generator be concerned about back-feed which sends power back to electrical lines and has the potential to seriously injure or kill.
- Locate and turn on battery-powered lighting alternatives such as flashlights.
- In warm environments, be aware and ready to react to the risk of heat stroke, heat exhaustion and heat fainting.
- In cold environments, be aware and ready to react to symptoms of hypothermia.
- If possible, get an estimate of longevity of outage and area covered.

### COMPUTER CRASHES

- Ensure that computers have operative and adequate case fans to avoid computer damage due to heat.
- Clear out “dust bunnies” from case fans using a can of “air duster”. These are the materials most likely to ignite.
- Ensure that computers are placed in an environment where there is air flow.
- Connect all computers to an Uninterrupted Power Source (UPS) battery to protect against power surges. It also gives a short amount of time to save programs and shut down computers when a power outage occurs.
- Avoid computer crashes from viruses and internet intrusions by using appropriate antivirus, anti-spyware and firewall software, and update the programs daily.
- Back up computer data on a regular basis whether it be onto a CD, flash drive, portable hard drive or a tape back-up system.
- Store backups in a secured and fire-proof location, preferably off site with a rotation schedule so that at no time are all copies on property at the same time.

## VEHICLE FIRES

### General Fire Procedures

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

### Fire Evacuation Procedures

- **ONLY EVACUATE** the vehicle when necessary for safety reasons.
- **DO EVACUATE** the vehicle if any of following conditions exist:
  - The vehicle is in a dangerous location and cannot be moved
  - Fire or smoke is seen or smelled
  - Fuel is seen leaking from the vehicle
  - Anything that would make it safer for the passengers to evacuate the vehicle
- Once a decision to evacuate is made, speed of evacuation is essential, especially with the threat of fire.
- Calmly tell passengers what is going to happen, tell them which exit(s) to use and where they should go to wait, stressing that they must stay clear of the bus and clear of traffic hazards and upwind if possible.
- Assess the condition of passengers to be evacuated and what assistance will be required.
- Ask for assistance from ambulatory passengers in evacuating passengers who are injured or disabled.
- Evacuate all ambulatory passengers first except those who have agreed to assist in the evacuation of non-ambulatory passengers and ask someone to take the fire extinguisher off the vehicle with them.
- Make sure all passengers assemble in a safe location well away from the vehicle.
- When evacuating non-ambulatory or wheelchair passengers, do the following:
  - Use a seatbelt cutter to cut through all securement devices.
  - If the wheelchair door works and the lift is operative, put the lift halfway down and use it as a step to roll the chair off the vehicle or to drag or carry non-ambulatory passengers off.
  - If the wheelchair lift is not working, slide wheelchair passengers out of their chairs and drag or carry them down the aisle and out the door. This also pertains to any injured or unconscious passengers. To accomplish the dragging technique, bend at the knees, grasp under the arms of the passenger and pull.

- If the doors of the vehicle are blocked or non-functioning, evacuate any mobility impaired, injured or unconscious passengers by getting them through emergency exit windows or roof hatches as the situation may dictate and preferably with assistance outside and inside.

## **FACILITY FIRES**

If a fire is discovered, sound the alarm and call the fire department.

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

## **Hazmat**

### **BLOODBORNE PATHOGENS**

Steps to take when reacting to an on-vehicle blood-borne pathogen incident:

1. Contact dispatch and describe the situation. If instructed to respond to the bodily fluid spill, complete steps 2-10. If instructed to wait for assistance to arrive on the scene, secure the vehicle and wait. In any case, follow system policy on handling biohazards.
2. Locate the biohazard kit that is on the vehicle. Avoid stepping on the fluid spill.
3. Put on the disposable gloves found in the biohazard kit when giving any first aid or cleaning up any potentially dangerous bodily fluid spill such as blood, vomit, urine or defecation.
4. Cover the spill area with the disinfectant found in the biohazard kit.
5. Using the appropriate instrument from the biohazard kit, dispose of any material that may be contaminated by placing it in the biohazard bag found in the biohazard kit.
6. If the clean up includes broken glass or other sharp objects, extra caution must be taken. Pick the sharp objects up by mechanical means rather than using the hands and dispose of them in the leak proof, puncture proof container provided in the biohazard kit for that purpose.
7. Carefully discard all clean up materials, including gloves, in the biohazard bag.
8. Double bag the biohazard bag immediately if there is any possibility of it ripping or tearing.
9. Insure that all biohazard materials are placed in the appropriate transit system depository.
10. Thoroughly wash hands with soap, disinfectant and running water as soon as possible.

## **TOXIC CHEMICAL SPILLS**

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

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

If a chemical release occurs outside a vehicle:

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

If a chemical release occurs inside a vehicle:

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

## **RADIOLOGICAL EMERGENCIES**

In case of a radiological release:

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

### **Decontamination**

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

## FUEL RELATED EVENTS

### Fueling, Oil and Other Petroleum Hydrocarbons

- Each facility should develop a petroleum spill plan including:
  - Who is responsible for taking what action
  - What action should be taken during an event
  - When should additional resources be called for assistance
  - Where are clean up materials stored at the facility
  - How are the clean up materials used and disposed of
- Each facility should have adequate petroleum spill response equipment that is easily accessible and clearly marked.
- Each facility should comply with local environmental regulations regarding reporting of any fuel spills.

A petroleum, flammable liquid fire burns at the surface of the material as it is vaporized by the fire or ambient heat. Applying water merely spreads the flaming liquid over a wider area, where it vaporizes more rapidly, intensifying the fire. The best way to put out such a fire is to cut off its air supply or interrupt its chemical chain reaction. The smothering agents commonly used for petroleum fires are carbon dioxide (CO<sub>2</sub>) and dry chemical powder extinguishers. Both are effective for flammable liquids, but dry chemical is better for outdoor use because it is not subject to wind, has a longer range, and can extinguish pressurized leaks of gas and liquid.

### Natural Gas

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

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

In the case of a natural gas leak or release:

- Verify the origin of the gas release and stop the release.
- Evacuate people and property from the vicinity of the release.
- Move upwind from any actual or suspected gas leaks or gas releases.
- Call 911 to alert first responders to the incident.
- Prevent ignition. If natural gas is or has been released, the scene must be surveyed for ignition sources, and ignition sources must be removed.
- Be wary of static electricity. For a flammable gas static electricity is always a potential ignition source. This is especially true if the relative humidity of the air is low. In rapidly flowing gases, the motion of entrained particles can cause the buildup of static charges.
- Ventilate enclosed areas, considering that natural gas is lighter than air. LNG fuel vapors may be heavier than air until they warm. Propane is heavier than air.

## Criminal Activity

### VANDALISM/TRESPASSING

Preventing vandalism and trespassing require facility and vehicle security focusing on:

- Adequate lighting
- Perimeter fencing
- Surveillance equipment
- Alarm systems
- Security patrols
- Employee alertness

### THEFT AND BURGLARY

Preventing theft and burglary require facility and vehicle security focusing on:

- Key control that makes it difficult for vehicle and facility keys to end up in the wrong hands
- Access control using employee identification badges and security protocols
- Facility and vehicle lock up procedures that secure tools and equipment
- Surveillance equipment, particularly for high-risk activities like money counting
- Adequate lighting and fencing
- Periodic security patrols and employee alertness

Theft by employees can be a more vexing problem, but vulnerability can be minimized with a security program focusing on:

- Clear, written policies on ethical behavior
- Supervision and surveillance on high-risk activities like money counting
- Tight inventory control
- Employee teamwork

### WORKPLACE VIOLENCE

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

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

Some behavioral warning signs to be alert for are:

- Unusual interest in weapons and expressions of violence
- Exhibiting signs of depression
- Increased work problems.
- Showing signs of domestic violence

- Increased emotional outbursts
- Unhealthy obsession with a co-worker
- Expressing irrational beliefs and ideas
- Strong reaction to real or perceived criticism

## **VIOLENCE OR WEAPONS ON VEHICLE**

Instructions for vehicle operators dealing with threats of violence:

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

## **HOSTAGE SITUATION**

Steps in avoiding or dealing with a vehicle being commandeered:

- Survey area for suspicious people/activities while approaching pick up/drop off points.
- Immediately report concerns to dispatch if suspicious people/activities are present and drive vehicle out of area.
- Do not open doors if suspicions are aroused when vehicle is stopped; instead, communicate with individual through a window until determining proper action.
- If suspicious individual is seen at a railroad crossing, do not open doors enough for them to board; make visual surveillance of tracks and move on when safe to do so. Contact dispatch.
- Avoid boarding individuals suspected of carrying a weapon or suspicious dangerous package. Contact dispatch immediately.
- If individual with concealed weapon is aboard vehicle, act as if the weapon was not noticed. Do not confront the individual. Stay calm and focused.
- If possible and safe to do so, get passengers off vehicle and contact dispatch.
- If vehicle is commandeered, follow all instructions and avoid confrontation. Remain calm and show no outward signs of panic.
- In event that the vehicle is commandeered while parked, open all doors and keep them open to allow opportunity for all passengers to exit. If it seems appropriate, ask perpetrator if vehicle can be de-boarded but don't push too hard to end the situation.

- In event that vehicle is commandeered while in motion, stay on the route but don't stop at the usual stops so someone might notice and react.
- Attempt to alert authorities but take no action that could potentially increase the risk to oneself or others.
- Talk to the hijacker and try to create a relationship. Stay in touch with hijacker and don't antagonize them. Be clear about what you can and cannot do to fulfill their demands – some of their requests may be out of your control. The watchword is patient, understanding and firm.
- Stay calm, use common sense and follow instructions of the perpetrator. Either wait for emergency response or, if possible, find a way to escape.

## **BOMB THREATS**

All threats, no matter how many times they may occur, must be treated seriously and thoroughly investigated and managed. Protocols for evaluating bomb threats and procedures for evacuations will be developed and practiced.

The following actions are to be taken in the event of a telephoned bomb threat:

- Treat each and every threat seriously.
- Keep the caller on the line as long as possible.
- Do not hang up the phone that the call came in on.
- Use another telephone to contact the police.
- Write down what the caller said or record the call (try to record/write down every word spoken).
- Pay particular attention to background noises as this may provide clues to where the call is originating.
- Try to identify voice characteristics, accents, gender, age, etc.
- Try to get specifics on the bomb, i.e., locations, detonation time, what does it look like, why did the person place the bomb; often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively.
- Record the number the call was received on.
- Record the time, date and duration of the call.
- Remain available to law enforcement personnel for interviews.

Written Threats (threat to detonate explosive is written or delivered)

- May be more serious than phone-in threats
- Are generally more difficult to trace than phone-in threats
- Serve a variety of purposes, but, generally, are directed at specific personnel rather than at the system as a whole
- The personal motivations of the criminal may be more important in these types of threats

## **Terrorism**

### **Dangerous mail**

Indicators of suspicious letters or packages:

- Handwritten and addressed to title only with no name or incorrect title

- Sealed with excessive tape
- No return address or one that can't be verified as legitimate
- Strange odor
- Lopsided or uneven
- Restrictive markings such as "Confidential" or "Do not X-ray"
- Misspelled common words
- Unexplained oily stains, discolorations or crystallization on wrapper
- Rigid or bulky
- Excessive postage

If mail is suspected to contain a:

#### Bomb

- Evacuate immediately
- Call police and local fire department/HAZMAT unit
- Contact postal inspectors

#### Radiological Threat

- Limit exposure – don't handle
- Evacuate area
- Shield body from object
- Call police and local fire department/HAZMAT unit
- Contact postal inspectors

#### Biological or Chemical Threat

- Isolate – don't handle
- Evacuate immediate area
- Wash hands with soap and warm water
- Call police and local fire department/HAZMAT unit
- Contact postal inspectors

### **SUICIDE BOMBERS**

Characteristics of suicide bombers:

- May wear irregular or disproportionate clothing for body type or weather
- Will have a rigid midsection
- May repeatedly pat their chest or stomach
- May keep hands in pockets or closed (holding detonator)
- May move about without purpose
- May sweat or act extremely nervous
- May be mumbling to themselves
- May not make eye contact
- May carry irregular, inappropriate or overweight luggage or bags
- May be non-communicative or uncooperative

Suicide bomber explosive materials:

- May wear explosive materials as a harness on their body underneath their clothes

- May carry explosive materials in a bag such as a backpack
- May have wires running down shirtsleeve, along the belt (attaching bomb to a detonating device), to an ear or anywhere on the body
- May have in their hand a positive or negative activation device
  - A positive activation device requires an act to detonate, such as throwing a switch, pushing a plunger or closing a circuit
  - A negative activation device requires simply a release of the detonating switch (such as opening of the hand which holds a switch)

Strategies for interacting with a person considered suspicious:

- Observe what the person is doing, where they are and when they are there. Also note physical appearance, clothing and other descriptive characteristics
- Observe any package or vehicle associated with the person
- Do not prevent a suspicious person from leaving the area
- If speaking to or in the vicinity of a suspicious person be polite, courteous and non-threatening
- “May I help you?” is a non-threatening way to begin
- Do not invade the person’s space or make any sudden movements
- Be alert for signs of physical or auditory distress in the person
- Withdraw from the presence of a suspicious person in a calm and non-threatening way so they are not aware of the suspicion of them as this may cause them to do something harmful
- Be alert for other possible suspicious people in the area
- Immediately report a suspicious person once safely able to do so without being observed by that person
- If safe to do so, observe in what direction person may be going
- Report in to first responders when they arrive on the scene

## CONVENTIONAL WEAPONS AND IEDs (IMPROVISED EXPLOSIVE DEVICES)

### Conventional weapons

If a perpetrator with a weapon is in an open area and gunshots are heard:

- Try to determine the direction of fire
- Scatter and run away from the direction of fire
- Try to put a solid barrier, such as an engine block, between self and the direction of fire

### Improvised Explosive Devices

Items and devices that are cause for suspicion have the potential to contain or be a part of an improvised explosive device. These items and devices will immediately be reported to appropriate authorities as they potentially present a threat to everyone in the area.

If a package is discovered, remain calm and never touch, move, shake, cover or empty the contents of the suspicious package. Everyone in the vicinity needs to be instructed to evacuate a minimum of 1,500 feet away from the package, preferably upwind. When at all possible, obtain a list of all people who handled the package or were in the room/area when the package was recognized or opened. Give this list to emergency response.

Emergency response will be given the precise location of the suspicious package and any reasons for the suspicion, including a detailed description of the package. When requesting assistance, never use a cell phone from any closer than 300 feet as the cellular signal could trigger the detonation device.

If an explosive device is suspected outside a transit vehicle:

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

Reacting to possible detonation of an explosive device:

- If an explosive device is about to be detonated nearby, put a solid barrier between the explosive and self and/or passengers.
- If no barrier is readily available or there is not enough time to escape out of range, have everyone lay face down and cover the back of their head and neck with their arms for protection.

Following are general rules for avoiding injury from a dangerous object:

- When it is determined to evacuate, do so immediately; move as far from a suspicious object as possible.
- Be aware that a bomber may lure people outside (either by hoax or a real threat) into the blast zone of a bomb placed in a vehicle and/or easily hidden in a parking area (secondary device).
- Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation.
- Keep away from glass windows or other materials that could become flying debris.

## **WEAPONS OF MASS DESTRUCTION**

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

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

### **Chemical Weapons**

A chemical agent may be introduced:

- Into a building through the ventilation system
- Inside a building using a small explosive device
- Into a water supply such as a reservoir
- Into the air using a missile warhead or similar device

Signs that a chemical release has occurred:

- Birds falling from air
- Two or more people are observed suddenly:
  - Experiencing difficulty breathing or coughing uncontrollably
  - Suffering a collapse or seizure

- Complaining of nausea
- Complaining of blurred vision
- Complaining of an unusual and unexplainable odor

In case of a chemical release:

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

### **Biological Weapons**

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

A biological agent can be introduced:

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

In case of a biological release:

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

### **Radiological Weapons**

The difficulty of responding to a radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious depending upon the nature of the explosive device used. Radiological detection equipment will be required to confirm the presence of radiation.

In case of a radiological release:

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

# Response To Crisis Inquiries

(You are authorized to give out the following information)

*This is what we can confirm at the present time:*

At approximately \_\_\_\_\_ today vehicle # \_\_\_\_\_ on our  
\_\_\_\_\_ route, traveling from \_\_\_\_\_ to \_\_\_\_\_ was involved  
in a collision \_\_\_\_\_  
(Incident type, if the vehicle was incapacitated)

The vehicle was carrying an estimated \_\_\_\_\_ passengers and \_\_\_\_\_ crewmembers.

At this time we cannot accurately tell you the extent of the damage or injuries. Our latest information, however, is that there \_\_\_ were \_\_\_\_\_ were not fatalities, and as many as \_\_\_\_\_ injuries. Names and their conditions may be available through the police or fire department that responded to the scene.

We have requested emergency assistance from

\_\_\_\_\_  
(Specific Police, Fire, other emergency response agencies)

and have notified our management. *(If appropriate)* They have asked that members of the media stay in touch with \_\_\_\_\_  
(Designated spokesperson/Location/Phone Number)

so they can be briefed as additional verified information becomes available.

## **If you are asked additional questions, make the following statement:**

That is all I can confirm at this time. We are all very busy dealing with this situation and appreciate your patience. As soon as we have additional confirmed information it will be disclosed to the public via the news media.

Anything involving our employees or those of our contractors will be disclosed to their families and loved ones first, by our senior management. They have been alerted and are en route to assist us at the scene. Please bear with us in the meantime.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

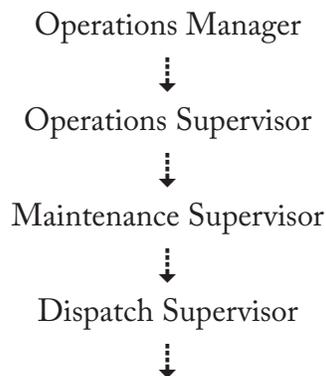
# Sample Call Tree Forms

*(Replace titles with names)*

## Incident Management Team



## Emergency Activation Team



# Appendix D

## Recover

- 
- 1 State and Federal Resources
  - 2 California Transit Agencies

# State and Federal Resources

## **Federal Transit Administration**

The Federal Transit Administration (FTA) has developed numerous guidelines for transit professionals responsible for planning for, managing, and recovering from emergencies and disasters. Information can be found at <http://transit-safety.volpe.dot.gov>

## **Homeland Security Exercise and Evaluation Program**

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. In addition to providing a standardized exercise policy, HSEEP also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support.

Details at <https://www.hseep.dhs.gov/default.htm>

## **The National Transit Institute**

The National Transit Institute at Rutgers University has developed a variety of courses to address worker safety and health in the transit workplace. Courses are designed for front-line and supervisory personnel, including a new course tailored to the safety and security needs of community transit providers. Learn more at <http://ntionline.com/topic.asp?TopicArea=5>

## **The NIMS Integration Center**

The National Incident Management System (NIMS) was developed to give emergency managers and responders unified processes and procedures designed to improve interoperability among jurisdictions and disciplines in command and management, resource management, training and communications. By Presidential Executive Order all agencies that receive federal funding must adopt a NIMS-based emergency response protocol, and all first responder organizations - including transit - must train their staff to basic awareness in NIMS.

More information and an online independent-study certificate course available at <http://training.fema.gov/NIMS>

Additional recommended online incident management certificate courses include:

<http://training.fema.gov/EMIWeb/IS/is100.asp>, <http://training.fema.gov/EMIWeb/IS/is200.asp>

<http://training.fema.gov/EMIWeb/IS/is700.asp>

## **Transportation Research Board**

The Transit Research Board (TRB) is a national resource on a wide array of publications on transportation-related issues. Dozens of pamphlets, technical articles, studies and reports can be found at <http://www.TRB.org/SecurityPubs>. Of particular relevance is TCRP Report 86, Vol, 10,

## **Hazard and Security Plan Workshop Instructor Guide: Security Planning Tools for Rural, Small Urban and Community-based Public Transportation Operations.**

### **The U.S. Environmental Protection Agency**

The U.S. EPA website is a national resource for a number of emergency planning and risk management issues. The agency maintains a database of Local Emergency Planning Committees (LEPCs) at <http://yosemite.epa.gov/oswer/lepdb.nsf/HomePage?openForm>. The database can be searched by state, name or zip code.

# California Transit Agencies

AC Transit  
1600 Franklin Street  
Oakland CA 94612  
510-891-7213  
[mnestor@actransit.org](mailto:mnestor@actransit.org)

Access Services  
707 Wilshire Blvd., 9th Floor  
Los Angeles CA 90071-0684  
213-270-6007  
[Colaiaice@asila.org](mailto:Colaiaice@asila.org)

Adult Day Health Care of Mad River  
PO Box 1115  
Arcata CA 95518  
707-822-4866  
[adhc@madriverhospital.com](mailto:adhc@madriverhospital.com)

Adult Protective Services, Inc.  
2840 Adams Ave., Suite 103  
San Diego CA 92116  
619-283-5731  
[mal@apsinc1.ent](mailto:mal@apsinc1.ent)

Agoura Hills Transportation Information - Dial-a-Ride  
30001 Ladyface Court  
Agora Hills CA 91301  
818-597-7300

AirBART  
PO Box 12688  
Oakland CA 94604  
510-465-2278

Alameda Corridor Transportation Authority (ACTA)  
One Civic Plaza, Suite 350  
Carson CA 90745  
310-233-7480  
[crivera@acta.org](mailto:crivera@acta.org)

Alameda/Oakland Ferry Service (AOFS)  
950 W. Mall Square  
Alameda CA 94501  
510-749-5972  
[epsanche@ci.alameda.ca.us](mailto:epsanche@ci.alameda.ca.us)

Alameda-Contra Costa Transit District  
1600 Franklin Street, 10th Floor  
Oakland CA 94612  
510-891-4777

Alhambra Community Transit (ACT)  
11 South First Street  
Alhambra CA 91801  
626-289-1220

Alpine County Health & Human Services  
50 Diamond Valley Rd  
Markleeville CA 96120-9512

Alta Med Health Services Corporation  
5255 East Pomona Blvd., Ste. 11A & B  
Los Angeles CA 90022  
323-890-8767  
[gmarquez@altamed.org](mailto:gmarquez@altamed.org)

Altamont Commuter Express  
949 East Channel Street  
Stockton CA 95202  
209-944-6220

Amador Regional Transit System  
11400 American Legion Drive  
Jackson CA 95642  
209-223-2877  
[arts@amadortransit.com](mailto:arts@amadortransit.com)

American Seating Company  
17770 Alexandra Way  
Grass Valley CA 95949  
616-437-5488  
[bwright@amseco.com](mailto:bwright@amseco.com)

AMMA  
306 Lee Ave.  
Claremont CA 91711-31223

Amtrak  
7920 Lindbergh Drive  
Riverside CA 92508  
951-789-7983  
[glassjc@amtrak.com](mailto:glassjc@amtrak.com)

Anaheim Transportation Network  
2001 South Manchester Ave.  
Anaheim CA 92802  
888-364-ARTS  
[dkotler@atnetwork.org](mailto:dkotler@atnetwork.org)

Antelope Valley Transit Authority  
42210 6th Street West  
Lancaster CA 93534  
661-729-2208  
[terri@avta.com](mailto:terri@avta.com)

A-Paratransit Corporation  
22990 Clawider Road  
Hayward CA 94545  
510-732-1608  
[aparatransit@aol.com](mailto:aparatransit@aol.com)

Arcadia, City of  
240 West Huntington Dr.  
Arcadia CA 91066  
626-574-5435  
[meros@ci.arcadia.ca.us](mailto:meros@ci.arcadia.ca.us)

Arcata & Mad River Transit System  
736 F St.  
Arcata CA 95521  
707-822-3775  
[lpardi@arcatacityhall.org](mailto:lpardi@arcatacityhall.org)

ARC-Imperial Valley  
PO Box 1828  
El Centro CA 92244  
760-337-8002  
[kennedy@arciv.org](mailto:kennedy@arciv.org)

Arvin Transportation Service, ATS (Dial-A-Ride), City of  
200 Campus Drive  
Arvin CA 93203

Association of Monterey Bay Area Governments  
445 Reservation Road  
Marina CA 93933  
831-883-3750

ASUCD Unitrans  
One Shields Avenue  
Davis CA 95616-8759  
[gdstraw@ucdavis.edu](mailto:gdstraw@ucdavis.edu)

Atascadero, City of  
6907 El Camino Real  
Atascadero CA 93422  
805-470-3486  
[vhumphrey@atascadero.org](mailto:vhumphrey@atascadero.org)

Auburn, City of  
1225 Lincoln Way  
Auburn CA 95603  
530-823-4211

Avail Technologies, Inc.  
307 Science Park Road, Suite 211  
State College PA 16803  
814-234-3394

A-Z Bus Sales, Inc  
P.O. Box 700  
Colton CA 92324

Azusa Pacific University Shuttle (APUS)  
901 E. Alosta Ave.  
Azusa CA 91702  
800-825-5278

Azusa Transit, Dial-a-Ride (AT)  
850 W. Tenth  
Azusa CA 91702  
626-812-5206

Balboa Island Ferry (BIF)  
410 W. Bayfront  
Balboa CA 92662

Banning Transit  
789 San Geronio Avenue  
Banning CA 92220  
951-922-3243  
[cmillen@ci.banning.ca.us](mailto:cmillen@ci.banning.ca.us)

Barstow Area Transit (BAT)  
220 East Mountain View Street, Suite A  
Barstow CA 92311-2888  
760-255-5188  
[theiden@barstow.ca.org](mailto:theiden@barstow.ca.org)

Bay Area Community Services  
7901 Oakport St. #3400  
Oakland CA 94612  
510-272-4796  
[hmcgee@bayareacs.org](mailto:hmcgee@bayareacs.org)

Beaumont Transit  
550 East 6th Street  
Beaumont CA 92223  
951-769-8530  
[mpistilli@ci.beaumont.ca.us](mailto:mpistilli@ci.beaumont.ca.us)

Bell Gardens Town Trolley Bus, Dial-a-Ride (TTB),  
City of  
7100 South Garfield Ave.  
Bell Gardens CA 90201  
562-806-7777

Bellflower Transportation - Bellflower Bus, Dial-a-Ride,  
City of  
16600 Civic Center Drive  
Bellflower CA 90706  
562-865-RIDE

Benicia, City of  
250 East L St.  
Benicia CA 94510  
707-746-4300  
[jandoh@benicia.ca.us](mailto:jandoh@benicia.ca.us)

Berkeley Lab Bus System (BLBS)  
1 Cyclotron Road  
Berkeley CA 94720  
510-486-4165  
[busservices@lbl.gov](mailto:busservices@lbl.gov)

Blue and Gold Fleet (BGF)  
Pier 41 Marine Terminal, Fisherman's Wharf  
San Francisco CA 94133  
415-705-8200  
[info@blueandgoldfleet.com](mailto:info@blueandgoldfleet.com)

BlueGo  
PO Box 5310  
Stateline NV 89449  
530-541-7149

Brea Shuttle Express (BSE), City of  
1 Civic Center Circle  
Brea CA 92821  
800-851-7433

Buena Park, City of City  
6650 Beach Blvd.  
Buena Park CA 90622  
714-562-3670  
[jbiery@buenapark.com](mailto:jbiery@buenapark.com)

Burbank Transportation Management Organization  
818-840-3279

Burbank, City of  
275 E. Olive Ave.  
Burbank CA 91510  
818-238-5359  
[Acarrasco@ci.burbank.ca.us](mailto:Acarrasco@ci.burbank.ca.us)

Bus West Division of L.A. (Freightline)  
12940 Firestone Blvd.  
Santa Fe Springs CA 90670  
562-404-1883  
[bwebster@buswest.com](mailto:bwebster@buswest.com)

Butte Co Association of Governments - Butte Regional  
Transit  
965 Fir Street  
Chico CA 95928  
530-879-2468 x210  
[jfratallone@bcag.org](mailto:jfratallone@bcag.org)

Butte Co DPW  
7 County Center Drive  
Oroville CA 95965-3397

Calabasas, City of  
26135 Mureau Road  
Calabasas CA 91302-3172  
818-878-4225  
[ryalda@cityofcalabasas.com](mailto:ryalda@cityofcalabasas.com)

Calaveras Co. DPW  
891 Mountain Ranch Rd.  
San Andreas CA 95249  
209-754-6402  
[natherstone@co.calaveras.ca.us](mailto:natherstone@co.calaveras.ca.us)

Calaveras Council of Governments  
692 Marshall, Suite A  
San Andreas CA 95249  
209-7542094  
[tmcsorley@calacog.org](mailto:tmcsorley@calacog.org)

Calgary Handi-Bus Association  
231 - 37th Ave. NE  
Calgary AB T2E8J2  
403-276-8028 x224  
[ppellegrino@calgaryhandibus.com](mailto:ppellegrino@calgaryhandibus.com)

California Association for Adult Day Services  
921 11th Street, Suite 701  
Sacramento CA 95814  
916-552-7400

California City, City of  
21000 Hacienda Blvd.  
California City CA 93505

California Department of Transportation  
1120 N St., Rm. 3300  
Sacramento CA 95814  
916-654-9842  
[kimberly\\_gayle@dot.ca.gov](mailto:kimberly_gayle@dot.ca.gov)

California High-Speed Rail Authority (CHSRA)  
925 L Street Suite 1425  
Sacramento CA 95814  
916-324-1541  
[dleavitt@hsr.ca.gov](mailto:dleavitt@hsr.ca.gov)

California State University Sacramento  
6000 J St.  
Sacramento CA 95819-6076  
916-278-5241  
[shuttle@csus.edu](mailto:shuttle@csus.edu)

California State University-Sacramento Hornet Express  
(CSUS)  
6000 J Street, Foley Hall  
Sacramento CA 95819  
916-278-7275  
[parking@csus.edu](mailto:parking@csus.edu)

California Transit Insurance Pool  
1415 L Street, Suite 200  
Sacramento CA 95814  
916-446-4656  
[mpatterson@caltip.org](mailto:mpatterson@caltip.org)

Caltrans Planning Department  
1120 N Street  
Sacramento CA 95814  
916-654-8175  
[Garth\\_Hopkins@dot.ca.gov](mailto:Garth_Hopkins@dot.ca.gov)

Camarillo, City of  
601 Carmen Drive  
Camarillo CA 93010

Capitol Corridor Joint Powers Authority  
300 Lakeside Dr.  
Oakland CA 94612  
510-464-6993

Care Connexus  
4130 Adams Street, Ste B  
Riverside CA 92504  
951-509-2500  
[jklingenberger@careconnexus.com](mailto:jklingenberger@careconnexus.com)  
Carson Circuit Transit System  
3 Civic Plaza Drive  
Carson CA 90745  
310-225-2545

Catalina Express (CE)  
95 Berth  
San Pedro CA 90731  
310-519-7971 x1000

Catalina Transportation Services  
P.O. Box 2141  
Avalon CA 91704  
310-510-0342  
[catalinatransportation@catalinaisp.com](mailto:catalinatransportation@catalinaisp.com)

Central Contra Costa Transit Authority  
2477 Arnold Industrial Way  
Concord CA 94520  
925-676-1976 x602  
[arnes@cccta.org](mailto:arnes@cccta.org)

Cerritos Local City Transportation  
18125 S. Bloomfield Avenue  
Cerritos CA 90703  
562-928-4269

Chico, City of  
411 Main Street  
Chico CA 95928  
530-879-6901

Chowchilla, City of  
145 West Robertson Blvd.  
Chowchilla CA 93610-2990

Chula Vista Transit  
1800 Maxwell Road  
Chula Vista CA 91911  
619-397-6061

City Ambulance of Eureka  
135 West 7th Street  
Eureka CA 95501  
707-445-4907  
[cityamb1@sbcglobal.net](mailto:cityamb1@sbcglobal.net)

City College of San Francisco  
1400 Evans Avenue  
San Francisco CA 94124  
414-550-4437  
[skorey@ccsf.edu](mailto:skorey@ccsf.edu)

Claremont, City of  
207 Harvard Ave  
Claremont CA 91711  
909-399-5465  
[cbradshaw@ci.claremont.ca.us](mailto:cbradshaw@ci.claremont.ca.us)

Clean Air Express (CAE)  
260 North San Antonio Road, Suite B  
Santa Barbara CA 93110  
[sspaulding@sbcag.org](mailto:sspaulding@sbcag.org)

Clovis Transit/CTSA, City of  
155 N. Sunnyside Ave.  
Clovis CA 93611  
559-324-2767  
[Shonnah@cityofclovis.com](mailto:Shonnah@cityofclovis.com)

Coalinga Transit (CT), City of  
155 W. Durian  
Coalinga CA 93210  
559-935-1511

Colusa Co Transit Agency  
1215 Market Street  
Colusa CA 95932

Colusa County Transit  
1215 Market St.  
Colusa CA 95932  
530-458-0444  
[bsalazar@frontiernet.net](mailto:bsalazar@frontiernet.net)

Commerce, City of  
5555 Jillson Street  
Commerce CA 90400  
323-887-4419  
[dang@ci.commerce.ca.us](mailto:dang@ci.commerce.ca.us)

Commercial Transportation Svc.  
702 S. Treanor Ave.  
San Dimas CA 91773  
626-966-1509  
[dino-cts@verizon.net](mailto:dino-cts@verizon.net)

Community Transportation Agency, Inc.  
P.O. Box 246  
Galt CA 95632  
209-745-3198  
[junesct@softcom.net](mailto:junesct@softcom.net)

Compass Concepts  
467 Forbes Blvd.  
So. San Francisco CA 94080  
650-583-4244

Complete Coach Works  
1863 Service Court  
Riverside CA 92507  
951-684-9585  
[macy@completecoach.com](mailto:macy@completecoach.com)

Connex  
700 S. Flower Street, Suite 2730  
Los Angeles CA 90017  
[fregembal@us.connex.net](mailto:fregembal@us.connex.net)

Connex-ATC  
1720 Broadway, Suite 310  
Oakland CA 94612  
800-225-8880

Contra Costa Transit Authority  
3478 Buskirk Avenue, Suite 100  
Pleasant Hill CA 94523  
925-256-4724

Corcoran, City of  
1033 Chittenden Ave.  
Corcoran CA 93212  
559-992-2151 x264

Corona Cruiser  
730 W. Corporation Yard  
Corona CA 92881  
951-736-2235  
[virenf@ci.corona.ca.us](mailto:virenf@ci.corona.ca.us)

Corona, City of  
400 S. Vicentia Avenue  
Corona CA 92882  
951-736-2266

Creative Bus Sales, Inc.  
13501 Benson Avenue  
Chino CA 91710  
909-465-5528  
[donw@creativebussales.com](mailto:donw@creativebussales.com)

CTSA of Placer County, a Division of PRIDE  
Industries  
10030 Foothills Blvd., MS 1750  
Roseville CA 95747-7102  
916-788-2322  
[gsachs@prideindustries.com](mailto:gsachs@prideindustries.com)

Cudahy Area Rapid Transit (CART)  
5220 Santa Ana St.  
Cudahy CA 90201  
323-773-5143 x314  
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4343 Duquesne Avenue at Jefferson Boulevard  
Culver City CA 90232  
310-253-6500

Culver CityBus  
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Culver City CA 90232  
310-253-6540

Daimler Chrysler Commercial Buses, NA  
350 Hazelhurst Road  
Mississauga ON L5J4T8  
702-341-0037  
[scalame@orionbus.com](mailto:scalame@orionbus.com)

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Ridgecrest CA 93555  
760-375-9787  
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1 Shields Avenue  
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530-752-2877  
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Garden Grove CA 92843  
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Desert Samaritans for the Elderly  
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Palm Desert CA 92255-0967  
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Diamond Bar Transportation, Holiday Ride (Diamond Ride), City of  
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Diamond Bar CA 91765  
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Duarte Transit System (DTS)  
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Duarte CA 910101  
626-359-4641 x246

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Antioch CA 94509  
925-754-6622  
[jkrieg@eccta.org](mailto:jkrieg@eccta.org)

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Placerville CA 95667-5643  
530-642-5260  
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916-683-8726

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133 V Street  
Eureka CA 95501

Fairfield, City of  
1000 Webster Street  
Fairfield CA 94533  
707-428-7418  
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2000 Cadenasso Drive  
Fairfield CA 94533  
707-428-7768  
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First Transit, Inc.  
1625 SE Hogan Rd.  
Gresham OR 97080  
503-669-2910 x237  
[don.swain@firstgroupamerica.com](mailto:don.swain@firstgroupamerica.com)

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Folsom CA 95630  
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[Kgary@folsom.ca.us](mailto:Kgary@folsom.ca.us)

Foothill Transit  
100 N. Barranca Ste. 100  
West Covina CA 91791  
626-967-2274

Foster City Sunshine Shuttle (FCSS), City of  
610 Foster City Ave.  
Foster City CA 94404  
650-286-3246

Fresno Area Express/ Fresno  
2223 G Street  
Fresno CA 93706-1600  
559-621-1454

Fresno County Economic Opportunities Commission/  
CTSA  
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Fresno CA 93706  
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Fresno County Rural Transit Agency  
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Fresno CA 93721  
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[jwebster\\_ruraltransit@fresnocog.org](mailto:jwebster_ruraltransit@fresnocog.org)  
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Glendale CA 91206  
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Glendora CA 91741  
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Willows CA 95988  
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Golden Gate Bridge, Highway & Transportation  
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1011 Andersen Drive  
San Rafael CA 94901  
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Grehound  
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San Jose Ca 95110  
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Carlsbad CA 92010  
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Hanford CA 93230  
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Eureka CA 95501

Humboldt Senior Resource Center  
1901 California St.  
Eureka CA 95501-2870  
707-444-8254 x205

Humboldt Transit Authority  
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Eureka CA 95501-0844  
707-443-0826  
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2700 M Street, Suite 400  
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Hanford CA 93230  
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Hanford CA 93230-5905  
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Willow Creek CA 95573  
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Alhambra CA 91803-1331  
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LA County Metropolitan Transportation Authority  
One Gateway Plaza - Mail Stop 99-11-1  
Los Angeles CA 90012  
213-922-6800

La Mirada, City of  
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La Mirada CA 90638  
9562-943-0131

LA Works Transportation Services  
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[hilario.bercilla@laworks.org](mailto:hilario.bercilla@laworks.org)

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Los Angeles CA 90012

Laguna Beach Transit (LBT)  
505 Forest Avenue, 2nd Floor  
Laguna Beach CA 92651  
949-497-0746  
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Rocklin CA 95677  
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PO Box 7108  
Tahoe City CA 96145  
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[tnttma@sbcglobal.net](mailto:tnttma@sbcglobal.net)

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1445 S. Silverdale St.  
Visalia CA 93277-4080

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Lakewood CA 90712  
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Lawndale CA 90260  
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Lincoln CA 95648  
916-645-5400  
[gwilliams@ci.lincoln.ca.us](mailto:gwilliams@ci.lincoln.ca.us)

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Livermore CA 94551-7318  
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San Francisco CA 94134

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Long Beach CA 90813  
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Mammoth Lakes CA 93546  
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Manhattan Beach CA 90266  
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Market Street Railway (MSR)  
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Merced CA 95340  
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323-887-4600

Montebello, City of  
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Montebello CA 90640  
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Monterey Park Spirit Bus  
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Monterey Park CA 91754  
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1700 W. 5th St.  
San Bernardino CA 92411  
909-912-7416  
[frank.quass@omnitrans.org](mailto:frank.quass@omnitrans.org)

On lok House-Senior Health Services  
1333 Bush St.  
San Francisco CA 94109-5611  
415-760-2344

Onspot of North America  
4700 Quarter Horse Court/PO Box 608  
Pilot Hill CA 95664  
888-404-8689  
[raypaul@onspot.com](mailto:raypaul@onspot.com)

Orange County Transportation Authority  
550 S. Main St.  
Orange CA 92863  
714-560-5641  
[gdavis@octa.net](mailto:gdavis@octa.net)

Outreach & Escort, Inc.  
926 Rock Avenue, Suite 10  
San Jose CA 95131-  
408-436-2865  
[KatieH@outreach2.org](mailto:KatieH@outreach2.org)

PACE Solano  
419 Mason St., Suite 118  
Vacaville CA 95688  
707-448-2283  
[gloria@pacesolano.org](mailto:gloria@pacesolano.org)

Pacific Alliance Medical Center  
531 West College Street  
Los Angeles CA 90012  
213-624-7262  
[ingrid.lau@pamc.net](mailto:ingrid.lau@pamc.net)

Pacific Shore Insurance Services, Inc.  
2801 Bristol St., Ste. 200  
Costa Mesa CA 92626  
714-427-5989 x170  
[Wdiang@RSI-INS.com](mailto:Wdiang@RSI-INS.com)

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220 N. Spring Stree  
Blythe CA 92225-6161  
760-922-4900

Palo Verde Valley Transit Agency  
235 N Broadway  
Blythe CA 92225  
760-922 6161

Palos Verdes Peninsula Transit Authority  
PO Box 2656  
Palos Verdes Peninsula CA 90274  
310-544-7108

Paramount Transportation - Easy Rider Shuttle, Dial-A-Ride  
16400 Colorado Ave  
Paramount CA 90723  
562-981-6300

Paratransit Services  
4810 Auto Center Way, Suite Z  
Bremerton WA 98312  
360-377-7176 x383  
[dwb@paratransit.net](mailto:dwb@paratransit.net)

Paratransit, Inc.  
P.O. Box 231100  
Sacramento CA 95823  
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[susana2242@yahoo.com](mailto:susana2242@yahoo.com)

Pasadena Area Rapid Transit System (ARTS)  
221 E. Walnut Street  
Pasadena CA 91101  
626-398-8973

Paso Robles, City of  
1000 Spring Street  
Paso Robles CA 93446  
805-237-3999

Pat Piras Consulting Services  
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San Lorenzo CA 94580  
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Peninsula Corridor Joint Powers Board (CalTrain)  
PO Box 3006  
San Carlos CA 94070  
650-508-6200

Petaluma People Services Center  
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Petaluma CA 94952  
707-765-8493  
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11444 B Ave.  
Auburn CA 95603  
530-889-7582  
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Plumas County Transportation Commission  
1834 E. Main St.  
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530-283-6492  
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Pomona Valley Transportation Authority  
2120 Foothill Blvd., Suite 116  
La Verne CA 91750  
909-596-7664  
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Porterville CA 93257  
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Porterville CA 93257  
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[rduryee@ci.redding.ca.us](mailto:rduryee@ci.redding.ca.us)

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909-335-5501 x5433  
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Redondo Beach, Transit Division, City of  
415 Diamond St.  
Redondo Beach CA 90277  
310-372-1171 x2670  
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1445 S. Silvervale Street  
Visalia CA 93277

Richmond, City of  
2560 Macdonald Avenue  
Richmond CA 94804  
510-307-8028  
[Tina\\_Harrison@ci.richmond.ca.us](mailto:Tina_Harrison@ci.richmond.ca.us)

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Ridgecrest, City of  
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Ridgecrest CA 93555  
760-499-5030  
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Rio Vista, City of  
One Main Street  
Rio Vista CA 94571  
707-374-2176

Riverbank-Oakdale Transit Authority (ROTA)  
6707 Third Street  
Riverbank CA 95367  
209-869-7444  
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P.O. Box 12008  
Riverside CA 92502-2208  
909-787-7141  
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Riverside Transit Agency  
1825 Third Street  
Riverside CA 92517-1968  
951-565-5000  
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3900 Main St.  
Riverside CA 92504  
909-826-2063  
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Riversity,  
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951-826-5311

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311 Vernon Street  
Roseville CA 95678  
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Sacramento CA 95816  
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1400 29TH STREET  
Sacramento CA 95816  
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Saint Madeleine Sophie's Training Center  
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San Carlos CA 94070-1306

San Benito Local Transportation Authority  
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San Diego Harbor Excursion (Bay Ferry)  
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San Diego CA 92101  
800-44-CRUISE

San Diego Metropolitan Transit System  
1255 Imperial Ave., Ste. 1000  
San Diego CA 92101  
619-231-1466

San Diego Rural Bus  
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San Diego CA 92101  
619-235-2643  
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San Diego Trolley, Inc.  
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San Diego CA 92101  
619-595-4902

San Francisco Bay Area Rapid Transit District  
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Oakland CA 94612  
510-464-6000

San Francisco Bay Area Water Transit Authority  
120 Broadway  
San Francisco CA 94111  
415-291-3377 x3186  
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San Francisco CA 94102  
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San Francisco Municipal Transportation Agency  
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San Francisco CA 94103  
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Stockton CA 95202-2804  
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Stockton CA 95202  
209-944-6220  
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1533 East Lindsay Street  
Stockton CA 95205  
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1150 Osos Street, Suite 206  
San Luis Obispo CA 93401  
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919 Palm Street  
San Luis Obispo CA 93401  
805-781-7121

San Mateo Co. Transit Dist. (SamTrans)  
1250 San Carlos Ave.  
San Carlos CA 94070-1306  
650-508-6200

San Mateo County Transit District  
1250 San Carlos Ave P.O. Box 3006  
San Carlos CA 94070-1306  
650508-6476  
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San Bernardino CA 92410  
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260 N. San Antonio Road, Suite B  
Santa Barbara CA 93110  
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Santa Barbara CA 93101  
805-963-3364  
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3331 North First Street  
San Jose CA 95134  
408-321-5772  
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Santa Clarita Transit  
28250 Constellation Road  
Santa Clarita CA 91355  
661-294-1287

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11710 Telegraph Road  
Santa Fe Springs CA 90670  
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110 S. Pine St., Suite 101  
Santa Maria CA 93458  
805-925-0951 x480  
[jrye@ci.santa-maria.ca.us](mailto:jrye@ci.santa-maria.ca.us)

Santa Maria/The Breeze Bus, City of  
110 S. Pine Street., Ste 221  
Santa Maria CA 93458

Santa Monica (Big Blue Bus)  
1660 7th Street  
Santa Monica CA 90401  
310 451-5444

Santa Rosa CityBus  
100 Santa Rosa Avenue  
Santa Rosa CA 95402  
707-543-3325

Santa Ynez Valley Transit (SYVT)  
1644 Oak Street  
Solvang CA 93463  
805-688-5452

Seniors Council  
234 Santa Cruz Ave.  
Aptos CA 95003  
831-688-0400  
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336 Pacific Ave  
Shafter CA 93263

Shah Software, Inc.  
P.O. Box 9445  
Midland TX 79708

Sharp HealthCare  
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La Mesa CA 91942  
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1855 Placer St.  
Redding CA 96001  
530-225-5661  
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100 Mercy Oaks Dr.  
Redding CA 96003  
530-226-3060  
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Shaw/Yoder, Inc  
1415 L Street, Suite 200  
Sacramento CA 95814

ShiftWatch  
489 N. Denver Ave.  
Loveland CO 80537  
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[marie@shiftwatch.com](mailto:marie@shiftwatch.com)

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Downieville CA 95936

Sierra Management  
61 W. Oak  
Porterville CA 93257

Simi Valley Transit  
2929 Tapo Canyon Rd.  
Simi Valley CA 93063  
805-583-6456

Siskiyou County Transit  
305 Butte St  
Yreka CA 96097  
530-842-8295

Siskiyou, County of  
305 Butte St.  
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So Lk Tahoe, City of  
1052 Tata Lane  
South Lake Tahoe CA 96150

Solano Transportation Authority  
One Harbor Center, Ste. 130  
Suisun City CA 94585  
707-424-6075

Sonoma County Transit  
355 West Robles Avenue  
Santa Rosa CA 95407  
707-585-7516  
[bkalbee@aol.com](mailto:bkalbee@aol.com)

Sonoma-Marin Area Rail Transit Rail District  
(SMART)  
4040 Civic Center Drive, Suite 200  
San Raphael CA 94903  
415-492-2855  
[LHames@sonomamarintrain.org](mailto:LHames@sonomamarintrain.org)

South Coast Area Transit  
301 E. Third St., P.O. Box 1146  
Oxnard CA 93032-1146  
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South County Senior Services, Inc.  
24300 El Toro Rd., A-2000  
Laguna Woods CA 92637  
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Southern California Rail Services  
PO Box 215  
East Irvine CA 92650  
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Southern California Regional Rail Authority  
700 S Flower St 26th Fl  
Los Angeles CA 90017  
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Southland Transit, Inc. (San Gabriel)  
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Sacramento CA 95814

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Thousand Palms CA 92276-3501  
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Bethlehem PA 18020  
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Taft, City of  
209 East Kern Street  
Taft CA 93268

Tehachapi, City of  
115 South Robertson Street  
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9380 San Benito Ave.  
Gerber CA 96035-9702  
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[barbara@pobox.tco.net](mailto:barbara@pobox.tco.net)

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The Glendale Transportation Management Associates  
818-543-7641

The Whistlestop  
930 Tamalpais Avenue  
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Torrance, City of  
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Torrance CA 90503  
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Truckee CA 96161

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Tracy CA 95376  
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Transit Resource Center  
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315 E. Acequia  
Visalia CA 93291  
559-713-4100  
[transit@ci.visalia.ca.us](mailto:transit@ci.visalia.ca.us)

Volunteer Wheels  
153 Stony Circle #100  
Santa Rosa CA 95401  
707-573-3323  
[dhughes@volunteernow.org](mailto:dhughes@volunteernow.org)

Wasco, City of  
P.O. Box 0836  
Wasco CA 93280-0836  
661-758-7225  
[lpennell@ci.wasco.ca.us](mailto:lpennell@ci.wasco.ca.us)

Wasserman & Associates  
P.O. Box 19970  
Sacramento CA 95819  
916-340-2291  
[jeff@wassermanins.com](mailto:jeff@wassermanins.com)

Watch Resources, Inc.  
P.O. Box 7  
Standard CA 95373  
209-533-0510 x11  
[rdiaz@watchresources.info](mailto:rdiaz@watchresources.info)

West Hollywood, City of  
8300 Santa Monica Blvd.  
West Hollywood CA 90069  
323-848-6375  
[jrooney@weho.org](mailto:jrooney@weho.org)

West Shores Health & Education Association  
PO Box 5350  
Salton City CA 92275  
760-394-4880  
[sherricbk@copper.net](mailto:sherricbk@copper.net)

Western Contra Costa Transit Authority  
601 Walter Ave.  
Pinole CA 94564  
510-724-3331  
[charlie@westcat.org](mailto:charlie@westcat.org)

Whittier Transit (WT)  
13230 Penn Street  
Whittier CA 90602  
562-929-5550  
[comserv@cityofwhittier.org](mailto:comserv@cityofwhittier.org)

WISE Santa Monica Dial-A-Ride  
1527 Fourth Street  
Santa Monica CA 90401  
310-394-9871 x455  
[bharrison@wiseseniors.org](mailto:bharrison@wiseseniors.org)

Woodlake, City of  
350 N. Valencia Blvd, Suite 2  
Woodlake CA 93286-1297

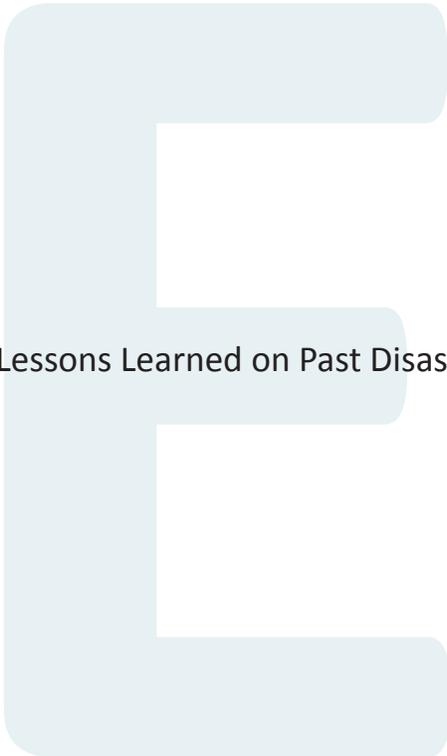
Work Training Center  
2255 Fair St.  
Chico CA 95928  
530-343-5713  
[cameron@ewtc.org](mailto:cameron@ewtc.org)

Yolo County Transportation District  
350 Industrial Way  
Woodland CA 95776  
916-661-0816 x13  
[mdulude@yctd.org](mailto:mdulude@yctd.org)

Yosemite Area Regional Transportation System  
(YARTS)  
877-989-2787  
[yarts@yosemite.com](mailto:yarts@yosemite.com)

Yuba-Sutter Transit  
2100 B St.  
Marysville CA 95901  
530-634-6880  
[keith\\_martin@sbcglobal.net](mailto:keith_martin@sbcglobal.net)

# Appendix E



## 1 Lessons Learned on Past Disasters

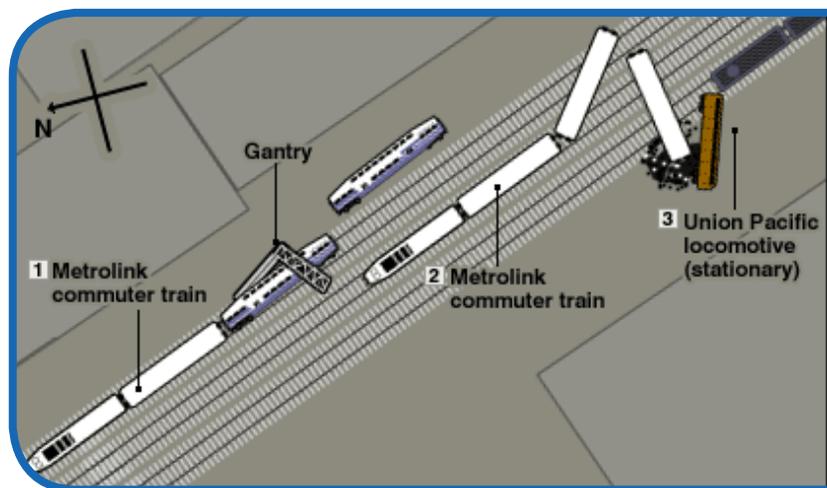
# Lessons Learned on Past Disasters

## The Metrolink Glendale Train Derailments

The worst train accident in the US since 1999 occurred on January 26, 2005 in Southern California when a southbound three-car commuter train was derailed and collided with two other trains. Eleven people were killed and over 200 were injured, nine critically. Two of the trains were part of the Metrolink commuter train system that links the city of Los Angeles with its suburbs. The third was a freight train.

The accident took place at 6:02 AM, shortly after the southbound passenger train left the Glendale station, northwest of Los Angeles. Juan Manuel Alvarez, a 25-year-old man evidently intent on causing a train collision, drove his sport utility vehicle onto the tracks in the path of the commuter train. As the train approached, Alvarez abandoned his vehicle.

The southbound train pushed Alvarez's Jeep Cherokee for about a quarter mile before the vehicle wedged under the lead passenger car of the train, causing the front wheels to derail. The derailed passenger car led the train onto an adjacent siding track where a freight train with several cars loaded with gravel was parked. The passenger train collided with the freight train which caused the Metrolink train to jackknife and a trailing car struck a northbound Metrolink train midway and caused that train to derail and strike a signal tower as well.



### Lessons Learned

- The transit agency, in this case, coordinated with numerous local, state and federal agencies during response to this incident.
- Previous training of transit agency safety and security personnel in ICS principles was of great value during the incident response.
- The incident occurred along the border of two cities – Glendale and Los Angeles. This led to a need to coordinate with emergency response agencies from both cities that attended to the injured and assisted with extraction of trapped and deceased train passengers.
- Previous emergency response exercises with first responder agencies from both cities, including practice with train equipment proved invaluable during the actual incident response.
- The criminal nature of the alleged cause of the incident altered the investigative processes of the responding law enforcement agencies. The lead criminal investigative agency became the lead response agency for the entire incident.

- Release of information to the public was coordinated through the lead criminal investigative agency in spite of arrival of a National Transportation Safety Board incident team.
- The transit agency was not sufficiently equipped initially to contend with the number of deceased and the issues surrounding response to their families and loved ones. Subsequently, staff has been trained in techniques and protocols developed by commercial airlines to respond to mass casualty incidents.
- Agency public information resources were overextended due to the huge demand for information by media and the public. Information needs also changed over time, transitioning from requests for details of the incident and those injured and deceased to more in-depth information about the cause of the incident, agency incident history, safety precautions, operating practices, regulatory compliance, potential litigation and equipment design features.

## La Conchita Landslides

La Conchita is located on the southern California coastline midway between Ventura and Santa Barbara. The (28-acre) community was first established in 1924 when subdivision created about 200 lots that mostly contain single-family residences. La Conchita lies on a narrow coastal strip about 250 m (800 ft) wide between the shoreline and a 180-m (600-ft) high bluff having a slope of about 35°; above the top of the bluff is a gently rising terrace surface covered by avocado and citrus orchards.

On March 4, 1995 at 2:03 p.m. PST, the La Conchita landslide failed and moved tens of meters in only a few minutes. The landslide...destroyed or severely damaged nine houses. On March 10, a subsequent debris flow from a canyon to the northwest damaged five additional houses in the northwestern part of La Conchita. The 1995 landslide apparently occurred as a result of an extraordinarily wet year.

The 2005 La Conchita landslide occurred at about 12:30 p.m. on January 10. The landslide entered the La Conchita neighborhood destroying 13 houses and severely damaging 23 others. There were 10 confirmed fatalities. Earlier that morning, debris flows from canyons northwest of La Conchita reached Highway 101. Law enforcement officers and media representatives were in the area, which facilitated capturing the moving landslide on video. The KCAL-TV video indicates that the landslide material mobilized simultaneously and nearly instantaneously into a highly fluid, rapidly moving debris flow. The 2005 landslide occurred at the end of a 15-day period that produced record and near-record amounts of rainfall in many areas of southern California. The 2005 landslide pushed many of the houses off their foundations and into each other at the toe of the landslide. A wall built after the 1995 landslide to keep minor landslide debris off the road was tilted forward and (or) overtopped in places by debris from the 2005 landslide.



Approximate outlines of 1995 (blue) and 2005 (yellow) landslides are shown.

### **Continuing Hazards at La Conchita**

Of primary interest to the general public and various Governmental entities is the current state of hazard at La Conchita. While this preliminary report does not represent a detailed evaluation of those hazards, a few reasonable observations can be made.

1. Historical accounts and geologic evidence show that landsliding of a variety of types and scales has been occurring at and near La Conchita for many thousands of years, and on a relatively frequent basis, up until the present. There is no reason to believe this pattern of landsliding will stop.
2. Even in the absence of additional significant rainfall this year (2005), the remainder of the 1995 landslide could still remobilize, most likely as a deep slump—earth flow similar to that in 1995. This mode of movement would most likely be relatively slow (compared to 2005) but still could pose serious hazards to property and, perhaps, life.
3. If significant additional rainfall occurs, either this year or in future years, several landslide scenarios are possible: (a) deep movement of the 1995 deposit, as described above, (b) mobilization of the 1995 (and possibly the 2005) deposit into a rapid debris flow such as occurred on January 10, 2005, (c) triggering of subsidiary landslides from parts of the 1995 and 2005 deposits or scarps, (d) triggering of slumps and (or) earth flows on adjacent hillsides, and (e) triggering of rapid debris flows from various nearby slopes, particularly in ravines.
4. The landslide scenarios sketched above potentially could impact any part of the La Conchita community. Future landslide activity could move into the same areas that recently have been damaged or could mobilize in other directions that could damage any or all of the developed area.

The lessons for transit:

- Continued development in hazard prone areas will likely impact roadways, rail lines and other infrastructure on which transit operations depend
- Development of new lines and facilities should consider such environmental hazards
- When responding to any critical incident, be careful not to overpromise. Disaster recovery takes a long time, and is seldom a 100 percent good-as-new proposition

## The 1994 Northridge Earthquake

The 1994 Northridge earthquake occurred on January 17, 1994 at 4:30:55 AM Pacific Standard Time in the city of Los Angeles, California, falling on Martin Luther King Day in 1994. The earthquake had a “moderate” moment magnitude of 6.7, but the ground acceleration was the highest ever recorded in an urban area in North America, and it proved to be the most costly earthquake in United States history.

The earthquake struck in the San Fernando Valley about 32 km (20 mi) northwest of downtown Los Angeles. Its epicenter was first reported as being in the community of Northridge, thus giving the earthquake its moniker, but was later calculated to be in Reseda. Despite the area’s proximity to the San Andreas Fault, the Northridge quake did not occur along this fault, but rather on a previously-undiscovered blind thrust fault.

Damage occurred up to 125 km (85 mi) away, with the most damage in the west San Fernando Valley, the city of Santa Monica, and Simi Valley. Fifty-one people were killed, and 9000 were seriously injured. Major freeway damage occurred up to 32 km (20 mi) from the epicenter. Portions of Interstate 10 (the Santa Monica Freeway), Interstate 5 (the Golden State Freeway) and California State Highway 14 (the Antelope Valley Freeway) collapsed and had to be rebuilt (the interchange of Interstate 5 and California State Highway 14 collapsed as it did 23 years earlier during the 1971 Sylmar earthquake and rebuilt without improved structural standards.

A few days after the earthquake, 9,000 homes and businesses were still without electricity; 20,000 were without gas; and more than 48,500 had little or no water. About 12,500 structures were moderately to severely damaged, leaving thousands of people temporarily homeless. Of the 66,546 buildings inspected, 6% were severely damaged (red tagged) and 17% were moderately damaged (yellow tagged). In addition, damage to several major freeways serving Los Angeles choked the traffic system in the days following the earthquake. Major freeway damage occurred up to 32 km from the epicenter. Collapses and other severe damage forced closure of portions of 11 major roads to downtown Los Angeles.

California Department of Transportation has been praised for their quick and effective response to the collapse of the highway. They used an incentive technique for contractors in which contractors received \$200,000 per day for every day they were ahead of schedule. This incentive method combined with expedition of permits allowed the highway to be completed in 710 days, rather than the predicted time of 1,112 days. During the freeway reconstruction period, Metrolink, the regional commuter rail system, extended service in two counties and constructed seven new stations in seven weeks to serve affected commuters.

## Facts on the January 17, 1994 Northridge Earthquake

Magnitude: 6.7 (Mw)

Duration: 15 Seconds

Number of Injured: 9,000+

Number of Deaths: 51

Epicenter: 20 Miles NW of Los Angeles beneath the San Fernando Valley

Direct and Indirect Costs: \$44 Billion in damage

\$30 Billion received in federal and private insurance funds

\$800 Billion replacement value on taxable property

### Structural Damage (Buildings):

25,000 Dwellings uninhabitable

7,000 Buildings red-tagged<sup>1</sup>

22,000 Buildings yellow-tagged<sup>2</sup>

9 Hospitals closed (2,500 beds lost)

9 Parking garages collapsed

Moment steel frames suffered huge, unexpected cracks

### Structural Damage (Highways/ Bridges/Ports):

Portions of 11 major roads into Los Angeles had to close

2 Bridges on the I-10 Santa Monica Freeway collapsed

3 Bridges on Route 118 Simi Valley Freeway collapsed

2 Bridges on I-5 at the 14 interchange collapsed

2 Bridges (Gavin Canyon Bridges) on I-5 collapsed

### Miscellaneous Facts:

22,000 People were left homeless

Costliest disaster in US history (*at that time*)

## Lessons Learned

- Transit became a long-term alternative for collapsed freeways
- Establish a single point of contact in Federal Highways or in CALTRANS.
- Public relations: You've got to deal with the public, whether it's through the media or one on one.
- Communications: A plan, a plan, and a plan. Then of course you've got to implement it.
- Environmental: Environmental regulations were relieved. Set up a memorandum of agreement between the agencies, the resource agencies, CALTRANS, Federal Highways.
- Contracting options: CALTRANS knew their contractors...shortened the advertisement period...to streamline the award...equipment rental rates.
- Be responsive to the contractors.
- Minimize the paperwork.
- Don't exceed your capabilities whether you're the highway department or city or county. Also, don't exceed the capabilities of the contracting community.
- All parties must be committed.

## Hurricane Katrina

Hurricane Katrina was the most destructive natural disaster in U.S. history. The overall destruction wrought by Hurricane Katrina vastly exceeded that of any other major disaster, such as the Chicago Fire of 1871, the San Francisco Earthquake and Fire of 1906, and Hurricane Andrew in 1992.

Hurricane Katrina's devastating effects were felt before the storm even reached the Gulf Coast on August 29, 2005. In the Gulf of Mexico, Hurricane Katrina battered the offshore energy infrastructure and forced the evacuation of more than 75 percent of the Gulf's 819 manned oil platforms. Two days before landfall, U.S. energy companies estimated that the approaching storm had already reduced Gulf of Mexico oil production by more than a third.

Seventy-five hurricanes of Katrina's strength at landfall—a Category 3—have hit the mainland United States since 1851, roughly once every two years. Yet Katrina was anything but a “normal” hurricane. First, Katrina was larger than most. Hurricane Camille, a Category 5 storm that devastated the Gulf Coast in 1969, had top wind speeds that exceeded those of Katrina upon landfall, but Camille's hurricane force winds only extended seventy-five miles from its center, whereas Katrina's extended 103 miles from its center. As a result, Hurricane Katrina's storm surge affected a larger area than did Hurricane Camille's. In all, Hurricane Katrina impacted nearly 93,000 square miles across 138 parishes and counties. The extreme intensity that Hurricane Katrina reached before landfall on the Gulf Coast, as well as its size, meant that its storm surge was consistent with a more powerful storm. In fact, the National Hurricane Center concluded that the height of Hurricane Katrina and Camille's respective storm surges were comparable to each other.



Hurricane Katrina's winds and a storm surge that crested up to twenty-seven feet high dealt a ferocious blow to homes, businesses, and property on the coast and for many miles inland. This storm surge overwhelmed levees all along the lowest reaches of the Mississippi River and the edges of Lake Pontchartrain. The consequences for New Orleans, which sits mostly below sea level, were dire. Significant levee failures occurred on the 17th Street Canal, the Industrial Canal, and the London Avenue Canal. Approximately 80 percent of the city was flooded.

The flooding destroyed New Orleans, the Nation's thirty-fifth largest city. Much as the fire that burned Chicago in 1871 and the earthquake and fire that leveled San Francisco in 1906 destroyed the economic and cultural centers of an entire region, so too did Hurricane Katrina destroy what many considered to be the heart of the Gulf Coast.

Even beyond New Orleans, Katrina's span of destruction was widespread. Indeed, one of the gravest challenges presented by this particular disaster was the vast geographic distribution of the damage. Towns and cities, small and large, were destroyed or heavily damaged up and down the Gulf Coast and miles inland. From Morgan City, Louisiana, to Biloxi, Mississippi, to Mobile, Alabama, Hurricane Katrina's wind, rain, and storm surge demolished homes and businesses. Large parts of the coastal areas of these States were devastated. As Mississippi Governor Haley Barbour stated, “The 80 miles across the Mississippi Gulf Coast is largely destroyed. A town like Waveland, Mississippi, has no inhabitable structures—none.”

Hurricane Katrina contradicts one side of an important two-part trend. For at least a century, America's most severe natural disasters have become steadily *less* deadly and *more* destructive of property (adjusted for inflation). Yet, Hurricane Katrina not only damaged far more property than any previous natural disaster, it was also the deadliest natural disaster in the United States since Hurricane San Felipe in 1928.

### **Measuring Hurricane Katrina: The Path of Destruction**

Hurricane Katrina devastated far more residential property than had any other recent hurricane, completely destroying or making uninhabitable an estimated 300,000 homes. This far surpasses the residential damage of Hurricane Andrew, which destroyed or damaged approximately 80,000 homes in 1992. It even exceeds the combined damage of the four major 2004 hurricanes, Charley, Frances, Ivan, and Jeanne, which together destroyed or damaged approximately 85,000 homes.

Hurricane Katrina's damage was extensive. The storm destroyed so many homes, buildings, forests, and green spaces that an extraordinary amount of debris was left behind—118 million cubic yards all told. In comparison, Hurricane Andrew created 20 million cubic yards of debris. The debris from Katrina, if stacked onto the space of a football field, would reach over ten and a half miles high.

Hurricane Katrina's effects on the economy have yet to be fully reckoned. The worst consequences were local: between August and September, the unemployment rate doubled from 6 to 12 percent in the most affected areas of Louisiana and Mississippi. In Louisiana, Mississippi, and Alabama, salaries and wages fell by an estimated \$1.2 billion in the third quarter of 2005. But short-term, economic ripples reached the entire country through the rising cost of gasoline.

The approach of the storm forced the temporary shutdown of most crude oil and natural gas production in the Gulf of Mexico. In the immediate wake of Hurricane Katrina, gasoline prices rose sharply nationwide. The combined effects of Hurricane Katrina and Hurricane Rita, which made landfall on the border between Texas and Louisiana early on September 24, 2005, were such that, between August 26, 2005, and January 11, 2006, 114 million barrels of oil production capacity were left unused, equivalent to over one-fifth of yearly output in the Gulf of Mexico.

The storm devastated the regional power infrastructure. In Louisiana, Mississippi, and Alabama, approximately 2.5 million power customers reported outages. By contrast, Hurricane Ivan denied 1.8 million customers power.

Communications suffered as well. The storm crippled thirty-eight 911 call centers, disrupting local emergency services, and knocked out more than 3 million customer phone lines in Louisiana, Mississippi, and Alabama. Broadcast communications were likewise severely affected, as 50 percent of area radio stations and 44 percent of area television stations went off the air.

Much more than any other hurricane, Katrina's wrath went far beyond wind and water damage. In fact, Hurricane Katrina caused at least ten oil spills, releasing the same quantity of oil as some of the worst oil spills in U.S. history. Louisiana reported at least six major spills of over 100,000 gallons and four medium spills of over 10,000 gallons. All told, more than 7.4 million gallons poured into

the Gulf Coast region's waterways, over two thirds of the amount that spilled out during America's worst oil disaster, the rupturing of the *Exxon Valdez* tanker off the Alaskan coast in 1989.

### **The Human Toll**

When the winds and floods of Hurricane Katrina subsided, an estimated 1,330 people were dead as a result of the storm. The vast majority of the fatalities—an estimated 80 percent—came from the New Orleans metropolitan area; Mississippi suffered greatly as well, with 231 fatalities. Many of the dead were elderly or infirm. In Louisiana, approximately 71 percent of the victims were older than sixty, and 47 percent of those were over seventy-five. At least sixty-eight were found in nursing homes, some of whom were allegedly abandoned by their caretakers. Of the total known fatalities, there are almost two hundred unclaimed bodies remaining at the Victim Identification Center in Carville, Louisiana. As awful as these horrifying statistics are, unfortunately they are not the end of the story. As of February 17, 2006, there were still 2,096 people from the Gulf Coast area reported missing.



Around 770,000 people were displaced—the largest since the Dust Bowl migration from the southern Great Plains region in the 1930s. After Hurricane Katrina, housing options often arrived slowly to those who could not return to their ruined homes; by the end of October, there were still more than 4,500 people staying in shelters. The numbers of evacuees residing in such transient emergency shelters had dropped significantly by January 2006, and families have slowly begun to find permanent housing.

Moreover, many victims found it difficult to reconstruct their shattered lives. In many cases, they had either lost or forgotten basic documents, such as insurance information, birth certificates, and marriage licenses, which would later prove essential to rebuilding their lives. Most of the evacuees did not have access to their medical records, which increased the risk of complications when receiving medical treatment. For those who returned to their homes in the Gulf region, basic services were still wanting. By January, 85 percent of public schools in Orleans parish had still not reopened; in the metropolitan area, approximately two-thirds of the retail food establishments, half of the bus routes, and half of the major hospitals remained closed. For Katrina's victims, a sense of "back to normal" still seems far away.

Of the 1.1 million people over the age of sixteen who evacuated in August 2005, approximately 500,000 of those evacuees had not returned home by late December. For the evacuees who have not returned to their homes, jobs have been scarce. Their unemployment rate was just below 28 percent in November and over 20 percent in December. The former evacuees who did return to their homes in the Gulf region had better access to work with an unemployment rate of 12.5 percent in November, which fell to 5.6 percent in December. In July, before Katrina hit, the unemployment rate in the most affected areas of Louisiana and Mississippi had been 6 percent.

## Hurricane Rita

Hurricane Rita made landfall on September 24, 2005 near the Texas-Louisiana border as a Category 3 hurricane. It continued on through parts of southeast Texas. The storm surge caused extensive damage along the Louisiana and extreme southeastern Texas coasts and completely destroyed some coastal communities. The storm killed seven people directly; many others died in evacuations and from indirect effects.

### **Louisiana Preparations**

Before Rita, the mayor of New Orleans, Ray Nagin, had planned to begin reopening the city after the damage caused by Hurricane Katrina on September 19. However, as Rita developed in the Gulf of Mexico, the reopening was cancelled and a re-evacuation of the city was initiated on September 21 as the storm was initially forecast to make landfall much closer to the city. Although Rita remained well to the south and west of New Orleans, a pre-landfall storm surge overwhelmed a levee protecting the lower 9th Ward, a part of a fragile and already compromised levee system as repairs continued. At landfall, more parts of the levee wall were breached causing major re-flooding in New Orleans. The original breaches had occurred a month earlier as a result of Hurricane Katrina.

In addition, residents of Cameron Parish, Calcasieu Parish, and parts of Jefferson Davis Parish, Acadia Parish, Iberia Parish, and Vermillion Parish were told to evacuate ahead of the storm.

### **Texas Preparations**

Texas Governor Rick Perry recalled all emergency personnel, including almost 1,200 Texas National Guard from Katrina recovery efforts, in anticipation of Hurricane Rita's arrival. On September 22, Governor Perry and the Texas Department of Transportation implemented a contra-flow lane reversal on Interstate 45 north towards Dallas, on Interstate 10 west towards San Antonio, and on U.S. Highway 290 Northwest to Austin.

Officials in Galveston County ordered mandatory evacuations, effective September 21 at 6 p.m., in a staggered sequence setting different zones in the area which were due to leave at different times over 24 hours, well in advance of the storm's possible landfall later in the week but not enough in advance to ensure that all residents could evacuate safely in advance of the storm.

Nonetheless, many residents remained in the county because they were either unaware of the danger of the storm or believed that it was more important to protect their belongings, particularly in the wake of looting following Hurricane Katrina. The evacuation included transfer of all inpatients from the University of Texas Medical Branch hospital to other regional hospitals. Thirty-one patients, including two on ventilators were prisoners under the ward of the Texas Department of Corrections.

To the east of Houston officials had set up evacuation routes in response to the slow evacuation of residents prior to Hurricane Lili (2002). During the Rita evacuation these preparations and their execution were overwhelmed by the enormous and unprecedented numbers of people fleeing from the Houston area prior to the local residents. By the time Jefferson County began their mandatory

evacuation local roads were full of Houstonians. Designated evacuation routes slowed to a pace far worse than with any previous hurricane.

By late Thursday morning, the contra-flow lanes had been ordered after it was determined that the state's highway system had become gridlocked. The Texas Department of Transportation was unprepared to execute such a large-scale evacuation. Many motorists ran out of gas or experienced breakdowns in the record-breaking temperatures that neared 100 degrees. Traffic volumes did not ease for nearly 48 hours as nearly three million residents evacuated the area in advance of the storm. This was the largest evacuation in Texas history.

### **Impact**

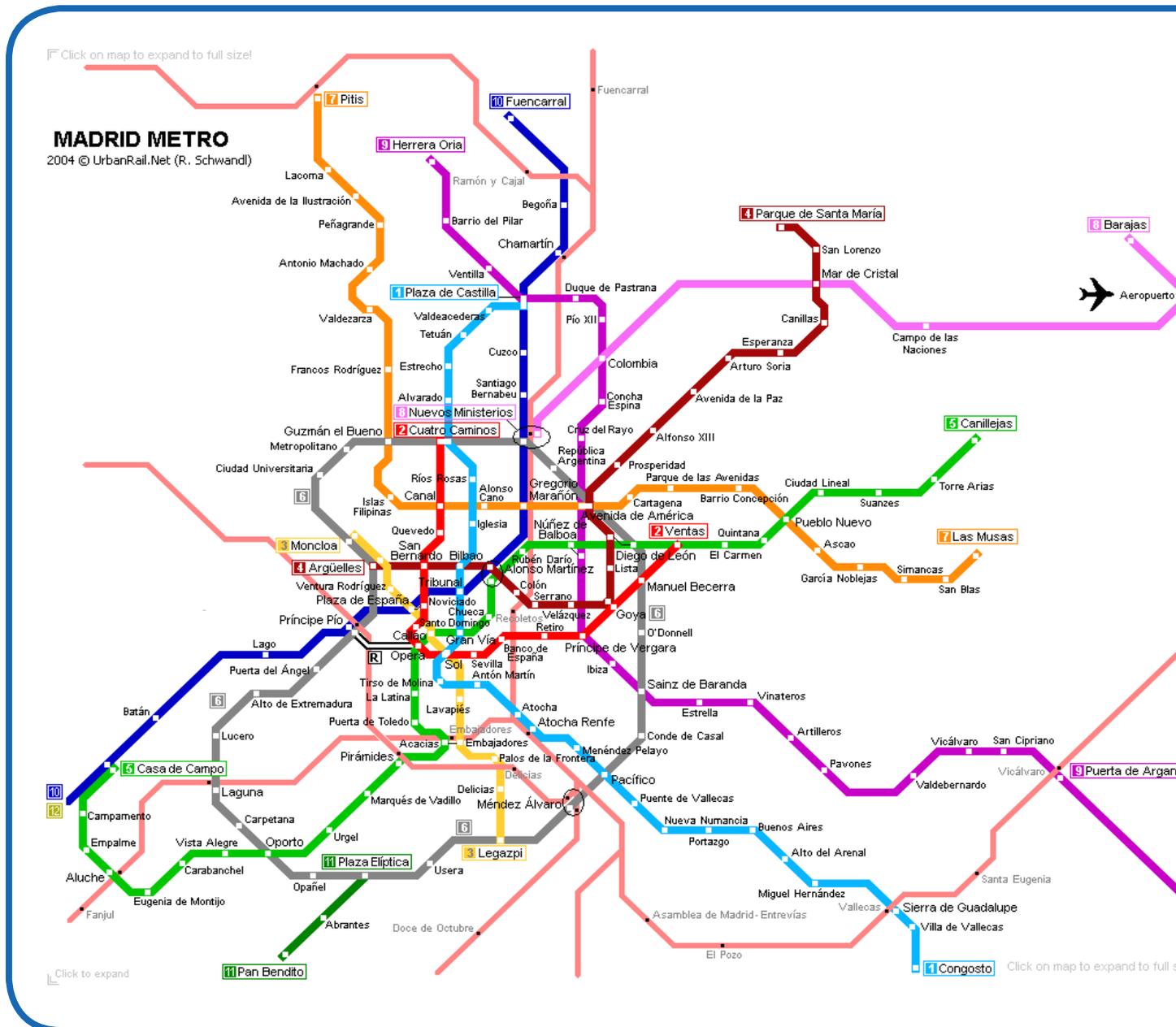
In some areas, the effects of Hurricane Rita were not nearly as severe as anticipated. The storm surge feared in Galveston and Houston struck farther east as the storm's center came ashore at the Louisiana border; winds blowing offshore in Texas actually flattened the surge, which was only seven feet, well below the height of the Galveston seawall. The five inches of rain expected to fall overnight in New Orleans also did not happen, and the pressure on the levee system was eased. Still, storm surge of 15-20 feet struck southwestern Louisiana, and coastal parishes experienced extensive damage. In Cameron Parish the communities of Holly Beach, Hackberry and Cameron were essentially destroyed. In Calcasieu Parish the communities of Lake Charles, Moss Bluff, Sulphur, Westlake and Vinton also suffered heavy damage.

It is estimated that well over two million people lost electricity. Total damage is estimated at approximately \$10 billion, making Rita the ninth-costliest storm in U.S. history.

# Madrid Transit Attacks of 2004

## Madrid Metro

The Madrid Metro is the large metro system serving Madrid, the capital of Spain. It is one of the largest metro systems in the world, which is especially remarkable considering Madrid's population of approximately 3.5 million (Madrid city) to 6 million (metropolitan area). In fact, it is among the top 10 longest metros in the world, though Madrid is approximately the fiftieth most populous metropolitan area in the world.



Taking into account a kilometer per inhabitant ratio, Madrid has the densest Subway network in the world. It is also one of the fastest growing in the world, rivaled only by the Seoul Metro (Seoul); the latest round of expansions, completed in spring 2003, have increased its length to 226.7 kilometers. The metro has 190 stations on 12 lines (and one branch line.) An additional 44 km of metro lines are expected to be constructed by 2007, as well as 30 km of light rail lines that will serve the western region of the metropolitan area.

### **Train Bombings (March 11, 2004)**

The Madrid train bombings (also known as 11-M, 3/11, 11/3 and M-11) were a series of coordinated bombings against the commuter train system of Madrid, Spain on the morning of March 11, 2004, which killed 192 people and wounded 2,050.

The attacks consisted of a series of ten explosions that occurred at the height of the Madrid rush hour aboard four commuter trains. Thirteen improvised explosive devices were reported to have been used by the Islamic militant group that was responsible for the bombing, all but three of which detonated.

The explosions occurred during the morning rush hour, targeting a busy commuter rail line that runs just south of downtown Madrid. Four bombs (planted at the front, middle, and rear of a single train) exploded at 7:39 at Atocha station, and three bombs planted on a single train went off simultaneously just outside of *Télez* street, near Atocha station. Two more bombs on one train detonated at 7:41 at El Pozo del Tío Raimundo station. One further bomb exploded on a train at Santa Eugenia station at 7:42. Most of the casualties occurred at Atocha/Télez (89 confirmed dead) and El Pozo (70) with another 17 at Santa Eugenia.

Two unexploded bombs were found at the center and rear of the train. The nine bombs aboard the Atocha and *Télez* trains were, according to experts, designed to bring down the roof of the entire station at Atocha. [12]

Security forces carried out a controlled explosion of a suspicious package found near the Atocha station and subsequently deactivated the two undetonated devices on the *Télez* train. A third unexploded device was later brought from the station at El Pozo to a police station in Vallecas, and became a central

#### **Bomb attacks in Madrid**

More than 190 people have been killed in multiple bomb attacks on four rush-hour trains. A high-speed commuter train and three local suburban trains were attacked at Atocha, El Pozo and Santa Eugenia stations.



piece of evidence for the investigation. It appears that at least the El Pozo bomb failed to detonate because a cell-phone alarm used to trigger the bomb was set 12 hours late. [13]

The commuter rail line that was bombed begins its journey at Alcalá de Henares, which is home to large Latin American and Eastern European immigrant communities, and serves industrial middle class towns, suburbs, and neighborhoods to the southeast of Madrid. Many of the 250,000 people using the line each day are students, blue-collar workers, and middle-class people who cannot afford to live in the city of Madrid and so commute from neighboring communities.

Forty-one of the dead came from thirteen countries outside of Spain, including fifteen from Romania, five each from Ecuador and Peru, four from Poland, three from Colombia, two from Honduras, and one each from Bulgaria, Chile, Cuba, the Dominican Republic, Guinea-Bissau, France, and Morocco.

### **Madrid Train Bombings Timeline**

Four commuter trains bound for Atocha station stopped at Alcalá de Henares between 06:55 and 07:15. During this time, they were loaded with bombs concealed in backpacks or duffel bags.

06:45 - Train 17305 leaves Guadalajara, en route to Chamartín Station.

07:00 - Train 21431 leaves Alcalá de Henares, en route to Alcobendas.

07:10 - Train 21435 leaves Alcalá de Henares, en route to Alcobendas.

07:15 - Train 21713 leaves Alcalá de Henares, en route to Príncipe Pío.

07:39 - Three bombs explode on train 17305 by Téllez street, 500 meters (547 yards) short of entering Atocha station. Seconds later, four bombs explode on train 21431 on track 2 inside Atocha station.

07:41 - Two bombs explode on train 21435 at El Pozo del Tío Raimundo station.

07:42 - A bomb explodes on train 21713 at Santa Eugenia station. [16] [17]

### **Madrid Train Bombings - Immediate Response**

At 08:00 emergency relief workers began arriving at the scenes of the bombings. The police reported “*numerous victims*” and spoke of 50 wounded and several dead. By 08:30 SAMUR, the emergency ambulance service, had set up a “*field hospital*” at a sports facility at Daoiz y Velarde. Hospitals were told to expect the arrival of many casualties. Bystanders and local residents helped relief workers. At 08:43 fire fighters reported 15 dead at El Pozo. By 09:00 the police had confirmed the death of at least 30 people; 20 at El Pozo and about 10 in Santa Eugenia and Atocha.

Also at 08:00, a “Cage Operation” (*Operación Jaula* in Spanish), designed to prevent terrorists from fleeing the city went into effect and started affecting transportation in, out and around the city. [55] At 08:45 RENFE, the national railway operator, shut down all rail traffic in to and out of Madrid, and Line 1 of the Madrid metro was closed for security reasons. At 08:56 the police sealed off all streets adjacent to Atocha and evacuated the station. At the same time, RENFE closed the stations at Chamartín and Príncipe Pío, the other train stations in Madrid.

Consequently, all railway traffic to and from Madrid was shut down, including commuter, regional, and intercity trains as well as the high-speed AVE service to Seville. International rail traffic to and from Madrid was also interrupted due to security concerns, although trains to and from France departed from Chamartín, Madrid’s second largest train station. According to the French SNCF, this was done at the request of the Spanish authorities.

RENFE organized alternative transportation, and moved 3,000 passengers by road. Around 18:30, traffic to and from Chamartín and Príncipe Pío was restored, including some commuter rail lines and northbound national and international traffic out of Chamartín. In France, the Vigipirate plan was upped to the orange level. [56] In Italy, the Government declared a state of high alert. [57]

A blood donation bus, which had already been parked in the Puerta del Sol for a number of days, became inundated with donors, with several hundred queuing to offer their assistance.

### **Madrid train bombings Aftermath**

The 11 March 2004 Madrid train bombings were followed by an intensive criminal investigation, leading to the arrest of several people, and massive street demonstrations in numerous Spanish cities. Three days after the attacks, the presiding Spanish government was defeated in the Spanish general election.

#### **SOURCES:**

<http://news.bbc.co.uk/1/hi/world/europe/3597885.stm>

<http://en.wikipedia.org/>

<http://www.guardian.co.uk/graphic/0,,1167013,00.html>

#### **INTERESTING MEDIA LINKS:**

[\*\*Madrid train bombings probe finds no al-Qaeda link\*\*](#)

[\*\*Learning from past mistakes\*\*](#)

[\*\*Lessons from Madrid bombing\*\*](#)

[\*\*Securing Amtrak’s Future: Lessons from Madrid\*\*](#)

[\*\*International Security Conference Focused on Madrid Terrorist Attack\*\*](#)

# Appendix F



## 1 Communicating about Hazards & Threats

# Communicating About Risk

## COLOR CODED THREAT LEVEL SYSTEM

It is helpful for staff to understand what might be the appropriate level of vigilance based on the current risk environment – which can change even from one minute to the next. Following are activity guidelines for each of the five levels of risk:

### GREEN :: LOW NORMAL OPERATING ENVIRONMENT

When things are proceeding normally:

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

### BLUE :: GUARDED DETERIORATING OR POTENTIALLY DANGEROUS ENVIRONMENT

When there is a generally heightened risk for accidents, natural disasters, criminal activity and other common transit hazards and threats:



- Review situational forecasts from the National Weather Service, local law enforcement, avalanche advisory center, or other appropriate sources
- Review incident response plan
- Consider additional resource requirements and place resources on stand-by as appropriate
- Inspect safety/security equipment to ensure availability and operability
- Assess integrity of barriers such as perimeter fencing and security systems
- Strengthen watch procedures for unusual activity, unidentified vehicles and persons, and abandoned packages and parcels
- Communicate threats/hazards to supervisors, and provide additional staff oversight as appropriate
- Pre-set thresholds for protective actions such as notification of partner agencies and service suspension protocols

## **ORANGE :: ELEVATED SERIOUS RISK OF ACCIDENT/INCIDENT**

When there is substantial risk for accidents, natural disasters, criminal activity and other common transit hazards and threats:

- Mobilize additional resources as required to protect assets and/or continue to fulfill mission
- Place incident response team on stand-by
- Activate service suspension thresholds as appropriate
- Communicate threats/hazards to frontline staff with an operational need to know. Post Security Alert as appropriate
- Reinforce employee awareness of their emergency situation roles and responsibilities
- Inform partner agencies with an operational need to know of the increased threat/hazard and operational precautions you are exercising
- Check to ensure all emergency telephone, radio, intercom, and satellite communication devices are in place and operational
- Review critical incident notification plan
- Discuss communications procedures and back-up plans with all concerned
- Secure all buildings and storage areas, reducing the number of access points for vehicles and personnel to a minimum
- Increase patrols/supervision in facilities and along routes
- Increase patrolling at night and ensure all vulnerable critical points are secure
- Instruct employees working at remote locations to check-in on a periodic basis.
- Minimize administrative travel
- 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
- Consult with local authorities about road closures and other local response actions
- Coordinate emergency plans with other jurisdictions as appropriate
- Activate contingency and emergency response plans and personnel as needed

- Make necessary preparations to establish Command Center(s) and/or to dispatch staff in case of an incident
- 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

- Activate Incident Response Team
- Designate the Team Leader for the incident for your transit system
- Assess immediately impact on transit service and facilities and adjust or terminate services as required
- Activate mitigation measures
- Activate Transit Emergency Command Center
- Send representative(s) to city/county Emergency Operations Center as appropriate
- Cancel or postpone non-vital work activities
- Identify available assets to support response effort
- Redirect personnel and equipment to address critical emergency needs, as appropriate
- Evacuate any non-essential personnel and visitors from your facilities
- Activate Joint Information System/Center to provide fast, accurate, coordinated, timely, understandable, and appropriate (FACTUAL) emergency information to internal and external audiences
- Perform incident notification to board members and key stakeholders as dictated by your emergency response plan
- Coordinate closing of public roads and facilities with local authorities
- Increase security to maximum sustainable level to ensure security of command, control and communications centers

## PURPLE :: RECOVERY

### INFRASTRUCTURE REPAIR AND SERVICE RESUMPTION

When overseeing long-term recovery from an incident:

- Activate (or hastily develop) Business Recovery Plan
- Restore transit service
- Repair or replace essential disaster-damaged facilities
- Guard against secondary attacks
- Identify and implement corrective measures to reduce the likelihood of a repeat of the incident
- Restore public confidence by announcing new protective measures/lessons learned
- Return to appropriate threat level indicator
- Identify short and long term capital replacement needs, develop plans and detailed designs
- Coordinate funding and other needs for transit system restoration with FTA/state Department of Transportation
- Complete an *After Action Report*

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