



The California Department of Transportation

Rural Transit Response and Recovery Conference



After Action Report
April, 2008

Table of Contents

Executive Summary	2
Overview	3
Goals and Objectives	4
Event Synopsis	5
Analysis of Mission Outcomes	6
Analysis of Critical Task Performance	9
Conclusions	12
Improvement Plan	13
Appendix	18

DISCLAIMER

The statements and conclusions contained in the Department of Transportation's publication entitled "Transit Emergency Response and Recovery Guidance Report" together with its included Appendices are those of the authors and not necessarily those of the Department of Transportation. The information provided in this report, the sources of that information, and the use of that information within the body of the document with respect to material reported on therein should not be construed as an actual or implied endorsement of that information. All errors and omissions are the responsibility of the authors. No republication of this report may be made without the prior written consent of the Department of Transportation.

1

Executive Summary

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 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.

At the conclusion of each workshop, participants completed evaluations assessing the effectiveness of the conference. On a five point scale, where 1 is *excellent* and 5 is *poor*, participants rated the Sacramento conference at 1.39, Monterey at 1.45 and San Diego at 1.47 for a gross average of 1.45. Elements that participants found most useful were the tabletop exercise, networking opportunities and lecture/discussions with the presenters.

This report documents the lessons learned through the initiative, provides corrective-action recommendations for future planning confabs, and identifies outstanding issues in transit emergency preparedness for the transportation, first responder and emergency management communities in California. Also included are essential conference materials such as conference agendas, participant materials, and attendee lists.

2

Overview

Safety has long been a priority for the Federal Transit Administration (FTA), the California Department of Transportation (Caltrans) and California transit providers. As a result of 9/11, and terrorist attacks on transit systems internationally, the industry's traditional focus on safety has been expanded to include security awareness, even in rural communities. In fact, the FBI has placed public transportation on their critical infrastructure agenda, along with traditional security targets such as airports and power plants.

More recently, the devastation wrought by Hurricanes Katrina and Rita have brought new awareness for the role that public transportation plays in incident management as a ***First Preventer*** – recognizing potential threats before they become major incidents; as a ***First Responder*** – supporting evacuations, mass casualty transport, mobile shelter, and technical emergency response needs; and ***First On Scene*** – responding appropriately to accidents and incidents, acts of nature, loss of organizational infrastructure, hazmat spills, criminal activity and acts of terrorism. The goal is safe and efficient movement of people and goods before, during and after emergency events. That requires planning, training and exercises.

To help meet this need, in 2008 Caltrans hosted regional workshops on emergency management for rural and small-urban transit managers, emergency managers and first responders. Workshops, featuring lectures, roundtable discussions and tabletop exercises, were held on March 3-4 at the Caltrans District 11 offices in San Diego, March 6-7 at the Hyatt Regency in Monterey, and March 10-11 at the Lion's Gate Inn in Sacramento. A total of 177 individuals from 112 organizations and more than a dozen different disciplines participated in the conferences.

3

Goals and Objectives

The overarching goal for the Caltrans Response and Recovery Conference Series was to put rural and small-urban transit systems in a better posture to respond to and recover from any sort of emergency situation, and to help emergency managers and first responders to better understand transit-specific concerns, as well as resources that transit might provide in the case of community emergencies. It was anticipated that this goal would be accomplished through the following training objectives:

- Increase participant awareness of the critical issues surrounding emergency preparedness, prevention, response and recovery
- Foster and support institutional relationships between transportation managers, emergency managers, enforcement agencies, emergency responders, medical professionals, media and security personnel
- Improve the safety, security and the reliability of the rural public transportation system through improved emergency planning
- Encourage an environment supporting sustained information sharing and routine interaction between agencies that manage transportation systems
- Identify areas of improvement for transportation before, during and after emergencies, and determine steps for improvement

Conference outcomes will be documented in *Emergency Planning Guidance* materials for use by rural and small urban transportation managers. This document should help ensure uniform application of emergency management principles across organizations throughout the state.

4

Event Synopsis

Each of the three conferences included the following components:

- Introductory remarks by dignitaries representing: 1) local government; 2) California Office of Emergency Services; and 3) Caltrans district staff
- An overview of transit emergency management by lead consultant Gary Gleason of Communiqué
- Lecture on lessons learned from past disasters including the challenges of mass evacuation, handling special needs populations, the sociology of crisis, emergency public information, an overview of NIMS/SEMS/ICS, security concerns for rural transit agencies and crisis leadership
- Small group roundtable discussions with keynote speakers on industry best-practices and emerging trends in transit safety, security and emergency management
- A tabletop exercise involving flooding/mudslide in a fire-scarred environment, with impacts to critical assets of transit, public works, state highways and others. The tabletop included elements from preparedness, prevention, response and recovery
- The consultant team developed printed, audio, video and telephone injects that helped add realism and urgency to the discussion. Facilitators worked to draw out key activities and essential resources that each functional area would bring to the table and need from partner agencies. At the conclusion of the tabletop exercise each group identified up to four critical issues that would improve the ability of the transportation and emergency community to respond in an emergency situation
- The consultant team captured the conference events in photos and high-definition video, and will assemble a finished video product that captures the distilled wisdom of the speakers and lessons learned by conference participants

5

Analysis of Mission Outcomes

Objectives for the conference series were established by the Caltrans Division of Mass Transportation and outlined in RFP 64A0190 Description of Services. The contractor, in conjunction with Caltrans and the Rural Operator Advisory Committee (ROAC), developed strategies to fulfill these objectives. Following is an assessment of the conference series relative to these stated goals. This assessment is based on course evaluations, participant debriefings, sidebar discussions with individual participants and the professional opinion of the consulting team.

Goal 1: *Increase participant awareness of the critical issues surrounding emergency preparedness, prevention, response and recovery*

- The consultant team structured all conference series discussions around existing Caltrans emergency planning guidance framework of preparedness, prevention, response and recovery
- Speakers and topics selected were selected based on their ability to address each of these four emergency planning elements and lessons learned during the 2006 Caltrans Response and Recovery Conference Series
- The tabletop exercise was structured into four distinct modules, the first focused on preparedness, the second on prevention, the third on response, and the fourth addressing long-term recovery
- In large-group discussions, sidebar conversations and on course evaluations participants noted that they were more aware of the critical issues they face in emergency planning.

“The conference made me more aware of how we are *not* prepared,” wrote one participant. “It made me aware of the challenges a transit agency would have during a critical incident,” said another. Another commented, “This has made it evident that we (private industry) need to improve our participation in and implementation of disaster planning.”

Goal 2: Foster and support institutional relationships between transportation managers, emergency managers, enforcement agencies, emergency responders, medical professionals, media and security personnel

- In the initial phases of conference planning the consultant hosted a series of meetings with Caltrans staff, leading transit providers and a variety of partner agencies to discuss conference plans ensuring that they would meet the training needs of the diverse audience and support conference objectives.
- Participants in the scoping meetings were asked to share information about the conference series with individuals they believed should attend
- Leveraging the contacts of event co-sponsors, trade associations and contact lists from the 2006 Response and Recovery Conference Series, the consultant sent save-the-date information followed by “register now” invitations to transit managers, transportation officials, emergency managers, law enforcement, fire protection, emergency medical services and private industry
- As conference registration began to fill up, the consultant assessed which industries were under-represented, and implemented a targeted email, public relations and telecommunications campaign to ensure that all target audiences were represented at the conferences
- Presenters were selected from a variety of disciplines, bringing a diversity of perspectives to the conference participants
- The tabletop exercise began by placing participants at tables by discipline, then gradually shifted participants so as to achieve a full interdisciplinary discussion (and relationship building) by the end of the exercise
- Throughout the conference event participants were urged to think of how disaster events in their own community might affect not just their agency, but also partner agencies whose assistance they may need or whom they may be asked to help support
- Contact information for participants from all three conference events were included electronically in the conference packets, and participants were urged to continue to foster relationships with their fellow participants following the event
- It was also evident and that fire, law enforcement and other First Responders are changing their view on how transportation fits into the Incident Command System (ICS). As a result of the Conference they are reevaluating the traditional perspective that transit is part of the logistics section under ground support and are viewing them as a valuable member of the operations section

“The interaction with other disciplines is part of what made this conference effective for me,” noted one participant. “The tabletop exercise was good to understand other agencies’ roles and responsibilities,” said another. Another participant wrote, “From here I am going to make sure we have an agency rep in our city Emergency Operations Center, and have more specific coordination with all EOC participants - airport operations, schools, hospitals, ambulance.”

Goal 3: *Improve the safety, security and the reliability of the rural public transportation system through improved emergency planning*

- While the conference included participants from a variety of organizations and disciplines, it was focused on rural transit emergency planning concerns
- Lectures and roundtable discussions provided participants with real-world examples, reference materials and strategies to improve planning
- At the end of the tabletop exercise each participant was asked to identify, as their take-away, three or four action items to boost the reliability of rural transit systems in emergency situations
- The final deliverable from the conference series will be emergency planning guidance for rural transportation systems. Key lessons from the conference series will be the driving force behind development of that planning guidance
- Participants were asked to provide, and were observed sharing, emergency operations checklists and planning documents – between agencies and across disciplines – that will strengthen preparedness
- State emergency management representatives commented that they need to push their planning, training and exercise initiatives down to the local transit level
- At least one MPO stated that his view of planning shifted as a result of the conference to include

“The speakers were excellent and provided great resource information to be utilized after we leave the conference,” one participant wrote. “The course provided many ‘can do’ approaches I can initiate independently toward outcomes,” said another. “The tabletop exercise was especially good in identifying planning needs,” commented another.

Goal 4: *Encourage an environment supporting sustained information sharing and routine interaction between agencies that manage transportation systems*

- At the beginning stages of conference planning, the contractor facilitated scoping meetings at each of the three locations planned for conference events. These meetings included participation from local, state and federal agencies involved in transportation and/or emergency management. As it turned out, many participants in these meetings had not met before, despite a clear need for routine communication and coordination on transportation issues. Contact information was shared with all scoping meeting participants to foster ongoing contacts in the future
- Caltrans headquarters and district staff identified individuals within each district representing the five most essential emergency functions: Planning, Traffic Operations, Maintenance, Traffic Management Centers and the Emergency Coordinators. These individuals were specifically invited to attend the conferences, helping to foster relationships with others in related transportation fields
- Initial outreach efforts promoting the conference series targeted transit managers and Caltrans officials to ensure that these core audiences were represented. Once

- registered, these individuals were asked to extend a personal invitation to other partners with whom they may need to communicate and coordinate more closely
- The contractor established a Rural Operator Advisory Committee (ROAC) to review conference plans, and held conference calls with the ROAC and other partner agencies and transportation officials across the state
 - During the conference participants were sometimes grouped by industry, helping foster relationship development across jurisdictional boundaries and transportation systems
 - Conference participants were provided with resource materials enabling them to conduct tabletop exercises in their own communities on an ongoing basis
 - Participant contact information was included electronically on the conference disc, enabling participants to continue to communicate with colleagues they met at the conference
 - Based on the number of conference participants that commented on the value of the networking, and the number of people requesting that the conference happen on a more frequent basis, it was clear that participants understand the need for routine information sharing with partner agencies. It was also clear from the number of business cards that were exchanged that participants held an intention to communicate with one another more frequently

“The tabletop helped me understand other agencies roles and responsibilities,” wrote one participant. Another commented, “It was a good mix of folks and brought out some key issues to address back home.”

Goal 5: *Identify areas of improvement for transportation before, during and after emergencies, and determine steps for improvement*

- Conference speakers were selected based on their ability to address areas of concern for planning, training, exercises involving transportation elements. Lectures were followed by roundtable discussions with the keynote speakers, specifically identifying steps for improvement in transportation systems before, during and after emergency situations
- The tabletop exercise was designed to help participants identify essential steps they will take to improve their emergency planning. Participants were asked to identify several such elements at the end of each module of the tabletop exercise: prepare, prevent, respond and recover. At the conclusion of the conference participants were asked to identify up to four items that they would address in the coming weeks.

“Good plan to get rural transit involved in emergency preparedness & response; they seem woefully unprepared,” wrote one participant. “Sample checklists for different agencies or departments will help identify gaps in emergency readiness,” wrote another. “The best part of the conference for me was learning new aspects and new (better) ways to respond to those incidents,” said another.

6

Analysis of Critical Task Performance

Task I –Detailed Workshop Plans

Rural Operator Advisory Committee

In order to ensure that the needs of rural operators were addressed in the workshops the contractor, Communiqué, established a Rural Operator Advisory Committee (ROAC) to help steer planning efforts. This ROAC was comprised of a dozen rural, resort, and small urban transit managers, along with key Caltrans staff and partner agencies.

Scoping Meetings

In addition to periodic conference calls reviewing planning progress with the ROAC, the contractor hosted a series of scoping meetings with Caltrans district staff, OES regional staff, and other partner agencies to appropriately focus conference topics and planning concerns.

Co-sponsors

In order to boost credibility for and participation at the conference series Communiqué secured co-sponsorship for the conference from Caltrans partner agencies including the California Governor’s Office of Emergency Services (OES), the California Governor’s Office of Homeland Security (OHS), the California Utilities Emergency Association (CUEA), the California Transit Association, the California Association for Coordinated Transportation (CalACT), and local councils of government San Diego Association of Governments (SANDAG), Association of Monterey Area Governments (AMBAG) and Sacramento Area Council of Governments (SACOG).

Sponsorship

In order to provide food and beverages at the conferences, Communiqué secured financial sponsorship from corporate sponsors ICF International, URS Corporation, RouteMatch Software, and the corporate headquarters of Communiqué USA, Incorporated.

Expert Presenters

Development of Detailed Workshop Plan included identification of presenters representing local government, OES and Caltrans for welcoming remarks; instructors for lessons learned/industry best practices lectures and roundtable discussions, and key Caltrans staff for closing remarks. Communiqué leveraged relationships with Caltrans staff and partner agencies, along with top-rated topic-relevant guest speakers from the Caltrans Response and Recovery Conferences in 2006. Additionally, based on experience during the 2006 conference series the contractor scheduled time for more intimate facilitated round-table discussions between the speakers and the participants during the first day of each of the three events. This aspect of the conference proved to be one of the more popular segments of the conference.

Participants

A total of 321 individuals registered for the conference series. Due to real-world events and natural attrition a total of 177 individuals attended the conferences. These participants represented 119 different agencies from ten different industry sectors. Participants included small urban and rural transit managers, emergency managers, planning agencies, fire protection, law enforcement agencies, emergency medical services, private sector, trade associations, elected officials and Caltrans district and headquarters staff.

Task II – Logistics and Material Support

Site Selection

Communiqué coordinated with partner agencies, Caltrans district staff and the ROAC to establish which communities may be best to host the conference series events. Communiqué then visited each of the facilities to assess suitability for the conference series. Communiqué then negotiated fees, room set-up and conference details for the successful events.

Communications

Communiqué developed an online brochure for the conference series with basic conference information, training agenda, lodging details for out-of-town attendees, and online conference registration via contract with CalACT. Communiqué also developed a news release about the event, which it issued to trade publications and partner agencies across the state of California. Thirdly, the contractor developed three e-blast communications announcing the conference (and urging recipients to register) that were sent to all known California transit providers, emergency managers, first responders, and circulated by sponsor agencies and supporters to their respective lists. All registered participants received confirmations about the event at the time they registered, and twice during the weeks leading up to the event. Registrants who responded that they might be unable to attend were removed from the attendee list so their space could be allotted to others relegated to the waiting list for the conference. All individuals on the waiting list were ultimately accommodated at the conference series.

Caltrans Response and Recovery Conference Series

Course Materials

Communiqué developed course materials including printed agendas, speaker bios, course evaluations, and CDs that included copies of Caltrans Transit Emergency Planning Guidance, participant contact information, presenter PowerPoints, the TTX Participant Guide, and On The Move and Tap Into RTAP video products.

Vendor Expo

Though not required under the contract agreement with Caltrans, Communiqué arranged for vendor space at each of the three conferences so that partner agencies and sponsors could exhibit their wares. Participants in the vendor expo included the Community Transportation Association of America, the National Rural Transit Assistance Program, the National Transit Institute, ICF International, URS Corporation, RouteMatch Software and Communiqué USA, Incorporated.

Task III – Workshop Facilitators

There were three categories of workshop facilitators: 1) Dignitaries to assist with opening and closing remarks; 2) Experts to present case studies/lessons learned; and 3) Facilitators to help manage the conference operation and facilitate discussions. Dignitaries and expert presenters varied from one venue to the next (see appendix for detailed agenda), while facilitators included Communiqué staff and affiliates Mark Amann, Jim Chesnutt, Gary Gleason, Steve Howard, David Ofwono and Francisco Oaxaca.

Task IV – Tailored Tabletop Exercises

The contractor developed tabletop exercises designed to help participants immediately apply lessons illustrated by the training and discussions on the first day of each 2-day event. The contractor, in consultation with the Caltrans Project Manager James Ogbonna, partner agencies and the ROAC, developed a location-generic tabletop exercise involving post-wildfire flooding and mudslides that impacted a variety of transportation infrastructure. The exercise was driven by a participant guide, expert facilitation and a series of audio, video and staged injects that provided realism and added interest to the scenario.

7

Conclusion

The Caltrans Response and Recovery Conference Series clearly met its goals and objectives, and based on course evaluations provided new insights into transportation emergency planning, training and exercises.

Following are some the elements that were particularly effective:

- Leveraging strategies employed and lessons learned from the 2006 Caltrans Response and Recovery Conference Series helped the consultant to meet conference objectives within a relatively limited budget
- Hosting scoping meetings and establishing a Rural Operator Advisory Committee helped shape an effective agenda, provided a good sounding board for the tabletop exercise scenario and helped build interagency relationships
- The format for the conference –lectures in the morning of the first day, roundtables the afternoon, and a day two tabletop driven by audio and video injects and governed by a Master Event Sequence List (MESL) – worked very well. It was also effective to manage conference seating to ensure that participants spend part of their day within functional area and part of their day in interdisciplinary discussion groups
- Flexibility by the facilitation team helped the conference keep pace with changing conditions. Examples of this include the addition of U-tube clips as a tabletop inject, adding injects such as a “declared county emergency”, and adjusting to the loss of speaker Charles Carr who came down sick partway through the conference series

Critical issues that emerged as a result of this conference series include:

- Heightened recognition of the need for transit to be at the emergency planning table
- Continued need for NIMS/SEMS/ICS training for transit personnel
- Increased acceptance for the notion of moving transit’s participation in the Incident Command System from the Logistics Section/Ground Support Unit, where it has traditionally been, into the Operations Section

8

Improvement Plan

Naturally, there were a number of issues identified for improvement or continued action. Based on conference debriefings, course evaluations, and a summation of action steps identified by event participants, following are critical next steps for transit, transportation, emergency management, first responders and the Response and Recovery Conference Series itself. Organizations that take on any of these action items should prioritize their actions by focusing on tasks that provide maximum impact, probability of completion, as well as cost-effectiveness relative to the cost and/or effort required.

Improvement plan recommendations:

Caltrans Response and Recovery Conference Series

- Extend invitations to the following groups who were not specifically targeted for the 2008 conference series: faith based organizations, hospitals, mental health officials, jail/prison officials, airport officials, school bus managers, American Red Cross, civil air patrol, CERT team leaders, military civil support teams, private industry and special needs advocates
- Require some sort of financial investment by registrants. The consultant team recommends a fee of \$100/participant, with half that money going to conference food and refreshments and the other half being returned to the participant/their sponsoring organization when they sign in
- Overbook the conference by 10%, because there is always some degree of attrition (a lesson learned by the airlines years ago)
- Send all registered participants the link to the NIMS Integration Center with a request that they complete required online ICS training (IS-100). Consider offering a one-day pre-training event for ICS-200. This would put all participants on equal footing in terms of standardized incident management systems.
- Include names and contact information for presenters and facilitators in the event registration lists
- Consider offering multiple tracks covering like topics but with facilitators experienced in specific industry segments (i.e. general session discussion, followed by tracks for each discipline represented, ending with another general session)
- Avoid holding conferences on Mondays. This may be one of the reasons for the high level of no-shows in San Diego and Sacramento
- Use recent, California-based case studies for lessons learned lectures (e.g. while Katrina offers many important lessons, she is getting old and tired)

- Develop a specific discussion guide for facilitators to follow during roundtable discussions, ensuring that all participants cover similar ground in their discussions
- During the tabletop exercise, include both accurate and erroneous information in the injects, with a simulated Incident Command Post where information can be verified
- Include some injects that send disaster response off in a completely new direction
- Utilize California After Action Report doctrine (Overview, Goals and Objectives, Event Synopsis, Analysis of Mission Outcomes, Analysis of Critical Task Performance, Conclusions and Improvement Plan) to debrief on tabletop exercise
- Include conference objectives in course evaluation forms (e.g. Rate how this conference helped you Identify areas of improvement for transportation before, during and after emergencies, and determine steps for improvement).

Caltrans

- Evaluate the feasibility of providing ICS/NIMS/SEMS training for all essential emergency personnel, particularly the emergency coordinators and TMC managers
- Be more aggressive in distributing transit emergency planning guidance with TMCs, transit operators and other partner agencies
- Conduct a research study with California transit systems about what new actions transit systems are taking as a result of the Caltrans Transit Emergency Planning Guidance
- Work with OES to establish typing for transit resources (e.g. a type-1 bus is 34+ passenger bus, a type-2 bus is a 16+ body-on-chassis vehicle, a type-3 vehicle is a 15-passenger van). The goal of typing is to help emergency managers with transit resource requests.
- More clearly define the department's role in coordinating state and local resources during emergency situations
- Establish thresholds that trigger Caltrans actions vis-à-vis transit in emergency situations
- Develop updated contact lists and priority access to critical assets such as fuel, transit equipment, tires and other replacement parts in case of emergencies
- Study and practice how Caltrans will respond when critical infrastructure – power, internet, telecommunications systems – fail
- Identify funding to continue Response and Recovery Conference Series initiative, and consider pushing the effort down to the district level (i.e. all resources within the district, rather than the regional approach that has been taken thus far)

Other state agencies

- California Governor's Office of Emergency Services (OES) to provide SEMS training, emergency cost reimbursement procedures and technical assistance in developing interagency agreements for California transit providers
- OES to work with Caltrans to establish typing for transit resources (e.g. a type-1 bus is 34+ passenger bus, a type-2 bus is a 16+ body-on-chassis vehicle, a type-3 vehicle is a 15-passenger van). The goal of typing is to help emergency managers with transit resource requests

Caltrans Response and Recovery Conference Series

- California Governor’s Office of Homeland Security (OHS) to integrate transit into ongoing planning, training and exercise initiatives
- Establish thresholds that trigger Caltrans actions vis-à-vis transit in emergency situations
- Study and practice how to respond when critical infrastructure – power, internet, telecommunications systems – fail

Emergency Managers/Emergency Planners:

- Establish plans for how to care for skilled nursing patients in evacuation situations
- Include legal representation in emergency planning efforts
- Understand and share information about emergency funding reimbursement process
- Invite transit managers to the emergency planning table to assess transit resource availability in emergency situations, and to define transit’s role in evacuating able-bodied and special needs populations
- Establish special-needs advisory committees in their communities
- Consider moving transit’s participation in emergency response plans from the Logistics Section/Ground Support Unit, where it has traditionally been, into the Operations Section. Such action should be coordinated through the NIMS Integration Center
- Help transit develop Memorandum of Understanding (MOUs) with appropriate partner agencies
- Extend invitation to transit for NIMS, SEMS and ICS training
- Incorporate Caltrans Transit Emergency Planning doctrine in local emergency plans, training and exercises
- Establish thresholds that trigger actions by emergency management vis-à-vis transit in emergency situations
- Study and practice how to respond when critical infrastructure – power, internet, telecommunications systems – fail

First Responders:

- Regularly meet with transit for familiarization on their equipment, facilities and operations, and for familiarization with wheelchair restraint and other details regarding special needs populations
- Establish Memorandum of Understanding (MOUs) for use of transit resources in the wake of emergency incidents
- Incorporating transit staff into emergency training and exercises
- Establish transit emergency thresholds and the actions they trigger
- Study and practice how to respond when critical infrastructure – power, internet, telecommunications systems – fail

Transit:

- Identify assets critical to continuity of operations, and hazards and threats to those critical assets
- Establish thresholds for transit emergencies, based on prime hazards and threats, and protocols and checklists for actions they trigger
- Identify internal emergency response teams within the transit system ensuring that all essential tasks – leadership, public information, interagency coordination, operations, plans, logistics and finance – are addressed
- Review insurance coverage and liability issues vis-à-vis asking staff to support emergency situations
- Generate and distribute ‘first responder commitment forms’ to be signed by drivers and operators to ensure participation in emergency response activities. Such forms should be reviewed by legal prior to distribution to staff
- Provide staff training on the National Incident Management System (NIMS), the California Standardized Emergency Management System (SEMS) and the Incident Command System (ICS)
- Help staff establish family emergency plans so they are available for emergency response and recovery
- Establish Continuity of Operations priorities: how to reduce or suspend services as required, emergency passenger drop points, continuation of medical transportation
- Establish alert notification plan to mobilize transit staff in case of emergency
- Evaluate procedures for refueling (e.g. are buses refueled immediately after use, so they are ready to go when an emergency strikes?)
- Establish priority contracts for fuel (and other critical resources) in emergency situations
- Ensure that there is verbiage in service contracts covering emergency situations
- Plan for the role transit will play in evacuations, particularly regarding special needs populations
- Meet with local emergency planners to ensure that transit emergency plans are concordant with city/county emergency plans. It is particularly critical for nonprofit transit providers to develop Mutual Aid Agreements with local emergency management and first responders, since they are not protected by many of the laws that shelter governmental entities

- Review role of a transit representative at the Emergency Operations Center (EOC), Incident Command Post (ICP) and the transit staging area
- Discuss with emergency planners Commercial Drivers License (CDL) operational limitations vis-à-vis operational periods with local emergency managers (i.e. normally operational periods are 12 hours, but under CDL requirements drivers can only operate 10 hours before rest)
- Establish plan for crisis counseling of any/all staff following critical incidents
- Study and practice how to respond when critical infrastructure – power, internet, telecommunications systems – fail

9

Appendix

Course Evaluation Summary

Five point scale where 1 is Excellent and 5 is Poor

	<u>Overall</u>	<u>Applicability</u>	<u>Lecture</u>	<u>TTX</u>	<u>Facility</u>	<u>Average</u>
<i>San Diego</i>	<i>1.47</i>	<i>1.97</i>	<i>1.44</i>	<i>1.78</i>	<i>1.38</i>	<i>1.61</i>
<i>Monterey</i>	<i>1.45</i>	<i>1.82</i>	<i>1.88</i>	<i>1.64</i>	<i>1.48</i>	<i>1.65</i>
<i>Sacramento</i>	<i>1.39</i>	<i>1.58</i>	<i>1.61</i>	<i>1.36</i>	<i>1.82</i>	<i>1.55</i>
<i>Cumulative</i>	<i>1.45</i>	<i>1.8</i>	<i>1.66</i>	<i>1.61</i>	<i>1.58</i>	<i>1.62</i>

What part(s) of the workshop was(were) most effective?

The tabletop exercise: learning how other agencies will respond to emergencies
Networking with people from other agencies, other disciplines
Roundtable discussions with the presenters
Expert presentations from a diverse group of speakers
Presentation and discussion about special needs populations
Video injects added realism/sizzle to exercise

What did you like least (and how would you change it)?

Nothing/Not Applicable. The entire conference was great
Would be better to have a facilitator at each table during tabletop exercise
Breakout sessions: facilitators should have had a list of pre-prepared questions to ask

What additional training or technical assistance might you need?

ICS/NIMS/SEMS
Help developing MOUs MOAs
Transit emergency response checklists
Need to hold Response and Recovery Conference more often, more regional
On-site technical assistance with risk assessment, emergency planning

What actions will you take as a result of this conference (from TTX)

Interagency communications and coordination
Identify who will serve as transit liaison at EOC and ICP during emergencies
Update/create MOUs to better set expectations @ role of transit, cost reimbursement
Create/update checklists for frontline staff in emergency situations
Update/create emergency plan, and include in short-range transit plan
Develop plan addressing special needs populations
Provide awareness training for frontline staff
Get NIMS/SEMS/ICS training



Caltrans Response & Recovery Conference
*for First Responders, Emergency Planners
& Transportation Managers*
March 3-4 2008, San Diego California

San Diego Agenda

Day 1 – Lessons Learned Lecture and Discussion

Day 2 – Tabletop Exercise and Debrief

Day 1 – March 3, 2008

- 8 a.m. **Registration**
Coffee, tea and networking
Sponsored by RouteMatch Software – RouteMatch.com
- 8:30 a.m. **Welcoming Remarks**
Speaker TBA, San Diego Association of Governments
Mark Bassett, Program Manager, California OES Southern Region
Bill Figge, Deputy Planning Director, Caltrans District 11
- 8:45 a.m. **Transit Emergency Preparedness**
Connecting transit, emergency management and first responders
Gary Gleason, President
Communiqué USA, Incorporated
- 9 a.m. **The Challenges of Mass Evacuation**
Lessons from Katrina & Rita
Charles Carr, Transit Division Manager
Mississippi Department of Transportation
- 9:45 a.m. Coffee Break
Sponsored by RouteMatch Software – RouteMatch.com
- 10 a.m. **Planning for Special Needs Populations**
Richard DeVylder, Special Advisor to the Director
California Office of Emergency Services
- 10:45 a.m. **Disasters and other Social Problems**
Dr. Dennis Mileti, Vice Chair
California Seismic Safety Commission
- 11:30 a.m. **Emergency Public Information**
Jim Chesnutt, Associate

Caltrans Response and Recovery Conference Series

After Action Report

Communiqué USA, Incorporated

- 12 noon **Luncheon Speaker - Crisis Leadership**
Michael Byrne, ICF International
Luncheon Sponsored by URS Corporation, San Diego Office
ursCorp.com
- 1 p.m. **Round Table Round Robin**
- Byrne
- Carr
- DeVyllder
- Mileti
- 3:30 p.m. **General Session Wrap Up**
- 4 p.m. **Adjourn**



Caltrans Response & Recovery Conference
for First Responders, Emergency Planners
& Transportation Managers
March 3-4 2008, San Diego California

San Diego Agenda

Day 2 – March 4, 2008

8 a.m. **Networking and Vendor Expo**
Coffee, tea, snacks
Sponsored by Communiqué USA, Inc. – DisasterPrep.info

9 a.m. **Welcome Back**

9:15 a.m. **Tabletop Exercise – Incident Response and Recovery**

Small Group Discussion by Discipline:

- What are your priority response actions?
- What is the primary role of your agency?
- With whom are you coordinating?
- How are you paying for disaster-related costs?

12 noon **Working Lunch**
Sponsored by ICF International – ICFI.com

Interdisciplinary Discussion

- How are plans conflicting across disciplines?
- How can conflicts be resolved?
- How are you competing for recovery resources?
- How can you apply lessons learned?

2 p.m. **General Session Wrap Up**

2:45 p.m. **Closing Remarks**
Chris Schmidt, Caltrans District 11

3 p.m. **Adjourn**



Caltrans Response & Recovery Conference
*for First Responders, Emergency Planners
& Transportation Managers*
March 6-7 2008, Monterey

Monterey Agenda

Day 1 – Lessons Learned Lecture and Discussion

Day 2 – Tabletop Exercise and Debrief

Day 1 – March 6, 2008

- 8 a.m. **Registration**
Coffee, tea and networking
Sponsored by RouteMatch Software – RouteMatch.com
- 8:30 a.m. **Welcoming Remarks**
Libby Downey, Monterey City Council Member
John Anderson, Regional Administrator
California Office of Emergency Services, Coastal Region
Aileen Low, Deputy Planning Director, Caltrans District 5
- 8:45 a.m. **Transit Emergency Preparedness**
Connecting transit, emergency management and first responders
Gary Gleason, President
Communiqué USA, Inc.
- 9 a.m. **Planning for Special Needs Populations**
Richard DeVyllder, Special Advisor to the Director
California Office of Emergency Services
- 9:45 a.m. Coffee Break
Sponsored by RouteMatch Software – RouteMatch.com
- 10 a.m. **Rural Transit Security Concerns**
Bill Doyle, Information Solutions Group

- 10:15 a.m. **Emergency Public Information**
Jim Chesnutt, Associate
Communiqué USA, Inc.
- 10:30 a.m. **Crisis Leadership**
Jack Riley, The Rand Corporation
Division of Infrastructure, Safety and Environment

Mike Byrne, ICF International
- 12 noon **Lunch On Your Own**
- 1:30 p.m. **Round Table Round Robin**
- Byrne
- DeVyllder
- Riley
- 3:30 p.m. **General Session Wrap Up**
- 4 p.m. **Adjourn**



Caltrans Response & Recovery Conference
for First Responders, Emergency Planners
& Transportation Managers
March 6-7 2008, Monterey

Monterey Agenda

Day 2 – March 7, 2008

8 a.m. **Networking and Vendor Expo**
Coffee, tea, snacks
Sponsored by Communiqué USA, Inc. – DisasterPrep.info

9 a.m. **Welcome Back**

9:15 a.m. **Tabletop Exercise – Incident Response and Recovery**

Small Group Discussion by Discipline:

- What are your priority response actions?
- What is the primary role of your agency?
- With whom are you coordinating?
- How are you paying for disaster-related costs?

12 noon **Working Lunch**
Sponsored by ICF International – ICFI.com

Interdisciplinary Discussion

- How are plans conflicting across disciplines?
- How can conflicts be resolved?
- How are you competing for recovery resources?
- How can you apply lessons learned?

2 p.m. **General Session Wrap Up**

2:45 p.m. **Closing Remarks**
Kimberly Gayle, Office Chief
Caltrans, Division of Mass Transportation

3 p.m. **Adjourn**



Caltrans Response & Recovery Conference
*for First Responders, Emergency Planners
& Transportation Managers*
March 10-11 2008, Sacramento California

Sacramento Agenda

Day 1 – Lessons Learned Lecture and Discussion

Day 2 – Tabletop Exercise and Debrief

Day 1 – March 10, 2008

- 8 a.m. **Registration**
Coffee, tea and networking
Sponsored by RouteMatch Software – RouteMatch.com
- 8:30 a.m. **Welcoming Remarks**
Roger Dickinson, Sacramento County Board of Supervisors (invited)
Jim Brown, Program Manager, California OES Inland Region
Greg Albright, Deputy Director, Caltrans
- 8:45 a.m. **Transit Emergency Preparedness**
Connecting transit, emergency management and first responders
Gary Gleason, President
Communiqué USA, Inc.
- 9 a.m. **The Challenges of Mass Evacuation**
Lessons from Katrina & Rita
Charles Carr, Transit Division Manager
Mississippi Department of Transportation
- 9:45 a.m. Coffee Break
Sponsored by RouteMatch Software – RouteMatch.com
- 10 a.m. **Planning for Special Needs Populations**
Richard DeVlyder, Special Advisor to the Director
California Office of Emergency Services
- 10:45 a.m. **Emergency Public Information**
Jim Chesnutt, Associate
Communiqué USA, Inc.
- 11 a.m. **Rural Transit Security Concerns**

Caltrans Response and Recovery Conference Series

After Action Report

Bill Doyle, Information Solutions Group

11:15 a.m. **Disasters and other Social Problems**
Dr. Dennis Mileti, Vice Chair
California Seismic Safety Commission

12 noon **Lunch On Your Own**

1:30 p.m. **Round Table Round Robin**
- Carr
- DeVyllder
- Mileti

3:30 p.m. **General Session Wrap Up**

4 p.m. **Adjourn**



Caltrans Response & Recovery Conference
for First Responders, Emergency Planners
& Transportation Managers
March 10-11 2008, Sacramento California

Sacramento Agenda

Day 2 – March 11, 2008

8 a.m. **Networking and Vendor Expo**
Coffee, tea, snacks
Sponsored by Communiqué USA, Inc. – DisasterPrep.info

9 a.m. **Welcome Back**

9:15 a.m. **Tabletop Exercise – Incident Response and Recovery**

Small Group Discussion by Discipline:

- What are your priority response actions?
- What is the primary role of your agency?
- With whom are you coordinating?
- How are you paying for disaster-related costs?

12 noon **Working Lunch**
Sponsored by ICF International – ICFI.com

Interdisciplinary Discussion

- How are plans conflicting across disciplines?
- How can conflicts be resolved?
- How are you competing for recovery resources?
- How can you apply lessons learned?

2 p.m. **General Session Wrap Up**

2:45 p.m. **Closing Remarks**
Gale Ogawa, Division Chief
Caltrans, Division of Mass Transportation

3 p.m. **Adjourn**

Tabletop Exercise

Participant Guide

Overview

Today's Tabletop Exercise is designed to help you, the participant, to assess how well you and your organization are prepared to deal with a significant incident that disrupts your normal operations. There are no wrong answers. At times you will not have an answer to the questions being asked. The important thing is to understand the questions that must be answered, and to know where to turn for answers.

Tabletop exercises are about communication and coordination, internally and with partner organizations. A successful response to disaster situations cannot and does not occur in a vacuum. There is ultimately a need to work with other agencies, either requesting their support or supporting their needs. Even in places like New York City or Los Angeles, where they have extensive resources, events that required assistance from multiple agencies have presented significant challenges. At the other extreme, even the smallest agencies have something to offer. The key is to have open channels of ongoing communication during all phases of disaster – preparedness, prevention, response and recovery. This helps to set expectations and understanding in terms of resources, roles and responsibilities. The time to start talking to your partner agencies is before an incident.

Finally, don't let yourself get too wrapped up in the details of the scenario. Most of us come from an operational background, so our tactics are where we feel most comfortable operating. Since tactics are driven by resource availability, there will be large variations in the tactics suggested by different agencies. Use the scenario events to help spur your thoughts on what you and your organization can do, and what questions you need to answer.

The Day's Agenda

- 8:30 Exercise Goal, Objectives and Expectations
- 8:40 Group Breakouts and Participant Introductions
- 8:50 Exercise Process
- 9:00 Exercise Begins
 - 9:00 – 10:00 Planning Phase
 - 10:00 – 10:10 Break
 - 10:10 - 11:30 Preparation Phase
 - 11:30 – 11:40 Lunch Break
 - 11:40 – 1:00 Response Phase
 - 1:00 – 1:10 Break
 - 1:10 – 2:30 Recovery Phase
- 2:30 Action Planning
- 2:45 Review, Questions and Exercise Evaluation
- 3:00 Conference Adjourns

Exercise Goal

The primary goal of this Tabletop Exercise is to help you identify gaps in your emergency plans and procedures, along with strategies for how to eliminate those gaps. By sharing what your agency does or could do, we can leverage the combined knowledge of the group. Networking is a powerful tool that will be enhanced through these exercises. Common issues will be identified and recommendations will be generated helping guide emergency planning.

Specific Objectives

- **Alert Notification** – Demonstrate the ability to alert, mobilize, and activate the personnel, facilities, and systems required for emergency response, and provide for subsequent shift change staffing to maintain 24-hour operations.
- **Communications** – Demonstrate the ability to establish, use, maintain, and manage communications essential to support emergency or disaster response and recovery.
- **Coordination and Control** - Determine the level of cooperation and coordination between agencies, departments, and organizations of the jurisdiction in responding to problems associated with a major emergency or disaster.
- **Coordination and Control** - Determine the adequacy of facilities, equipment, displays, and other materials to support emergency operations.
- **Coordination and Control** - Determine the capabilities of the jurisdiction to effectively utilize support agencies when local forces are fully committed or incapable of providing a needed service.
- **Coordination and Control** - Determine the capabilities of the jurisdiction to handle routine/normal incidents in addition to responding to events associated with a major emergency or disaster.
- **Public Information** - Demonstrate the capability to coordinate the formulation and dissemination of clear, accurate, and consistent information to the public and news media, and to control the spread of rumors that could impact on the public safety.
- **Damage Assessment** - Demonstrate the ability to organize and conduct damage assessment after a major emergency or disaster, and implement follow-up procedures to facilitate response and recovery.
- **Public Works Coordination** - Demonstrate the capability to organize and provide emergency repair and restoration of public works, public utilities, and other critical facilities; debris clearance; and other emergency protective measures in response to a major emergency or disaster.
- **Resource Management** – Demonstrate the ability to locate, mobilize, and manage (including allocation and prioritization) personnel, equipment, supplies, facilities, and services under emergency or disaster conditions.

Expectations

In order to get the most out of this exercise you should:

- **Turn Off Your Cell Phone and Pagers** – At least set them to vibrate. We'll try to give you adequate time to check your messages and return calls. We recognize that some of you are in positions that require you to be accessible all the time but recognize how disruptive this is to the rest of the group.
- **Participate** – Don't worry if your experience level is less than others in the group. Offer your insights, ask questions, ask for clarification, and write down the names of people you want to contact later.
- **Get What You Need** – This is your conference. If you want additional information ask the members of your group. If they don't have the information ask the facilitators. If they don't have the information, they'll try to get it for you.
- **Avoid Making Right or Wrong Judgments** - Offer your opinions but recognize that different agencies have to deal with different realities. Resources can differ, political oversight can affect policies, and differing experience levels can affect what is possible.
- **Do Not Monopolize The Discussion** – If you feel you have a lot of information to offer, ask questions to see if others have the same or similar information. You'll always learn more by listening.
- **Take A Break If You Need One** – We like to keep things relaxed and informal. If you need to take a bathroom break or get up and stretch, just do it. Try to limit taking naps to the designated breaks.
- **Dare to think outside the box** – This is a safe environment to ask the question “what If?” Think of the possibilities. The best way to get somewhere is to first have an idea of where you want to go. Once you have that, all you have to do is start taking steps.
- **Have Fun** – We know this is serious stuff. On the other hand, your brain is more creative when you are having fun. By the time we get half way through the exercise you'll be groaning “What now?” when you see the facilitators get up to give you a new piece of information. A sense of humor can help a lot.

Group Break Outs and Introductions

- Groups will be divided into functional groups
 - Transportation Managers
 - Emergency Managers
 - Emergency Responders
 - Government Officials
 - Private Sector
- Once in your functional group, have each person give a brief introduction to the rest of your group. Try to include:
 - Your name
 - The agency you represent
 - Your normal job responsibilities
 - How long you have worked in your current position
 - What your responsibilities are in a critical incident

Exercise Process

- You will be presented a scenario that impacts resources and critical infrastructure of multiple agencies.
- The facilitator will periodically offer additional information about the scenario while the group is working. These escalating “injects” may come at a rapid pace and require your group to adapt quickly.
- All groups will work on the same scenario at the same time. Each functional group will discuss the issues affecting their function and identify issues that require the input from other functions.
- Each group will appoint a scribe and a speaker to record the group’s responses and present their results to the larger group.
- Each group will have a Function Facilitator assigned to assist and guide them through the process and keep the group on task and on time.
- Each group will be presented with a list of specific questions that will help them identify strengths and critical gaps in their emergency response plans and procedures.
- The exercise questions focus on the four basic phases of emergency operations planning: Preparation, Prevention, Response and Recovery.
- Participants are encouraged to share how their agency has addressed issues identified and how they solved the issues.
- At the close of each phase discussion, participants will be asked to identify and record key actions steps they plan to take as a result of the discussion.
- At the end of the Tabletop Exercise the facilitator will lead an overall discussion to help identify common key issues that need to be resolved. The discussion will also identify issues that may require action at a regional or state level.

Scenario

Background

Columbia City, CA is a city of 18,000 residents in rural California, 16 miles from an urban center. It is the primary support services location for the surrounding area. Columbia Regional Transit (CRT) is the regional transit provider providing commuter transit services. Columbia City Transit (CCT) serves the circulator needs of the Columbia with a fleet of 10 conventional transit buses, two hybrid buses, and four 16-passenger body-on-chassis buses used for demand responsive service and for service to some low-ridership areas just outside the city. CCT shares its fleet maintenance and fueling facilities with Columbia County's Road and Bridge Department.



The Columbia County area has experienced significant drought conditions this year. As a result, several small wildland fires occurred in the areas around Columbia City. This has left significant areas without any vegetation cover. The county has recognized the need to mitigate these areas but has not been able to do so yet.

The Incident Phase 1 - Prepare

It is Tuesday, around 10 AM. The weather forecast is for rain to finally arrive in the area to help alleviate the affects of the recent drought period. Rain is forecasted for the afternoon. The Director for Columbia County's Road and Bridge Department has called local agency heads to notify them that he is concerned that if there is a lot of rain there could be mud slides that would block some of the roads that in the area.

Planning Questions

In the next 30 minutes, in your functional groups, discuss the following questions:

1. Do you have existing agreements with other agencies in your operating area to notify each other of potential incidents that may affect your operations?
2. Do you meet on a regular basis with representatives of the fire department, police department, road and bridge department, Caltrans, utility departments, and other agencies to open the lines of communication and promote the open exchange of information?
3. Do you communicate to these other agencies when you have issues that may affect their operations? (e.g. Do you communicate with the fire department when you have new bus technology like hybrid busses to familiarize them with the hazards?)
4. Do you have access to early weather warning systems and storm tracking?
5. Do you have a plan in place to address the need to reroute buses if primary routes are at risk to closure due to an incident such as a fire, floods, mud slides, etc.? With whom do you need to coordinate such changes?
6. Have you done a risk assessment for your agency evaluating the hazards and threats that could affect your daily operations?

The Incident Phase 2 - Prevent

It is now 1300 on Tuesday. Rain has started to fall lightly for the last hour. The weather service has issued a warning for a small cell of heavy rains. At 1330, a short heavy rain begins to fall. There are reports of mudslides crossing roads in various areas of the outskirts of the city. Some of the slides are reported across streets used for servicing city bus routes.



Prevention Questions

As before, spend the next 30 minutes in your functional groups discussing the following questions. You will receive additional information during this period:

1. Does your community have a formal procedure for activating an Emergency Operations Center (EOC) in advance of potential incidents? What are they?
2. Are local and regional transit agencies routinely included in EOC Activations? Who determines what agencies are included? How are they notified?
3. Do you have a system in place to collect and disseminate timely incident intelligence to those that need to know? Describe what you do.
4. Do you have a system to notifying employees of critical information? Do employees have a system to providing critical information back to the agency? How is that information managed and recorded?
5. Do you have a procedure for transitioning your agency from a “routine operations” mode to a “critical incident” mode? What changes? How are employees and facilities notified?
6. Does your agency have “checklists” to help guide employees and management through the key actions that need to take place for all reasonably foreseeable types of critical incidents?

The Incident Phase 3 - Respond

It is now 1600 on Tuesday. A local TV station has reported Breaking News of a major mudslide in Columbia Canyon. The slide is located three south of Columbia City. Initial reports are that the highway is completely blocked and that some vehicles may be involved, possibly washed off of the road.

The Columbia County Health and Human Services Office has called the Fire Department with concerns about the rain causing a mud slide on the burnt out hillside above the Senior Assisted Living Center. The Fire Department has called Columbia City Transit to request assistance with busses to evacuate the twenty eight occupants. Seven of the occupants are wheelchair bound and will require buses capable of transporting wheelchair passengers. One resident is blind. A temporary shelter has been set up at a local church.



Response Questions

Spend the next 30 minutes in your functional groups, discussing the following questions. You will receive additional information during this period:

1. What systems do you have in place to receive and act on critical information? How do you confirm information? How is the information managed?
2. Do you have inter-agency agreements in place to cover assisting other agencies? Do the agreements include who can authorize the assistance? Who pays for the service? What are payment agreements? If the assistance involves possible risk to employees, how do you assess the risk and mitigate?
3. Do you have a system to request assistance from other agencies to support your operations when demands exceed the available resources? How many people in your agency know how to access those resources? Do you have an up-to-date resource list of special resources? How often do you update the list?
4. Do you have a Public Information procedure? Who do you assign to the Information Officer role? How do you handle incoming calls from the public? Do you have a system for issuing Public Service Announcement? What other methods do you use to keep the public informed of disrupted services?
5. Do you have a procedure for accidents involving your vehicles, employees and customers?

The Incident Phase 4 - Recover

It is now 1900 on Tuesday. The Columbia Canyon mudslide still has the highway closed. Estimates are that the highway will be closed for several days. All of the victims of the slide have been safely removed and transported to area hospitals or shelters. The Senior Assisted Living Center residents have all been transported to the shelter and it is planned that they will spend the night there until the hillside can be evaluated.

Numerous streets were subjected to minor mudslides. The Columbia County Sheriff's office is conducting a survey of all the county roads to identify mudslides. A Reverse 911 call has been sent to residents in the areas affected by the rainstorm, asking them to call in if they are aware of mud slides or need assistance. State, county and city road departments are working to clear the slides.

Recovery Questions

Spend the next 30 minutes in your functional groups discussing the following questions. You will receive additional information during this period.

1. What systems or procedures do you have to inspect your facilities and inventory needed repairs?
2. Do you have back-up plans in place to cover the temporary loss of critical facilities or services? What are some of the key plans you have in place?
3. Do you have procedures in place to cover financial needs when normal systems won't work? Do you have pre-identified vendors and billing arrangements for emergency situations? What are some of the key types of vendors you have arrangements with?
4. Do you know the procedures for requesting financial assistance and providing proper documentation of expenses to receive reimbursement? What are some of the key issues involved? Are there cases where multiple agencies may compete for the same resources?
5. What procedures do you have in place to conduct post-incident information gathering and reporting? Do you have a policy of conducting formal post-incident debriefings? Who conducts the debriefings? What happens to the action items collected?

Action Planning

This tabletop exercise has attempted to bring out a number of potential issues that agencies could reasonably expect to encounter in any type of critical incident. The scenario simply provided a framework to move through the questions.

It is easy to finish one of these exercises with pages of “To-Do’s.” Perhaps you and your agency have the ability to manage an extensive list of actions? Many smaller agencies do not. What we would like you to do at this point is review what we have covered here today and identify four Action Items that you want to accomplish as a result of this exercise. Discuss your items with the rest of your group and ask for their feedback on resources and ideas to help you get started.

Action Item #1 –

Goal:

Strategy:

Action Item #2 –

Goal:

Strategy:

Action Item #3 –

Goal:

Strategy:

Action Item #4 –

Goal:

Strategy:

Master Event Sequence List

Real Time	Sim Time	Message #	Message Summary	Expected Response	From / To
-0:60			Have room set up with tables arranged by function		
-0:30			Welcome participants, Introduce facilitators and participants, explain ground rules and how the exercise will work		Lead Facilitator / Group
-0:01			Read Background Information		Lead Facilitator / Group
+0:00			Exercise Begins		
+0:01	10:00 Tuesday	1	Read Incident Phase 1 Input		Lead Facilitator / Group
+0:02			Instruct groups to discuss the Planning Questions. Each group needs to record key points on their flip chart and pick a spokesperson to report the group's findings. The groups will have 30 minutes to go through the questions.		Lead Facilitator / Group Each group will have an Assistant Facilitator to help
+0:32			Ask groups to prepare for larger group discussion and report findings. Lead Facilitator will guide the discussion. Assistant Facilitators will record key findings and provide a summary of the "take aways" for each functional group.		Lead Facilitator / Group Assistant Facilitators
+0:40			Have groups respond to questions, by function and record key points		Lead Facilitator / Group
+1:10			Close up discussion on Planning Phase		Lead Facilitator / Group

+1:15			Provide 15 minute break for participants		
+1:30			Bring group back together. Introduce transition from Planning to Preparation		Lead Facilitator / Group
+1:35	1300 Tuesday	2	Read Incident Phase 2 Input		Lead Facilitator / Group
+1:36			Instruct groups to start discussing the Preparation Phase questions. They will receive additional information as they discuss the questions. Be prepared to share findings in 30 minutes.		Lead Facilitator / Group Assistant Facilitators
+1:40	1315 Tuesday	3	Provide update about small mud slides reported by informal communication methods (friends & family phone calls)		Role player comes into room and states that ??? just called her said that a small mud slide was blocking ??? Street
+1:45	1330 Tuesday	4	National Weather Service warning		Printed warning provided to each group
+1:50	13:45 Tuesday	5	Report from Director of Road & Bridge Department of a major mud slides, confirming message 3		Speaker phone conversation between the R&B Director and 911 Dispatcher
+2:05			Begin having groups report on findings. Lead Facilitator guides discussion. Assistant Facilitators record key findings.		Lead Facilitator / Group
+2:35			Close up discussion on the Preparation Phase. Transition to the Response Phase of the exercise.		Lead Facilitator / Group
+2:45			Have participants discuss Response Phase questions, using inputs received so far and new inputs as they are		Lead Facilitator / Group

			received		Assistant Facilitators
+2:50	1600 Tuesday	6	TV or radio “Breaking News” report of a major mud slide, closing the highway. Reports are of some vehicles washed off the road by the mud slide.		Simulated news flash provided to the groups
+3:00	1610 Tuesday	7	Breaking News update, the mud slide has closed Highway 12, there are vehicles involved, including at least one bus. Unsure whose bus is involved.		Simulated news flash provided to the groups
+3:05	1630 Tuesday	8	Phone calls from citizens complaining about buses on the Front Street route are late		Phone call from the Sim Cell
+3:08	1630 Tuesday	8a	The county 911 Dispatch Center calls, reporting that the police are concerned that the potential for mud slides could isolate the Rock’n’Roll Assisted Living Home. They would like to move the facility’s 28 occupants to another facility 4 miles away and would like CCT assistance. 12 of the occupants will require wheel chair capable buses. There is also one blind and two deaf occupants that will need to be relocated.		Phone call from Sim Cell
+3:10	1632 Tuesday	9	An upset parent calls, asking about their child, who has called them from the bus washed off the road. The parent says that the child says lots of people on the bus are hurt and that someone tried to walk to get help and is stuck in the mud.		Phone call from the Sim Cell

+3:15	16:40 Tuesday	10	Breaking News Update, with on-scene reporter, showing mud slide in background, confirming that so far, there are 5 vehicles involved in the mud slide, including a CRT bus. Initial reports are that the road will be closed for at least 24 hours.		Simulated video broadcast
+3:25			Begin having groups report on findings. Lead Facilitator guides discussion. Assistant Facilitators record key findings		Lead Facilitator / Group
+3:45			Close up discussion on the Response Phase. Transition to the Recovery Phase of the exercise		Lead Facilitator / Group
+3:55			Have participants discuss the Recovery Phase questions, using inputs received so far and new inputs as they are received. They will have 35 minutes to complete the questions.		Lead Facilitator / Group Assistant Facilitators
+4:05	1800 Tuesday	11	One of your bus drivers has called the dispatcher to say that there is no fuel at the Road and Bridge Fuel Center. They are using a bunch of fuel trying to clean up the mud slide. It also looks like the CNG fueling system will be out of fuel before the evening is done.		Phone call from the Sim Cell
+4:10	1000 Wednesday	12	You receive a situation update from Road and Bridge. Your fleet supervisor provides an update on your bus fleet. Caltrans has announced that Highway 12 is re-opened.		Provide each group with a R&B status report and a Fleet status report.

+4:20	1100 Wednesday	13	You receive a call from the City Risk Manager. She advises that 12 passengers in the bus received medical attention and require follow up by CCT. She also advises that a lawyer was reported handing out business cards outside the emergency room last night. There is a report that passengers told the driver not to drive through the mud slide but he did anyway.		Phone call from Sim Cell
+4:30			Begin having groups report on findings. Lead Facilitator guides discussion. Assistant Facilitators record key findings		Lead Facilitator / Group
+4:50			Close the Recovery Phase discussion and transition to Overall Lessons learned discussion. Instruct groups to identify 3 key issues with each of the phases to discuss with the rest of the groups		Lead Facilitator / Group
+5:20			Lead a discussion where each group discusses its key issues.		Lead Facilitator / Group
+5:45			Provide groups with closing charge and actions to take to continue progress on issues identified in the Tabletop Exercise.		Lead Facilitator / Group
+6:00			End of Exercise		

Last	First	Title	Agency	City of Montebello	Phone
Abear	Thomas	Fleet/Transportation Manager	Monterey County	Salinas	831-755-4984
AGUIRRE	CIRO	MANAGER OF OPERATIONS	Santa Cruz Metropolitan Transit District	SANTA CRUZ	831-425-8951
Aguirre	Ciro	Operations Manager	Santa Cruz METRO Transit District	Santa Cruz	831-426-6080
Alford	Frances	Transit Operations Supervisor	Metro	Los Angeles	(213) 922-4429
Amedee	Walter	Homeland Security Manager	National City Fire Department	National City	619-336-4556
Andoh	John	Transit Services Manager	City of Benicia	Benicia	707-746-4300
Arellano	Florentino	EMS Analyst	Monterey County EMS Agency	Salinas	831-755-5073
Ashe	Kathy		Caltrans	San Diego	619-688-6730
Ashford	Mike	Lt.	Vacaville Police Department	Vacaville	707-449-5213
Atherstone	Nathaniel		Calaveras County Department of Public	San Andreas	(209) 754-6401
ATTANESE	LESLEY		OCTA	ORANGE	7142654389
Azarvand	Jamie		Calaveras County Dept of Public Works	San Andreas	(209) 754-6401
Babauta	Mona		Santa Rosa	Santa Rosa	707-543-3331
Baghdanian	Silva	Assistant Transit Manager	City of Glendale	Glendale	818-548-3960
Baker	George	Emergency Response Coordinator	California Toxic Substances Control	Cypress	714-484-5353
Bamberger	Tino	Police Officer	Sacramento Regional Transit Dist.	sacramento	916-718-1839
Banuelos	Joseph	Sergeant	Monterey Co. Sheriff's	Salinas	831-755-3791
Barahura	Brian	EMS Specialist Paramedic	County of San Diego EMS	San Diego	619-285-6481
Barker-Hidalgo	Beth	Safety Compliance Supervisor	Paratransit, Inc.	Sacramento	916-828-6220
Bassett	Terry	Executive Director	Yolo County Transportation District	Woodland	530-661-0816
Baxter	Daniel	Transportation Manager	Mendocino Transit Authority	Ukiah	707.462.5765x106
Beall	Megan	Homeland Security Planner	URS Corporation	San Diego	6192949400
Becerra	Jaime	Director of Safety & Security	Foothill Transit	West Covina	(626) 931-7218
Bench	Ken	Chief of Police	Naval Support Detachment	Monterey	831-656-2236
Binns	Patricia	Safety, Training & Audit Mgr.	Paratransit Services	Bremerton	800-933-3468 X374

Caltrans Response and Recovery Conference Series

After Action Report

Boland	Donald	Executive Director	California Utilities Emergency Assoc	Mather	916-845-8918
Boyes	Mike		USCG	Alameda	510-437-5954
Brick	Joel	Fire Division Chief	Vacaville Fire Department	Vacaville	707-449-5452
Brown	Laurrie	Transportation Director	San Joaquin RTD	Stockton	209-948-0645
Brown	Laurrie	Transportation Director	San Joaquin Regional Transit District	Stockton	209-948-0645
Brown	Lee	OES Coordinator	Sierra County OES	Downieville	530-289-2850
Brown	Robert	Regional Emergency Transportation Representative	U.S. DOT	San Francisco	415-744-2646
Brunner	Deborah	Sr. Transportation Planner	Napa County Transportation & Planning	Napa	707-259-8778
Bugna	Mark	Transit System Safety Supervisor	Santa Clara Valley Transport. Authority	San Jose	408-464-7848
burns	michael		Monterey County Sheriff's Office	Monterey	8316477702
Calame	John	VP of Maintenance	MV Public Transportation	Fairfield	707-646-8881
Calder	Max	ADA Paratransit Project Manager	San Diego Metropolitan Transit System	San Diego	619.595.7037
Cardenas	Edward	Engineer	San Diego Fire Rescue Dept.	Chula Vista	619 424-0484 (Wk#)
Carr	Donald	Regional Emergency Transportation Representative	USDOT	Ontario	909 937 7202
Carrillo	Javier	Business Continuity Planner	Dept. of Technology Services	Rancho Cordova	916-464-4527
Carroll	Nancie	Stakeholder Manager	Transportation Security Administration	San Diego	619-321-1328
Carter	Patti	Emergency Preparedness Coordinator	Nevada County Public Health	Grass Valley	530.265.7174
Casey	Brentin	Security Supervisor	Agua Caliente Band of Cahuilla Indians	Palm Springs	760-699-6813
Casey	Brentin	Security Supervisor	Agua Caliente Band of Cahuilla Indians	Palm Springs	760-699-6813
castro	joseph	Battalion Chief	Los Angeles Fire Dept	Los Angeles	213-485-3656
Cepeda	Connery	Transportation Planner	Caltrans	San Diego	619-688-6968
Cervantes	Robin	Engineer	San Diego Fire-Rescue Dept.	San Diego	619-204-1769
Cherry	Elaine	LTJG	USCG	Alameda	510-437-2978
CLEVELAND	PAM		OCTA	ORANGE	7142654331
Cohn	Martin		C& A Safety Consultants	Westlake Village	805-750-0915
Coogan	Tom	VP, Business Development	RouteMatch Software	Atlanta	303-885-0649

Cook	Ken	Safety Specialist	BART	Oakland	510-287-4709
Coviello	Edward	Assistant Planner	SACOG	Sacramento	916-340-6223
Crews	JoAn	Superintendent	Caltrans	Commerce	213-620-4852
Cruz	Buddy	Business Services Manager	Caltrans	San Luis Obispo	805-549-3521
Cruz	Florita	EOC Coordinator	Caltrans Dist. 12	Irvine	949.724.2306
Cruz	Florita	EOC Coordinator	Caltrans	Irvine	949.724.2306
Cutter	Seth	Transportation Planner	Caltrans	San Diego	619-688-6075
Dahmen	Douglas	Commander	Monterey County Sheriff's Office	Salinas	831.759.7208
Dalager	David	Dispatch Supervisor	North County Transit	oceanside	7609672856
De Terra	Bruce	Senior Transportation Planner	Calif. Dept of Transportation	Sacramento	916-274-0614
Delgado	Eddie	Engine Captain	U.S. Forest Service	Alpine	619-445-3382
dennis	pamela	caltrans maintenance area superintendent	Caltrans	los angeles	310-342-6172
Desmond	Meg	Program Manager	CalACT	Sacramento	916-920-8018
dillon	lloyd	emergency management instructor	california oes	mather	916-265-8698
Doll	Louis	Safety Officer	Monterey-Salinas Transit	Monterey	8317583563
Drayton	Frank	Fire Division Chief	Vacaville Fire Department	Vacaville	707-449-5452
Driscoll	Susan	Transportation Coordinator	HCAR	Eureka	707-443-7077
Driver	John	Operations Center Manager	DHS/TSA	San Diego	619-687-3188
Duer	Paul		Department of Technology Services	Rancho Cordova	916-464-1589
Dutton	Paul	Sergeant	LAWA Police	Palmdale	661-266-7624
Eggen	Bob		Caltrans	Sacramento	916-654-3305
Eggert	Mike	Supervisor	City of Chowchilla	Chowchilla	5596658615
ehlers	pat		disaster reponse for animals	grass valley	530-477-6506
Espinosa	Rafeal	A.E.O. II	Veterans Home of CA-Barstow	Barstow	760-252-6395
Fairbanks	Mark	Transportation Superintendent	San Joaquin RTD	Stockton	209-948-0645
Farr	Nathaniel	Caltrans Mtce Supt's	Government	Los Angeles	213 897-2862
Fernandez	Kathryn		California OHS - Exercises	Sacramento	916.826.6001

Caltrans Response and Recovery Conference Series

After Action Report

Fisher	Andrew	Fire Fighter	Riverside County Fire	Cathedral City	760-327-2870
Flores	Benjamin	Transit Safety Supervisor	City of Montebello	City of Montebello	323) 887-4610
Flores	Carlos	EMS Specialist Paramedic	County of San Diego	San Diego	619-285-6404
Fogle	Don	Senior Engineer	Caltrans Maintenance	Sacramento	916-654-4684
Forbes	Rebecca		Caltrans	San Bernardino	(909) 383-5929
Foster	David		Access Services Inc.	Los Angeles	213-270-6000
Foster	James	Tribal Transportation Supervisor	Morongo Band of Mission Indians	Banning	9517555269
Foster	Lorna M.	Associate Transportation Planner	CA Dept of Transportation	San Bernardino	909-383-4473
FOSTER	RICH		SOLEDAD FIRE DEPARTMENT	SOLEDAD	831-223-5103
Fowler	Russell	Battalion Chief	Butte County HazMat Team	Oroville	530-538-7111
Francis	Rufus	Director of Safety	Sacramento Regional Transit District	Sacramento	916-321-2845
fregoso	neleen	general manager	Humboldt Transit Authority	eureka	7074430826
Fregozo	Melody	Security Officer	Agua Caliente Band of Cahuilla Indians	Palm Springs	760-699-6813
French	Kristine	Business Continuity Manager	Department of General Services	West Sacramento	916-376-1928
Frost	Rich	Operations Manager	MV Transportation	Roseville	916-774-5549
Fuentes	Hector	General Manager	Veolia - Yobobus	Woodland	530-666-2630
Gallegos	Scott	Safety & Training Coordinator	City of Norwalk	Norwalk	562-929-5643
Gallo	Marcie	Corporate Trainer	Paratransit Services	Bremerton	360-377-716
Gallo	Raul	Manager	County of Ventura Public Works Agency	Ventura	805-672-2132
Gayle	Kimberly	Office Chief	Caltrans Division of Mass Transportation	SACRAMENTO	916-654-8074
Gaylord	Josh	Port Captain	San Diego Harbor Excursion	Santee	619-522-6186
Gello	Dennise	Transportation Supervisor	San Luis Coastal U.S.D.	san luis obispo	805 596-4111
Gibson	Dawn	Student Assistant	State OES	Mather	916-845-8531
Gillis	Dobie	Operations Supervisor	Riverside Transit Agency	Riverside	(951) 565-5066
Glauthier	Roy		Transportation Planning & Policy	Costa Mesa	949-650-5956
Goff	Steven	Assistant Deputy Director - Exercises	California Office of Homeland Security	Sacramento	916.322-1739
Golden	Bambi	Emergency Management Coordinator	Cal State University San Marcos	San Marcos	760-750-4504

Caltrans Response and Recovery Conference Series

After Action Report

Goldstein	Lee	Principal Consultant	Business Contingency Group	Encino	818-784-3736
Gombert	Martin	Assistant Administrator	PV Transit	Palos Verdes Peninsula	3105447108
Gomez	Diana		Caltrans	Sacramento	5599088384
Gorniak	Pam	Chief, Public Information	Caltrans	IRvine	949.724.2031
Greathead	Denis	Sergeant	Monterey County Sheriff\'s Office	Salinas	831.796.1130
Gwin	Rick	Safety & Training Manager	MV Transportation	Roseville	916-791-746-1795
Haase	Eric	Program Manager	URS Corporation	San Diego	6195494982
Hardcastle	Keith	Sergeant	Inyo County Sheriff\'s Dept	Indperendence	760-878-0383
Hargis	William	Chief Plant Operations III	Veterans Home Of CA, Yountville	Yountville	707-944-4803
Harper	Derek	Special Operations Officer	Federal Fire Ventura County	Simi Valley	(805)98-7034
Harris	Cynthia	Dispatch Superintendent	North County Transit	oceanside	7609666523
Hawksford	Kathy	General Manager	Mountain Area Regional Transit Authority	Big Bear Lake	909-878-5200
Haydon	Irby	FAE	Riverside County Fire	Wildomar	951/544-4405
Haynes	Alane	Accessible Services Administrator	North County Transit District	Oceanside	760-966-6607
Heiman	Markus		Caltrans - District 3	Rancho Cordova	(916) 859-7979
Hernandez	Carlos	Mr.	Bishop Paiute Tribe	Bishop	7608733584 ext 223
Hicks	Tom	CTSA Manager	Monterey-Salinas Transit	Monterey	(831) 760-0875
Hoxsie	Kathy		NOAA/NWS	Sacramento	916-501-4462
Hull	Greg	Director-Security & Operations Support	APTA	Wasington	202-496-4815
Hursh	Michael	Deputy Director, Operations Maintenance	Valley Transportation Authority	San Jose	408-321-7002
Ikesaki	Tom		Oscar Larson & Associates	Roseville	(916) 691-2313
Ivory	Michael	Transit Planner	City of Santa Rosa	Santa Rosa	707-543-3335
Jackson	Denis	Vice President	MV Transportation	Discovery Bay	(925) 451-0304
John	Greg	Manager	American Red Cross	Sacramento	916.854.7349
Johnson	Kurt	Fire Prevention	City of Montebello	City of Montebello	323) 887-4509
Jones	Colin	Public Affairs Manager	Caltrans	San Luis Obispo	805-549-3189

Jones	James	Lieutenant / OES Coordinator	Inyo Co. Sheriff	Independence,	760 876-5606
Jorgensen	Gene	SAC.CERT Battalion4 Captain	Sacramento CERT	Sacramento	916-422-7831
Justice	Bob	Associate Transportation Planner	California Dept. of Transportation	Citrus Heights	916-274-0616
Kasper	Janet	Staff Services Analyst	Merced Co. Transit	Merced	209-385-7600
Kelsay	Donna	General Manager/CEO	San Juaquin RTD	Stockton	209-948-0645
Kelsay	Donna	General Manager	San Joaquin Regional Transit District	Stockton	209-948-0645
Kennedy	Doug	Emergency Services Specialist	Tulare County	Visalia	559-737-4660x2311
Koon	Ray	caltrans maintenance area superintendent	Caltrans	los angeles	310-342-6154
Kranda	Beth		SANBAG	San Bernardino	909 884 8276
Kroes	Shaun	Management Analyst	City of Moorpark	Moorpark	805-217-3260
KRUSE	KURT	SERGEANT	California Highway Patrol	SAN LUIS OBISPO	805-549-3261
Kuhns	Lee	ROW Coordinator	San Diego Northern Railway	Oceanside	(760) 967-2851
LaMar-Haas	Victoria	Emergency Services Coordinator	State OES	Mather	916-845-8531
LEE	RAY	WREA	DWR	SACRAMENTO	916-651-0701
Lemos	Jess	PWA Superintendent	County of Ventura Public Works Agenc	Ventura	805 -672-2143
Lemos	Jess	Superintendent	County of Ventura Public Works Agency	Ventura	(805) 672-2143
Li	Betty	Transportation Planner	San Benito County Transport. Authority	Hollister	831-637-7665
Lilly	David	Regional Transit Manager	San Luis Obispo Regional Transit Authori	San Luis Obispo	805.781.4465
Locati	Lisa	Emergency Manager	Golden Gate Bridge	San Rafael	415-257-4594
Locati	Michael	Bridge Captain	Golden Gate Bridge	San Francisco	415-923-2205
Lopez	Ron	Nurse	American Medical Response	Modesto	209-576-0994
Lowder	Michael	Director	US DOT-Intelligence, Security, & Emergency Respns	Washington	202-366-6525
Luke	Leslie	Group Program Manager	County of San Diego/OES	San Diego	858-565-3490
Lyons	Kiley	Project Manager	URS Corporation	San Diego	6192432957
Ma	Angela	Environmental, Health & Safety Manager	Orange County Transportation Authority	Orange	714-560-5854
MADRIGAL	GUILLERMO		OCTA	ORANGE	7142654332

Caltrans Response and Recovery Conference Series

Makowski	Jan	Lt.	Vacaville Police Department	Vacaville	707-449-5213
Mann	Yolonda	Tribal Security Manager	Agua Caliente Band of Cahuilla Indians	Palm Springs	760-699-6813
Manship	Dean	Emergency Manager	Cal State University San Marcos	San Marcos	760-750-4503
Martin	Keith	Transit Manager	Yuba-Sutter Transit	Marysville	530-634-6880
Martinez	John	Emergency Manager	California Conservation Corps	Sacramento	(916)341-3103
Mathews	Patrick	Sr Civil Engineer	Santa Cruz Co Public Works	Santa Cruz	831 454 2160
Matsushita	Justin	Fire Captain	Santee Fire Department	San Marcos	760-717-3837
Mattick	robert	Division Chief	City of Santee, F.D.	SANTEE	619-258-4100 X 203
Mawson	Michael	Operations Manager	Mountain Area Regional Transit	Big Bear Lake	909-878-5200
Mayr	Shawn	Senior Engineer	Department of Water Resources	Sacramento	916-651-0764
McClintock	Scott	Emergency Preparedness Coordinator	City of San Marcos, CA	San Marcos	(760) 744-1050 x3263
McPartland	John	Safety Specialist	BART	Oakland	510-464-7547
Mendez	LeRoy	Roads manager	La Jolla Indian Reservation	Pauma Valley	760 742-2282
Mercado	Arturo	FAE	Riverside County Fire	Sky Valley	760-250-3543
Mercado	Tony		MV Transit	Hollister	408-667-2846
Merino	Michelle		Imperial Valley Association of Governments	El Centro	760-482-4290
Milosch	Deirdre	Superintendent - Public Safety	California State Parks	San Clemente	949-361-7947
Mohr	Selby	Emergency Preparedness Specialist	SMUD	Sacramento	916-732-6541
Moraza	Deborah	Transportation Services Manager	City of El Monte	El Monte	626-580-2217
Mosbacher	Michael		Dept of Water Resources	Sacramento	916-651-0777
Mundy	Dan	Senior Transportation Planner	Caltrans	Sacramento	916-657-4587
Munro	David	Director, Office of Emergency Services	Morongo Band of Mission Indians	Banning	9517555309
Murray	David	Senior Transportation Planner	Caltrans	San Luis Obispo	805-549-3168
Myers	Matt	Assit.Fire Chief	City of Chowchilla	Chowchilla	5596658626
Naar	Alex	Fire Management Officer	National Park Service	san francisco	415-725-7853
Neary	Sue	State Park Ranger	California State Parks	Carmel	831-667-0159

Newman	Ben	Risk & Security Manager	Monterey-Salinas Transit	Monterey	831-393-8107
Nichols	Danny	EPO Project Officer	California Dept. of Public Health	Oroville	530-589-4209
Nilchian	Neil	Project Manager	Riverside County Transportation Dept.	Riverside	951-9556782
OAKES	RICK		OCTA	ORANGE	7142654359
Oase	Kristine	Health Education Coordinator	El Dorado County Public Health	Placerville	530-621-6172
Ogbonna	James	Senior Transportation Planner	Caltrans	Sacramento	916-651-6116
Ola	Julie	Transportation Coordinator	Alpine County	Markleeville	530-694-2235
OLIVER	CHARLES		OCTA	ORANGE	7142654497
Olk	Jennifer	LT	U.S. Coast Guard	Alameda	5104373977
Olson	Lynne	Emergency Services Coordinator	Amador County Sheriff's Office of Emergency Servic	Jackson	209-223-6384
O'Brien	Bob	Transportation Supervisor	El Dorado County Transit Authority	Diamond Springs	(530) 642-5383
O'Hara	David	Emergency Services Coordinator	Mono County Sheriff	Bridgeport	760-932-5234
Palma	Steven	Caltrans Superintendent	Caltrans	Valencia	661-775-1490
Patterson Valdez	Catherine	Division Director	Community Bridges Lift Line/CTSA	Aptos	831-688-8840 ext. 24
PECUS	Brian	Chief - Electrical Systems	Caltrans - Dist-11	San Diego	858 - 467 - 3025
Phillips	David	General Manager	Veolia Transportation Services	Marysville	530-634-6885
Phillips	Janice	Senior Planner	Butte County Association of Governments	Chico	530-879-2468
Place	Stasia	Emergency Services Coordinator	County of San Diego - Office of Emergency Services	San Diego	858-715-2207
Porter	Gail	Operations Supervisor	Morongo Basin Transit Authority	Joshua Tree	760-366-2986
Pouncey	Kenny	Dir of Maintenance	MV Public Transportation	Fairfield	707-646-8881
pratt	greg	operations manager	Humboldt Transit Authority	eureka	7074430826
Preciado	Brian	Fire Chief	Vacaville Fire Department	Vacaville	707-449-5452
Prieto	Ramona	Chief	California Highway Patrol	Sacramento	(916) 657-8048
PROVINCE	JAMES	EMERGENCY SERVICES BRANCH CHIEF	Caltrans	SACRAMENTO	916-654-6723
Qualls	David	Sergeant	California Highway Patrol	Sacramento	916 227-6388

Caltrans Response and Recovery Conference Series

Raba	Phil	Safety Officer	County of Ventura Public Works Agency	Ventura	805-650-4074
Rangel	Ray	PWA Superintendent	County of Ventura Public Works Agenc	Ventura	805 672-2133
Rangel	Ray	Superintendent	County of Ventura Public Works Agency	Ventura	(805) 672-2133
Rasmussen	David	Supervising Hazardous Substances Scientist	DTSC-State of California	Glendale	818-551-2190
Raza	Syed	Deputy District Director-Traffic Operations	Department of Transportation (Caltrans)	San Bernardino	(909) 383-6245
Redding	Carter		Oscar Larson & Associates	Roseville	(916) 783-2060
Reed	Tracy	Associate Governmental Program Analyst	Department of Rehabilitation	Sacramento	916-558-5509
Reidel	Chris	CI/KR Assessment Team Member	California OHS, CIP Div.	Sacramento	916-324-6293
Remley	Todd	Operations Manager	Eastern Sierra Transit Authority	Bishop	760-872-1901
Rheinheimer	Lisa		Council of San Benito County Governments	Hollister	831-637-7665
Richardson	Scott	Director of Business Development	Riverside Transit Agency	Riverside	(951) 565-5066
Rios	Armando	Battalion Chief	Merced County Fire Dept/Cal Fire	Merced	209-385-7344
Rivera	Christopher	Emergencny Services Coordinator	Lake Co OES/Sheriff	Lakeport	707-262-4090
Roberts	Susan	Transportation Coordinator	Franchise Tax Board	Sacramento	916-845-4966
Robinson	Jeff	Battalion Chief	US Forest Service	El Cajon	619-596-0320
Rodriguez	Bobby		Monterey County Sheriff's Office	Monterey	8316477702
Rogberg	Susann	Adm Svs Manager	Santa Cruz Co Public Works	Santa Cruz	831 454 2378
Rogge	Steven	CERT Manger	Union City Fire Dept	Union City	510 675-5470
Rollinson	Cecile	Senior Emergency Services Coordinator	CA State OES	El Granada	510-286-0820
Roraus	Steve	Superintendent	City of Santa Rosa, CityBus	Santa Rosa	707-543-3921
Rosa-Robinson	Trina	Senior Disaster Recovery Coordinator	Dept. of Technology Services	Rancho Cordova	(916) 464-3698
Rosas	Barbara	Operations Supervisor	Colusa County Transit	Colusa	530 458-0287
Russell	Deborah		State OES	Cottonwood	530-347-6494
Sadler	Glenn	Training Officer	CA Office of Homeland Security	Sacramento	916-324-9223
Sakauye	Mark	Police Lieutenant	Sacramento Regional Transit	Sacramento	916-321-2995

Caltrans Response and Recovery Conference Series

Salazar	Barbara	Manager	Colusa County Transit	Colusa	530 458-0444
Sapeta	Willie	Emergencny Services Coordinator	Lake Co OES/Sheriff	Lakeport	707-262-4091
SARMIENTO	BUNDY	SAFETY MANAGER	MTS BUS	SAN DIEGO	6192380100 EXT. 651
Savale	Victor	Deputy Fire Chief	Walnut Grove Fire Dept.	Walnut Grove	916-776-1104
Schmidt	Chris	Senior Transportation Planner	Caltrans	San Diego	619-220-7360
Schroeder	Norma		Calif Dept of Food & Agriculture	Sacramento	916-651-0476
Scott	Kevin	Mechanic	Colusa County Transit	Colusa	530 458 0444
Seibel	Bruce	Safety/Training Manger	Golden Empire Transit District	Bakersfield	661 324-9874
Serrano	Cindy	Emergency Services Manager	Town of Apple Valley/AVFPD	Apple Valley	760-247-7618
Shawn	Kelly	Asst. Director of Technical Assistance	Community Transportation Association	Washington	202-299-6596
Sheets	Teri	Alternative Transportation Analyst - Transit	City of Roseville	Roseville	916-774-5293
Silva	Armand	Region Manager	Caltrans	Orange	(714) 685-3221
Siragusa	John	Transportation Manager	City of Petaluma	Petaluma	707-778-4421
Snow	Michael	Battalion Chief	San Bernardino County Fire	Apple Valley	760-247-4855
Springer	Christopher	Naval Base San Diego Emergency Management Officer	Commander Naval Region Southwest	San Diego	6195561872
Sprunck	David	Facility Manager	SureWest Communications	Roseville	916-746-3312
Stahnke	Keith	Manger, Operations	Water Emergency Transportation Authority	San Francisco	415.364.3192
Staples	Jean	Transportation Supervisor	El Dorado County Transit Authority	Diamond Springs	(530) 642-5383
Stehr	Melinda	Debris Management Specialist	Office of Emergency Services	Mather	916.845.8274
Steinert	Mary	Deputy Executive Director	Paratransit, Inc.	Sacramento	916-868-6216
Stickel	Tom	Facilities/Fleet Maintenance Manager	Santa Cruz Metropolitan Transit Dist	Santa Cruz	(831) 426-6080
Storey	Sam	CEO	Community Bridges	Aptos	831-688-8840 ext. 20
Suchanek	Mark	DDD Mte. & Ops.	Caltrans	Eureka	7074456393
Sullivan	Richard	Assistant to the Chief	Isleton Police Department	Isleton	916-777-7774
Sulouff	David	Bridge Administrator	Eleventh Coast Guard District	Alamdea	(510) 437-3516
Sutherland	Sam	Safety Manager	First Transit, Inc.	San Luis Obispo	805-544-2730

Caltrans Response and Recovery Conference Series

Tait	Bill	Emergency Manager	AZ Dept of Transportation	Phoenix	602-712-8952
Teeter	Jerry	Commander	Monterey County Sheriff's Office	Salinas	831 755-3822
Teller	Arlando	Transportation Planner	Caltrans	Oakland	510-286-5472
Thomas	Autumn	Exercise Planner State Agencies	Office of Homeland Security	Sacramento	916.826.8443
Thompson	Alan		SCAG	Los Angeles	213-236-1940
Thompson	Megan		California ISO	Folsom	916-608-5922
Tipon	Nick		Federated Indians of Graton Rancheria	Rohnert Park	707 478-1737
Tong	Benjamin	Manager	CA Governor's Office of Emergency Sv	Mather	916-845-8797
Torales	Alfredo	Intern	Access Services	Los Angeles	213-270-6000
Tornell	Thomas	Exercise Planner	CA Office of Homeland Security	Nevada City	1.530.264.7063
True	Gaea		Woodland Fire	Woodland	(916) 600-7490
Truesdale	Kathy	Transportation Coordinator	DART	Ridgecrest	760-375-9787 ext. 20
Tua	Joanne	Dispatch Supervisor	North County Transit	oceanside	7609672856
Urban	John	Regional Transportation Emergency Response Coordin	Metropolitan Transportation Commissi	Oakland	510-817-5864
Utrup	Thomas	National Manager	Complete Coach Works	Riverside	951-684-9585
Van Valkenburgh	Robin	General Manager	MV Transportation	Fairfield	707-333-6370
Van Zeventer	Jacques	District 5 Traffic Manager	Caltrans	San Luis Obispo	(805) 549-3409
vancott	wendy	PCC/RN/Emergency Preparedness	Feather River Hospital	Paradise	530-877-3325
Vanderhorst	Phil	Captain	Salinas City Fire Department	Pacific Grove	831-373-5776
Vargas	Chi	Sr. Transportation Engineer	Caltrans	San Diego	619-688-3157
Vivian	Charles	Superintendent	County of Ventura Public Works Agency	Ventura	(805) 672-2147
Wagner	James	Transit Specialist - Paratransit Services	Sonoma County Transit	Santa Rosa	707-585-7516
Wahl	Scott	Police Officer	San Diego Police Department	San Diego	619-533-6535
Walker	Steven	System Safety/Security Coordinator	San Joaquin Regional Rail Commission (ACE)	Stockton	(209) 944-6256
Wall	Mark	General Manager	Lake Transit Authority	Visalia	5597342646

Watts	Frazier	Training & Safety Instructor	CulverCity Transportation Department	Culvercity	(310) 253-6572
Webster	Jeffrey	General Manager	Fresno County Rural Transit Agency	Fresno	559-233-6789
Webster	John		City of San Luis Obispo	San Luis Obispo	805-781-7121
Webster	Robert	Business Continuity Planner	Department of Technology Services	Rancho Cordova	(916)464-0313
Webster	Vincent	Safety & Training Manager	Mobility Plus Transportation LLC.	San Francisco	415-559-3560
wei	hua		ftb	sacramento	916-845-6034
were	VIJAY	wer	werer	NY	129-589-5895
Westbrook	Dan	OES Coordinator	Merced Co. OES	Merced	209-385-7344
Whitbread	John	Special Populations Program Manager	Los Angeles County Public Health	Los Angeles	213-989-7253
Wilkinson	Michael	Deputy Fire Warden	Stanislaus County	Modesto	209-552-3600
Williams	Fred	Safety & Training Manager	Veolia - YoloBus	Woodland	530-666-2630
Williams	Kathi	Administrative Analyst	Imperial Valley Association of Governments	El Centro	760-482-4290
Williams	Marvin	Operations Manager	MBTA	Joshua Tree	(760) 366-2896 Ext 1
Willis	Llewellyn	Captain	San Diego Fire Dept.	San Diego	619-589-2049
Wilson	Gerry	Emergencny Services Coordinator	Lake Co OES/Sheriff	Lakeport	707-262-4090
wilson	jim	director of maintenance	Humboldt Transit Authority	eureka	7074430826
Wisman	Doug	Emergency Services Coordinator	State OES	Concord, ca	510-773-8040
Wixon	Michael	Alternative Transportation Manager	City of Roseville	Roseville	916-774-5293
Wolgamott	Harold	Fire Services Director	City of Gonzales	Gonzales	831-675-5000
Woodward	James	Senior Exercise Lead Planner	GA Office of Homeland Security	Folsom	916.324-8596
Word	Rich	Police Chief	Vacaville Police Department	Vacaville	707-449-5210
Xavier	Joe	Chief, Business Services	Department of Rehabilitation	Sacramento	916-558-5504
Zee	Richard		Transportation Security Administrati	Encinitas	619-321-1344

Rural Operator Advisory Committee

Organization	First Name	Last Name	Title	City	Email
Arcata & Mad River Transit System	Larry	Pardi	Transportation Superintendent	Arcata	lpardi@arcatacityhall.org
Calaveras County Department of Public Works	Nathaniel	Atherstone	Transit Manager	San Andreas	natherstone@co.calaveras.ca.us
Community Bridges	Catherine	Patterson Valdez		Aptos	Catherinep@cbridges.org
Fresno County Rural Transit Agency	Jeffrey	Webster	General Manager	Fresno	jwebster_ruraltransit@fresnocog.org
Inyo Mono Transit Program	Monica	Watterson	Director	Bishop	imtransit@schat.com
MARTA	Kathy	Hawksford	General Manager	Big Bear Lake	khawksford@marta.cc
Mendocino Transit Authority	Glenna	Blake	Marketing & Planning Manager	Ukiah	glenna@4mta.org
North San Diego County Transit District	Alane	Haynes	Accessible Services Administrator Transit Manager,	Oceanside	ahaynes@nctd.org
Orleans County Public Works	Barbara	O'Keeffe	Commission/Transit Board Staff	Gerber	jacklyn@calact.org
Tulare County Area Transit (TCAT)	Dan	Fox	Transit Coordinator	Visalia	dfox@co.tulare.ca.us



MINUTES
 Scoping Meetings
 San Diego, San Luis Obispo and Sacramento
 August 13-17, 2007

1. Welcome

Seeking feedback, input, participation to help initiative reach safety/security goals

2. Participant Introductions

San Diego Participants

<u>Name</u>	<u>Agency</u>	<u>Title</u>
Richard Devylder	California Dept. of Rehabilitation	Deputy Director
Greg Smith	California OES	Training
Fred Abdipour	Caltrans District 11	Transportation Engineer
Chris Schmidt*	Caltrans District 11	Senior Transport. Planner
Connery Cepeda	Caltrans District 11	Transportation Planner
James Ogbonna	Caltrans HQ DMT	Senior Transport. Planner
Robert Fosbenner	CHP Border Division	Terrorism Liaison Officer
Sean Barrett	CHP Border Division	Field Operations
LD Maples	CHP Headquarters	Lieutenant
Bill Liest	CHP Headquarters	Chief
Gary Gleason	Communiqué USA, Inc.	President
Liz Lasko	Communiqué USA, Inc.	Admin and Finance Chief
John James	Communiqué USA, Inc.	Operations Coordinator
Don Smith	FEMA	Emergency Mgmt. Specialist
Kevin Bradley	MARTA	Assistant General Manager
Alane Haynes	North County Transit District	Accessible Services Administrator
Dan Leavy	SANDAG	Senior Planner

San Luis Obispo Participants

<u>Name</u>	<u>Agency</u>	<u>Title</u>
David Roemer	AMBAG	Planning Coordinator
Greg Smith	California OES	Training
David Murray*	Caltrans District 5	Branch Chief, Regional Planning/Dvlpt Review
Don Johnston	Caltrans District 5	Equipment Manager/ Supervisor TMC
James Ogbonna	Caltrans HQ DMT	Senior Transport. Planner
Sean McRae	CHP Coastal Division	Lieutenant
Gary Gleason	Communiqué USA, Inc.	President
Liz Lasko	Communiqué USA, Inc.	Admin and Finance Chief
John James	Communiqué USA, Inc.	Operations Coordinator

Caltrans Response and Recovery Conference Series

Mark Shaffer Ride-On Executive Director
Sacramento Participants

<u>Name</u>	<u>Agency</u>	<u>Title</u>
Meg Desmond	CalACT	Program Manager
John Malmquist	California Fire Chiefs Assn	Executive Director
Greg Smith	California OES	Training
Jerilyn Peterson	California OES, Inland	Emergency Services Coordinator
Mark R. Johnson	California OES, Inland Region	Program Manager
Autumn Thomas	California OHS	Training Sgt., Exercise Branch
Glenn Sadler	California OHS	Asst. Deputy Director, Training Branch
Richard J. Doscher	California Police Chiefs Association	Yuba City Police Chief
Steve Szalay	California State Sheriffs Association	Executive Director
Jeff Pulverman	Caltrans District 3	Office of Planning & Mass Transportation
James Ogbonna	Caltrans HQ DMT	Senior Transport. Planner
Gary Gleason	Communiqué USA, Inc.	Project Lead
Liz Lasko	Communiqué USA, Inc.	Admin and Finance Chief
John James	Communiqué USA, Inc.	Operations Coordinator
Lora Slade	CUEA	Administrative Assistant
Don Boland	CUEA	Executive Director
Denis Coliten	FEMA	DHS Region IX
Jeff Webster	Fresno County Rural Transit Agency	General Manager
Jeff Davis	FTA	Safety/Security Officer
Dan Baxter	Mendocino Transit Authority	Operations Manager
Mark Wall	Redwood Coast Transit	General manager
Ed Coviello	SACOG	Intergovernmental

Participants indicated in red joined the meeting by phone bridge, courtesy of the hosting Caltrans District office.

3. Magic Wand

As an ice breaker participants shared their vision for what they would fix in the emergency management community, if they had a “magic wand”. Following is a summary of those thoughts:

San Diego

- Greater interagency communication and coordination
- Communications planning for emergency response – EOPs and interoperability
- Additional emphasis on disaster prevention

San Luis Obispo

- Greater interagency communication and coordination
- Communications planning for emergency response – EOPs and interoperability
- Identifying and resolving gaps and overlaps

Sacramento

- Greater interagency communication and coordination
- Communications planning for emergency response – EOPs and interoperability
- Identifying and resolving gaps and overlaps

Caltrans Response and Recovery Conference Series

- Money from Homeland Security for training and exercises
- Certification and credentialing for emergency situations

4. Topic Orientation

- On The Move Video from National RTAP
- *What is Transit Emergency Management?* Available at <http://nationalrtap.org/vulnerability.asp>

Documents available at meeting

- After Action Report from 2006 Caltrans Response and Recovery Conferences
- Draft agenda for 2008 Caltrans Rural Emergency Response and Recovery Conference Series (available at <http://www.disasterprep.info/Caltrans/index.shtml>)
- Press release for release 2008 Caltrans Rural Emergency Response and Recovery Conference Series - please share
- Transit Emergency Planning Guidance and Technical Appendices (available at <http://www.dot.ca.gov/hq/MassTrans/Safety-Security.html>)
- Threat & Vulnerability Tool Box from the National Rural Transit Assistance Program (RTAP) - helps transit systems figure out what the threats and vulnerability for a rural area. Details at <http://nationalrtap.org/vulnerability.asp>

5. 2006 Outcomes and Unresolved Issues

- One conference held in Los Angeles and a second in Sacramento
- A total of 300 participants with great speakers and tabletop exercises
- Day one focused on emergency response, day two recovery
- Gap analysis – where are gaps that hold up response/recovery
- The AAR identifies key issues for emergency managers, first responders and transit:

Issues outstanding for **emergency managers** –

- Is transit a first responder? (NIMS/SEMS/ICS certification – varies widely from one community to the next)
- How is transit going to be used during disaster and who will pay for it?
- Special needs populations – How will they handle them?

Issues outstanding for **first responders** –

- Equipment familiarization – first responders must be familiar with transit vehicles and transit facilities. Transit operators need to know what to expect from first responders in case of likely incidents.
- Private sector – Connecting with transportation coordinators for large businesses in order to manage traffic flow during evacuation situations.

Issues outstanding for **transit**

- Education on NIMS, SEMS, & Incident Command System
- Continuity of operations – Planning for when and how to decide when to suspend service and when to divert resources to emergency response

- Planning Guidance – Emergency Planning Guidance was requested from Caltrans. This document has now been released, documenting industry best practices in disaster preparedness, prevention, response and recovery.

6. 2008 Conference Series

- Lessons learned from past disasters
- Tabletop Exercises to further planning procedures for rural transit emergency situations.
- day 1 – morning lessons learned lectures – NIMS/SEMS, mass evacuation, special needs populations, media management; afternoon roundtables with speakers
- day 2 – Tabletop exercise from pre-incident through long term recovery: Layered incidents involving fire, flood, accident, loss of critical infrastructure.
- Conference dates/locations:
 - March 3-4 San Diego District 11 Training Facility
 - March 6-7 Monterey Hyatt Regency
 - March 10-11 Sacramento Lion’s Gate Hotel

7. Input

San Diego

- School buses – try to engage them in the process
- Tribal transit – need to reach out to casino transportation operations
- CTSI – They have best connection to small (FTA-5310) transportation providers.

San Luis Obispo

- Plan Review – It would be useful if attendees brought their emergency plans with them to the conference; may be opportunities for peer review
- VOADs – Might be useful to have some discussion on how to start a Volunteer Organization Assisting on Disaster (VOAD) organization
- \$\$\$ - Information on financial and technical resources available in Caltrans Planning Guidance Document

Sacramento

- Golden Guardian – Presentation on outcomes from Golden Guardian, which has a heavy transit focus
- ICS/NIMS – Overview session on this topic to ensure that everyone is on the same page and understands the relationship between NRP and NIMS

8. Outreach

- Anticipate opening registration in the coming few weeks
- Email will go out through partner agencies
 - Transit agencies through CalACT
 - Emergency managers through California Office of Emergency Services
 - Fire protection, law enforcement and EMS through state associations
 - Important to get the right people to the table.

9. Next Steps

- Register! communicate to others who should be at the conference
- Questions – contact Gary Gleason, 970-544-5358, g.gleason@DisasterPrep.info

Caltrans Response and Recovery Conference Series

- Website, <http://www.disasterprep.info/Caltrans/index.shtml>
- James Ogbonna, Safety/Security Coordinator, Caltrans Division of Mass Transportation, james_ogbonna@dot.ca.gov, 916-651-6116
- Look at Caltrans website for emergency preparedness resources:
<http://www.dot.ca.gov/hq/MassTrans/Safety-Security.html>

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 both agencies to act as liaisons between each.
- Familiarize local police, fire and emergency medical services (EMS) personnel with [\[local transit agency\]](#) facilities and equipment.
- Identify opportunities for training of [\[local transit agency\]](#) staff in Incident Command, the National Incident Management System (NIMS) and local disaster preparedness issues.
- Establish regular and after-hours contact information for each agency.

2. COMMUNICATION

Both parties agree to foster strong reliable relationships between [\[local transit agency\]](#) and [\[local public safety agency/agencies\]](#) to disseminate, share and evaluate information. Each party agrees to meet at least annually to discuss:

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

3. JOINT EXERCISES

Both parties agree to the development of joint exercises that require the expertise of both entities in responding to disasters, emergencies, and threats to life and property. The [\[local transit agency\]](#) and [\[local public safety agency/agencies\]](#) will:

- Define the type of exercise, develop an exercise scenario, and ensure active participation by [\[local transit agency\]](#) and [\[local public safety agency/agencies\]](#) response organizations.
- Identify a list of key entities 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.

Template Emergency Checklists for Transit Agencies

All Personnel

While not every staff resource will be part of your incident management team, every member of the organization has an essential role in helping to prepare, prevent, respond to and recover from critical incidents. Following are key functions that must be performed by all personnel:

- Become familiar with, and operate within, all safety, security and emergency preparedness procedures for assigned duties
- Use good judgment when managing volatile passengers situations
- Notify the Transit Director or his/her designee when a physical or mental condition, or required medications or therapies, may impair your ability to meet performance standards for safety, security, and/or emergency response activities
- Immediately report all suspicious activity, no matter how insignificant it may seem, to the Transit Director or his/her designee
- Immediately report all safety and security incidents
- Participate in security and emergency preparedness training, drills and exercises

Transit Director

The Transit Director, who is typically the Team Leader on your Emergency Response Team, has overall authority and ultimate accountability for critical incident preparation, response and recovery including:

- Coordinating with the Emergency Operations Center and Incident Commander
- Establishing incident objectives for the transit agency
- Developing and managing the incident staffing plan
- Ensuring that sufficient resources are allocated to incident response
- Providing leadership on response and recovery operations
- Reviewing incident response actions and incident investigation reports
- Implementing changes to reduce the likelihood of future losses
- Serving as lead agency spokesperson throughout response and recovery

Safety

The person who is the Safety Officer on your Emergency Response Team, is responsible for the safety of incident response activities including:

- Ensuring protection of transit assets from a safety perspective
- Establishing staffing limits that consider rest and recovery protocols
- Debriefing and crisis counseling for agency staff
- After-action recommendations to limit future losses

Marketing

The person who is the Information/Liaison Officer on your Emergency Response Team, is responsible for incident information including:

- Crafting message incorporating verifiable incident information and impact on service delivery
- Notification of internal audiences (board, staff, advisory committees) and external audiences (media, public)

- Coordinating press conferences and other public announcements
- Coordinating with partner agencies
- Preparing after-action report

Dispatch

Dispatchers, who are typically in the Operations Section of your Emergency Response Team, are expected to:

- Receive calls for assistance
- Obtain incident details and determine response requirements
- Dispatch supervisors and emergency response personnel
- Coordinate with first responder resources
- Establish on-scene communication
- Notify supervisory and management staff of serious incidents
- Notify area hospitals (mass casualty), and other partner agencies
- Provide direction to on-scene personnel
- Notify social service and contract agencies of disruptions and/or cancellations of service
- Coordinate with marketing manager regarding cancellation of fixed-route services

Operations Supervisors

Operations managers/supervisors, who may serve as the Operations Chief and/or Plans Chief on your Emergency Response Team, are responsible for implementing incident response objectives established by the transit director, and ensuring smooth function of both incident operations and continued provision of transit services. To fulfill that responsibility operations managers must:

- Have full knowledge of all standard and emergency operating procedures
- Immediately report safety and security concerns to the transit manager or his/her point of contact
- Provide leadership and direction to employees during safety and security incidents
- Make decisions regarding the continuance of operations
- Compile incident photos and witness statements
- Ensure that all information gathering and reporting requirements are met
- Respond to safety or security related calls for assistance with crowd control, victim/witness information gathering, and general on-scene assistance
- Complete necessary safety and security-related reports
- Coordinate with all outside agencies at incident scene(s)
- Communicate incident response activities to incident information officer
- Coordinate any required post-accident drug-testing requirements

Drivers

Drivers, who are in the Operations Section of your Emergency Response Team, are responsible for managing safety and security incidents, real and potential, from impact until supervisors and/or first responders arrive. Drivers may also be an operations resource to incident command on a community disaster. In these roles each driver will:

- Continually assess threats and hazards to agency assets, and determine when to call for assistance
- Report all accidents or incidents to agency dispatch

- Take charge of any safety or security incident scene in which they are involved until the arrival of supervisory or emergency personnel
- Gather passengers together in a safe location
- Request that passengers complete incident witness information cards
- Complete all necessary safety and security-related reports
- Maintain control of transit equipment until relieved of that responsibility by supervisory or emergency personnel
- Support emergency response activities as directed, assuming that such direction does not conflict with standing organizational policies and procedures

Maintenance

Mechanics (including volunteers and contractors), who are typically in the Logistics Section of your Emergency Response Team, are expected to:

- Provide priority response to safety and security requests for equipment and personnel
- Follow-up on personal affects left onboard

Finance/Administration

Finance directors, who will typically head the Finance Section of your Emergency Response Team, play a critical role in incident response. During incident response the finance director will:

- Notify attorney, insurance claims adjusters and the state Department of Transportation
- Track financial resources dedicated to response activities
- Identify and report casualty losses
- Follow-up on questionable claims
- Conduct emergency procurement of supplies and materials necessary to sustain agency and operations throughout the emergency

Note: In smaller transportation agencies, one individual may fill multiple roles and have multiple safety, security and emergency preparedness responsibilities. Additionally, smaller agencies will often establish agreements with others outside their agency to help fill functional roles and responsibilities during critical incidents

Online Training Resources

The NIMS Integration Center

Based on the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS) was developed as a national standard for organizing and responding to emergency situations. NIMS is 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>.

Required 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/is800.asp>

Caltrans Division of Mass Transportation

The Caltrans DMT administers funding and oversight for rural California transit systems, and serves as a clearinghouse for information on industry best-practices. On the Safety/Security page of the DMT –

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

You can find the following resources:

Caltrans Transit Emergency Planning Guidelines

Transit Emergency Planning Guidance Technical Appendices

Safety, Security, and Emergency Preparedness (SSEPP) Template

2006 Response and Recovery Conference After Action Report

2008 Response and Recovery Conference After Action Report

Response & Recovery Conference Video Highlights

Caltrans Response and Recovery Conference Series

After Action Report

After Action Report Produced by:



www.DisasterPrep.info
970.544.5358