



Rural Transit Emergency Planning Guidance Technical Appendices

CALIFORNIA DEPARTMENT OF TRANSPORTATION
Division of Mass Transportation



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The statements and conclusions contained in the California Department of Transportation’s publication entitled “Rural Transit Emergency Planning Guidance”, together with its Technical Appendices, are those of the authors and not necessarily those of the Department. The information provided in this report, the sources of that information, and the use of that information within the body of the document should not be construed as an actual or implied endorsement of that information. All errors and omissions are the responsibility of the authors.

Re-publication of this report requires prior written consent of the California Department of Transportation.

Appendix A

Caltrans Response
and Recovery
Conference

① Abbreviated After Action Report



CALTRANS RESPONSE & RECOVERY CONFERENCE SERIES **Abbreviated After Action Report (AAR)**

During March of 2008, the California Department of Transportation (Caltrans) hosted regional workshops on emergency management for rural and small-urban transit managers, emergency managers and first responders. Workshops were held on March 3-4 in San Diego, March 6-7 in Monterey, and March 10-11 in Sacramento. The goal of the conference series was to bolster emergency planning efforts of California transit systems and to foster improved interagency communication and coordination. A series of 3-minute videos and a Rural Transit Emergency Planning Guidance document capturing essential lessons from this initiative will be published on the Caltrans Division of Mass Transportation (DMT) website.

The agenda for the conference series, and the scenario for the tabletop exercise, were created with guidance from Caltrans headquarters and district offices, input from an advisory committee comprised of the state's leading rural and small urban transit safety and security managers, and review by a variety of local, state and federal partners.

The conferences included three components:

- 1) Lecture by a diverse group of nationally-recognized speakers regarding lessons learned from past disaster incidents
- 2) Round-table discussions on industry best-practices and emerging trends in transit safety, security and emergency management
- 3) Tabletop exercises to help participants identify gaps in their plans and protocols for emergency preparedness, prevention, response and recovery

Each of the three workshops featured frank discussions between the participants regarding emergency management priorities, and raised a variety of issues that should be addressed through ongoing planning, training and exercise efforts.

For a complete Caltrans Response & Recovery Conference AAR, including Improvement Plan recommendations, visit: <http://www.dot.ca.gov/hq/dmt/safety-security.htm>

Appendix B

prepare

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- 1 Index of Transit Hazards and Threats
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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 Loss

- 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 Material Spills

- 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 focus your priorities.

Accident and Incident Assessment

Likelihood: 1 = *Improbable*; 10 = *Certain*

Impact on Service Delivery: 1 = *Minor*; 10 = *Catastrophic*

Financial Impact: 1 = *Negligible*; 10 = *Catastrophic*

Hazard/Threat Accidents & Incidents	A. Likelihood of Incident	B. Impact on Service	C. Financial Impact	A + B + C = Vulnerability Index
Minor Vehicle Collision				
Major Collision/ No Injuries				
Major Collision With Injury/Injuries				
Major Collision Facility				
Passenger Injury Before Boarding/After Alighting				
Passenger Fall on Vehical/ No Injury				
Passenger Fall on Vehical/ Injury				
Employee Injury				
Wheelchair Lift Failure/ No Injury				
Wheelchair Lift Failure/ Injury				
Injury Based on Securement Problem				

Organizational Infrastructure Assessment

Likelihood: 1 = *Improbable*; 10 = *Certain*

Impact on Service Delivery: 1 = *Minor*; 10 = *Catastrophic*

Financial Impact: 1 = *Negligible*; 10 = *Catastrophic*

Hazard/Threat Critical Infrastructure	A. Likelihood of Incident	B. Impact on Service	C. Financial Impact	A + B + C = Vulnerability Index
Trespassing				
Vandalism				
Employee Theft				
Bomb Threat				
Dangerous Mail				
Brief Power Outage				
Extended Power Outage				
Hard Drive Crash/ Cyber Attack				
Loss of Landline Phone Service				
Loss of Cell Phone Service				
Loss of Radio System				
Minor Structural Fire				
Major Structural Fire				
Vehicle Fire/ No Injuries				
Vehicle Fire with Injury/Injuries				

Acts of Nature Assessment

Likelihood: 1 = *Improbable*; 10 = *Certain*

Impact on Service Delivery: 1 = *Minor*; 10 = *Catastrophic*

Financial Impact: 1 = *Negligible*; 10 = *Catastrophic*

Hazard/Threat Acts of Nature	A. Likelihood of Incident	B. Impact on Service	C. Financial Impact	A + B + C = Vulnerability Index
Flooding in Community				
Flooding of Transit Facilities				
High Winds				
Wild Fire				
Dust Storm				
Severe Winter Weather				
Fog				
Tornado				
Severe Thunderstorms				
Landslide/Rockslide				

Hazardous Materials Assessment

Likelihood: 1 = *Improbable*; 10 = *Certain*

Impact on Service Delivery: 1 = *Minor*; 10 = *Catastrophic*

Financial Impact: 1 = *Negligible*; 10 = *Catastrophic*

Hazard/Threat Hazardous Materials	A. Likelihood of Incident	B. Impact on Service	C. Financial Impact	A + B + C = Vulnerability Index
Blood-Borne Pathogen Spill				
Toxic Release				
Radiological Release				
Fuel Related Event				

Criminal Activity Assessment

Likelihood: 1 = *Improbable*; 10 = *Certain*

Impact on Service Delivery: 1 = *Minor*; 10 = *Catastrophic*

Financial Impact: 1 = *Negligible*; 10 = *Catastrophic*

Hazard/Threat Criminal Activity	A. Likelihood of Incident	B. Impact on Service	C. Financial Impact	A + B + C = Vulnerability Index
Non-Employee Theft				
Menacing Behavior on Vehicle				
Assault on Vehicle				
Assault on Employees at or Near Facility				
Shooter on Vehicle				
Hostage Situation on Vehicle				

Domestic or International Terrorism Assessment

Likelihood: 1 = *Improbable*; 10 = *Certain*

Impact on Service Delivery: 1 = *Minor*; 10 = *Catastrophic*

Financial Impact: 1 = *Negligible*; 10 = *Catastrophic*

Hazard/Threat Terrorism	A. Likelihood of Incident	B. Impact on Service	C. Financial Impact	A + B + C = Vulnerability Index
Suspicious Package				
Suspicious Vehicle				
Suspicious Activity				
Improvised Explosive Device				
Weapon of Mass Destruction				

Risk Reduction Prioritization Form

Top Ten Vulnerabilities Identified	Risk Reduction Actions Planned
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Sample Call Tree Form

(add names and numbers to each title):

Emergency Management Team Activation

Dispatch

- Executive Director/General Manager
- Operations Manager
- Road Supervisor

Executive Director/General Manager

- Board Chair
- Public Affairs/Communications

Operations Manager

- Safety Director
- Maintenance Director

Maintenance Director

- Essential Maintenance Staff
- Finance Director

Board Chair

- Fellow Boardmembers
- Legal Counsel

Public Affairs

- Essential Partner Agencies
- Media

Finance Director

- Plans Chief
- Executive Director

Draft Mutual Aid Agreements

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

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 the undersigned agencies to act as liaisons with one another.
- 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 that 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.

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: Hostage Situation

7:30 p.m. – September 11

A RMATA 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. military involvement 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 driver to keep driving and stay off the radio until he can think of what to do.

He orders the bus driver 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 driver to stop and turn off all the lights.

Discussion Questions:

IC = Transit Bus Driver. What is your responsibility?

Safety – Identify hazards/mitigation measures

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

Op's – Bus Driver//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 driver, 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 driver 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 Driver/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

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 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>

Employee Disaster Response Agreement

INTEROFFICE MEMORANDUM

To: _____

From: _____

Subject: EMERGENCY RESPONSE PARTICIPATION

Date: _____

I have read and understand the [transit system name] Policies and Procedures for Emergency Response.

_____ I agree to participate as needed/requested to assist the community and the agency in emergency response/recovery

_____ I have first responder responsibilities (e.g. volunteer fire, CERT, etc.) that may prevent my ability to support transit emergency response and recovery activities

_____ I am unwilling to participate in community emergency response/recovery activities

I agree to provide [transit system name] with current telephone numbers and a physical address where I can be contacted in case of emergency, and agree to keep this information updated as it changes.

I understand that I may discuss any part of the [transit system name] emergency response and recovery plan, as well as my particular roles and responsibilities, with my supervisor and/or the transit emergency management coordinator.

Signature: _____

Printed Name: _____

Date: _____

Facility Safety Audit and Security Checklist

Appendix C

prevent

- 
- ① Facility Safety and Security Checklist
 - ② Behind-the-Wheel Coaching & Counseling Documentation Form
 - ③ Driver Training Documentation Form
 - ④ Safety and Security Committees

Facility Safety and Security Checklist

Date: _____ Time: _____ No. of employees at site audited: _____

Div: _____ Section: _____ Unit: _____ County: _____

Facility or site audited: _____

This form is used to record observations of facility/workstation area conditions on the above date.

Corrective measures and abatement dates are on the back or on an additional page

S=Satisfactory, U=Unsatisfactory, N/A=Not Applicable. All items should be checked to indicate review.

	S	U	N/A		S	U	N/A
1. First Aid				8. Illumination & Wiring			
a. Certified first aid assistance available..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	a. Necessary lighting and used properly..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Emergency numbers posted..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. Adequate light during shutdown/ power outage..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. If Kit is available, it is stocked and replenished..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	c. Wire Condition-not exposed/frayed..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Fire Protection				d. Circuits Loading..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Emergency plan explained/available/training... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	e. Machinery grounded..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Extinguisher- charged/conspicuous location/ location marked..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	f. Proper wiring in hazardous location..... (i.e., wet conditions)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Access to fire equipment is not blocked..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	g. Wall/electric outlets-covered..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Lights/doors/signs-marked, visible, operational..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	h. Adequate lighting for tasks..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Where required, fire extinguisher training use... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	i. Glare/eye strain..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	j. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Building Security				9. General Areas			
a. Doors/windows, etc. secured when required..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	a. Floor condition-(no trip/fall hazard, level)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Department shutdown security in place..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. Special purpose flooring (tile/rubber mats)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Equipment secured..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	c. Aisle, clearance/markings..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Unauthorized entry policy adhered to..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	d. Floor openings, safeguards..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	e. Railings, stairs, temp./perm..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Machinery & Equipment				f. Piping (water-steam-air)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Operating machines are attended..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	g. Wall damage/ceiling damage..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Emergency stops operational..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	h. Ventilation is adequate..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Platforms/ladders/catwalks..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	i. Wet floor policy posted/adhered to..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Instructions to operate/stop posted..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	j. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintenance performed and documented..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10. Housekeeping			
f. Guards in place & proper tolerances..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	a. Floors..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Area free of pinch points..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. Machines-properly stored, safety items in place..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Lock-out policy posted/adhered used..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	c. Waste/Trash disposal..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Welding Storage-tanks apart..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	d. Vending machines/food..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Material Storage				e. Rodent, insect, vermin control..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Hazardous & flammable material identified..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	f. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Hazardous & flammable materials properly stored..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11. Vehicles			
c. Hazardous wastes-properly labeled and stored... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	a. Cleanliness of vehicle interior..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Stacking/loading proper heights and secured... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. No unauthorized use by others..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Lighting, warning signs, ventilation..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	c. Only operating a vehicle licensed to operate.... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Safety Policy & Procedures				d. Vehicle operation-backing, parking..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Specific details of work assignment given..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	e. Obeying traffic rules (Parking lot)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employees orientated or trained for job..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	f. Defensive driving/ Fleet Safety Course taken? <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Employees informed and aware of Safety Policies/Procedures & Div. practices..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	g. Seat/safety belt use (Observe in lot)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrate job skills..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	h. Vehicle maintenance (PM's done, pre-op checks)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Use of safety equipment-explained, adhered to..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12. Tools			
f. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	a. Power tool wiring-not frayed or loose, etc..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Hazard				b. Condition of hand tools-clean, rust free, etc.... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Extension cords- proper use and grounding pins..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	c. Safe storage in-rack/cabinet/case..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. MSDS information & procedures known..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	d. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Exit doors clear/unobstructed..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	13. Regulatory Administrative Issues			
d. All areas/exit ways free of tripping hazards..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	a. OSHA poster displayed where employees can see it..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. Div/Office/Program OSHA 300 log available for site..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				Auditor Signature _____			

Driver Evaluation & Coaching Documentation

AGENCY NAME: _____

DRIVER NAME: _____ DATE: _____

SUPERVISOR: _____ TIME: _____

ROUTE PERFORMANCE AND SCHEDULE PERFORMANCE

	Satisfactory	Unsatisfactory	Comments
Knows Stop Locations	<input type="checkbox"/>	<input type="checkbox"/>	
Knows Geography	<input type="checkbox"/>	<input type="checkbox"/>	
Knows Policy	<input type="checkbox"/>	<input type="checkbox"/>	
Operates within Schedule	<input type="checkbox"/>	<input type="checkbox"/>	

DRIVING PERFORMANCE:

	Satisfactory	Unsatisfactory	Comments
Pre-trip Inspection	<input type="checkbox"/>	<input type="checkbox"/>	
Courtesy Driving	<input type="checkbox"/>	<input type="checkbox"/>	
Right Turns	<input type="checkbox"/>	<input type="checkbox"/>	
Left Turns	<input type="checkbox"/>	<input type="checkbox"/>	
Smoothness: Stops & Starts	<input type="checkbox"/>	<input type="checkbox"/>	
Intersection Awareness	<input type="checkbox"/>	<input type="checkbox"/>	
General Traffic Awareness	<input type="checkbox"/>	<input type="checkbox"/>	
Pulling into/out of Stops	<input type="checkbox"/>	<input type="checkbox"/>	
Use of Signals	<input type="checkbox"/>	<input type="checkbox"/>	
Use of Four-way Flashers	<input type="checkbox"/>	<input type="checkbox"/>	
Use of Mirrors	<input type="checkbox"/>	<input type="checkbox"/>	
Use of Hands	<input type="checkbox"/>	<input type="checkbox"/>	
Use of Feet	<input type="checkbox"/>	<input type="checkbox"/>	
Use of Interior Lights	<input type="checkbox"/>	<input type="checkbox"/>	
Radio Procedures	<input type="checkbox"/>	<input type="checkbox"/>	
Defensive Driving Skills	<input type="checkbox"/>	<input type="checkbox"/>	
Seatbelt Use	<input type="checkbox"/>	<input type="checkbox"/>	
Pedestrian Awareness	<input type="checkbox"/>	<input type="checkbox"/>	

DEFENSIVE DRIVING SKILLS:

	Satisfactory	Unsatisfactory	Comments
Control of Vehicle	<input type="checkbox"/>	<input type="checkbox"/>	
Controlling Speed	<input type="checkbox"/>	<input type="checkbox"/>	
Managing Space	<input type="checkbox"/>	<input type="checkbox"/>	
Driving at Night	<input type="checkbox"/>	<input type="checkbox"/>	
Driving in Winter	<input type="checkbox"/>	<input type="checkbox"/>	
Driving in Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Railroad Crossings	<input type="checkbox"/>	<input type="checkbox"/>	
Seeing Hazards	<input type="checkbox"/>	<input type="checkbox"/>	
Staying Alert	<input type="checkbox"/>	<input type="checkbox"/>	
Backing Procedures	<input type="checkbox"/>	<input type="checkbox"/>	

UNUSUAL OPERATING PROCEDURES:

	Satisfactory	Unsatisfactory	Comments
Weather Conditions	<input type="checkbox"/>	<input type="checkbox"/>	
Lights on for Safety	<input type="checkbox"/>	<input type="checkbox"/>	
Incident Reports	<input type="checkbox"/>	<input type="checkbox"/>	
Brake Failures	<input type="checkbox"/>	<input type="checkbox"/>	
Tire Blowouts	<input type="checkbox"/>	<input type="checkbox"/>	
Breakdown Procedures	<input type="checkbox"/>	<input type="checkbox"/>	
Securing the Vehicle	<input type="checkbox"/>	<input type="checkbox"/>	
Bloodborne Pathogens	<input type="checkbox"/>	<input type="checkbox"/>	
Safety Equipment	<input type="checkbox"/>	<input type="checkbox"/>	
Accident Procedures	<input type="checkbox"/>	<input type="checkbox"/>	
Fire Procedures	<input type="checkbox"/>	<input type="checkbox"/>	
General Safety Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	

PASSENGER RELATIONS AND ASSISTANCE SKILLS:

	Satisfactory	Unsatisfactory	Comments
Attitude with Customers	<input type="checkbox"/>	<input type="checkbox"/>	
Helpful & Courteous	<input type="checkbox"/>	<input type="checkbox"/>	
Handling Difficult Passengers	<input type="checkbox"/>	<input type="checkbox"/>	
Mobility Impairments	<input type="checkbox"/>	<input type="checkbox"/>	
Vision Impairments	<input type="checkbox"/>	<input type="checkbox"/>	
Hearing Impairments	<input type="checkbox"/>	<input type="checkbox"/>	
Developmental Disabilities	<input type="checkbox"/>	<input type="checkbox"/>	
Seizures	<input type="checkbox"/>	<input type="checkbox"/>	
Neuro-Muscular Conditions	<input type="checkbox"/>	<input type="checkbox"/>	
Aging	<input type="checkbox"/>	<input type="checkbox"/>	
Temporary Disabilities	<input type="checkbox"/>	<input type="checkbox"/>	
Alzheimer's	<input type="checkbox"/>	<input type="checkbox"/>	
Disease/Dementia	<input type="checkbox"/>	<input type="checkbox"/>	
Youth & Children	<input type="checkbox"/>	<input type="checkbox"/>	

OTHER ISSUES AS REQUIRED:

OVERALL COMMENTS:

SIGNATURES:

Driver: _____ Date: _____

Supervisor: _____ Date: _____

Driver Training Documentation Form

AGENCY NAME: _____

DRIVER NAME: _____

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

Subject	Date(s)	Hours	Instructor	Comments
Employment				
Orientation				
System Policies & Procedures				
Drug & Alcohol				
Testing				
Vehicle Orientation				
Vehicle Inspection Procedures				
Defensive Driving				
Routes & Services Orientation				
Customer Sensitivity &				
Passenger Assistance				
Crisis Management				
Triage, Cpr, First Aid				

Safety and Security Committees

While all employees, volunteers and contractors are responsible for the safety and security of a transportation system, a Safety and Security Committee should be established and charged with identifying potential hazards and threats, and formulating proactive solutions.

Major responsibilities of the committee are:

- Identifying and rectifying hazardous situations through proactive assessments of physical facilities and policies and procedures
- Conducting reviews and analyses of accidents to determine preventable or non-preventable
- Risk management – taking proactive steps to identify and evaluate risk exposure and select appropriate methods to eliminate, reduce, shift or minimize those risks

In addition, the Safety/Security and Accident Review Committee should:

- Provide a forum to raise safety and security concerns
- Rectify dangerous situations
- Promote OSHA compliance
- Encourage safe and secure day-to-day operations through example
- Establish employee incentive and merit plans
- Organize employee safety meetings
- Recommend on-going safety and security training
- Recommend new-hire operator training
- Recommend on-going operator training
- Recommend procurement of vehicles and equipment meeting identified safety standards

If possible, the Committee should include representative membership from all areas of the transportation system to provide a “voice” and encourage “buy-in”. It is also advisable to include individuals from the community to provide a broader, impartial opinion. Representatives can include:

- Board members
- Management staff
- Operators
- Dispatch
- Maintenance
- Knowledgeable and interested experts from the community (e.g., community leaders, emergency responders, insurance executives, etc.).

Safety Awards

The committee should be responsible for developing an agency safety award program. Categories for such a program can include accident-free driving, no lost days due to injury or other safety indicators. A major activity the committee can implement is an annual bus/van rodeo with prizes such as gift certificates for the winners.

Accident Reviews and Analysis

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

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

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

- Collect information from the driver, transit system manager or designated accident response contact and the police.
- Dispatch a designated accident response contact, supervisor or manager to the scene of every accident.
- Ensure drivers are knowledgeable on the agency's accident policies and procedures.
- Review accident procedures with drivers on a regular basis.
- Establish a reporting procedure through your chain of command to your insurance carrier and agency board.

On Site Investigation

All persons involved in conducting on site investigations must be trained on how to assist on the scene and gather information appropriately. It is recommended that at least one representative of each agency complete the Transportation Safety Institute's Bus Accident Investigation Course.

At a minimum, the following information should be collected:

People

- Name
 - Address
 - Telephone number
 - Operator's license (state of issue, expiration, special class of operation, restrictions)
 - Date of birth
 - Description of injury, if any
 - Unusual condition of operator involved
- ### Equipment
- Make, model and year
 - Serial number, fleet number
 - Registration number, state and expiration
 - Seating capacity
 - Insurance carrier
 - Policy number, date of expiration or policy record, agent's or claims representative's telephone number

Vehicle Exterior Lights

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

Weather

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

Tires

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

Roadside Obstacles

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

Pavement Surface

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

Roadway Geometry

- Curves
- Super elevation
- Roadside bank or curves
- Lane width
- Changes in lane or road width

- Shoulders
- Guard rails
- Curbs
- Grades

Signage

- Advance warning
- Confusing messages
- Visibility
- Uniformity

Visibility

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

Construction Zones

- Advance warning
- Equipment
- Signage
- Barricades
- Visibility (dust, etc.)

Railroad Crossing

- Sight distance
- Warning devices
- Crossing procedures
- Encroaching traffic

Reconstruction and Causal Analysis

A summary report should be prepared following this suggested format:

Cover Page

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

Synopsis of Accident

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

Narrative Description of the Accident

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

- Point transfers

- Photos (When possible, photos should come from a 35 millimeter camera and not a digital camera)

Summary of evidence

- Skid marks
- Glass/metal fragments
- Sketch
- Statements
- Gouge marks

Exhibits

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

Determining Preventable/Non-preventable Accidents

One of the key roles of the Safety/Security and Accident Review Committee is to determine whether an accident was preventable or non preventable. A preventable accident is any accident in which the driver failed to do everything reasonably possible to prevent it. A non-preventable accident is any accident in which the driver has done everything reasonably possible to avoid an accident. The following information would be helpful in determining whether an accident is preventable or non-preventable.

Intersections

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

Vehicle Ahead

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

Vehicle Behind

Investigation often discloses that drivers risk being struck from behind by failing to maintain a cushion of safety in their own following distance. Rear-end collisions preceded by a roll-back, an

abrupt stop at a grade crossing, when a traffic signal changes or when the driver fails to signal a turn at an intersection would be charged preventable. Failure to signal intentions or to slow down gradually should be considered preventable.

Passing

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

Being Passed

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

Oncoming

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

Backing

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

Fixed Objects

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

Pedestrians

Traffic regulations and court decisions generally favor the pedestrian hit by a moving vehicle. An unusual route of a pedestrian at mid-block or from between parked vehicles does not necessar-

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

Private Property

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

Passenger Accidents

Passenger accidents in any type of vehicle are preventable when they are caused by faulty operation of the vehicle. Even though the accident did not involve a collision of the vehicle, it must be considered preventable when the driver stops, turn, or accelerates abruptly. Emergency action by the driver to avoid a collision that results in passenger injury should be examined to determine if proper driving prior to the emergency would have eliminated the need for the evasive maneuver. Passenger slips and falls, once on board the vehicle would normally be considered preventable. Sips and falls on entry or exit steps could be considered preventable if the driver did not assist the person.

Non Collision

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

Failure to Adjust for Conditions

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

On Board Passenger Wheelchair Accident

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

Wheelchair Lift Accidents


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

Miscellaneous

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

Appendix C

respond

- 
- 1 Response to Crisis Inquiries
 - 2 Transit Incident Response Protocols
 - 3 Incident Response Procedures

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 accident incident

The vehicle was carrying an estimated _____ passengers and _____ staff.

Our teams are currently investigating, so we cannot provide precise details on 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 depart-
ment that responded to the scene.

We have notified system management and requested emergency assistance from:

Specific Police, Fire, other emergency response agencies

Members of the media stay in touch with (if appropriate):

Designated spokesperson/Location/Phone Number
for additional information as it 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: _____

Transit Incident Response Protocols

Serious Transit Vehicle Accident/Incident Protocol

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

BUS 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 DRIVER - sees/smells smoke, or sees flames.

BUS DRIVER - immediately bring vehicle power down.

BUS DRIVER - evacuate the vehicle

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

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

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

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

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

BUS 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.

Incident Response Procedures

The following information on transit hazards and threats provides information 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...

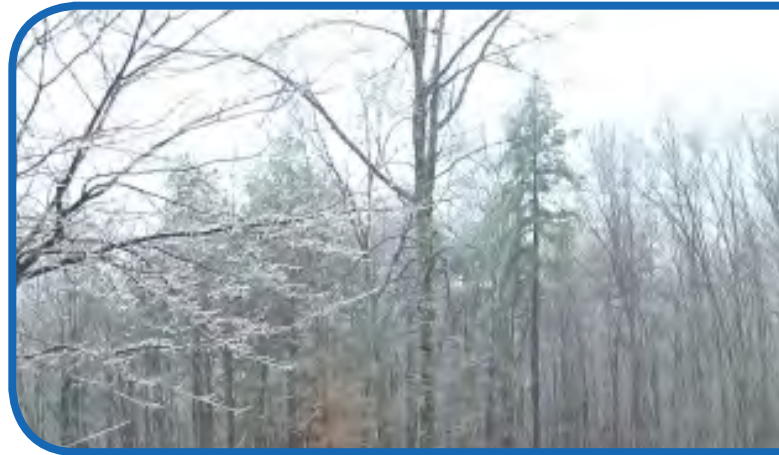
- Be aware that the roadbed may not be intact under floodwaters. If floodwaters are encountered, bus operator/drivers must turn around and go another way. Never drive through flooded roadways—a vehicle can float in less than two feet of water!
- If the vehicle stalls, evacuate immediately and seek higher 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.

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.



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

- 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 (CO₂) and dry chemical powder extinguishers. Both are effective for flammable liquids, but dry chemical is better for outdoor use because it is not subject to wind, has a longer range, and can extinguish pressurized leaks of gas and liquid.

Natural Gas

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

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

In the case of a natural gas leak or release:

- Verify the origin of the gas release and stop the release.
- 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 IMPROVISED EXPLOSIVE DEVICES (IEDs)

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.

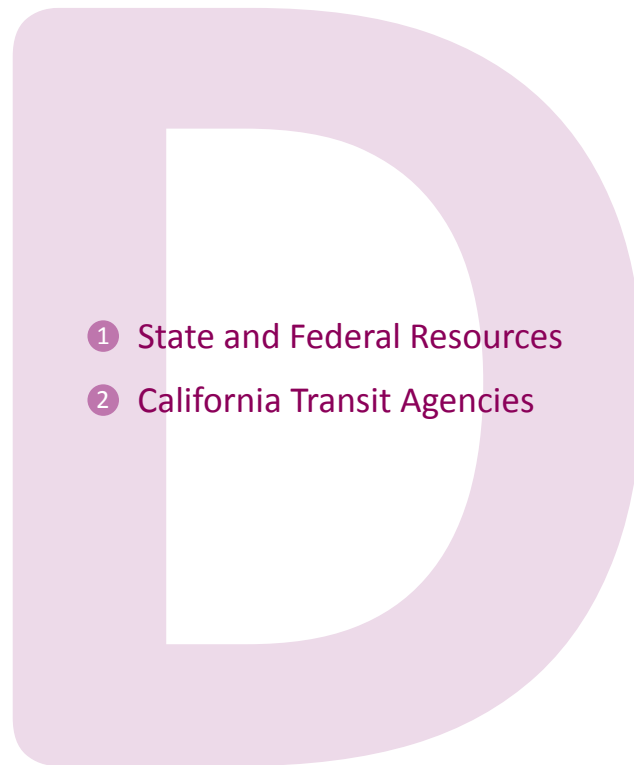
Radiological Weapons

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.

Appendix E



- 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>

National Rural Transit Assistance Program

The purpose of the RTAP is to provide a coordinated program of training, technical assistance, research and other support services for distribution and replication by states to local transit agencies. A new RTAP “Threat and Vulnerability Toolbox” training module, a package of instructional materials and practical exercises to help transit managers set priorities for safety, security and emergency preparedness, was released in December 2006. Details on this and other training resources can be found at www.nationalRTAP.org

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>

<http://training.fema.gov/emiweb/is/is800b.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/lepddb.nsf/HomePage?openForm>. The database can be searched by state, name or zip code.

California Department of Mass Transportation (Caltrans DMT)

The Caltrans DMT Safety and Security initiative provides resources on emergency planning, training, and exercises. Video clips, template documents, guidance on industry best-practices and other topical news available at <http://www.dot.ca.gov/hq/MassTrans/Safety-Security.html>

California Governor's Office of Emergency Services (OES)

California OES has the statutory responsibility under the Emergency Services Act to plan for, respond to, recover from and mitigate from all disasters including terrorism. In this capacity the agency provides training, exercises, technical assistance, and administers grant programs aimed at reducing risk and speeding recovery. Details at <http://www.oes.ca.gov/>

California Governor's Office of Homeland Security (OHS)

California OHS is the state agency tasked with with development, implementation, and oversight of the State Strategy in collaboration with Federal guidelines. In this capacity the agency provides training, oversees local, regional and statewide exercises, and administers grant programs aimed at boosting response capacity. Details at <http://www.homeland.ca.gov/>

California Transit Agencies

AC Transit
1600 Franklin Street
Oakland CA 94612
510-891-7213
mnestor@actransit.org

Access Services
707 Wilshire Blvd., 9th Floor
Los Angeles CA 90071-0684
213-270-6007
Colaiace@asila.org

Adult Day Health Care of Mad River
PO Box 1115
Arcata CA 95518
707-822-4866
adhc@madriverrhospital.com

Adult Protective Services, Inc.
2840 Adams Ave., Suite 103
San Diego CA 92116
619-283-5731
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

Alameda/Oakland Ferry Service (AOFS)
950 W. Mall Square
Alameda CA 94501
510-749-5972
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

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

American Seating Company
17770 Alexandra Way
Grass Valley CA 95949
616-437-5488
bwright@amseco.com

AMMA
306 Lee Ave.
Claremont CA 91711-31223

Amtrak
7920 Lindbergh Drive
Riverside CA 92508
951-789-7983
glassjc@amtrak.com

Anaheim Transportation Network
2001 South Manchester Ave.
Anaheim CA 92802
888-364-ARTS
dkotler@atnetwork.org

Antelope Valley Transit Authority
42210 6th Street West
Lancaster CA 93534
661-729-2208
terri@avta.com

A-Paratransit Corporation
22990 Clawider Road
Hayward CA 94545
510-732-1608
aparatransit@aol.com

Arcadia, City of
240 West Huntington Dr.
Arcadia CA 91066
626-574-5435
meros@ci.arcadia.ca.us

Arcata & Mad River Transit System
736 F St.
Arcata CA 95521
707-822-3775
lpardi@arcatacityhall.org

ARC-Imperial Valley
PO Box 1828
El Centro CA 92244
760-337-8002
kennedy@arciv.org

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

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

ASUCD Unitrans
One Shields Avenue
Davis CA 95616-8759
gdstraw@ucdavis.edu

Atascadero, City of
6907 El Camino Real
Atascadero CA 93422
805-470-3486
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. Alost 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

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

Bay Area Community Services
7901 Oakport St. #3400
Oakland CA 94612
510-272-4796
hmcgee@bayareacs.org

Beaumont Transit
550 East 6th Street
Beaumont CA 92223
951-769-8530
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

Berkeley Lab Bus System (BLBS)
1 Cyclotron Road
Berkeley CA 94720
510-486-4165
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

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
6650 Beach Blvd.
Buena Park CA 90622
714-562-3670
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

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

Butte Co Association of Governments -
Butte Regional Transit
965 Fir Street
Chico CA 95928
530-879-2468 x210
jfratallone@bcag.org

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

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26135 Mureau Road
Calabasas CA 91302-3172
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891 Mountain Ranch Rd.
San Andreas CA 95249
209-754-6402
natherstone@co.calaveras.ca.us

Calaveras Council of Governments
692 Marshall, Suite A
San Andreas CA 95249
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tmcsorley@calacog.org

Calgary Handi-Bus Association
231 - 37th Ave. NE
Calgary AB T2E8J2
403-276-8028 x224
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

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

California State University Sacramento
6000 J St.
Sacramento CA 95819-6076
916-278-5241
shuttle@csus.edu

California State University-Sacramento Hor-
net Express (CSUS)
6000 J Street, Foley Hall
Sacramento CA 95819
916-278-7275
parking@csus.edu

California Transit Insurance Pool
1415 L Street, Suite 200
Sacramento CA 95814
916-446-4656
mpatterson@caltip.org

Caltrans Planning Department
1120 N Street
Sacramento CA 95814
916-654-8175
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

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

Central Contra Costa Transit Authority
2477 Arnold Industrial Way
Concord CA 94520
925-676-1976 x602
armes@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

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1400 Evans Avenue
San Francisco CA 94124
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207 Harvard Ave
Claremont CA 91711
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Clean Air Express (CAE)
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Santa Barbara CA 93110
sspaulding@sbcag.org

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155 N. Sunnyside Ave.
Clovis CA 93611
559-324-2767
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

Commerce, City of
5555 Jillson Street
Commerce CA 90400
323-887-4419
dang@ci.commerce.ca.us

Commercial Transportation Svc.
702 S. Treanor Ave.
San Dimas CA 91773
626-966-1509
dino-cts@verizon.net

Community Transportation Agency, Inc.
P.O. Box 246
Galt CA 95632
209-745-3198
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
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Connex
700 S. Flower Street, Suite 2730
Los Angeles CA 90017
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

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

CTSA of Placer County, a Division of PRIDE
Industries
10030 Foothills Blvd., MS 1750
Roseville CA 95747-7102
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Cudahy Area Rapid Transit (CART)
5220 Santa Ana St.
Cudahy CA 90201
323-773-5143 x314
info@cudahy.ca.us

Culver City Transportation Department, City
of
4343 Duquesne Avenue at Jefferson Boulevard
Culver City CA 90232
310-253-6500

Culver CityBus
4343 Duquesne Avenue
Culver City CA 90232
310-253-6540

Daimler Chrysler Commercial Buses, NA
350 Hazelhurst Road
Mississauga ON L5J4T8
702-341-0037
scalame@orionbus.com

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201 E. Ridgecrest Blvd.
Ridgecrest CA 93555
760-375-9787
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Davis CA 95616
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ajpalmere@ucdavis.edu

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Delano CA 93216

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73921 Krug Ave.
Palm Desert CA 92260

Desert Samaritans for the Elderly
P.O. Box 10967
Palm Desert CA 92255-0967
760-837-9066
dena@desertsamaritans.org

Diamond Bar Transportation, Holiday Ride
(Diamond Ride), City of
21825 Copley Drive
Diamond Bar CA 91765
909-839-7045
info@ci.diamond-bar.ca.us

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Dinuba CA 93618

Diversified Paratransit, Inc.
1400 E. Mission Blvd.
Pomona CA 91766
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varambel@diversifiedparatransit.com

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600 East A Street
Dixon CA 95620

Douglas J. Cross Transportation Consulting
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Oakland CA 94610-0268
510-530-7198
djcross@pacbell.net

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11111 Brookshire
Downey CA 90241-0607
562-904-7241
aavery@downeyca.org

Duarte Transit System (DTS)
1600 Huntington Drive
Duarte CA 910101
626-359-4641 x246

Eastern Contra Costa Transit Authority
801 Wilbur Ave.
Antioch CA 94509
925-754-6622
jkrieg@eccta.org

Easy Lift Transportation, Inc.
53 Gerald Cass Pl., Ste. D
Santa Barbara CA 93117
ernesto@easylift.org

El Dorado Co DOT
2850 Fairlane Court
Placerville CA 95667

El Dorado County Transit Authority
6565 Commerce Way
Diamond Springs CA 95619
530-642-5383 x210
mjackson@eldoradotransit.com

El Dorado County Transportation
Commission
550 Main St., Suite C
Placerville CA 95667-5643
530-642-5260
kmathews@edctc.org

El Dorado National Co.
9670 Galena Street
Riverside CA 92509
909-591-9557
gshaw@eldorado-ca.com

El Monte, City of
3629 Cypress Avenue
El Monte CA 91731-2798
626-580-2217
dmoraza@ci.el-monte.ca.us

El Paso De Robles, City of
1000 Spring Street
Paso Robles CA 93446
805-237-3999
mcompton@prcity.com

Elk Grove, Development Services, Transit,
City of
10250 Iron Rock Way, Suite 200
Elk Grove CA 95624
916-683-8726

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6210 Canterbury Dr., #205
Culver City CA 90230
310-641-2479
blackmanellen@aol.com

Eureka / ETS, City of
133 V Street
Eureka CA 95501

Fairfield, City of
1000 Webster Street
Fairfield CA 94533
707-428-7418
swilliams@ci.fairfield.ca.us

Fairfield/Suisun Transit, City of
2000 Cadenasso Drive
Fairfield CA 94533
707-428-7768
gfink@ci.fairfield.ca.us

First Transit, Inc.
1625 SE Hogan Rd.
Gresham OR 97080
503-669-2910 x237
don.swain@firstgroupamerica.com

Folsom-Folsom StageLine, City of
50 Natoma St
Folsom CA 95630
916-355-8395
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 Com-
mission/CTSA
3120 W. Nielsen, Suite 101
Fresno CA 93706
559-486-6594
gary.joseph@fresnoeoc.org

Fresno County of Governments
2220 Tulare Street, 6th Floor
Fresno CA 93721
559-262-4091
lgorman@co.fresno.ca.us

Fresno County Rural Transit Agency
2035 Tulare Street, Suite 201
Fresno CA 93721
559-233-6789
jwebster_ruraltransit@fresnocog.org

Fresno, City of
2600 Fresno Street
Fresno CA 93721-3601
559-621-7788
nicole.zieba@ci.fresno.ca.us

Gardena Municipal Bus Lines
15350 S. Van Ness Ave
Gardena CA 90249
310-217-9547

Gardena, City of
15350 South Van Ness Avenue
Gardena CA 90247
310-217-9523
gmbl.web@ci.gardena.ca.us

Genentech, Inc.
1 DNA Way, M/S #4
So. San Francisco CA 94080
650-225-1783
rios.rona@gene.com

GGBHTD
P.O. Box 9000, Presidio Station
San Francisco CA 94129

Glendale, City of
633 E Broadway, Room 300
Glendale CA 91206
818-548-3960

Glendora Community Services, City of
116 East Foothill
Glendora CA 91741
626-852-4814
cgriffith@ci.glendora.ca.us

Glenn County Transit
130 North Butte Street, Ste. F
Willows CA 95988
530-934-6700
gponciano@countyofglenn.net

Gold Country Stage/Nevada County Transit
Services
950 Maidu Ave.
Nevada City CA 95959-8617
530-477-0103 x1003
william.derrick@co.nevada.ca.us

Gold Country Telecare
P.O. Box 2161
Grass Valley CA 95945
530-272-9958
healy49@hotmail.com

Golden Empire Transit District
1830 Golden State Avenue
Bakersfield CA 93301
661-324-9874

Golden Gate Bridge, Highway & Transportation District
1011 Andersen Drive
San Rafael CA 94901
415-257-4476

Grehound
70 S Almaden Ave.
San Jose Ca 95110
408-295-4151

Halsey King & Associates, Inc.
2731 Greenock Court
Carlsbad CA 92010
760-809-2142

Hanford, City of
319 North Douty
Hanford CA 93230
559-585-2500

HBSS
1600 Osgood Street
North Andover MA 1845
703-407-8559
manish@hbsonline.com

HCAR
PO Box 2010
Eureka CA 95502
707-443-7077

Humboldt Community Access & Resource Center
525 7th Street
Eureka CA 95501

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

Humboldt Transit Authority
133 V St.
Eureka CA 95501-0844
707-443-0826
nel@hta.org

Imperial Valley Association of Governments
155 South 11th St.
El Centro CA 92243
760-482-4462
kathiwilliams@imperialcounty.net

Imperial, County of
155 S. 11th Street
El Centro CA 92243
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roberttaburns@imperialcounty.net

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Inglewood CA 90301
310-412-4381
shalloran@cityofinglewood.org

InterMotive
986 So. Canyon Way
Colfax CA 95713-9221
530-346-1801
mellison@intermotive.net

Inyo Mono Transit Program
PO Box 1357
Bishop CA 93515

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6427 Oak Canyon
Irvine CA 92620
949-724-7762
cusmith@ci.irvine.ca.us

James Transportation Group
1120 Iron Point Road, Suite 110
Folsom CA 95630
916-608-4900
jcjames@jamestrans.com

Kern Council of Governments
1115 Truxtun Avenue
Bakersfield CA 93301
661-868-3140

Kern Regional Transit
2700 M Street, Suite 400
Bakersfield CA 93301
661-862-5009
robertsb@co.kern.ca.us

Kern-Kern Regional Transit, County of
2700 M Street, Suite 400
Bakersfield CA 93301

Kings Area Rural Transit (KART)
1400 W. Lacey Blvd.
Hanford CA 93230
559-582-3211 x2696
rhughes@co.kings.ca.us

Kings County Area Public Transit Agency /
Association of Governments
1400 West Lacy Blvd.
Hanford CA 93230-5905
559-582-3211 x2696
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Kings View
100 Airpark Rd.
Atwater CA 95301
209-358-7228
Dbrunger@kingsview.org

Klamath/Trinity Non-Emergency
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P.O. Box 1477
Willow Creek CA 95573
530-629-1192
ktnet@earthlink.net

LA County DPW
900 South Fremont Ave.
Alhambra CA 91803-1331
626-458-3959
ameiners@dpw.co.la.ca.us

LA County Metropolitan Transportation
Authority
One Gateway Plaza - Mail Stop 99-11-1
Los Angeles CA 90012
213-922-6800

La Mirada, City of
13700 La Mirada Blvd.
La Mirada CA 90638
562-943-0131

LA Works Transportation Services
410 E. Dalton Ave.
Glendora CA 91741
626-963-8859
hilario.bercilla@laworks.org

LACMTA
One Gateway Plaza, M/S 99-23-1
Los Angeles CA 90012-2952
213-922-3050
torresl@mta.net

LADOT
221 N. Figueroa St., Ste. 500
Los Angeles CA 90012

Laguna Beach Transit (LBT)
505 Forest Avenue, 2nd Floor
Laguna Beach CA 92651
949-497-0746
rbatcheller@lagunabeachcity.net

Laidlaw Transit Services, Inc.
Rocklin CA 95677
925-383-8102
eileen.irving@laidlawtransit.com

Lake Tahoe Transit
PO Box 7108
Tahoe City CA 96145
530-550-1212
tnttma@sbcglobal.net

Lake Transit Authority
1445 S. Silvervale St.
Visalia CA 93277-4080

Lakewood/DASH Transit, City of
5050 N. Clark Ave.
Lakewood CA 90712
562-866-9771
dhumphre@lakewoodcity.org

Lassen County Transportation Commission
707 Nevada St., Suite 4
Susanville CA 96130
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dnewton@co.lassen.ca.us

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360 El Sueno Rd.
Santa Barbara CA 93110
805-964-3836
malawler@silcom.com

Lawndale Beat
14717 Burin Ave.
Lawndale CA 90260
310-973-3271

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640 Fifth Street
Lincoln CA 95648
916-645-5400
gwilliams@ci.lincoln.ca.us

Livermore/Amador Valley Transit Authority
1362 Rutan Court, Suite 100
Livermore CA 94551-7318
925-455-7555
bduffy@lavta.org

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221 W. Pine Street
Lodi CA 95240
209-333-6800
tfink@lodi.gov

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150 Executive Park Blvd., Suite 4000
San Francisco CA 94134

Lompoc, City of
100 Civic Center Plaza
Lompoc CA 93436
805-875-8268
rfernbaugh@ci.lompoc.ca.us

Long Beach Transit
1963 East Anaheim Street
Long Beach CA 90813
562-591-8753

Los Angeles County Metropolitan
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One Gateway Plaza
Los Angeles CA 90012-2952
1-800-COMMUTE

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900 S. Fremont Avenue
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221 N. Figueroa, Ste. 500
Los Angeles CA 90012
213-972-8408

Los Angeles Freightliner/Las Vegas
2429 South Peck Road
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PO Box 5875
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530-583-4053
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10 Renae Drive
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Madera County Transportation Commission
1816 Howard Road, Suite 8
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Madera, City of
205 W. 4th Street
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559-661-3073

Madera, County of
2037 W. Cleveland Ave.
Madera CA 93637

Majic Consulting Group
19425 B Soledad Canyon Rd., Ste. 264
Santa Clarita CA 91387
661-251-2718
belynda@majicconsulting.com

Mammoth Lakes Transit System (MLTS)
PO Box 24
Mammoth Lakes CA 93546
760-934-0687

Manhattan Beach Dial-A-Ride, City of
1400 Highland Ave.
Manhattan Beach CA 90266
310-802-5407
srjohnson@citymb.info

Manteca, City of
1001 West Center Street
Manteca CA 95337
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Marin Co Transit District
3501 Civic Center Drive, Suite 304
San Rafael CA 94903

Marin County Transit District
PO Box 4186
San Raphael CA 94913
415-499-6100

Mariposa County Local Transportation
Commission
4639 Ben Hur Road
Mariposa CA 95338

Market Street Railway (MSR)
870 Market Street, Suite 803
San Francisco CA 94102
415-956-0472
info@streetcar.org

Maxon Mobility
11921 Slauson Ave.
Santa Fe Springs CA 90670
800-227-4116
jprahl@maxonmobility.com

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McFarland CA 93250

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367 N. State St., Suite 206
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Menlo Park CA 94025
650-330-6770
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369 West 18th Street
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Merced County Transit - Joint Powers Association of
715 Martin Luther King Jr. Way
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Metro South Bay
680 Knox St., Ste. 150
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700 Flower Street, 26th Floor
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1255 Imperial Avenue Suite 1000
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101 Eighth St.
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pamcouch@frontiemet.net

Modoc Transportation Agency
202 West Fourth Street
Alturas CA 96101

Montebello Bus Lines
400 S. Taylor Avenue
Montebello CA 90640
323-887-4600

Montebello, City of
1600 West Beverly Blvd.
Montebello CA 90640
323-887-4600

Monterey Park Spirit Bus
320 West Newmark Ave.
Monterey Park CA 91754
626-307-1260

Monterey-Salinas Transit
One Ryan Ranch Road
Monterey CA 93940
831-899-2558
wmorris@mst.org

Monterey-Salinas Transit
1 Ryan Ranch Road
Monterey CA 93940-5795

Moore & Associates
25530 Avenue Stanford, Suite 208
Valencia CA 91355
661-253-1277
jim@moore-associates.net

MOR/ryde International, Inc.
1966 Moyer Ave.
Elkhart IN 46515
574-293-1581
joe.carroll@morryde.com

Morongo Basin Transit Authority (MBTA)
62405 Verbena Road
Joshua Tree CA 92252
760-366-2986
michael@mbtabus.com

Morro Bay, City of
595 Harbor Street
Morro Bay CA 93442
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jburlingame@morro-bay.ca.us

Mountain Area Regional Transit Authority
P. O. Box 1501
Big Bear Lake CA 92315

Mountain Area Regional Transit Authority
(MARTA) (Big Bear)
41939 Foxfarm Road
Big Bear Lake CA 92315
909-878-5200
jdavis@marta.cc

Mountain Area Regional Transit Authority
(MARTA) (Crestline)
621 Forest Shade Road
Crestline CA 92325
909-878-5200
jdavis@marta.cc

MV Transportation, Inc.
360 Campus Lane, Suite 201
Fairfield CA 94585
707-863-8980

Napa County Transportation Planning Agency
707 Randolph St., Suite 100
Napa CA 94559
707-259-8779
pengel@nctpa.net

National City Transit
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National City CA 91950
619-474-7505

Nations Bus Sales
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Inglewood CA 90304
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rlake@nationsbus.com

Needles Area Transit
817 3rd Street
Needles CA 92363
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Nevada City CA 95959

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101 Providence Mine Rd., Suite 102
Nevada City CA 95959
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dlandon@nccn.net

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810 Mission Avenue
Oceanside CA 92054
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lfrum@nctd.org

North San Diego County Transit Develop-
ment Board
810 Mission Avenue
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dhessler@nctd.org

Norwalk Transit , City of
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Norwalk CA 90650
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jparker@ci.norwalk.ca.us

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jweiss@oaklandnet.com

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culver@ci.ojai.ca.us

Omnitrans
1700 W. 5th St.
San Bernardino CA 92411
909-912-7416
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

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gdavis@octa.net

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San Jose CA 95131-
408-436-2865
KatieH@outreach2.org

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Vacaville CA 95688
707-448-2283
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Los Angeles CA 90012
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ingrid.lau@pamc.net

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2801 Bristol St., Ste. 200
Costa Mesa CA 92626
714-427-5989 x170
Wdiang@RSI-INS.com

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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
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360-377-7176 x383
dwb@paratransit.net

Paratransit, Inc.
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Sacramento CA 95823
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susana2242@yahoo.com

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

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Paso Robles CA 93446
805-237-3999

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Peninsula Corridor Joint Powers Board
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San Carlos CA 94070
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paratrans@petalumapeople.org

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Plumas County Transportation Commission
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Pomona Valley Transportation Authority
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La Verne CA 91750
909-596-7664
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291 N. Main St.
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Q'Straint
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777 Cypress Avenue
Redding CA 96049-6071
530-245-7114
rduryee@ci.redding.ca.us

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Redlands CA 92373
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cmo@redlandshospital.org

Redondo Beach, Transit Division, City of
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Redondo Beach CA 90277
310-372-1171 x2670
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Redwood Coast Transit Authority
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Visalia CA 93277

Richmond, City of
2560 Macdonald Avenue
Richmond CA 94804
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Tina_Harrison@ci.richmond.ca.us

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Panorama City CA 91402
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bhinze@riconcorp.com

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Ridgecrest CA 93555
760-499-5030
sshaver@ci.ridgecrest.ca.us

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One Main Street
Rio Vista CA 94571
707-374-2176

Riverbank-Oakdale Transit Authority
(ROTA)
6707 Third Street
Riverbank CA 95367
209-869-7444
rota@riverbank.org

Riverside County Transportation Commis-
sion
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Riverside CA 92502-2208
909-787-7141
tlove@rctc.org

Riverside Transit Agency
1825 Third Street
Riverside CA 92517-1968
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lrubio@riversidetransit.com

Riverside/Special Transit, City of
3900 Main St.
Riverside CA 92504
909-826-2063
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Riversity
3900 Main Street
Riverside CA 92522
951-826-5311

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Roseville CA 95678
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mwixon@roseville.ca.us

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Atlanta GA 30319
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beth.noland@routematch.com

Rural Transit Consultants
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Solvang CA 93436
805-688-7220
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Department of Transportation
906 G Street, Suite 510
Sacramento CA 95814
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1400 29TH STREET
Sacramento CA 95816
916-321-2800

Saint Madeleine Sophie's Training Center
2119 E. Madison Ave.
El Cajon CA 92019-1111
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jwalstrom@stmsc.org

SAMTRANS/Coastside
P O Box 3006
San Carlos CA 94070-1306

San Benito Local Transportation Authority
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Hollister CA 95023
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mary@sanbenitocog.org

San Diego Association of Governments
401 B St., Suite 800
San Diego CA 92101
619-699-7330
lcal@sanag.org

San Diego Harbor Excursion (Bay Ferry)
1050 North Harbor Drive
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
1501 National Ave., Ste. 100
San Diego CA 92101
619-235-2643
jerry.kehoe@mtdb.sdmts.com

San Diego Transit Corporation
PO Box 122511
San Diego CA 92112
619-238-0100

San Diego Trolley, Inc.
1255 Imperial Avenue, Suite 900
San Diego CA 92101
619-595-4902

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

San Francisco Bay Area Water
Transit Authority
120 Broadway
San Francisco CA 94111
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rannells@watertransit.org

San Francisco County Transportation
Authority (SFCTA)
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San Francisco CA 94102
415-522-4800

San Francisco Municipal
Transportation Agency
1 South Van Ness Ave., 7th Floor
San Francisco CA 94103
415-701-4500

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ments
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nila@acerail.com

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Stockton CA 95205
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Stockton CA 95205
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eguillot@slocog.org

San Luis Obispo Regional Transit Authority
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San Luis Obispo CA 93401
805-781-4465
dlilly@slorta.org

San Luis Obispo, City of
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
slavitj@samtrans.com

SANBAG
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San Bernardino CA 92410
909-884-8276 x116
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ernments
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Santa Barbara CA 93110
805-961-8910
mpowers@sbcag.org

Santa Barbara Metropolitan Transit District
550 Olive Street
Santa Barbara CA 93101
805-963-3364
administration@sbmtd.gov

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San Jose CA 95134
408-321-5772
pedro.guzman@vta.org

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Santa Clarita CA 91355
661-294-1287

Santa Cruz Metropolitan Transit District
370 Encinal Street, Suite #100
Santa Cruz CA 95060
831-426-6080
thilnter@smmtd.com

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11710 Telegraph Road
Santa Fe Springs CA 90670
562-868-0511
joebarrios@santafesprings.org

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110 S. Pine St., Suite 101
Santa Maria CA 93458
805-925-0951 x480
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
clayk@seniorscouncil.org

Shafter, City of
336 Pacific Ave
Shafter CA 93263

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

Sharp HealthCare
9000 Wakarusa St.
La Mesa CA 91942
619-740-3077
deborah.mejia@sharp.com

Shasta County Dept. of Public Works RTPA
1855 Placer St.
Redding CA 96001
530-225-5661
shasroad@snowcrest.net

Shasta Senior Nutrition Programs, Inc.
100 Mercy Oaks Dr.
Redding CA 96003
530-226-3060
vwebster@chw.edu

Shaw/Yoder, Inc
1415 L Street, Suite 200
Sacramento CA 95814

ShiftWatch
489 N. Denver Ave.
Loveland CO 80537
970-461-0071
marie@shiftwatch.com

Sierra Co TC
P O box 98
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.
Yreka CA 96097
530-842-8295
tanderso@co.siskiyou.ca.us

So Lake 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

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

South Coast Area Transit
301 E. Third St., P.O. Box 1146
Oxnard CA 93032-1146
805-483-3959 x118
dlinehan@scat.org

South County Senior Services, Inc.
24300 El Toro Rd., A-2000
Laguna Woods CA 92637
949-855-8033
dpalumbo@southcountyseniors.org

Southern California Association
of Governments
818 W. Seventh Street, 12th Floor
Los Angeles CA 90017
213-236-1825

Southern California Rail Services
PO Box 215
East Irvine CA 92650
714-501-7164

Southern California Regional Rail Authority
700 S Flower St 26th Fl
Los Angeles CA 90017
213-452-0200

Southland Transit, Inc.
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626-430-3650
jason@southlandtransit.com

Southland Transit, Inc. (San Gabriel)
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El Monte CA 91731
626-307-1510
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Pineville NC 28134
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Spectrumotion Irvine Spectrum Transportation
Management Association
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State Independent Living Council
1600 K Street, Suite 100
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Sunline Transit Agency
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Thousand Palms CA 92276-3501
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Bethlehem PA 18020
610-814-0300

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Tracy CA 95376
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Valley Transportation Authority
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San Jose CA 95110
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950 County Square Drive, #207
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Veterans Home of California
P.O. Box 1200
Yountville CA 94599
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Victor Valley Transit Authority
11741 E. Santa Fe Ave.
Hesperia CA 92345
760-948-3262
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Visalia City Coach
425 E. Oak Ave, Ste 101
Visalia CA 93291
559-713-4100

Visalia, City of
315 E. Acequia
Visalia CA 93291
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transit@ci.visalia.ca.us

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153 Stony Circle #100
Santa Rosa CA 95401
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dhughes@volunteernow.org

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Watch Resources, Inc.
P.O. Box 7
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rdiaz@watchresources.info

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West Shores Health &
Education Association
PO Box 5350
Salton City CA 92275
760-394-4880
sherricbk@copper.net

Western Contra Costa Transit Authority
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Pinole CA 94564
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charlie@westcat.org

Whittier Transit (WT)
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Whittier CA 90602
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comserv@cityofwhittier.org

WISE Santa Monica Dial-A-Ride
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Santa Monica CA 90401
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Work Training Center
2255 Fair St.
Chico CA 95928
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Yolo County Transportation District
350 Industrial Way
Woodland CA 95776
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Yosemite Area Regional Transportation Sys-
tem (YARTS)
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Yuba-Sutter Transit
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Marysville CA 95901
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keith_martin@sbcglobal.net

Appendix F



1 Lessons Learned on Past Disasters

Lessons Learned on Past Disasters

This information was assembled from Situation Reports, After Action Reports, the Internet and sources close to incident response and recovery efforts. The authors do not warrant the accuracy of the information provided.

LA CONCHITA LANDSLIDES

This information was assembled from sources close to incident response and recovery efforts. The authors do not warrant the accuracy of the information provided.

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 over promise. 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-tagged¹

22,000 Buildings yellow-tagged²

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 on 1994 Northridge Earthquake

- 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.

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Copies of the Caltrans Response and Recovery Conference Series After Action Reports, conference-highlight videos, Caltrans emergency planning guidance documents, and a template transit Safety, Security and Emergency Preparedness Plan are available online at <http://www.dot.ca.gov/hq/dmt/safety-security.htm>

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The statements and conclusions contained in the California Department of Transportation's publication entitled "Rural Transit Emergency Planning Guidance", together with its Technical Appendices, are those of the authors and not necessarily those of the Department. The information provided in this report, the sources of that information, and the use of that information within the body of the document should not be construed as an actual or implied endorsement of that information. All errors and omissions are the responsibility of the authors.

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