

# access

**SECURITY  
AND  
EMERGENCY  
PREPAREDNESS  
PLAN**

Access Services

3449 Santa Anita Avenue  
El Monte, CA 91731

Version 1.0  
September 2010

**Access Services  
SEPP Revision History**

Date	Revision	Description of Change
8-23-2010	1.0	Adoption of Initial SEPP

**This Security and Emergency Preparedness Plan for  
Access Services has been prepared with the assistance of**

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## SECTION 1: GENERAL

### INTRODUCTION

This document presents the Security and Emergency Preparedness Plan (hereafter referred to as either “SEPP” or “Emergency Plan”) for Access Services (Access) and documents the agency’s emergency planning, organization, and response policies and procedures.

This Plan incorporates the principles of the National Incident Management System (NIMS) as promulgated by the Secretary of Homeland Security on March 1, 2004, to provide a comprehensive national approach to incident management, applicable to all jurisdictional levels across functional disciplines. The NIMS provides a consistent nationwide approach for federal, state, tribal and local governments to work effectively and efficiently together to prepare for, prevent, respond to and recover from domestic incidents, regardless of cause, size, or complexity.

The NIMS establishes standard incident management processes, protocols and procedures so that all responders can work together more effectively. NIMS components include:

- Command and Management;
- Preparedness;
- Resource Management;
- Communications and Information Management;
- Supporting Technologies; and
- Ongoing Management and Maintenance.

This Emergency Plan is based on the functions and principles of the National Incident Management System (NIMS) and the Incident Command System (ICS) and identifies how Access Services will operate within the overall NIMS/ICS structure.

### GOALS AND OBJECTIVES

#### Purpose

The overall purpose of Access Services’ Security and Emergency Preparedness Plan [SEPP] is to provide the highest levels of protection and assistance possible to its riders, service providers, employees and community, when disasters occur.

## Goals and Objectives

The following goals and objectives serve to guide Access Services in developing and implementing its Security and Emergency Preparedness Plan:

**Goal 1: To document and communicate Access' safety and security policies, priorities and plans to its passengers, paratransit service providers, member agencies, community organizations, and advisory and internal committees.**

To achieve this goal, Access Services will:

Objective 1A: Involve its service providers, member agencies, advisory and internal committees in the development and review of the Access SEPP;

Objective 1B: Interface with member transit agencies, County and local governments, and community agencies and organizations as appropriate to increase familiarity with Access Services and its capabilities and to coordinate Access' emergency plans with those of other agencies;

**Goal 2: To ensure that security and emergency preparedness are incorporated into all phases of system operations, including, but not limited to, the hiring and training of agency and service provider personnel; administration and oversight of service provider operations; procurement and maintenance of agency equipment; and development agency policies, rules, and procedures.**

To achieve this goal, Access Services will:

Objective 2A: Ensure that preparedness plans are realistic and achievable by Access Services and its paratransit service providers within the context of existing contract agreements and daily operations;

Objective 2B: Expand our training program for agency and service provider staff to address security awareness and emergency management issues; and

Objective 2C: Assist, participate in, and provide materials for the education and training of Access and service provider employees in the content of the Emergency Plan as appropriate for their positions.

**Goal 3: To protect Access' riders, employees, resources and facilities in the event of disaster and to utilize Access Services' resources to meet emergency specialized transportation needs until regular services can resume.**

To achieve this goal, Access Services will:

Objective 3A: Increase and strengthen community involvement and participation in the safety and security of our system;

Objective 3B: Achieve a level of security performance and emergency readiness that is appropriate for the size and capabilities of our organization and the urban environment in which we operate;

Objective 3C: Establish and implement security and emergency response policies and protocols that give clear direction to Access Services staff, paratransit service providers and their employees, and Access passengers in the event of a disaster; and

Objective 3D: Plan and conduct a program of internal exercises and drills to reinforce and assess the response policies and protocols contained in Access Services' SEPP and participate in community and regional-level exercises to assess its coordination and interface with local and regional emergency plans.

## **AUTHORITY OVERVIEW**

Access Services, a local public entity, is the Los Angeles County Consolidated Transportation Services Agency ("CTSA") and administers the Los Angeles County Coordinated Paratransit Plan on behalf of the County's 46 public fixed route operators (i.e., bus and rail). Pursuant to the Coordinated Paratransit Plan, Access facilitates the provision of complementary ADA paratransit services to certain persons with disabilities as required by 42 U.S.C. §12143 under the name "Access Paratransit."

Access Services is governed by a nine-member board of directors with one appointment by each of: (i) the Los Angeles County Board of Supervisors, (ii) the City Selection Committee's Corridor Transportation Representatives, (iii) the Mayor of the City of Los Angeles, (iv) the Los Angeles County municipal fixed-route operators, (v) the Los Angeles County local fixed-route operators, (vi) the Los Angeles County Commission on Disabilities, (vii) the Coalition of Los Angeles County Independent Living Centers, (viii) the Los Angeles County Metropolitan Transportation Authority, and (ix) an alternating appointment by the municipal and local fixed-route operators.

## **CONTRACTED OPERATIONS**

Access Paratransit services are operated by six service providers organized into six regions as follows:

<u>Region</u>	<u>Service Provider</u>
Santa Clarita	City of Santa Clarita/ MV Transportation
Southern	Global Paratransit, Inc.
Northern	MV Transportation
Eastern	San Gabriel Transit, Inc.

Antelope Valley  
West Central

Southland Transit, Inc.  
California Transit Inc.

Figure 1 shows the six Access Paratransit regions.

Access Services is responsible for:

- all management and policy decisions regarding Access Paratransit services;
- staffing and administering the Customer Service and Operations Monitoring Centers except for late night hours;
- providing and supporting software and computer systems for rider certification, scheduling and dispatch; and
- providing most service vehicles and associated equipment.

The regional service providers are responsible for:

- hiring, training and provision of all operational management and supervisory staff, vehicle operators, reservations, scheduling and dispatch staff, and vehicle maintenance and service staff;
- receipt and scheduling of all trip requests originating in their assigned regions;
- provision of operating facilities, equipment and furnishings; and
- maintaining and servicing of all Access-provided vehicles and any additional vehicles provided by the service provider.

## **PLANNING AND OPERATIONAL AREA**

This Emergency Plan shall address and include the service area of Access Paratransit, which is depicted in Figure 1 and is comprised of all area within  $\frac{3}{4}$  mile of any fixed route bus operated by the Los Angeles County public fixed route bus operators and within  $\frac{3}{4}$  of a mile around METRO Rail stations during the hours that the systems are operational. The service area covers over 1,550 square miles and extends into portions of the surrounding counties of San Bernardino, Orange and Ventura that are served by Los Angeles County fixed-route bus lines.

Access Services may participate in emergency response outside this area at the direction of the Los Angeles County Operational Area or higher incident command levels or under such mutual aid arrangements as may be in effect.



## **DESIGNATION OF SECURITY COORDINATOR**

The following are designated as the Primary and Alternate Security Coordinators for Access Services:

**Primary Security Coordinator: Chief Operations Officer**

**Alternate Security Coordinator: Director of Contract Services**

## **PLAN REVIEW AND REVISION**

This plan will be reviewed and revised as appropriate following each emergency response in which Access participates, after each major exercise, when circumstances indicate that updating or correction is needed, or at least annually. The Deputy Executive Director of Planning and Governmental Affairs and Manager of Planning and Coordination are responsible for organizing and overseeing the plan's review and coordinating the revision of the plan as appropriate or required.

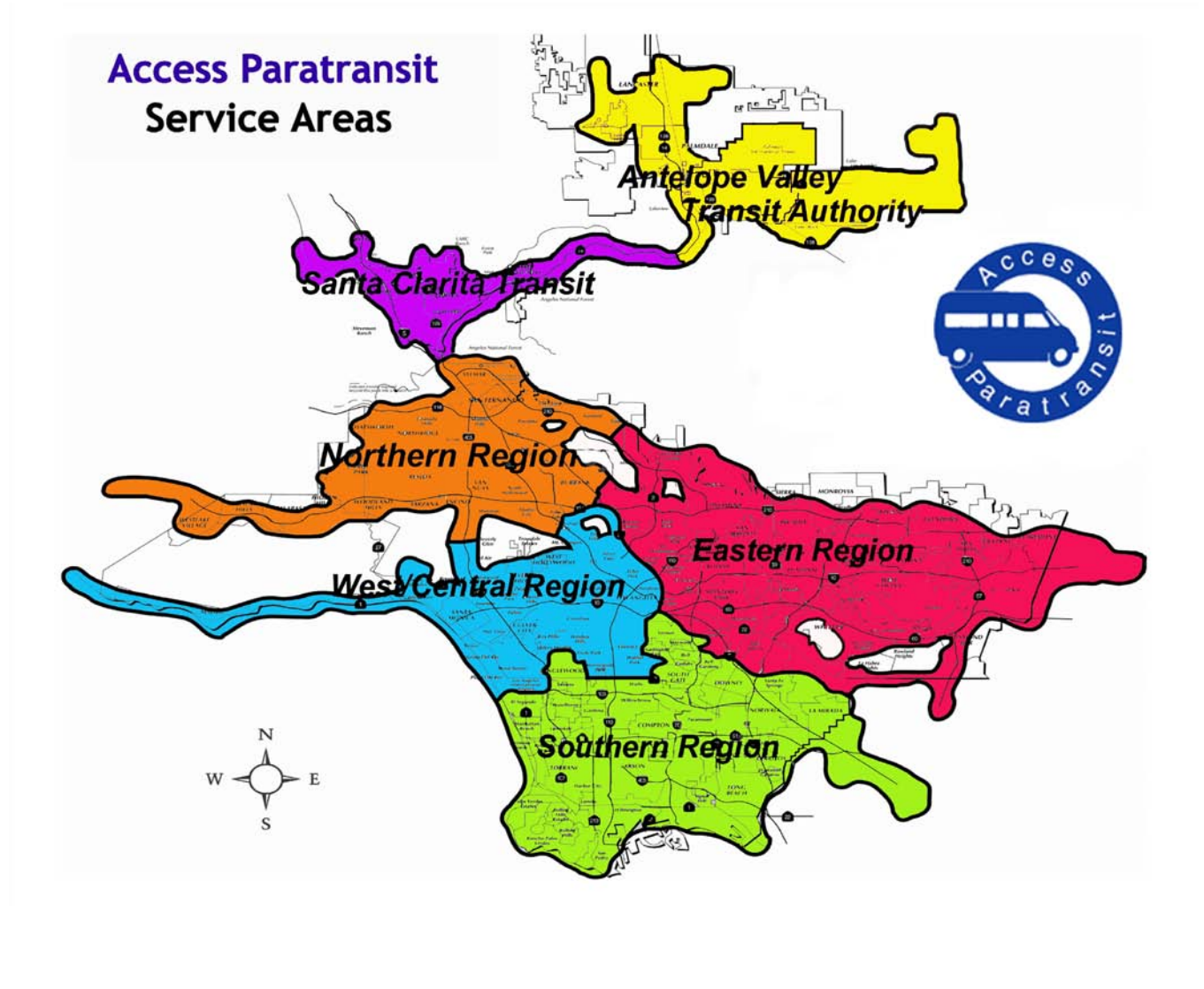
It is recommended that review of the plan be reviewed and executed cooperatively by an emergency planning team including, at a minimum, representation from:

- Access Operations
- Service Providers;
- Community Advisory Committee;
- Transportation Professionals Advisory Committee;
- Los Angeles County Metropolitan Transportation Authority; and
- City and County of Los Angeles.

## **PLAN APPROVAL**

This Security and Emergency Preparedness Plan for Access Services has been approved by the Board of Directors through a resolution dated August 23, 2010 and signed by the Chair of the Board.

Figure 1  
Access Paratransit Service Areas



## SECTION 2 MANAGEMENT

### OVERVIEW

This section reviews the role of the Access Services within the command and emergency response structure established by the National Incident Management System [NIMS], outlines the application of this structure at different levels of disaster response and provides practical guidance to Access management and staff regarding management and decision making in disaster situations.

### ROLE OF ACCESS SERVICES IN THE INCIDENT COMMAND STRUCTURE

NIMS requires the use of the Incident Command System [ICS] to manage all domestic incident response. ICS is a standard, on-scene, all-hazard incident management system that has the organizational flexibility to meet the needs of incidents of any kind, size or level of complexity. In emergency response, ICS establishes a clear chain of command, common terminology, integrated communications and effective accountability at all jurisdictional levels and within individual functional areas.

From a practical standpoint, ICS dictates that there will be a single ***Incident Commander*** for any disaster event, who, in larger events, will be supported by ***Section Chiefs*** responsible for the functional areas of Operations, Planning, Logistics and Finance/Administration.

Disaster events involving multiple jurisdictions and agencies create a Unified Command in which all agencies with responsibilities for the incident are allowed to participate in the decision making process. The basic principles of ICS do not change in a Unified Command, however, there is still ultimately a single Incident Commander.

Emergency Operations Center [EOC] staff will be organized around the five National Incident Management System (NIMS) functions: Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. The components and principles of NIMS will be used by the EOC staff to manage disaster operations. Within this structure, Access Services is a Special District and, depending on the size of the event, will report to the Logistics Section Chief.

When the EOC is activated, communications and coordination need to be established between the Access' ranking manager and the Incident Commander(s) or the EOC. Multi-agency or inter-agency coordination will be used by EOC staff to facilitate decisions for overall local government-level emergency response activities.

## COORDINATING ACCESS SERVICES' EMERGENCY RESPONSE

As a general principle, Access Services will coordinate its response to emergency transportation requirements through the Los Angeles County Metropolitan Transportation Authority [Metro].

As the ADA paratransit provider for the 46 public transit systems in Los Angeles County, of which Metro is by far the largest, Access Services has an obligation to respond to disasters both as an extension of its member transit agencies and as a local government agency. Given the limited administrative staff capabilities of Access Services in relation to its vast service area and the number of local government agencies with which liaison might be required, coordinating its response through Metro provides a realistic and effective means to direct the use of Access resources in emergencies.

In the event of an emergency, the following procedures will be followed to establish Access' coordination with Metro: [Note: These procedures are presently draft and subject to change by Access and Metro]

### Establishing Emergency Coordination with Metro

#### **1. Establish Communications with Metro**

- a. Establish phone contact with Metro's Emergency Operations Center at \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_;
- b. If phone communications are disrupted, attempt email communications to \_\_\_\_\_@metro.net;
- c. If unsuccessful, \_\_\_\_\_

#### **2. Assess Situation**

Provide Metro with Access Services' assessment of the event's impacts and obtain their evaluation of the overall emergency event.

#### **3. Dispatch Access Liaison to Metro Emergency Operations Center**

If warranted by the extent and/or nature of the event, a designated Access liaison will be dispatched to represent Access in the Metro EOC.

#### **4. Provide Inventory of Available Resources**

Using the Public Transportation Emergency Support Capabilities Form (See Appendix A), provide Metro with an inventory of actually available Access resources. This inventory will need to be periodically updated to reflect current resources.

## **Response to Small or Specialized Disasters**

In the event of a particularly localized disaster or one involving a specialized facility that might require Access Services' accessible transportation capabilities, Access can establish direct contact with the affected jurisdiction or Incident Commander and make available Access resources appropriate to the situation. The following procedures will be followed in responding to small or specialized disasters:

### **Access Response to Local or Specialized Disasters**

#### **1. Establish Communications**

How Access Services establishes contact and communications with the affected jurisdiction will depend on the nature of the event, its geographic impact and the prospective role that Access might be expected to play. That contact could range from telephone communications to physically having a representative of Access Services on-scene in the Incident Command Post or Emergency Operations Center.

#### **2. Assess Situation**

Obtain an assessment of the event's extent and impacts from local jurisdictions and response authorities.

#### **3. Provide Inventory of Available Resources**

Using the Public Transportation Emergency Support Capabilities Form (See Appendix A), provide local jurisdiction or Incident Commander with an inventory of actually available Access resources appropriate to the scale of the event. This inventory may need to be periodically updated to reflect currently available resources.

#### **4. Inform Metro of Access' Response**

Communicate with Metro to inform them of Access' response and the nature and extent of the event.

## **Commitment of Access Resources to Emergency Response**

It is important to understand that, in providing an inventory of available resources, Access is making these resources available to be committed to meet the requirements of the disaster response. Once offered, the commitment of Access Services' resources will be made at the direction of the designated Incident Commander, the Emergency Operations Center Job Director, or the Logistics Section Chief under a Unified Command, without necessarily being subject to Access management control.

## SUSPENSION OF REGULAR ACCESS PARATRANSIT SERVICES

### Considerations in Suspending or Curtailing Service

In the event of a localized disaster situation that does not disrupt essential communications and operational systems or require a majority of Access Services' resources, Access may choose to continue the operation of all or a portion of its regular paratransit services. This decision should consider a range of factors including, but not limited to:

- the nature and expected development of the disaster response;
- the location and continued safety of Access riders;
- available Access and service provider staff,
- available vehicles and other resources; and
- the time of day and local conditions.

### Notifications if Service is Suspended or Curtailed

If the decision is made to curtail or suspend regular Access Paratransit services, Access Services management will make reasonable efforts to notify the following of Access' disaster response and the status of Access services:

Access Board Chair  
Access Board Vice Chair

### Completing Home-Destination Trips

Access Services will make reasonable efforts to complete home-destination trips before curtailing or terminating service and to notify scheduled paratransit passengers of any suspension or curtailment of its services that would impact their travel. [See Safe Harbor Locations, p. 43, for protection of riders not able to return to their homes.]

## **MANAGEMENT SUCCESSION**

Disasters can occur at any time and, depending on the nature of the event, there may or may not be any advance notice of the potential disaster. When disaster strikes, Access Services management and staff, its service providers, government agencies, community organizations and emergency response agencies need to know who has management control over Access Services' staff and resources at any particular time.

Management control over Access Services staff and resources will be held by the highest level Access or service provider manager or supervisor who is on-site or present within the service area and in contact with the Operations Monitoring Center by cell phone or mobile radio.

### **Access Services**

The order of Access Services' management control is as follows:

#### **Order of Access Services' Management Succession**

- 1. Executive Director [Shelly Verrinder]**
- 2. Chief Operations Officer [Mark Maloney]**
- 3. Director of Contract Services [Steve Chang]**
- 4. Deputy Executive Director of Administration [F. Scott Jewell]**

As higher level managers can be contacted or return to the service area, direction of Access' disaster response will be passed upward in the chain of command.

### **Service Providers**

The management succession of each Access Service Provider is shown in Appendix B along with contact information for key Service Provider management and staff.

**INCIDENT RESPONSE TEAM**

In order to ensure that Access Services is able to quickly assess and make the management-level decision needed to appropriately respond to emerging disaster situations, it will be represented at local or sub-regional emergencies by its Incident Response Team. The Team is constituted of senior Access directors/managers or their representatives with key responsibilities in areas expected to be impacted or instrumental in Access' disaster response.

The designated Incident Response Team [IRT] members are:

**IRT Leader: Director of Contract Services**

**Team Members:** Deputy Executive Director of Administration  
Deputy Executive Director of Planning and  
Governmental Affairs  
Project Administrator(s), Impacted Region(s)  
Road Supervisor(s), Impacted Region(s)



## SECTION 3 OPERATIONS

### OVERVIEW

This section opens with a summary of the potential disasters that are likely to occur within the Access service area and their severity and impact, should they occur. With this assessment as its basis, the remainder of the section presents Access' emergency response priorities, general response protocols keyed to the four threat levels of the Homeland Security Alert System, and progressively more detailed protective and preventive response plans for Access Services, its Service Providers, riders and community.

### HAZARD ASSESSMENT

The hazard assessment presented in Technical Appendix 1 resulted in the classification of potential hazards and threats as to their Likelihood of Occurrence and Severity of Impact based on historic frequency, scientific judgment or informed opinion. The results of this assessment are summarized in Table 1, Access Services Threat Evaluation Matrix.

It should be noted that these rankings are for the purpose of setting priorities in preparedness planning and implementation, and will be reviewed periodically and adjusted as appropriate. "Likelihood" and "severity" are ranked according to the following definitions<sup>1</sup>:

#### Likelihood of Occurrence

- Frequent = Event will occur within system's lifecycle (25 years)
- Probable = Expect event to occur within lifecycle
- Occasional = Circumstances expected for that event; it may or may not occur during lifecycle
- Remote = Possible but unlikely to occur
- Improbable = Event will not occur during lifecycle

#### Severity of Occurrence

- Catastrophic = May cause death or loss of a significant component of the transit system or significant loss.
- Critical = May cause severe injury or illness, major transit system damage or major financial loss.
- Marginal = May cause minor injury or transit system damage, or financial loss.
- Negligible = Will not result in injury, system damage or financial loss.

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<sup>1</sup> Source: The Public Transportation System Security and Emergency Preparedness Planning Guide. U.S. DOT, January 2003.

**Table 1**  
**Access Services Threat Evaluation Matrix**

	Severity			
Likelihood	Catastrophic	Critical	Marginal	Negligible
Frequent	Earthquake M>5		Earthquake M<5 Wildfires Major Motor Vehicle Incident	
Probable		Hazardous Materials Incident	Electric Power Failure Localized Flooding	
Occasional		Urban Fire Near Operating Facility	Major Flooding Train Derailment or Metrolink Incident	Civil Unrest
Remote			Dam Failure	
Improbable				

 HIGH
  SERIOUS
  MEDIUM
  LOW

## ACCESS SERVICES EMERGENCY RESPONSE PRIORITIES

When a disaster occurs or is imminent, preparedness and response actions by Access and Service Provider staffs will reflect the following priorities to the extent possible given the actual nature of the event and the conditions that exist.

### **ACCESS SERVICES EMERGENCY RESPONSE PRIORITIES**

**PRIORITY 1: Protection of human life – staff, riders and the public.**

**PRIORITY 2: Ensuring the safety of Access Paratransit riders:**

- a. Access riders on-board Access vehicles at time of event;
- b. Access riders at non-agency destinations or facilities; and
- c. Access riders at agency/program destinations.

**PRIORITY 3: Protection of Access' transportation resources.**

**PRIORITY 4: Provide emergency transportation as directed by the controlling authority and in accordance with Access Services' mission and capabilities.**

**PRIORITY 5: Continue normal Access Paratransit services to the extent possible or resume such services at the earliest opportunity.**

## EMERGENCY RESPONSE PROTOCOLS

The Department of Homeland Security has promulgated the Security Advisory System Threat Levels in response to Homeland Security Presidential Directive #3 to communicate with public safety officials and the public at-large through a threat-based, color-coded system so that protective measures can be implemented to reduce the likelihood or impact of an attack. The exhibit below shows the color-coded Homeland Security Alert System (HSAS) threat levels.

Access Services' response to disasters is based on the four threat levels of the Homeland Security Alert System (HSAS) with the addition of Recovery as a fifth category of operational response. This section responds to item 6 in the TSA/FTA Security and Emergency Management Action Items for Transit Agencies which recommends that transit agencies **"Establish plans and protocols to respond to the DHS Homeland Security Advisory System (HSAS) threat levels."**

The four threat levels are designed to represent increasing levels of preparation, readiness and response which would be designated either by the Department of Homeland Security for national-level threats or events, or by local emergency response officials for emergencies of a local nature. Alternately, Access Services management could direct the implementation of emergency preparations or response at a specific level appropriate to a developing situation. In an emergency, the ranking Access manager will determine and initiate the appropriate level of alert.

During each phase, specific actions are taken to reduce and/or eliminate the threat of specific disaster situations. [Note: numbers do not indicate a priority or precedence among the listed possible actions.]



**GREEN - LOW**  
**“normal operating environment”**

When things are proceeding normally:

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

**BLUE - GUARDED**  
***"Deteriorating or potentially dangerous environment"***

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

- receipt of a flood advisory or other special weather statement;
- receipt of a potential dam failure advisory;
- conditions conducive to wildfires, such as the combination of high heat, strong winds, and low humidity;
- an expansive hazardous materials incident; or
- information or circumstances indicating the potential for acts of violence or civil disturbance.

Actions that should be taken at this threat level include:

<b>Typical actions taken at this level include:</b>		<b>Access Services</b>	<b>Service Providers</b>
1	Brief Access and contractor management, partner agencies and others as appropriate to the situation.	<b>X</b>	
2	Review situational forecasts from the National Weather Service, local law enforcement, avalanche advisory center, or other appropriate sources.	<b>X</b>	
3	Review emergency response plan.	<b>X</b>	<b>X</b>
4	Update client contact lists and print or download critical electronic documents.	<b>X</b>	
5	Consider additional resource requirements and place resources on stand-by as appropriate.	<b>X</b>	<b>X</b>
6	Accelerate staff training/retraining.	<b>X</b>	<b>X</b>
7	Inspect safety/security equipment to ensure availability and operability.	<b>X</b>	<b>X</b>
8	Assess integrity of barriers such as perimeter fencing and security systems.	<b>X</b>	<b>X</b>
9	Strengthen watch procedures for unusual activity, unidentified vehicles and persons, and abandoned packages and parcels.	<b>X</b>	<b>X</b>
10	Communicate threats/hazards to supervisors, and provide additional staff oversight as appropriate.	<b>X</b>	<b>X</b>
11	Increase public information efforts appropriate to the threat.	<b>X</b>	<b>X</b>

**ORANGE - ELEVATED**  
**"Serious risk of accident/incident"**

Readiness Activities: When there is substantial risk for accidents, natural disasters, criminal activity and other common transit hazards and threats, the following readiness activities should be taken:

<b>Typical actions taken at this level include:</b>		<b>Access Services</b>	<b>Service Providers</b>
1	Mobilize additional resources as required to protect assets and/or continue to fulfill mission.	<b>X</b>	<b>X</b>
2	Place incident response team on stand-by.	<b>X</b>	
3	Activate service suspension thresholds as appropriate.	<b>X</b>	
4	Communicate threats/hazards to frontline staff with an operational need to know. Post security alert as appropriate.	<b>X</b>	<b>X</b>
5	Reinforce employee awareness of their emergency situation roles and responsibilities.	<b>X</b>	<b>X</b>
6	Inform partner agencies with an operational need to know of the increased threat/hazard and operational precautions you are exercising.	<b>X</b>	
7	Check to ensure all emergency telephone, radio, intercom, and satellite communication devices are in place and operational.	<b>X</b>	<b>X</b>
8	Ensure vehicle fleet is fully-fueled and operational.	<b>X</b>	<b>X</b>
9	Review critical incident notification plan.	<b>X</b>	<b>X</b>
10	Discuss communications procedures and back-up plans with all concerned.	<b>X</b>	<b>X</b>
11	Secure all buildings and storage areas, reducing the number of access points for vehicles and personnel to a minimum.	<b>X</b>	<b>X</b>
12	Increase patrols/supervision in facilities and along routes.	<b>X</b>	<b>X</b>
13	Increase patrolling at night and ensure all vulnerable critical points are secure.		<b>X</b>
14	Instruct employees working at remote locations to check-in on a periodic basis.	<b>X</b>	<b>X</b>
15	Minimize administrative travel.	<b>X</b>	<b>X</b>

**Orange Response Protocols, Continued**

<b>Typical actions taken at this level include:</b>		<b>Access Services</b>	<b>Service Providers</b>
16	Limit access to designated facilities to those personnel who have a legitimate and verifiable need to enter the facility. Inspect all vehicles entering key areas/facilities for dangerous items.	X	X
17	Consult with local authorities about road closures and other local response actions.	X	X
18	Establish communications and coordinate emergency plans with other jurisdictions as appropriate.	X	
19	Activate contingency and emergency response plans and personnel as needed.	X	X
20	Make necessary preparations to establish Command Center(s) and/or to dispatch staff in case of an incident.	X	X
21	Pre-position emergency resources, supplies and equipment.	X	X
22	Prepare to execute contingency procedures, such as moving to an alternate site or dispersing the workforce.	X	X



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

**Initial Response**

Access Services' initial response activities will emphasize actions to minimize the effects of the emergency or disaster. Access representatives will use the Incident Command System to communicate and coordinate Access' response with the governing jurisdictions and/or Incident Commanders. Examples of initial response activities include:

<b>Typical actions taken at this level include:</b>		<b>Access Services</b>	<b>Service Providers</b>
1	Activate Incident Response Team.	<b>X</b>	
2	Assess immediate impact on transit service and facilities and adjust or suspend services as required.	<b>X</b>	
3	Initiate safe transport of Access riders home or to temporary safe harbor locations.	<b>X</b>	<b>X</b>
4	Activate mitigation measures.	<b>X</b>	<b>X</b>
5	Designate the Access manager in charge.	<b>X</b>	
6	Operations Monitoring Center representatives to establish communications with appropriate Incident Commander or Emergency Operations Center(s).	<b>X</b>	
7	Identify available assets to support response effort and provide summary using Emergency Support Capabilities to ICP/EOC [See form in Appendix A].	<b>X</b>	<b>X</b>
8	Provide transportation and other services in response to direction of Incident Commander/EOC Job Director.	<b>X</b>	<b>X</b>
9	Assess need for mutual aid assistance.	<b>X</b>	
10	Cancel or postpone non-vital work activities.	<b>X</b>	<b>X</b>
11	Redirect personnel and equipment to address critical emergency needs, as appropriate.	<b>X</b>	<b>X</b>
12	Evacuate any non-essential personnel and visitors from Access and Service Provider facilities.	<b>X</b>	<b>X</b>
13	Perform incident notification to board members and key stakeholders as dictated by emergency response plan.	<b>X</b>	
14	Increase security to maximum sustainable level to ensure absolute control of command, control and communications centers.	<b>X</b>	<b>X</b>

**Extended Response**

Access Services' extended response activities are conducted in the field and in the emergency operations center (EOC) established for the disaster event.

Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and, when appropriate, facilitate the transition to recovery operations. Access emergency response personnel will continue to use the Incident Command System (ICS) to manage field operations.

Examples of extended response activities include:

<b>Typical actions taken at this level include:</b>		<b>Access Services</b>	<b>Service Providers</b>
1	Procuring required resources to sustain transit operations.	X	
2	Documenting situation status.	X	
3	Assess long-term impact of event and limit/suspend next day service requests in affected area as appropriate.	X	
4	Arranging for Access riders to receive life-critical transportation.	X	X
5	Protecting, controlling, and allocating vital resources.	X	X
6	Restoring vital utility services to Access and contractor facilities.	X	
7	Tracking resource allocation.	X	
8	Conducting advance planning activities.	X	X
9	Documenting expenditures.	X	X
10	Developing and implementing Action Plans for extended operations.	X	
11	Dissemination of emergency public information regarding transit services.	X	X
12	Advising on prioritization of transit resource allocation.	X	X

**PURPLE – RECOVERY**  
**“Service resumption, and repair/replacement of disaster losses”**

As the immediate threat to life, property, and the environment subsides, Access Services will initiate recovery activities. Recovery activities involve the restoration of regular Access paratransit services and repair of any damages to Access and contractor buildings, facilities and equipment. Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat facing Access Services.

When overseeing long-term recovery from an incident:

<b>Typical actions taken at this level include:</b>		<b>Access Services</b>	<b>Service Providers</b>
1	Activate (or hastily develop) Business Recovery Plan;	<b>X</b>	<b>X</b>
2	Restore Access vehicles and equipment to pre-event condition necessary for resumption of revenue service;		<b>X</b>
3	Notify Access riders of start date(s) for resumption of regular services;	<b>X</b>	<b>X</b>
4	Restore paratransit service;	<b>X</b>	<b>X</b>
5	Repair or replace essential disaster-damaged facilities;	<b>X</b>	<b>X</b>
6	Restore essential utility services;	<b>X</b>	<b>X</b>
7	Identify and implement mitigation and preparedness measures to reduce the likelihood and impact of a repeat of the incident;	<b>X</b>	<b>X</b>
8	Restore public confidence by announcing new protective measures/lessons learned;	<b>X</b>	
9	Return to appropriate threat level indicator ;	<b>X</b>	<b>X</b>
10	Identify short and long term capital replacement needs, develop plans and detailed designs;	<b>X</b>	<b>X</b>
11	Account for emergency response costs and apply for state and federal assistance programs;	<b>X</b>	<b>X</b>
12	Complete an <b>After Action Report</b> ; and	<b>X</b>	<b>X</b>
13	Assess effectiveness/completeness of Emergency Plan; update and expand plan as needed.	<b>X</b>	

## **DISASTER RESPONSE PLANNING**

Each of the threats identified as “Likely” to occur within the Access service area in Table 1 would have specific potential impacts both on the community and on Access Services program, that is, on Access Paratransit services, Access’ and Providers’ staffs, vehicles and equipment, and Access and Provider facilities. Identification of these potential impacts meets the following objectives in emergency preparedness and planning:

- allows Access and its contractors to plan and implement actions to lessen the impact of hazards should they occur;
- facilitates planning of appropriate response actions;
- enables coordinated planning of response actions with other agencies; and
- enables the training of Access and provider staff in standardized response actions.

Based on historical experience with similar hazard occurrences in Southern California and Los Angeles County, the experience of other transit systems and assessment of the Access system, potential impacts have been identified for each of the likely hazards identified in Technical Appendix 1. Shown in Table 2, these anticipated impacts for the community and Access system are:

### Impacts on Community:

- ▶ Roadway damage/closures
- ▶ Utility disruptions
- ▶ Multiple, wide-area or localized evacuations
- ▶ Communication disruptions
- ▶ Structure/Building loss
- ▶ Evacuations

### Impacts on Transit System:

- ▶ Roadway damage/closures
- ▶ Utility disruptions
- ▶ Communications disruptions
- ▶ Building/facility damage
- ▶ Relocation of operations
- ▶ Fueling availability

As can be readily seen in Table 2, the range of likely hazards collectively has a relatively small set of potential impacts on Access and its services, though the severity of these impacts should be expected to vary widely with the specific event. The

identification of impacts which are highly likely in connection with multiple hazards -- for example, roadway damage or utility disruption – allows for targeted preparedness through multi-hazard planning: emergency planning that places priorities on preventive or protective actions that are linked to more than a single type of disaster.

The following Tables 3 through 9 are working forms that summarize and describe the potential impacts of the hazards that have been identified as likely in the Access service area, then present protective and preventive actions which have been identified for each impact, the responsible party for each such action and the status of that action. In the Responsibility column of these tables, the following abbreviations are used due to space limitations:

AS = Access Services

SP = Service Providers

OMC = Operations Monitoring Center

SP Mgmt = Service Provider Management

Dispatch = Respective Service Provider's Dispatch Center

TABLE 2  
IMPACT ASSESSMENT

Impact Assessment

Potential Event	Impacts on Community						Impacts on Access System						
	Roadway Damage/Closures	Utility Disruptions	Multiple or Wide-area Evacuations	Localized Evacuations			Roadway Damage/closures	Utility Disruptions	Communications Disruptions	Building/Facility Damage	Relocation of Operations	Fueling Availability	
Earthquake M>5	X	X	X				X	X	X	X	X	X	
Earthquake M<5	X			X			X		X				
Hazardous Materials Incident	X			X			X				X		
Major Urban Fire	X	X		X			X	X	X		X		
Wildfire	X			X			X		X				
Major Motor Vehicle Incident	X			X			X						
Electric Power Failure		X		X				X	X			X	
Localized Flooding	X			X			X						
Major Flooding	X		X				X						
Train Derailment or Metrolink Incident	X			X			X						
Dam Failure	X		X				X						
Civil Unrest	X			X			X				X		

**Table 3  
Disaster Response Planning Form**

Identified Possible Hazard/Threat Impact:

*Table to be completed in cooperation with Access and Service Providers.*

Roadway Disruption/Closures

**Narrative Description of Impact and Effects on Community/Access System & Services:**

Disruption of roadways through service area due to damage, closure or heavy congestion, necessitating use of alternate routes by Access Paratransit vehicles or suspension of service in some areas. Closures may also prevent drivers from returning to their respective operating facilities.

**Protective/Preventive Actions:**

Timing of Action	Description	Responsibility	Status
Pre-Event	Identify road segments subject to flooding, bridge damage or other closure	AS + SP	
Pre-Event	Plan alternative routes around potential closure points	AS + SP	
Pre-Event	Develop contingency plans for rerouting or service suspension	AS + SP	
Pre-Event	Identify prospective safe harbor facilities	AS	
Pre-Event	Negotiate and arrange MOUs for use of safe harbor facilities	AS	
Event Resp	Identify affected road segments	OMC, Dispatch	
Event Resp	Institute reroutings / service suspensions as needed	AS + SP Mgmt	
Event Resp	Open safe harbor facilities as needed	AS	
Event Resp	Initiate media and public notification plan	OMC	

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_

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

**Table 4  
Disaster Response Planning Form**

*Table to be completed in cooperation with Access and Service Providers.*

Identified Possible Hazard/Threat Impact:

Utility Disruptions

**Narrative Description of Impact and Effects on Community/Access System & Services:**

Potential disruption of water, electric, sewer and/or natural gas services. May be wide-spread or localized and may impact Access and Service Provider facilities.

**Protective/Preventive Actions:**

Timing of Action	Description	Responsibility	Status
Pre-Event	Identify minimum required service level by utility type	AS + SP Mgmt	
Pre-Event	Develop response plan for short-term [less than 1 day] disruption	AS + SP Mgmt	
Pre-Event	Develop response plan for extended disruption	AS + SP Mgmt	
Event Resp	Monitor utility services for disruptions	OMC + Dispatch	
Event Resp	Determine length of probable disruption(s)	AS + SP Mgmt	
Event Resp	Make relocation decision depending on situation	AS + SP Mgmt	
Recovery	Arrange for restoration of utilities	AS + SP Mgmt	
Recovery	Reoccupy operations facility when critical utilities are restored	AS + SP Mgmt	

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_

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



**Table 5  
Disaster Response Planning Form**

*Table to be completed in cooperation with Access and Service Providers.*

Identified Possible Hazard/Threat Impact:

Evacuations

**Narrative Description of Impact and Effects on Community/Access System & Services:**

Disaster event may involve evacuation of multiple, wide-area or localized neighborhoods. Access role during evacuation may include initial evacuation from residential locations, transportation between shelters and service facilities, and return transportation at the conclusion of the evacuation event. [Evacuation of Access and/or Service Provider facilities are addressed on separate Planning Forms.]

**Protective/Preventive Actions:**

Timing of Action	Description	Responsibility	Status
Pre-Event	Develop relationships with principal emergency response agencies involved in community evacuations	AS	
Event Resp	Prepare and provide Support Capabilities Qx to EOC or IC	AS or SP Mgmt	

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_

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

**Table 6  
Disaster Response Planning Form**

Identified Possible Hazard/Threat Impact:

*Table to be completed in cooperation with Access and Service Providers.*

Communication Disruptions

**Narrative Description of Impact and Effects on Community/Access System & Services:**

Disruption of electrical service or infrastructure failure/damage due to various causes could cause partial or total loss of land-line telephone services, cellular phone services, voice and data radio communications, and/or internet service capabilities on a general or localized basis. Disruptions may interfere with communications between Access and Service Providers, between dispatch and vehicles, and with Access Paratransit riders.

**Protective/Preventive Actions:**

Timing of Action	Description	Responsibility	Status
Pre-Event	Develop alternative radio communications plan	AS + SP Mgmt	
Pre-Event	Develop alternative telephone communications plan	AS + SP Mgmt	

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_ Date: \_\_\_\_\_

**Table 7  
Disaster Response Planning Form**

*Table to be completed in cooperation with Access and Service Providers.*

Identified Possible Hazard/Threat Impact:

Building/Facility Damage

**Narrative Description of Impact and Effects on Community/Access System & Services:**

Access Services' and/or Service Provider operating facilities may sustain damage in the event of earthquake or other event. Damages may range from minor contents or structural damage which can be repaired with continued occupation and use of facility to severe damages which necessitate evacuation of facility and relocation of operations.

**Protective/Preventive Actions:**

Timing of Action	Description	Responsibility	Status
Pre-Event	Survey building contents and furnishings for unsecured tipping hazards, potential material spills, etc.	AS + SP Mgmt	

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_ Date: \_\_\_\_\_

## Table 8 Disaster Response Planning Form

*Table to be completed in cooperation with Access and Service Providers.*

Identified Possible Hazard/Threat Impact:

Relocation of Operating Facility

Narrative Description of Impact and Effects on Community/Access System & Services:

An emergency event at or in proximity to a Service Provider's facility could necessitate the evacuation/relocation of the staff and transit support functions housed in that facility.

Protective/Preventive Actions:

Timing of Action	Description	Responsibility	Status
Pre-Event	Identify and arrange alternate operating facility	AS + SP Mgmt	
Pre-Event	Identify and arrange remote collection point / parking location if Service Provider's facility cannot be accessed	SP Mgmt	
Pre-Event	Arrange alternate maintenance support	SP Mgmt	
Event Resp	Monitor operating facility conditions to ensure safe operations	SP Mgmt	
Event Resp	Order facility evacuation/relocation if necessary to protect staff and resources	SP Mgmt	
Event Resp	Notify in-service and reporting staff of move to alternate facility	SP Mgmt	
Recovery	Monitor conditions at operating facility for reoccupation	SP Mgmt	

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_ Date: \_\_\_\_\_

## Table 9 Disaster Response Planning Form

*Table to be completed in cooperation with Access and Service Providers.*

Identified Possible Hazard/Threat Impact:

Relocation of Access Administrative Offices

Narrative Description of Impact and Effects on Community/Access System & Services:

An emergency event at or in proximity to the Access Services administrative facility in El Monte could necessitate the evacuation/relocation of the staff and transit support functions housed in that facility.

Protective/Preventive Actions:

Timing of Action	Description	Responsibility	Status
Pre-Event	Identify and arrange alternate administrative office space		
Pre-Event	Identify records, supplies and equipment needed in alternative administrative offices		
Pre-Event	Collect or procure needed records, supplies and equipment and pre-stock in alternative facility space.		
Recovery	Monitor conditions at Access El Monte facility and reoccupy when safe to do so.		
Recovery	Assess functioning of alternate administrative facility and modify plan as needed.		

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_ Date: \_\_\_\_\_

**Table 10  
Disaster Response Planning Form**

*Table to be completed in cooperation with Access and Service Providers.*

Identified Possible Hazard/Threat Impact:

Fueling Availability

**Narrative Description of Impact and Effects on Community/Access System & Services:**

Disruption of Service Providers' usual fueling sources and supplies caused by electrical service disruption, damage to fuel system/facility or other disaster event, resulting in supply shortage, limited access, or other inability to fuel Access Paratransit gasoline vehicles at the contractor's usual fueling source.

**Protective/Preventive Actions:**

Timing of Action	Description	Responsibility	Status
Pre-Event	Identify and arrange alternative gasoline fueling sources within service area	SP Mgmt	
Pre-Event	Identify and arrange emergency fueling with city corporation yards	AS	
Pre-Event	Explore mutual aid sources of fuel	AS	
Event Resp	Determine operational status of usual fueling sources	Dispatch	
Event Resp	Identify and contact alternative fueling source, if needed	Dispatch	
Event Resp	Notify vehicle operators of alternative fueling point	Dispatch	
Recovery	Monitor status of usual fueling sources and resume use as appropriate	Dispatch	

Timing of Action: Pre-Event; Event Response; Recovery

Plan Approval: By: \_\_\_\_\_

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

## **DETAILED OPERATIONAL PLANS**

This section provides detailed operational plans for emergency response in specific areas where advance planning is needed, administrative arrangements and coordination will be required, or where a high level of training will be required to ensure the quick and assured response of Access and Service Provider staff when a disaster occurs.

### **Access Paratransit Drivers**

When a disaster occurs, the response of the Service Providers' vehicle operators needs to be measured and predictable. To ensure that those objectives are realized, Access Services' expectations of drivers need to be clear and direct, so that they can be readily followed, even if communications with Service Provider dispatch offices might be disrupted. To facilitate driver training in their expected emergency response actions, these actions have been summarized as a flowchart, as shown in Figure 2.

The driver protocols summarized in this flowchart are consistent with existing Access safety policies, are intended to ensure driver and passenger safety, continue the provision of Access Paratransit service where safe to do so and deliver riders, drivers and vehicles to places of safety when trips cannot be completed and communications are disrupted with drivers' respective dispatch centers.

### **Service Provider Dispatch Centers**

Figure 3 summarizes the initial response expected of the Service Provider dispatch centers in the event of a disaster. The response shown in this flowchart coordinates with the actions shown in Figures 2 and 4.

### **Access Operations Monitoring Center**

Figure 4 summarizes the initial response expected of the Operations Monitoring Center staff in the event of a disaster as it relates to Access Paratransit vehicles and riders. Other actions will be necessitated and undertaken to respond to specific conditions and requirements of the event.

Figure 2: Emergency Response Flowchart -- Vehicle Operator Actions

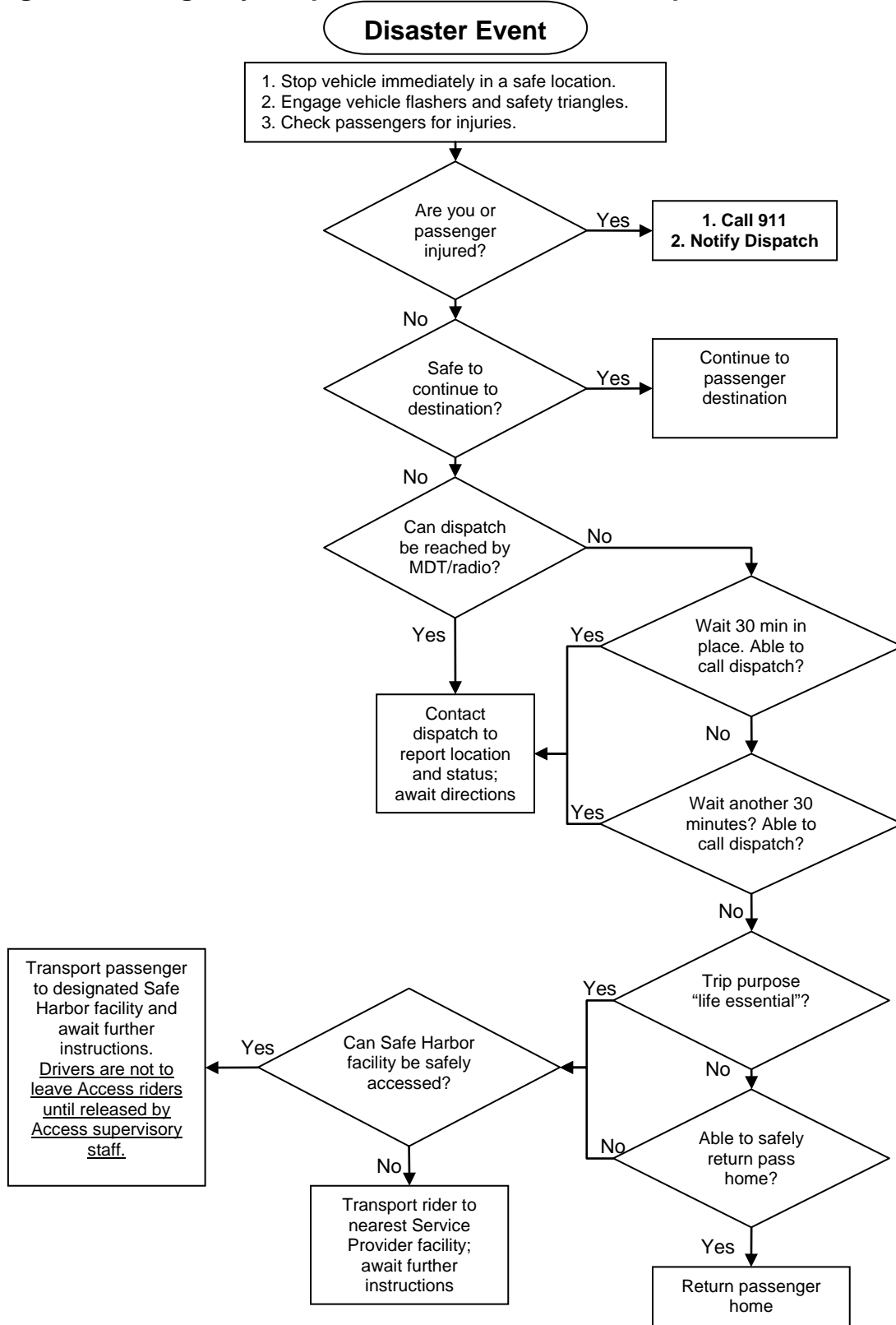




Figure 3: Emergency Response Flowchart – Service Provider Dispatch Center

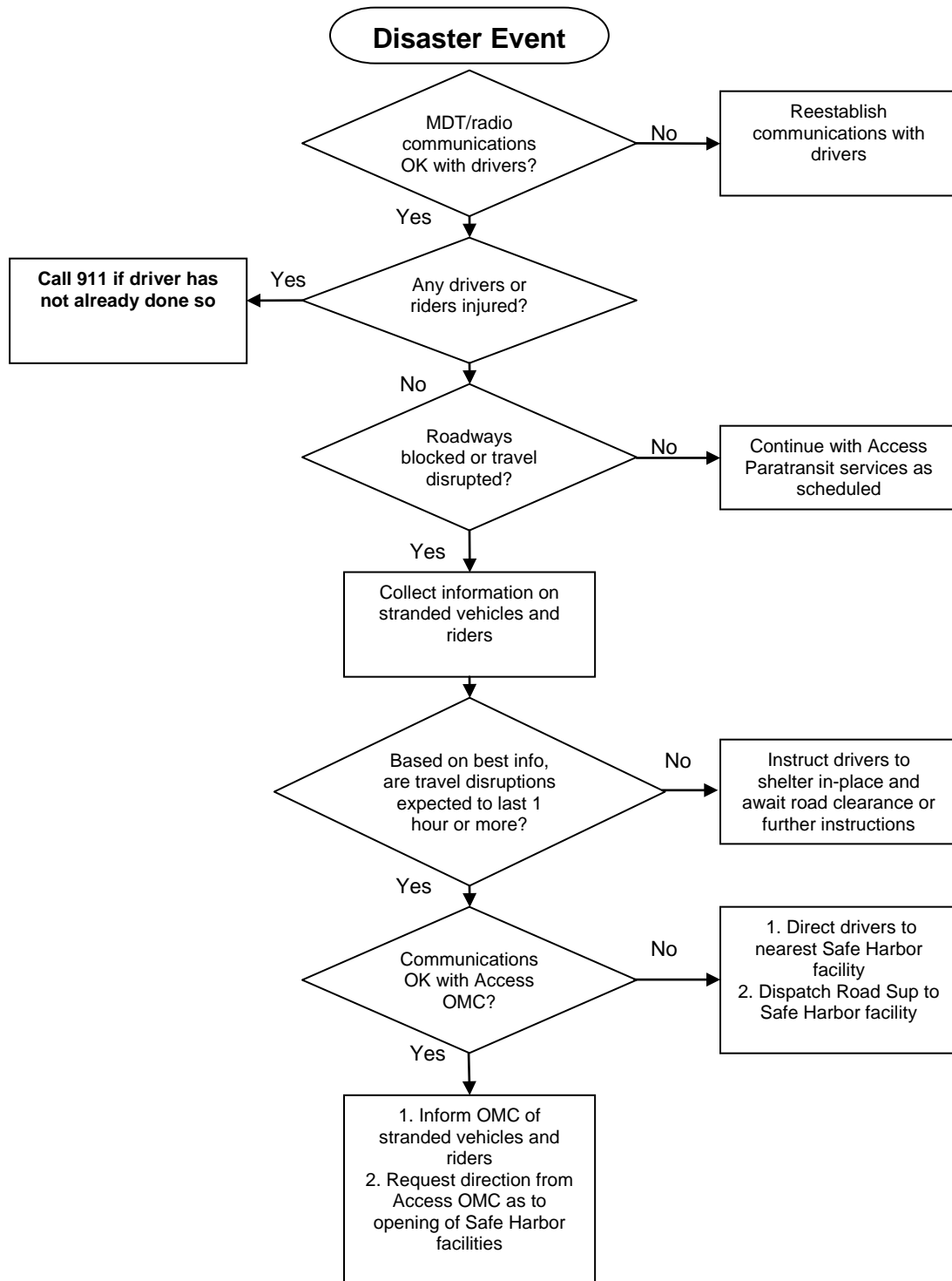
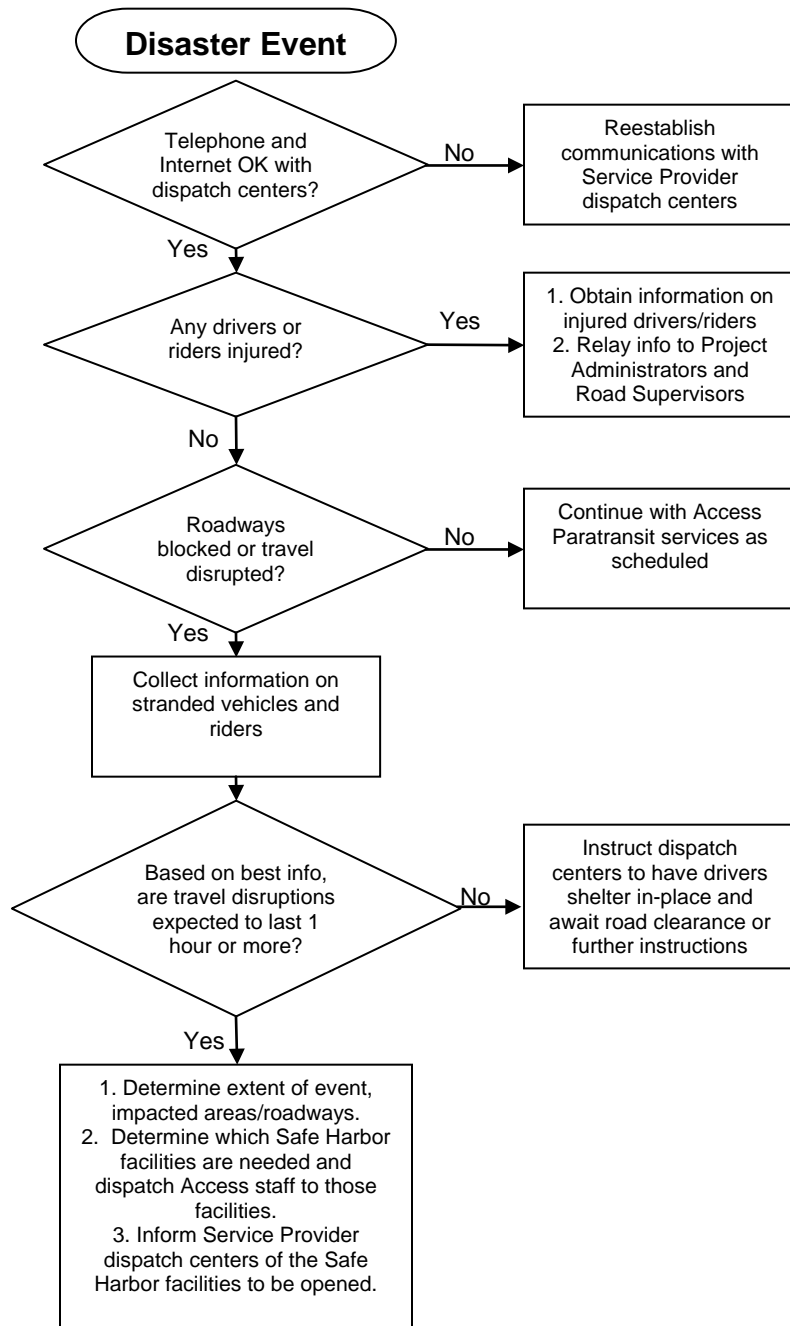


Figure 4: Emergency Response Flowchart – Operations Monitoring Center



**SAFE HARBOR LOCATIONS**

A disaster occurring at almost any time during a normal weekday will find hundreds of Access Paratransit riders on-board Access vehicles at that moment. If their trips cannot be completed, Access will be responsible for the safety of these riders until they can be returned to their homes or residences, reconnected with their families or caregivers, or delivered to appropriate public shelter locations.

**Care for Access Paratransit Riders**

<b>Time Period</b>	<b>Action taken to ensure ride safety</b>
<b>Event to E+1hour</b>	<b>Access riders shelter in-place with driver</b>
<b>E+1 hour to E+4 hours</b>	<b>Access riders will be transported to pre-designated Safe Harbor locations.</b>
<b>After E+4 hours</b>	<b>Access riders will be relocated to public shelters, reunited with families or caregivers, or returned home if it is safe to do so.</b>

**What is a Safe Harbor?**

A pre-designated public or agency facility with adequate space, facilities and staffing to accept and safely accommodate a number of Access Paratransit riders on a temporary basis for no more than 6 hours.

**What characteristics will be needed in a facility to be designated as a Safe Harbor?**

At a minimum, the following will be needed:

- ▶ Willingness on the part of the owning government or agency to participate in Access' Safe Harbor program;
- ▶ Availability on most days for use as a Safe Harbor with minimum notice;
- ▶ Interior space and facilities to accept and temporarily shelter a number of Access Paratransit riders; and
- ▶ On-site parking for 50-100 Access vehicles for the staging and redeployment of Access riders.

Possible facilities for Safe Harbor locations could include community and senior centers, adult day care facilities, sheltered workshops, and parks with enclosed recreation or meeting areas.

### **Number and Location of Safe Harbor Locations**

Considering the wide dispersal of Access vehicles on a normal day and the number of passengers in-transit at any time, it is recommended that from 6 - 8 Safe Harbor locations be identified across the service area so that a facility can be accessed within a relatively short drive of under 30-minutes (under normal driving conditions). Once identified and arrangements concluded, the Safe Harbor locations should be mapped and listed for distribution to Access drivers for their reference in the event of an emergency in which communications are disrupted.

Appropriate Safe Harbor locations should be identified by Access Services working in cooperation with its member agencies.

[Listing and Map of Safe Harbor locations to be added.]

### **Process for Opening Safe Harbor Facilities**

Table 11 summarizes the procedures and assignment of responsibilities for opening Safe Harbor facilities.

Table 11  
Procedures for Opening Safe Harbor Facilities

**Opening Safe Harbor Facilities**

**Criteria for Opening Safe Harbor Facilities**

1. Access Paratransit riders cannot be safely transported to their planned destinations or returned to their homes; and
2. Condition is expected to persist for more than two (2) hours

**When above criteria are met, the following procedures will be followed to open Safe Harbor facilities:**

1. Operations Monitoring Center to determine affected geographic area based on information available.
2. Access Manager in charge to identify potential Safe Harbor facilities in safe proximity to impacted area.
3. Access Project Administrators or Road Supervisors will be dispatched to identified potential Safe Harbor facilities to determine if they are safe and available for use; Access staff to report facility status to OMC.
4. If identified Safe Harbor facilities are safe and available for use,
  - a. Access Project Administrator or Road Supervisor on-site will remain there to oversee Safe Harbor operations and liaison with facility and OMC;
  - b. OMC will use available communications to inform Service Providers of the open Safe Harbor facilities and obtain estimates of the number of Access riders that are expected to be transported to these facilities.
  - c. OMC to inform Access staff at Safe Harbor facilities of expected number of Access riders.
  - d. Access staff to record names and addresses of riders who are delivered to each Safe Harbor facility and coordinate, through the OMC, the transport of these riders to their homes, original destinations, or to public shelters as soon as this can be accomplished safely.
5. If identified Safe Harbor facilities are not safe or available for use, Access staff will be dispatched to next most convenient facility to survey it for possible use; return to step 4 above.

**If communications are disrupted between drivers and their dispatch centers**

[to be developed]

## **ACCESS RIDER REGISTRY**

As a central component of its program, Access Services maintains a client database recording the identity, contact information, and eligibility information for approximately 90,000 individuals who are certified as eligible to use Access Paratransit services. While the great majority of these individuals reside within the service area – that is, Los Angeles County – residency within the service area is not a requirement for paratransit eligibility under the Americans with Disabilities Act.

In the event of a disaster which requires evacuation of community residents, Access' Rider360 database could be a major resource in identifying and locating individuals with mobility limitations who would need to be evacuated using fully-accessible vehicles. Even more important from an administrative standpoint, this client database ["Rider360"] is maintained on a daily basis in the normal course of delivering Access Paratransit services, so that contact data is as current as possible at all times.

In creating this Registry, it is important to educate riders and their families and caregivers to the fact that inclusion does not guarantee that assistance will be provided in the event of a disaster. The Registry is simply a tool to assist emergency responders in the event of evacuation to help identify and locate individuals who may need more assistance than the average citizen.

### **Developing Rider Emergency Listing**

This emergency registry function does not currently exist in the Rider360 database, and will have to be created to support this application. Preliminary indications are that the software can support such an application.

Access Paratransit clients could be asked to provide emergency evacuation information as part of their client data in Rider360 and, in doing so, to approve release of this data to appropriate emergency response agencies in the event of a disaster affecting their community of residency. Inclusion in the Registry would be optional to avoid any privacy issues related to release of personal data such as name and residence address, mobility/accessibility information, and possibly special notes on access, mobility or medical equipment issues related to emergency conditions.

Development of the Registry could involve an initial outreach effort to all Access riders to sign them up for the service, or this could simply be done as part of the initial eligibility process and regular recertifications of riders.

### **Use of Registry in Emergencies**

Once the Access Emergency Registry is implemented, the Rider360 software allows the Operations Monitoring Center to query the system by city of residency or Zip code to

identify riders who reside within affected or potentially-impacted communities. In an actual or threatened emergency requiring evacuation, this capability would allow Access to identify the riders within the Registry who live in the affected area. Once identified, the listing of potentially-impacted riders could be used by the proper emergency response agencies in several ways:

1. Automated Telephone Alert: Using the home phone and alternate phone numbers within their records, Access riders could be phoned through a reverse-911 system and alerted to a threatened or actual emergency affecting their neighborhood and provided with instructions regarding sheltering in-place, evacuation, or who to contact if they cannot evacuate without assistance. Almost all Access riders have a home phone in their records and a small portion has an additional alternate number.
2. Direct Telephone Contact: Again, using the phone numbers in their records, Access riders residing in an actual or potentially-impacted area could be phoned by volunteers or emergency response workers (if the phones are working) to check on their safety and determine if they wish to evacuate the area and, if so, if assistance is needed to do so. These direct calls have the advantage of being able to more accurately determine the individual's understanding of the situation and explain their options and risks.
3. Direct House-to-House Contact: Where emergency responders are conducting house-to-house notifications and welfare checks the listing of Access riders within an affected area could facilitate special efforts to visit the residences of these individuals to make sure they're safe or to provide them with evacuation assistance if they are home and agree to be evacuated.

## **TRANSPORTING SERVICE ANIMALS AND PETS**

### **What's the Difference?**

Plenty. Service animals are protected under the terms of the Americans with Disabilities Act [ADA] and must be allowed to accompany their owners at all times. Pets do not have similar legal protection, but the emotional ties to their owners are significant – especially in a disaster situation – and those must be considered in Access' decision making and operations.

### **Service Animals in Emergencies**

The ADA states "Service animal means any guide dog, signal dog, or other animal individually trained to work or perform tasks for an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals with

impaired hearing to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair, or fetching dropped items.” [49 CFR part 27, Section 37.3]

The policies regarding the transportation of service animals are no different in an emergency than in normal operations: “The entity shall permit service animals to accompany individuals with disabilities in vehicles and facilities.” [49 CFR part 27, Section 37.167(d)]

### **Pets in Emergencies**

It goes without saying that people love their pets, sometimes to extremes. When required to evacuate their homes, the family pets will be coming, too. And by “pets,” you can expect everything from dogs and cats to birds, snakes and other exotic animals. Most pet owners would rather take their chances with the disaster than leave “Fido” and “Fluffy” to fend for themselves.

Most transit organizations, however, have operating policies that prohibit pets and animals on their buses except for service animals and perhaps small pets in carriers. In an evacuation, your transit system will probably have to allow pets to accompany their owners so long as the pets are transported in carriers or the owner is able to exercise control over their pet. Owners, of course, should be required to clean up after any “mistakes” that their pets make on the Access vehicle.

Common sense and a great deal of patience will be needed in dealing with pets and their owners, as will many aspects of evacuations. If you have a cat or two on the bus, adding dogs to that mix might be asking for trouble. Don’t do this without discussing this action with the various pet owners.

At the destination evacuation center or shelter, arrangements will be needed to accommodate these pets as most shelters do not allow pets. Such arrangements are the responsibility of the local public agencies in charge of the emergency response and certainly not of the transit agency.

### **PERSONAL BELONGINGS AND BAGGAGE**

Whether an evacuation is voluntary or mandatory, people will take their valuables and irreplaceable belongings with them. This becomes a problem on transit buses since space may be limited and the transit operator cannot be expected to assist each individual to load and unload their possessions from the bus.

One solution to the issue of personal belongings is to allow people to bring along whatever they can safely carry and load themselves, so long as those items are less than a specified size and weight. For those passengers who cannot help themselves,



arrangements might be made to provide assistance with loading and unloading of belongings from the bus.

And when the emergency is over and it is safe to return evacuees to their homes, experience has shown that they will return home with much more in the way of personal effects than when they were evacuated. Expect to need more space per person when returning individuals home than was used in their original evacuation.

## SECTION 4 PLANNING/INTELLIGENCE

### OVERVIEW

This section addresses the handling of information during an emergency response to ensure the delivery of accurate information to Access Services and Provider staffs, the development of effective response plans, effective coordination with member and other transit agencies and local media and the preparation and maintenance of thorough documentation of the Access and Provider assignments and activities during the disaster response.

### INCIDENT INFORMATION

#### Initial Incident Notification & Confirmation

Notification of Access of the occurrence of a disaster and the need for emergency response may take place in any number of ways, including:

- Access or service provider staff may observe or experience the disaster event;
- Operations Monitoring Center may be notified of the event by phone;
- News of the event may be received via local radio stations or other media; or
- Access or service provider staff may be personally informed of the event.

Upon experiencing or observing what appears to be a disaster or receiving notification of such an event, each Service Provider's ranking manager on-site should initiate readiness activities as appropriate to the event. Concurrently, actions will be taken to inform Access Services of the event and establish communications with the appropriate jurisdiction to confirm the occurrence of a disaster event and begin the process of emergency response. Should telephone communications be out of service, the Service Provider's ranking manager on-site may need to:

1. Establish back-up communications with Access Service's offices and staff; and
2. Dispatch a representative to establish direct contact with the Incident Commander or Emergency Operations Center and relay information back to Access and the Service Provider.

#### Updating Incident Information

Throughout the emergency response, it will be important to keep Access and Service Provider staffs informed as to the event as it develops as appropriate for their duties and positions. This is important to ensure that they are knowledgeable about the risks

involved in carrying out their assignments and, at the same time, are assured of the safety of their families.

In an extended response situation, Access will receive updated information on the event through both informal and formal channels.

Informal information will come from contractor staff in the field and from contacts with the public and other people involved in the emergency response. Information received through informal channels may be used to inform readiness activities but should not be relied upon as the basis for initiating response actions except in extreme situations. Informal information should be confirmed with the controlling jurisdiction for the emergency response before general dissemination to Access or Service Provider staffs.

Formal information updates will be provided to Access through the Incident Command Center or Emergency Operations Center, usually through regular briefings and situation updates. While some information and details of the emergency response may not be pertinent to Access' role or may apply to other geographic areas, basic information on the event and response should be conveyed to Access and Service Provider staffs on a regular basis through briefings as they come onto duty, at meal and rest breaks and through posted summaries so that they are informed and feel a part of the process of emergency response.

## **INCIDENT COMMUNICATIONS PLAN**

### **Agency Notification**

Access Services' Operations Monitoring Center is the primary number to be called in the event of emergency at any hour, day or night.

**ACCESS Operations Monitoring Center:  
1-800-827-0829**

### **Internal Notification of Access and Service Provider Staffs**

The Operations Monitoring Center (OMC) supervisor receiving notification of an emergency event will contact Access and the Service Provider(s) affected by the disaster event as indicated in Tables 12 and 13.

The Access manager receiving notification and the Service Provider General Manager(s) will be responsible for initiating their respective notification of Access and Service Provider staffs.

Table 12: Notification During Business Hours

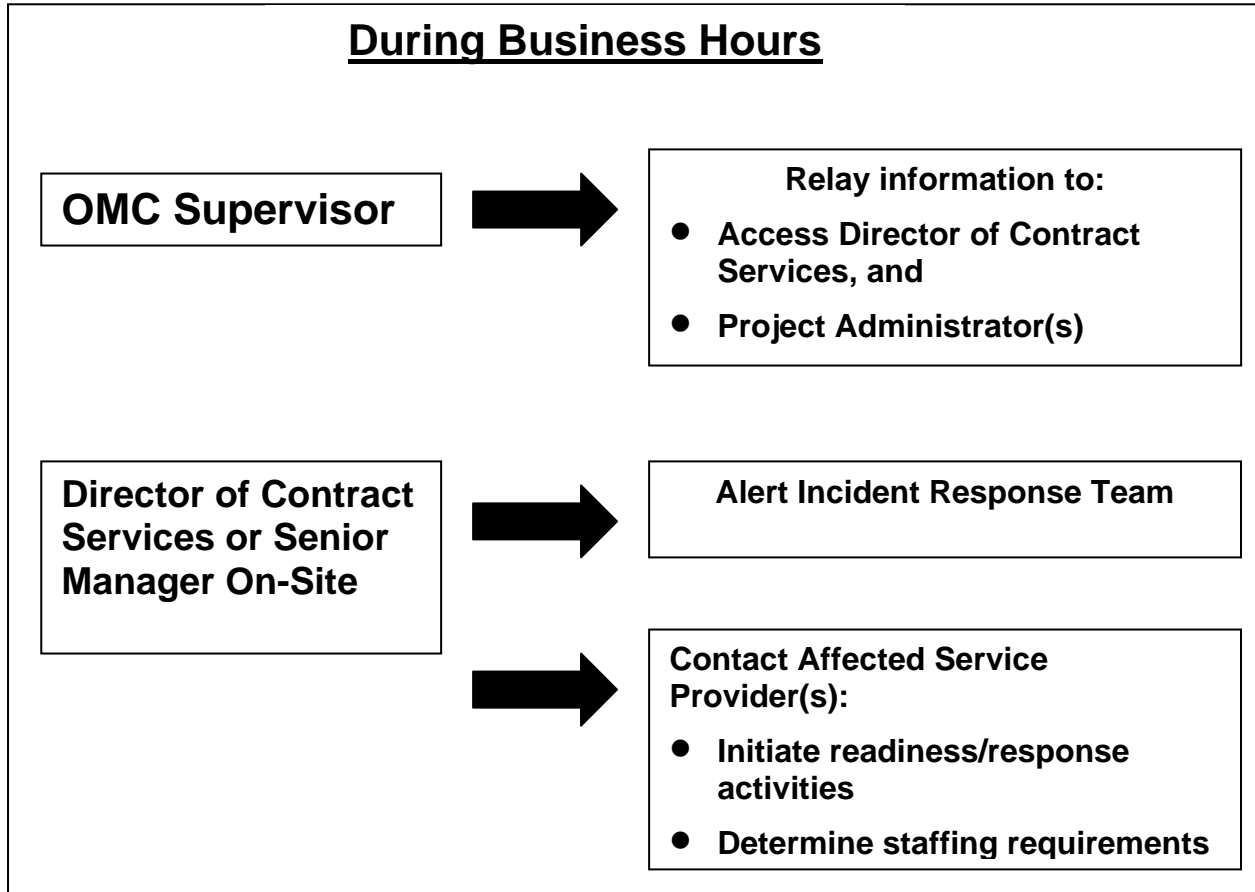
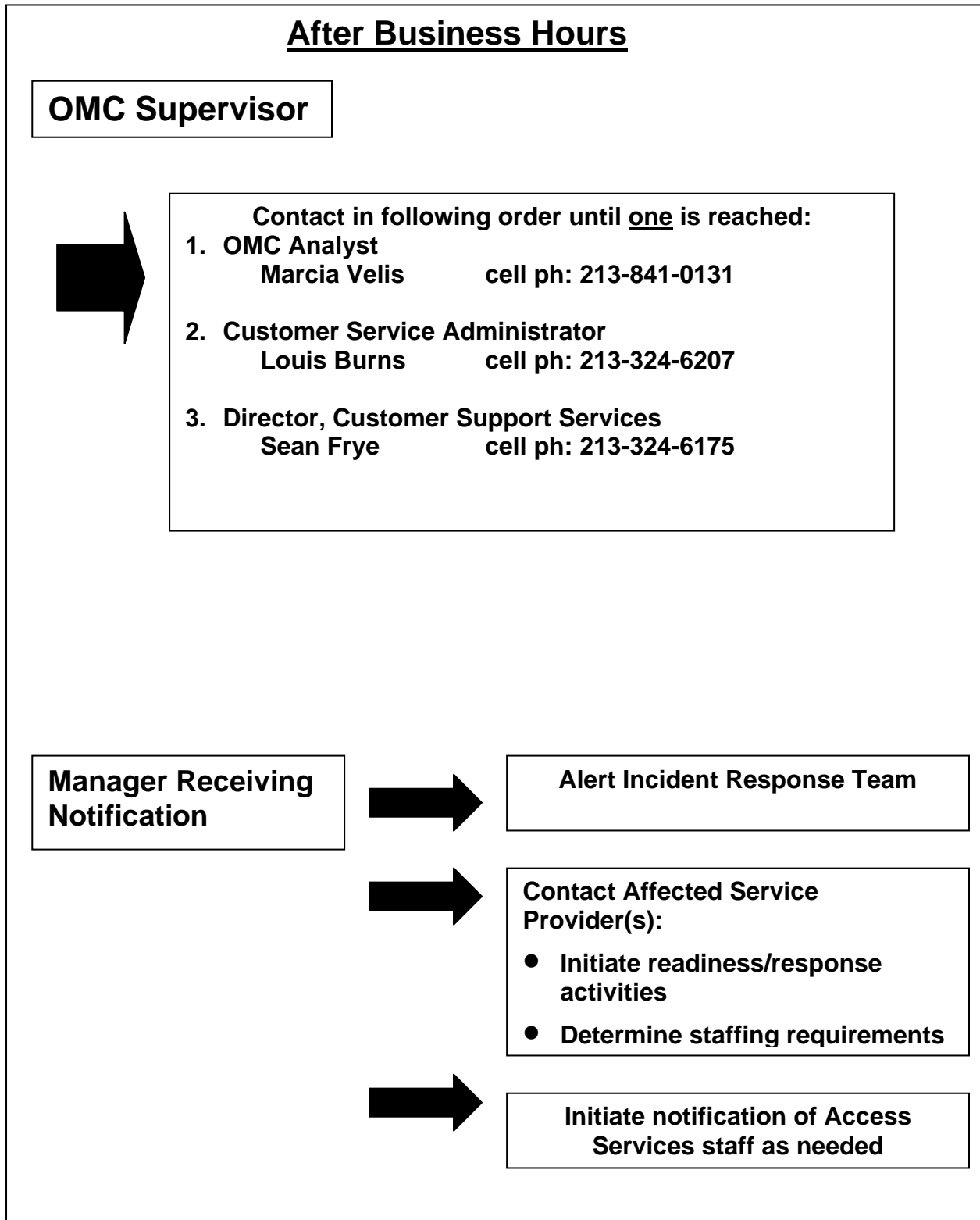


Table 13: Notification After Business Hours



**External Notifications by Access Services**

1. Notification of Government Agency Representatives. Once contact has been made with Access and Service Provider staffs and immediate response actions initiated, Access staff will initiate contact with the following government agency representatives to inform them of Access' status and any emergency response actions that have been taken.

**Government Agency Representatives to be Notified**

<u>Agency</u>	<u>Contact Name &amp; Position</u>	<u>Phone No.</u>

2. Notify Agencies/Organizations of Access Paratransit Status. Access staff will contact the following agencies and organizations to inform them of Access' status so that they can knowledgeably respond to inquiries from local riders, family members and caregivers and others.

**Agencies and Organizations to be Notified of Access Status**

<u>Agency/Org</u>	<u>Contact Name &amp; Position</u>	<u>Phone No.</u>

## **TRANSIT RESPONSE PLANS**

As initial response actions are implemented, Access Services will provide the Incident Commander or Emergency Operations Center, as appropriate, with a summary of the Access Services' capabilities and resources using the Public Transportation Emergency Support Capabilities form contained in Appendix A. Based on the nature of the event and the Access' capabilities, the Incident Commander may assign specific tasks and responsibilities to be carried out by the Access organization.

Once assigned specific response tasks and responsibilities, the Access Incident Response Team will develop a Response Plan for accomplishing those tasks and responsibilities, taking into account its responsibility for Access riders at the time of the event, other assignments and available resources. Where questions of priority arise between assignments, clarification must be sought from the controlling authority at the same time as planning proceeds to carry out the assignment.

The Response Plan should be as specific as possible in defining the assigned task or responsibility, including but not limited to:

- ▶ Description of the assigned task
- ▶ Clear designation of responsibility by named Access and Service Provider staff.
- ▶ Location where services are required and destination of passengers, if appropriate;
- ▶ Date and time when task is to be initiated and expected duration;
- ▶ Identification of the staff assigned and staffing plan;
- ▶ Allocation of vehicles and other resources;
- ▶ Necessary logistical support to perform assignment; and
- ▶ Potential need for mutual aid support to accomplish assignment.

Once developed, the Response Plan should be made available to the Incident Commander or EOC as well as used to brief the Service Provider staff involved as to their assignment. And, as the event continues, Response Plans being carried out will be revised to reflect changes in destinations, duration and requirements and the situations change.

## **MEDIA COORDINATION AND INTERFACE**

The general media relations for the emergency response will be handled through the Incident Command Center or Emergency Operations Center. At the direction of the controlling jurisdiction(s) and its transit system members, Access may become involved with coordinating media coverage specific to public transit services or transportation

being provided as part of the emergency response. For example, Access Services could be responsible for providing information to media representatives relating to:

- ▶ Disruptions of Access Paratransit or other public transit services;
- ▶ Collection points and instructions for evacuations;
- ▶ Routes and schedules for temporary emergency transportation services;
- ▶ Plans for returning evacuees; and
- ▶ Plans for resumption of regular Access Paratransit services.

When Access Services is directly contacted by a media representative or it is necessary or desirable for Access to contact the media to accurately convey information regarding an emergency response, such media contacts will be handled by either of the following Access representatives:

**Access Services Media Representatives:**

- **Executive Director [Shelly Verrinder]**
- **Chief Operations Officer [Mark Maloney]**
- **Deputy Executive Director of Planning  
and Governmental Affairs [Andre Colaice]**

Media contact data appears in Appendix B to this Plan.

**MAINTAINING INCIDENT DOCUMENTATION**

Throughout an emergency response – from first notification through final recovery and resumption of regular transit services – it is crucial that thorough records be kept of everything that goes on in connection with the event. This documentation is necessary to track the response activities of Access and its Service Providers, to document when and who made assignments, to inform management of directions and events that occurred when they were not on duty or unavailable and to facilitate the reimbursement for emergency response costs.

OMC's Dispatch Log should be the primary document for maintaining a chronological record of Access' emergency response and all the activities that occurred under that response. While this Log normally records only exceptional events during the performance of regular services, in an emergency response the Log would be expanded to include notes and comments that would allow a re-creation of activities of Access and its Service Providers, its coordination with other agencies and the nature and source of response assignments made to Access during the event.



## SECTION 5 LOGISTICS

### OVERVIEW

This section of the Access Services Emergency Plan provides direction and information needed to plan, implement and support the delivery of emergency response transportation services through staffing, care and feeding of response personnel, and mutual aid with other member transit agencies.

### INCIDENT STAFFING PLAN

When disaster strikes – whether it is a large-scale event like an earthquake or a local event like a vehicle accident and road closure -- there are a series of actions need to take place to determine the status of Access and service provider employees, the safety of their families, and to identify and plan for the staffing of immediate and continuing emergency response.

#### Who's On Duty & Where Are They?

When the Operations Monitoring Center is notified of an emergency situation, one of the first tasks that should be undertaken is to secure or prepare a roster of Access and service provider staff who are on-duty, their assignments or locations, and, as they check-in or are contacted, their personal condition as well as that of the passengers they may be transporting, the equipment they are operating or facility in which they are working.

Visitors to Access Services and service provider facilities also need to be listed so that management has a complete listing of the people on-site should it become necessary to evacuate the site.

#### Assigned Responsibilities:

##### At Access Services Offices

1. During business hours the Access Services receptionists on the second and third floors will maintain:
  - a) a roster of employees and visitors in the Access offices at all times; and
  - b) a listing of Access employees who are on duty outside of the Access offices and their expected locations;
2. After business hours, the Operations Monitoring Center will be assigned this responsibility;
3. When a disaster occurs, the Operations Monitoring Center Supervisor will be responsible for overseeing a headcount and welfare check of all employees and visitors in the Access offices.

At Service Provider Facilities

1. Dispatch to maintain a current roster of the service provider's employees on duty at all times;
2. When a disaster occurs, Dispatch will be responsible for:
  - (a) conducting a headcount and welfare check of all employees and visitors in the service provider's facility; and
  - (b) establishing contact, if possible, with each vehicle operator and checking on their location, safety, and status of the equipment being operated.

**Assignment of Access Staff in Disaster Response**

As a public agency, the employees of Access Services would be designated "Disaster Service Workers" under California Government Code Section 3100-3109, which declares that all persons employed by the state or any county, city, city and county, state agency or public district are disaster service workers in time of need. As such, public employees may be called on to assist in the event of natural or man-made disasters as assigned by their superiors or by law.

**Implications of Contracted Operations**

With the exception of Access services staff, all Access Paratransit operating staff are employees of the six private, for profit firms which are under contract to Access Services and the City of Santa Clarita to operate Access' paratransit services in their respective zones. Thus, these private employees are not covered by California's Disaster Service Worker statute and cannot, short of a national disaster, be conscripted into disaster service. Consequently, this emergency plan has been developed cooperatively with the participation of Access Services' private service providers to anticipate the staffing requirements that may be needed in a disaster response and to define and implement procedures which will encourage – if not ensure – that those staffing needs can be met.

**Immediate Response Staffing**

During Normal Operating Hours

1. Initiate Readiness Activities<sup>2</sup> with available staff;
2. Access and service provider management to determine the staffing required for initial emergency response based on the information that is initially available;
3. Begin Initial Response<sup>3</sup> with staff available on duty; and
4. Operations Monitoring Center and respective service provider Dispatch to contact off-duty operating staff needed for initial response.

<sup>2</sup> See Orange – Elevated Response Protocols, p. 22.

<sup>3</sup> See Red – Severe Response Protocols, p. 24.

### After Hours

1. Access and service provider management to determine staffing required to initiate Readiness Activities;
2. Appropriate service provider management to notify maintenance manager of vehicle requirements;
3. Service provider's maintenance manager to contact needed maintenance staff and oversee Readiness Activities;
4. Access and service provider management to determine Access Services' Initial Response and the required staffing based on the information that is immediately available;
5. Access and service provider management to initiate **Notification After Operating Hours** (see p. 52) to secure adequate staffing to support initial response activities.

### **Staffing a Continuing Response**

1. Access and service provider management to determine within the first several hours of an emergency response whether the response will be completed within the work shifts of those staff who are participating in the initial response or whether staffing plans need to be initiated for a replacement shift;
2. Access Services/service provider management team develops staffing plan for continuing response based on projected operations and available staffing; and
3. Access requests mutual aid through service provider firms or from cooperating transit agencies to meet continuing staffing requirements.

While there could be some extreme situations that will override legal limitations, in most emergency situations wage and hour requirements still apply. This means that employees can only drive for a certain number of continuous hours and then must have a specified number of hours off. Another factor in staffing is that driver licensing and other requirements will still apply. Even though it may be an emergency, drivers will still need to be properly licensed to operate Access vehicles during emergency response.

### **Volunteering For Emergency Response**

As noted above, Access Services employees are considered "Disaster Service Workers" in accordance with California Government Code Section 3100-3109, and may be called on to assist in the event of natural or man-made disasters as assigned by their superiors or by law.

Notwithstanding this law, it is important to remember that disaster response may involve limited hardships on the staff involved such as long hours and temporary living

conditions and that some emergency response situations could involve a limited degree of hazard to transit staff. Because of the uncertainties in emergency response, staff should be allowed the option of volunteering for emergency response assignments or of clocking out and departing the job-site. You can't force someone to work in an emergency situation; doing so could place the public in risk at a time when transit should be part of the disaster response. A decision not to remain and participate in the emergency response should not be held against any employee.

### **CARE & FEEDING OF ACCESS AND SERVICE PROVIDER STAFF**

If Access and service provider staffs are being asked to work long hours, stay at the job and meet odd schedule and service requirements, don't forget to arrange for reasonably healthy food, beverages and housing arrangements.

If Access and its service providers are involved in a community-level emergency response or larger, there will be arrangements made by other agencies for the feeding and care of emergency response personnel. Early in the response, it will be necessary for Access representatives to coordinate recognition of Access Services and service provider staff as part of the emergency responders so they can avail themselves of these opportunities as they operate to and from command posts, shelters and other response facilities.

### **FAMILY SAFETY**

When a disaster or other emergency occurs, Access Services and service provider staffs must be given the opportunity and means to assure themselves that their families are safe and, possibly, arrange for their continued safety. If this opportunity is not provided at the earliest possible time, staff will absent themselves from the workplace or otherwise not be focused on what you want them to do until they have seen to their families.

When a disaster strikes, the families of staff and employees on duty should be encouraged to telephone a designated central number to report their condition, what family members are with them and, if they are not at home, where they may be contacted. This information will be relayed to the employee at the earliest possible time.

The following phone number has been designated for use by the family members of Access Services employees to report their location and status in the event of an emergency:

Access Paratransit  
Family Disaster Line:  
213- 270-XXXX

Each service provider will be requested to designate a telephone number at their facility for use as a Family Disaster Line for their employees' families in the event of a disaster.

As an option, Access and Service Provider staff can choose to use the Safe and Well Website established by the American Red Cross. The advantage of this website is that it is available to anyone with Internet access, so that family and friends anywhere can check on their safety.

American Red Cross  
Safe and Well Website  
[www.safeandwell.org](http://www.safeandwell.org)

In addition to ensuring that family members are safe immediately following the occurrence of a disaster, regular opportunities will be needed for updates and home visits if an extended emergency response is required. Conditions change during the emergency and family life continues, so regular contact is essential to keep both your staff and their families connected during this emergency.

Family safety will be addressed as part of the training for both Access and Service Provider management and employees in the Access Services emergency plan and their role in disaster response.

## MUTUAL AID

Should the Access service area be hit by a moderate-to-large security or emergency event, it is very likely that responding to that event will require resources exceeding those available to Access and its service providers within their collective local organizations. In such a situation Access will look first to its service providers for additional personnel and resources, then to its member agencies within Los Angeles County, then to neighboring transit and paratransit systems. This section lists potential mutual aid partners as well as possible areas of mutual aid support that might be shared.

### Potential Mutual Aid Partners

#### 1. Access Service Providers and Service Provider Organizations

Virtually all of the current Access service providers operate other paratransit and transportation services in addition to their Access Paratransit services. If needed in an emergency situation, it is likely that these organizations may have the capability to utilize additional staff from other programs to operate Access services. Additionally, some of the Access service providers are regional or national in scope, and thereby may be able to provide additional staffing from outside the Los Angeles area for emergency response.

#### 2. Los Angeles County Member Agencies

Access has a total of 46 member transit agencies for which it provides ADA paratransit services in accordance with the Americans with Disabilities Act. Depending on the nature of the emergency event, some of these transit agencies may be able to make staff or resources available to Access to assist with an extended response.

#### 3. Neighboring Transit & Paratransit Systems

If needed, public transit and paratransit systems outside of Los Angeles County and possibly outside the Southern California region may be approached to provide mutual aid personnel and resources. Such agencies may be accessed through the American Public Transportation Association's Emergency Response and Preparedness Program.<sup>4</sup>

**NOTE:** The following transit systems are listed as potential mutual aid partners, but no contact or discussions have as yet taken place to explore or develop such relationships.

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<sup>4</sup> See <http://aptaerpp.com>

The following are several regional resources for possible mutual aid.

<u>Transit System Name</u>	<u>Operating Facility Address</u>	<u>Contact Data</u>
[agency]	[address]	[name] _____ phone ____ - ____ - _____ em: _____

**Possible Areas of Mutual Aid Support**

Staffing assistance	Supervisor labor Road Supervisor labor Paratransit dispatch labor Maintenance labor Vehicle servicing labor Paratransit drivers
---------------------	--

Maintenance parts and supplies

Paratransit vehicles

## SECTION 6 FINANCE/ADMINISTRATION

### OVERVIEW

This section provides direction for establishing cost accounting systems to clearly capture, maintain and report on the costs of any emergency response carried out by Access Services or its service providers under the specific direction of Access Services or in accordance with the guidelines contained in this Security and Emergency Preparedness Plan. This section also provides information on open purchase accounts that have been established to provide Access Services and its service providers with the ability to quickly obtain services and supplies needed to provide emergency response services.

### ACCOUNTING FOR EMERGENCY RESPONSE COSTS

Procedures will need to be established and then followed throughout the period of a disaster to document and account for all costs incurred in ASI's emergency response. In disasters that are declared by state or federal authorities, documented costs may be eligible for reimbursement to the extent that they are over and above the usual costs of operation. In responses that are not formally "declared" emergencies, documenting and clearly accounting for the costs of an emergency response will explain these extraordinary system expenses when they appear in the system's financial reports.

Information on the Federal Emergency Management Agency's Public Assistance Grant Program is available on-line at <http://www.fema.gov/rrr/pa/overview.shtm>.

#### Assigned Responsibilities

In general, the responsibility for collecting and maintaining data and records on emergency response costs and staffing time will fall to Access Services' Accounting Department and to each of the service providers, with Access oversight and direction. Specific assignments are as follows:

1. Access Services' Manager of Accounting will periodically review FEMA cost reimbursement requirements and ensure that general procedures are established and understood by Access and service provider staff for documenting emergency response costs when needed;
2. For Access staff, the Deputy Executive Director of Administration will ensure that employee time records are maintained so as to separate time spent on the delivery of normal Access services and that dedicated to emergency response services;



3. For service provider staff, each provider's Dispatch will be responsible for establishing and maintaining employee time records so as to separate time spent on the delivery of normal Access services and that dedicated to emergency response services;
4. Each service provider's Maintenance staff will ensure that vehicle maintenance and servicing costs are clearly marked as being normal or emergency response operations;
5. Access and service provider staff responsible for procurement or purchasing of supplies, services and other items under an emergency response will be responsible for ensuring that proper cost documentation is obtained and provided to Access Services' Manager of Accounting at the conclusion of the emergency response or as directed by Access.

### **EMERGENCY PURCHASING PROCEDURES**

Vendors who may be called on in the event of an emergency have been identified by service provider staff and are shown in Table 9. In a few cases, as shown, open purchase accounts have been established by service providers to expedite the provision of assistance in emergency response situations. For each vendor, the service provider manager or staff positions authorized to approve an order are indicated.

[Add information on any open purchase accounts that exist in categories such as maintenance parts & supplies, vehicle repair services, facility repairs and services as well as new accounts that may be established during disaster preparedness]

**Table 14  
Open Purchase Accounts**

May Be Authorized By:

**Purchase Category**

**Vendors/Contact Data**

**GM OpMgr MMgr Other**

		GM	OpMgr	MMgr	Other
<b>Vehicle Maintenance Parts and Supplies</b>					
<b>Vehicle Repair Services</b>					
<b>Facility Repairs or Service</b>					
<b>Food/Beverage Services</b>					
<b>Hotel/ Accommodations</b>					
<b>Audio-Visual Equipment</b>					
<b>Office Equipment Rental</b>					
<b>Telephone System Repairs – AltiGen Phone System</b>					
<b>Dispatch Radio System</b>					

## SECTION 7 TRAINING, EXERCISES AND OUTREACH

### OVERVIEW

Access Services and its service providers will train their respective staff in the content and implementation of this Security and Emergency Preparedness Plan through a program of initial training of all management and staff in the content, roles and responsibilities outlined in the Plan, followed by a continuing program to train new employees as part of their initial training and annual refresher training for existing staff as appropriate to ensure their familiarity with the Plan.

Additionally, Access Services will conduct internal drills and exercises and participate in emergency preparedness exercises organized by local government agencies and community organizations in order to practice its emergency plan actions and its role in disaster response.

Finally, Access Services must communicate its emergency plan to its member agencies, community organizations, and riders so that they know what to expect in the event of a disaster.

### TRAINING

A basic precept in emergency response is that, in a disaster situation, people will do what they have practiced. Following this precept, it is intended that the Access Services Emergency Plan will be implemented through a program of training that will give all Access Services and Service Provider staff general familiarity with the overall Plan and specific knowledge of their roles and responsibilities under that Plan.

#### **Responsibility for Training Content and Conduct**

Access Services will be responsible for specifying the content and form of all training on the Emergency Plan. This responsibility will be carried out jointly by the Director of Contract Services and the Deputy Executive Director of Planning and Governmental Affairs, in consultation with the Service Providers.

For Access Services management and staff, the Chief Operations Officer will ensure that all Access Services staff are trained as appropriate to their job positions and provided with position-appropriate reference materials. It is expected that emergency training of Access staff will be conducted by Access' Operations management and staff.

For the Service Providers, the respective General Managers will be responsible for ensuring that their staffs are trained as appropriate to their job positions and provided

with position-appropriate reference materials. Service Provider training staff will be responsible for conducting of this training.

### **General Description of Training Modules**

Specific programs or modules will be created to support the training of Access and service provider staffs in the content of the Emergency Plan and their roles and responsibilities under that Plan. These modules will be developed to allow their use in different combinations and situations, depending on the job positions of those to be trained and their familiarity with the Plan. Responsibility for the development of these training modules and materials will lie with Access Services with the exception of materials that may be available from other sources such as the American Red Cross or the Federal Transit Administration.

It is expected that each module will be developed as a PowerPoint presentation with instructor's notes and supporting printed materials for distribution and reference.

#### ■ Plan Overview

This module will be designed to provide a general introduction to Access Services Security and Emergency Preparedness Plan, present the mission and goals of Access in the event of a disaster, and provide an overview of the concept of disaster operations. This module will be used in all initial training of Access and service provider staff and also to inform and acquaint Access committee, member agencies and others about the Access Emergency Plan.

#### ■ Access Staff

This module will provide training appropriate to the Access administrative and management staffs as well as the staff of the Operations Monitoring Center. It will address the role of Access staff in supporting emergency response operations undertaken by service provider organizations, curtailing or suspending normal Access Paratransit operations, and resuming normal services at the conclusion of emergency operations.

#### ■ Service Provider Overview

This module will provide a general overview of the role and responsibilities of the service provider organizations under the Access Emergency Plan with an emphasis on communications with Access, initial response actions, and passenger safety in a disaster.

#### ■ Access Paratransit Driver

This module will specifically address the role of the Access Paratransit driver in the event of a disaster with the objective of providing clear and straightforward

guidance on immediate response actions, communications and passenger safety.

■ Family Safety

In order to have willing Access and service provider staffs to operate transportation in an emergency, it is essential that employees be provided with information that will help them ensure the safety of their families in the event of a disaster. This module should utilize and build on the family safety materials developed by the American Red Cross and other responder organizations.

■ Disaster Assistance to Individuals with Disabilities

With the clear understanding that Access is a paratransit provider, this module is intended to provide Access and service provider staffs with general information on issues and problems that may arise under disaster conditions for individuals with disabilities in their capacity as Access riders. It is expected that the module will utilize existing instructional materials and programs on this topic and be developed with the advise and input of the Access Community Advisory Committee.

**Recommended Training**

Initial Training

Within 90 days of the adoption of the Access Services Security and Emergency Preparedness Plan, initial training of all current Access and service provider staff should begin, to be completed within 180 days of the Plan's adoption. New employee training will be expected to include the Emergency Plan starting 90 days after adoption of the Plan.

Refresher Training

On an annual basis, Access and service provider staff will be provided with at least one (1) hour of refresher training in the Access Emergency Plan and their roles and responsibilities in the event of a disaster.

Management and Supervisory Training

To ensure that Access and service provider managers and supervisors have the knowledge of emergency response organizations and protocols to effectively coordinate with emergency responder and other organizations, it is recommended that all management and supervisory staff be required to complete the following basic instructional courses on the Federal Emergency Management Agency's Independent Study Program [found at <http://training.fema.gov/IS/crslst.asp>]:

- **IS-100.a Introduction to Incident Command System**: introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).
- **IS-700.a NIMS An Introduction**: This course introduces and overviews the National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

Access and Service Provider staff required to complete these courses must submit copies of the course completion certificates to Access within 90 days of the adoption of this Plan or of their assignment to a supervisory or management position in the Access Paratransit program.

## EXERCISES

To support improved emergency and incident preparedness and response, Access Services and its service providers will organize, conduct and participate in a program of exercises and drills designed to:

- Review current programs, plans, policies, and procedures;
- Identify current regional security and emergency considerations / exposures;
- Update programs, plans, policies, and procedures (if necessary); and
- Establish and maintain ongoing inter-agency communication.

The following program of exercises is recommended, at a minimum, to ensure that Access Services and its service providers are prepared in the event of a disaster:

### **In-House Access Tabletop Exercises [4 x year]**

A “tabletop” exercise involves key agency staff in a simulation of an emergency situation. Tabletop exercises are generally scheduled events and can range from an hour to several hours in duration. They are usually fairly informal, low-stress and not conducted in “real time.” A disaster scenario is prepared in advance by a coordinator but not disclosed until the event begins. Both the event timing and the time required to execute your agency’s response are condensed to save time in the exercise and, generally, the event “play” is limited to the participants in the tabletop – that is, regular operations are not affected by the tabletop and response actions are not implemented.

It is recommended that tabletop exercises be conducted at Access on a quarterly basis [that is, 4 times a year] involving the management team and selected staff from the Contract Services department. The frequency of these in-house tabletops could be revised once management and staff are thoroughly familiar with the Plan and its requirements.

**Access/ Service Provider Tabletop Exercises [2 x year]**

These tabletop exercises would involve selected managers and key operational staff of the service providers and could be coordinated with the monthly Service Provider meetings.

**Access/ Service Provider Limited Field Exercise [1 x year]**

At least once a year, an exercise should be organized and conducted that involves exercise play at one or more provider facilities or other locations external to the Access offices. This exercise should involve a small number of vehicles and drivers [thus “limited” in scope] to exercise the deployment and use of Access vehicles in disaster response, and should test emergency communications plans and response protocols.

**Access/ Service Provider Participation in Local and Regional Exercises**

As appropriate opportunities arise, Access and its service providers should participate in local and regional disaster exercises to gain familiarity with disaster response organizations and procedures as well as to communicate Access’ own response plans and capabilities. These local or regional exercises could range from tabletops with member agencies to the annual state-wide Golden Guardian exercise.

## **OUTREACH**

When a disaster occurs, it is not enough for Access and service provider to know and act on the Access Emergency Plan – riders, community organizations, medical clinics, member transit agencies and others also need to know what to expect from Access Paratransit in a disaster. The following actions are recommended to communicate Access Services’ Emergency Plan to its riders and others:

▶ **Rider Information**

As a stand-alone document and possibly an addition to other Access rider materials, a brief overview of the Emergency Plan should be provided along with

specific information on Access' plans for the safety of riders being transported when a disaster occurs.

▶ **Organization and Member Agency Presentations**

Access should make representatives available to provide community organizations and member agencies with general information on Access' Emergency Plan and specific information on its content with regard to their involvement with Access riders and/or Access' role in their specific community.

▶ **Access Participation in Emergency Response Organizations**

Representatives of Access Services should participate on a regular basis in regional meetings of response agencies and develop relationships with primary public transit, government agencies and disaster response organizations such as the following:

**Public Transit:**

Southern California Transit Safety & Security Forum  
LACMTA [Metro]  
Santa Monica Big Blue Bus  
Long Beach Transit  
Foothill Transit

**Government:**

County of Los Angeles  
City of Los Angeles

**Non-Governmental Organizations:**

Los Angeles Chapter, American Red Cross



## SECTION 8 REFERENCES

### Member Agency Emergency Plans

County of Los Angeles, All-Hazards Mitigation Plan, Version 1.1, June 2005. Available on-line at <http://lacoa.org/PDF/hazmitgplan.pdf>

### Other References and Resources

Federal Emergency Management Agency, Public Assistance Grant Program  
<http://www.fema.gov/rrr/pa/overview.shtm>.

American Public Transportation Association, Recommended Practice for the Development and Implementation of a Security and Emergency Preparedness Plan (SEPP), March 12, 2009.  
[http://www.aptastandards.com/Portals/0/Security\\_pdfs/APTA\\_SS\\_SRM\\_RP\\_001\\_09%20SEPP.doc](http://www.aptastandards.com/Portals/0/Security_pdfs/APTA_SS_SRM_RP_001_09%20SEPP.doc)

State of California, Department of Transportation, Division of Mass Transportation, Transit Security and Emergency Preparedness Branch, Safety Security and Emergency Preparedness Plan (SSEPP) Template.  
<http://www.dot.ca.gov/hq/MassTrans/Docs-Pdfs/SSEPP%20template.doc>

**SECTION 9  
PLAN DISTRIBUTION**

This Security and Emergency Preparedness Plan is a public document and will be readily available to agencies and departments requesting it. Access Services' Manager of Planning & Coordination will be responsible for maintaining updates and changes. At the time of its publication, the distribution of printed copies of the Access Services SEPP is:

<b>Department/Agency</b>	<b>Copies</b>
Access Executive Director	1
Chief Operations Officer	1
Deputy Executive Director of Administration	1
Deputy Executive Director of Plng and Governmental Affairs	1
Director of Contract Services	1
Director of Customer Service Support	1
Manager of Planning & Coordination	1
Each Service Provider General Manager	6
Metro Emergency & Homeland Security Preparedness Manager	1
Stock	2

**APPENDICES**

- A PUBLIC TRANSPORTATION EMERGENCY SUPPORT  
CAPABILITIES FORM**
- B PHONE TREES FOR ACCESS AND SERVICE PROVIDERS**
- C MEDIA CONTACT DATA**
- D FACILITY LOCATIONS**
- E ACCESS VEHICLE FLOOR PLANS**
- F BOMB THREAT PROCEDURES**
- G MAIL/PACKAGE HANDLING PROCEDURES**

**APPENDIX A  
PUBLIC TRANSPORTATION EMERGENCY  
SUPPORT CAPABILITIES FORM**

[Copy form locally as needed]

## PUBLIC TRANSPORTATION EMERGENCY SUPPORT CAPABILITIES

**System Name: Access Paratransit**

Region: \_\_\_\_\_

Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

**Facilities Provided by Transit System -- Please Check If Available:**

- Communications Center
- Evacuation shelter for \_\_\_\_\_ persons
- Evacuation shelter for \_\_\_\_\_ persons
- Evacuation shelter for \_\_\_\_\_ persons
- First aid and care center
- Goods and supplies storage center
- Other: \_\_\_\_\_

**Services Provided by Transit System -- Please Check If Available:**

- Transportation for emergency response personnel
- Shelter or respite facilities for emergency response personnel
- Transport of emergency equipment and supplies
- Evacuation assistance
- Public information
- Transportation of "medically fragile" populations
- Communications support
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

**Vehicles Provided by Transit System -- Please Complete Information on Available Vehicles:**

<i>Vehicle Type</i>	<i>Number</i>	<i>Size/Capacity</i>	<i>Lift-Equipped</i>	<i>Heating/Air Conditioned</i>
<u>Minivans</u>				
<u>Buses</u>				
<u>Other Passenger Vehicles</u>				
<u>Support Vehicles</u>				

**Equipment Provided by Transit System -- Please Check If Available:**

Communications:

- \_\_\_\_ 2-way radios
- \_\_\_\_ Hand-held radios
- \_\_\_\_ Alpha-numeric pagers
- \_\_\_\_ Cellular Phones
- \_\_\_\_ Mobile Data Terminals
- Other: \_\_\_\_\_

Other:

- \_\_\_\_ Vehicle cleaning
- \_\_\_\_ Mobile Maint Support
- \_\_\_\_ Fueling/maintenance Facilities
- \_\_\_\_ Towing Equipment
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

**Personnel Provided by Transit System -- Please Check If Available:**

General

- Vehicle Operators
- Dispatch
- Mechanics
- Administrative
- Other: \_\_\_\_\_

Specialized

- EMT or First Aid Trained
- Management of Medically Vulnerable Populations
- Damage assessment
- Construction management or engineering
- Other: \_\_\_\_\_

**Information Provided by System -- Please Check If Available:**

- Names and addresses of residents dependent upon public transportation services
- Names and addresses of residents with mobility impairments
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

**APPENDIX B  
PHONE TREES FOR ACCESS AND SERVICE PROVIDERS**

**[To Be Added]**

- B-1: City of Santa Clarita (Santa Clarita Region)**
- B-2: Global Paratransit, Inc. (Southern Region)**
- B-3: MV Transportation (Northern Region)**
- B-4: San Gabriel Transit (Eastern Region)**
- B-5: Southland Transit, Inc. (Antelope Valley Region)**
- B-6: California Transit, Inc. (West Central Region)**

**APPENDIX C  
MEDIA CONTACT DATA**

The following media may be contacted for the purpose of coordinating and providing information on public transit services affected by a disaster event or, with the approval of the Incident Commander or controlling jurisdiction, regarding emergency response transportation services.

<b><u>Media Category</u></b>	<b><u>Media Outlet</u></b>	<b><u>During Business Hours</u></b>	<b><u>24x7 or in Emergency</u></b>
Media News Service	City News Service		Fax: 310-481-0416 news@socalnews.com
General Circulation Newspapers	Los Angeles Times		
	San Gabriel Valley Tribune	626-962-8811 ext. 2911 news.tribune@sgvn.com	
	<b>Other sub-regional newspapers?</b>		
Radio Stations	KNX 1070		323-900-2070 FAX: 323-964-8329 knxnews@cbsradio.com
	KFWB 980		323-900-2098 paul.gomez@kfwb.com

## APPENDIX D FACILITY LOCATIONS

This appendix contains site maps showing the locations of the Access Services administrative offices and the contractor facilities from which Access Services vehicles are operated. These maps will be useful if an emergency event occurred at any of the Access or contractor facilities.

### **Access Services Administrative Offices:**

3449 Santa Anita Avenue, El Monte CA 91731

**Figure D-1: Vicinity Map**

### **Contractor Facilities**

- ▶ **City of Santa Clarita (Santa Clarita Region)**  
(address of contractor's operating facility)  
**Figure D-2: Vicinity Map**
  
- ▶ **Global Paratransit, Inc. (Southern Region)**  
400 W. Compton Avenue, Gardena CA 90248  
**Figure D-3: Vicinity Map**
  
- ▶ **MV Transportation (Northern Region)**  
16738 Stagg Street, Van Nuys CA 91406  
**Figure D-4: Vicinity Map**
  
- ▶ **San Gabriel Transit (Eastern Region)**  
3650 Rockwell Avenue, El Monte CA 91731  
**Figure D-5: Vicinity Map**
  
- ▶ **Southland Transit, Inc. (Antelope Valley Region)**  
660 W. Avenue L, Lancaster CA 93535  
**Figure D-6: Vicinity Map**
  
- ▶ **California Transit, Inc. (West Central Region)**  
3201 S. Hooper St., Los Angeles CA 90011  
**Figure D-7: Vicinity Map**



Figure D-1: Vicinity Map  
Access Services Administrative Offices, 3449 Santa Anita Avenue, El Monte CA 91731

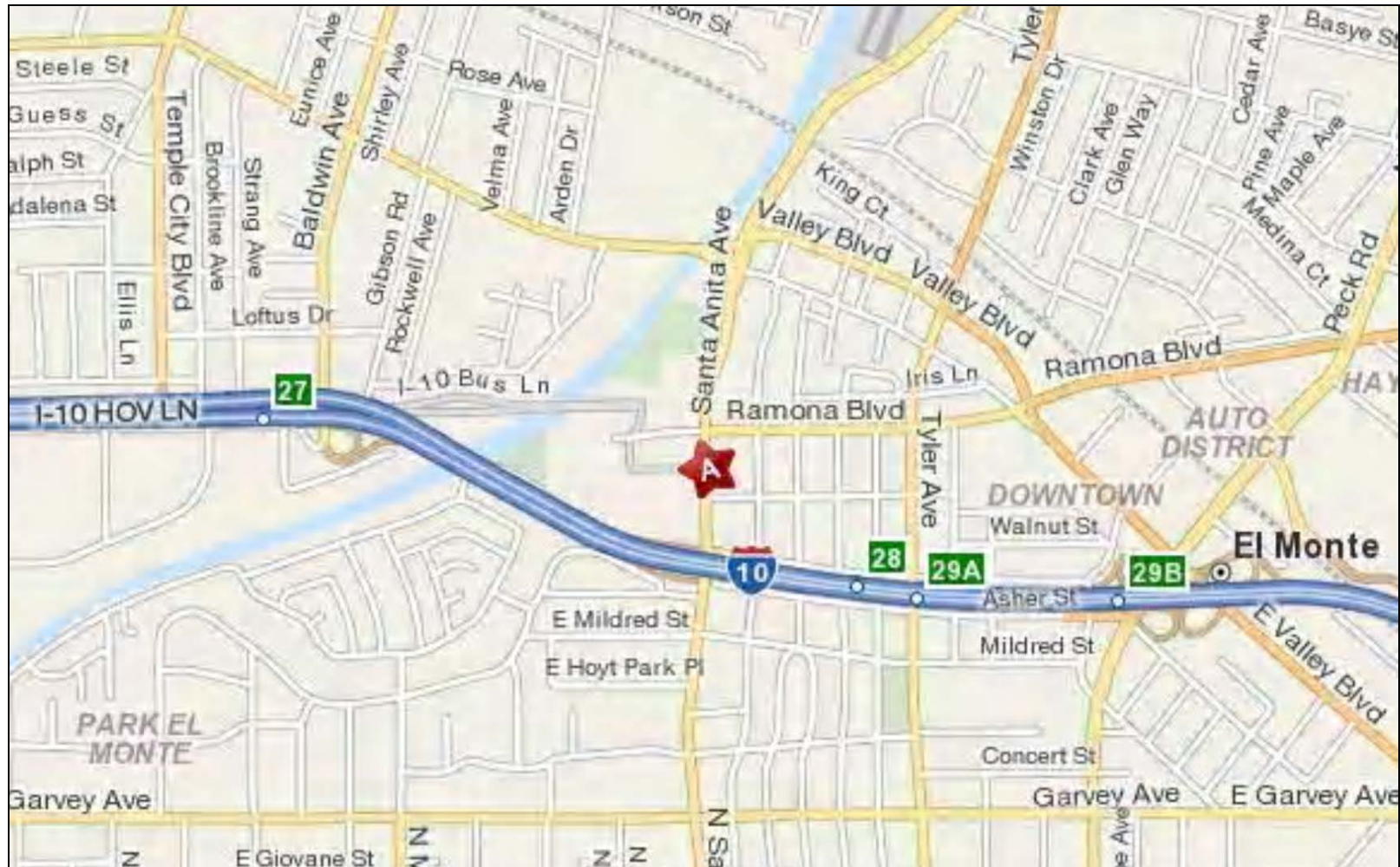


Figure D-2: Vicinity Map  
City of Santa Clarita (Santa Clarita Region), 28250 Constellation Rd, Santa Clarita CA 91355

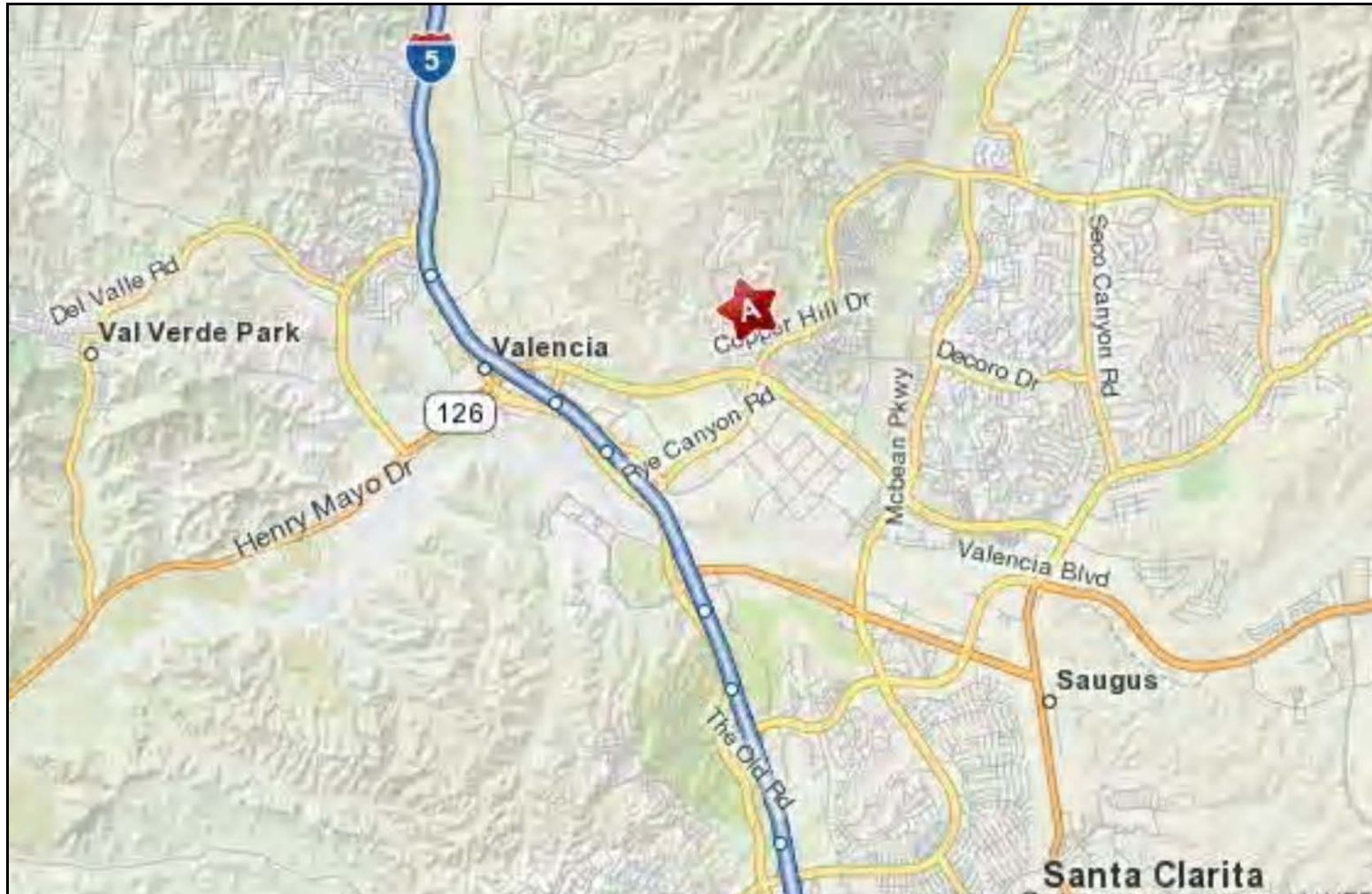


Figure D-3: Vicinity Map  
Global Paratransit, Inc. (Southern Region), 400 W. Compton Avenue, Gardena CA 90248

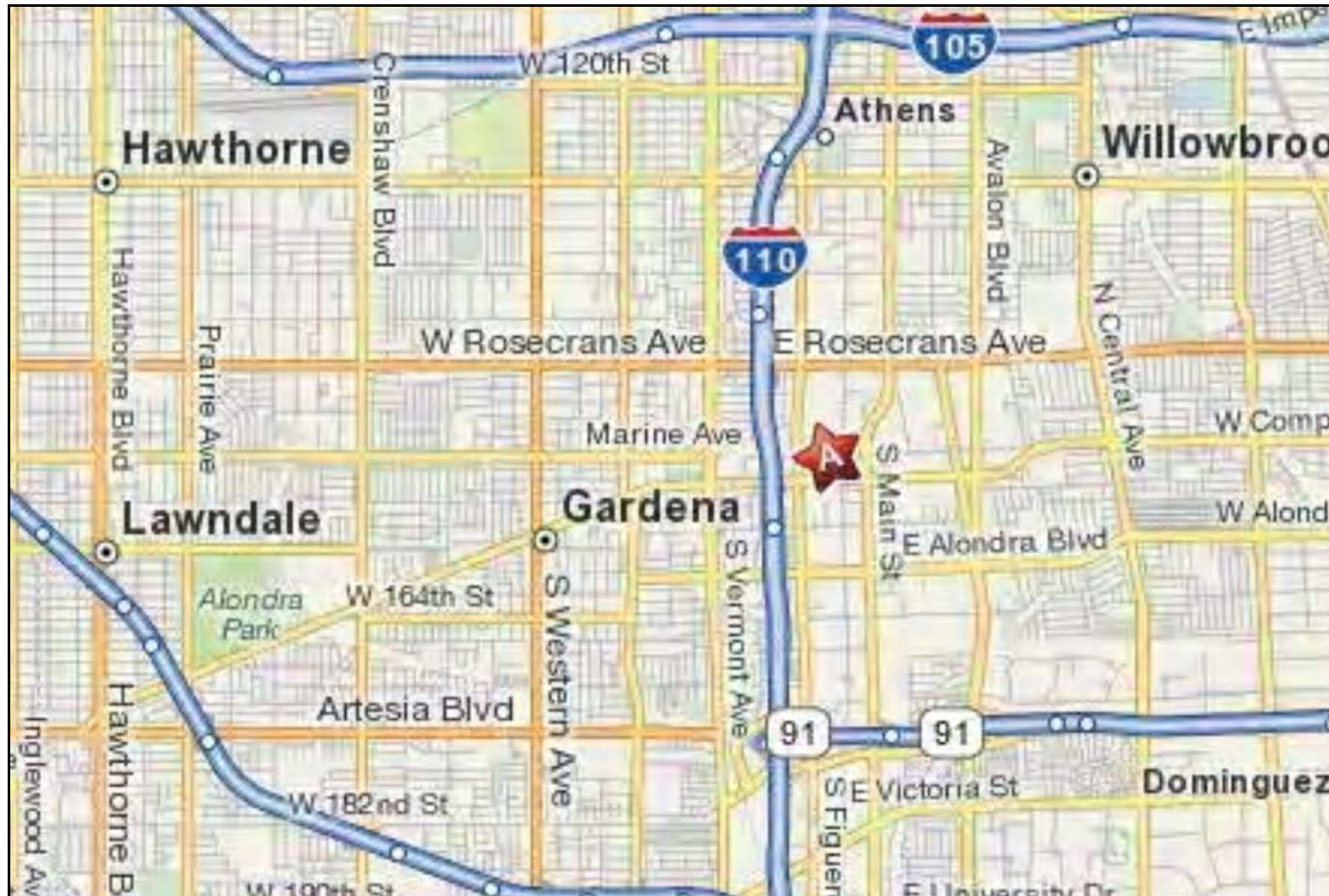


Figure D-4: Vicinity Map  
MV Transportation (Northern Region), 16738 Stagg Street, Van Nuys CA 91406

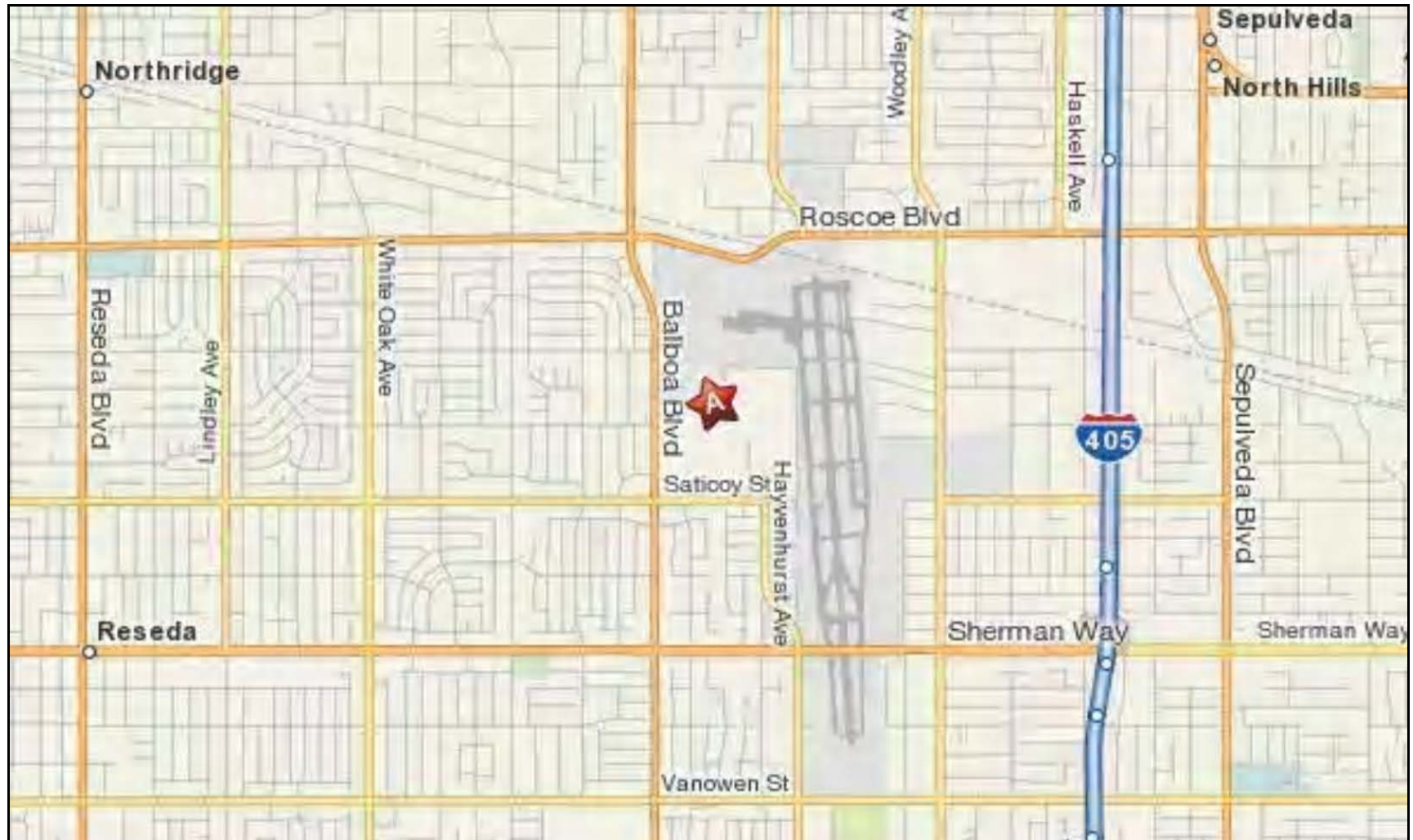


Figure D-5: Vicinity Map  
San Gabriel Transit (Eastern Region), 3650 Rockwell Avenue, El Monte CA 91731

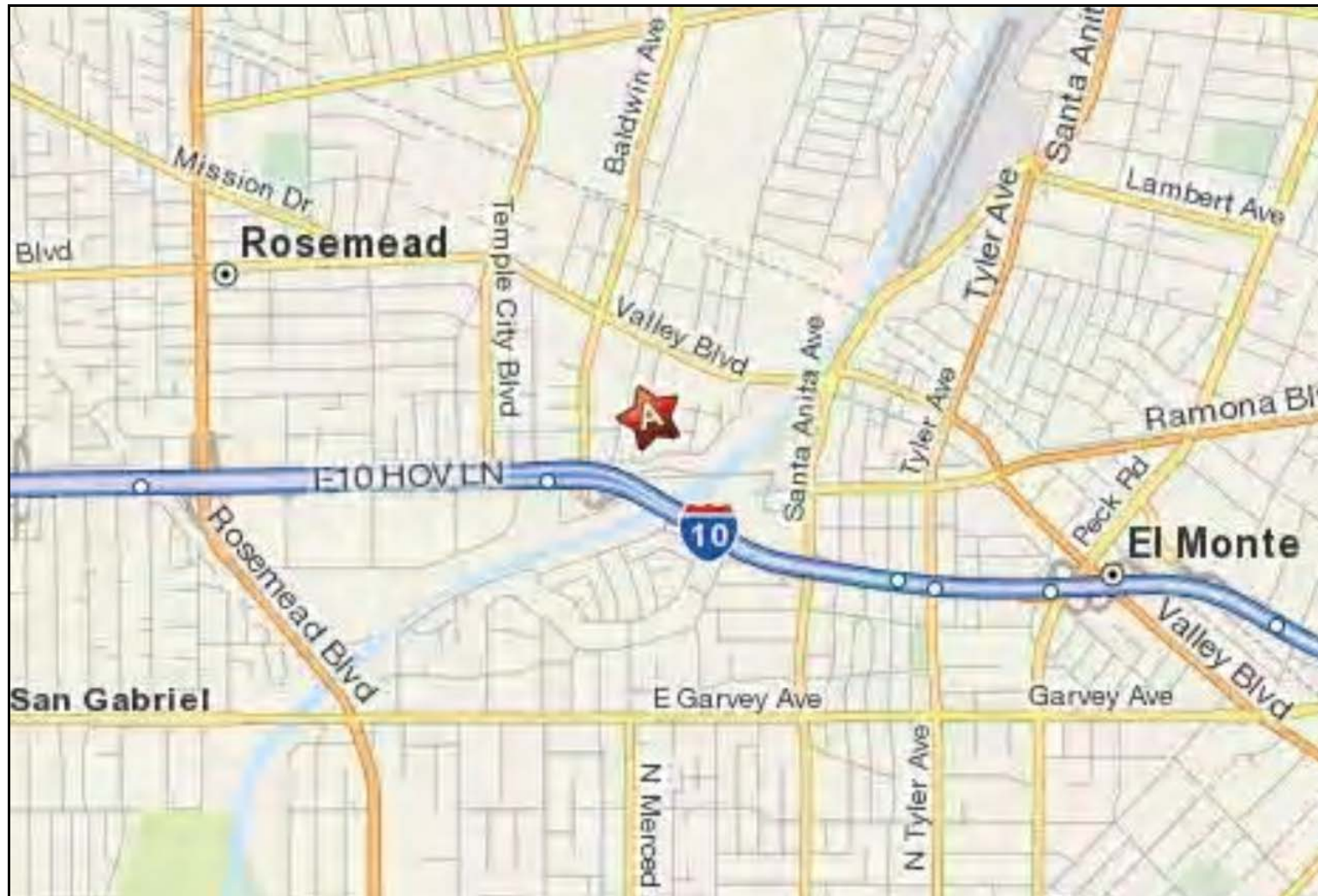


Figure D-6: Vicinity Map  
Southland Transit, Inc. (Antelope Valley Region), 660 W. Avenue L, Lancaster CA 93535

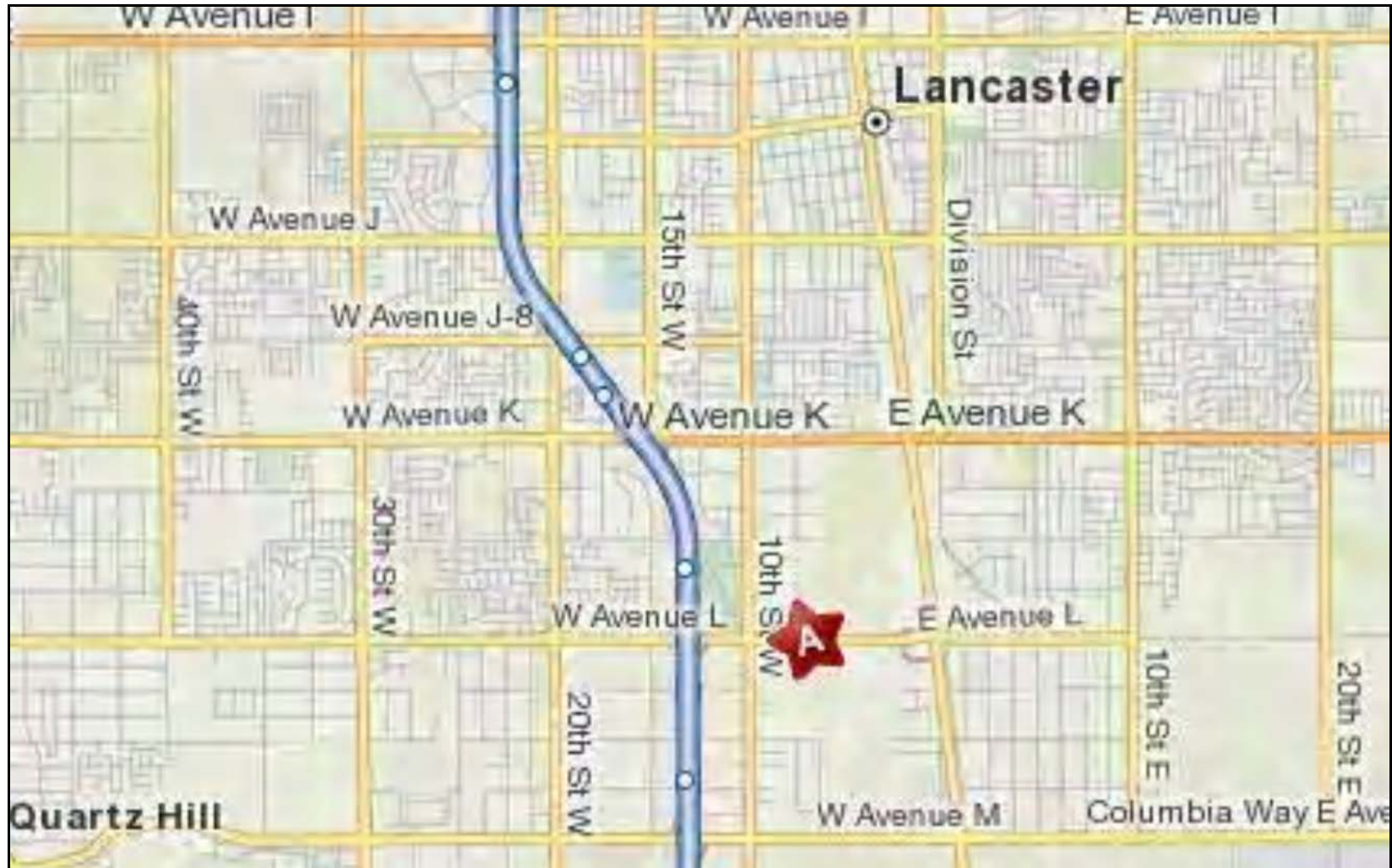
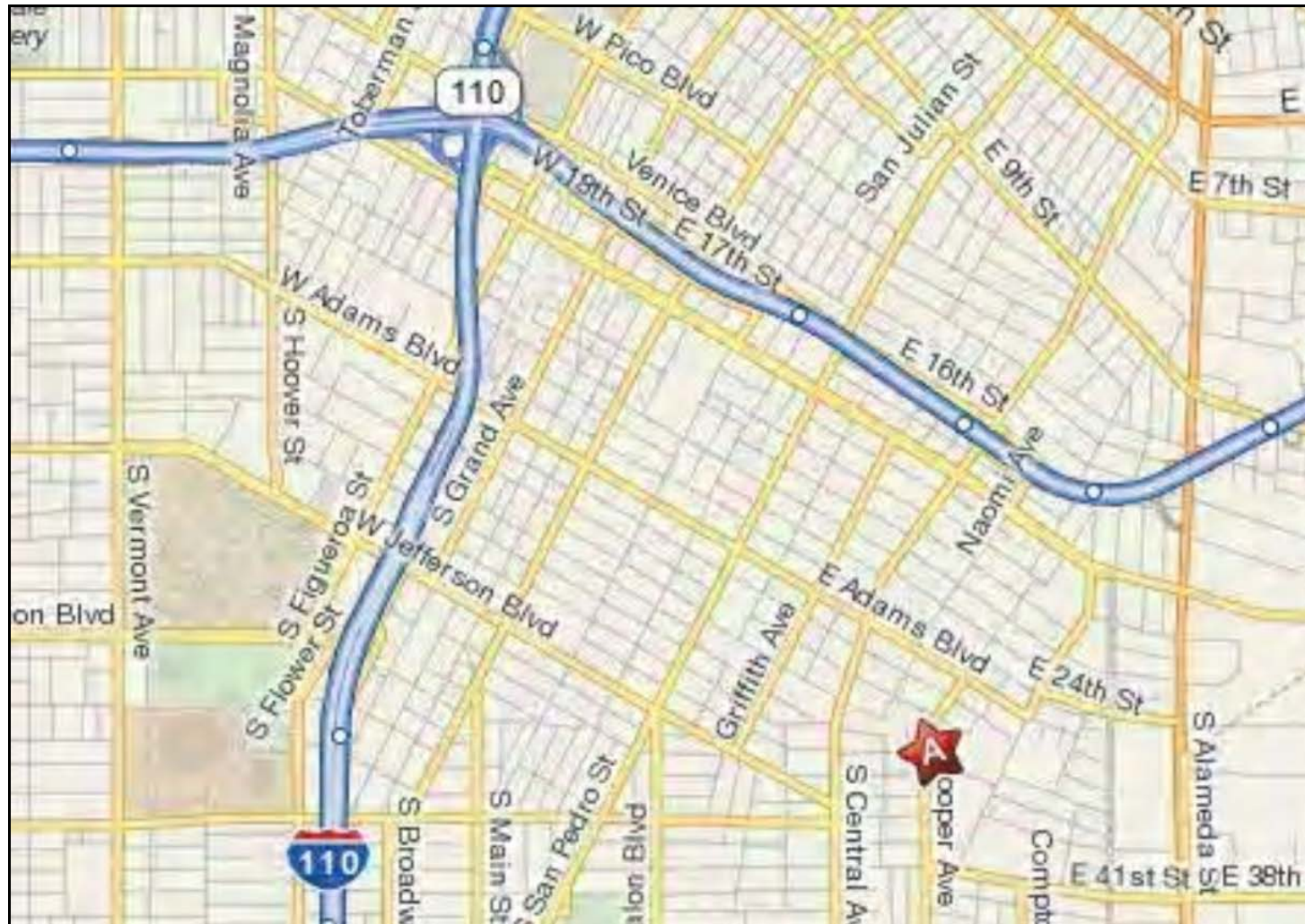


Figure D-7: Vicinity Map  
California Transit, Inc. (West Central Region), 3201 S. Hooper St., Los Angeles CA 90011



**APPENDIX E  
ACCESS VEHICLE FLOOR PLANS**

This appendix contains the floor plans for the various transit service vehicles owned and provided by Access Services. These plans would be useful in the event of an emergency involving an Access Paratransit vehicle or to plan evacuation capacities.

**Access Paratransit Fleet Floor Plans**

	<u>Year Make Model</u>	<u>Capacity Seated/ Whch</u>	<u>Fuel Type</u>
<b>Figure E-1</b>	Eldorado Amerivan	3 Amb / 2 WC	Gasoline
<b>Figure E-2</b>	Eldorado Amerivan	4 Amb / 2 WC	Gasoline
<b>Figure E-3</b>	Ford Tranzsporter	8 Amb / 2 WC	Gasoline
<b>Figure E-4</b>	Ford Starcraft – Type II Short	7 Amb / 3 WC	Gasoline
<b>Figure E-5</b>	Ford Starcraft -- Type III	12 Amb / 6 WC	Gasoline

[Note: Capacities are listed as the maximum number of ambulatory [Amb] or Wheelchair [WC] passengers that can be transported in that vehicle if used exclusively for that type of passenger.]



Figure E-1  
Floor Plan for Eldorado Amerivan – 3 Amb / 2WC

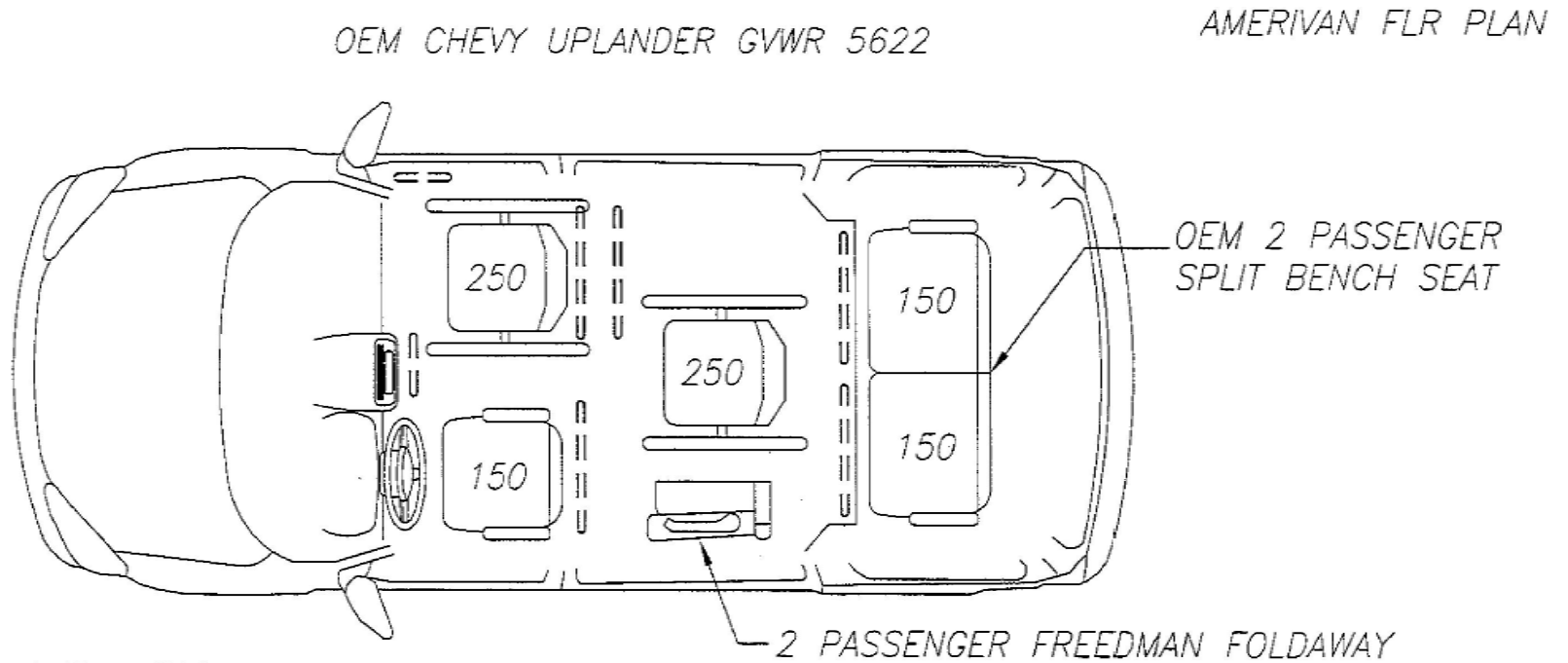


Figure E-2  
Floor Plan for Eldorado Amerivan – 4 Amb / 2WC

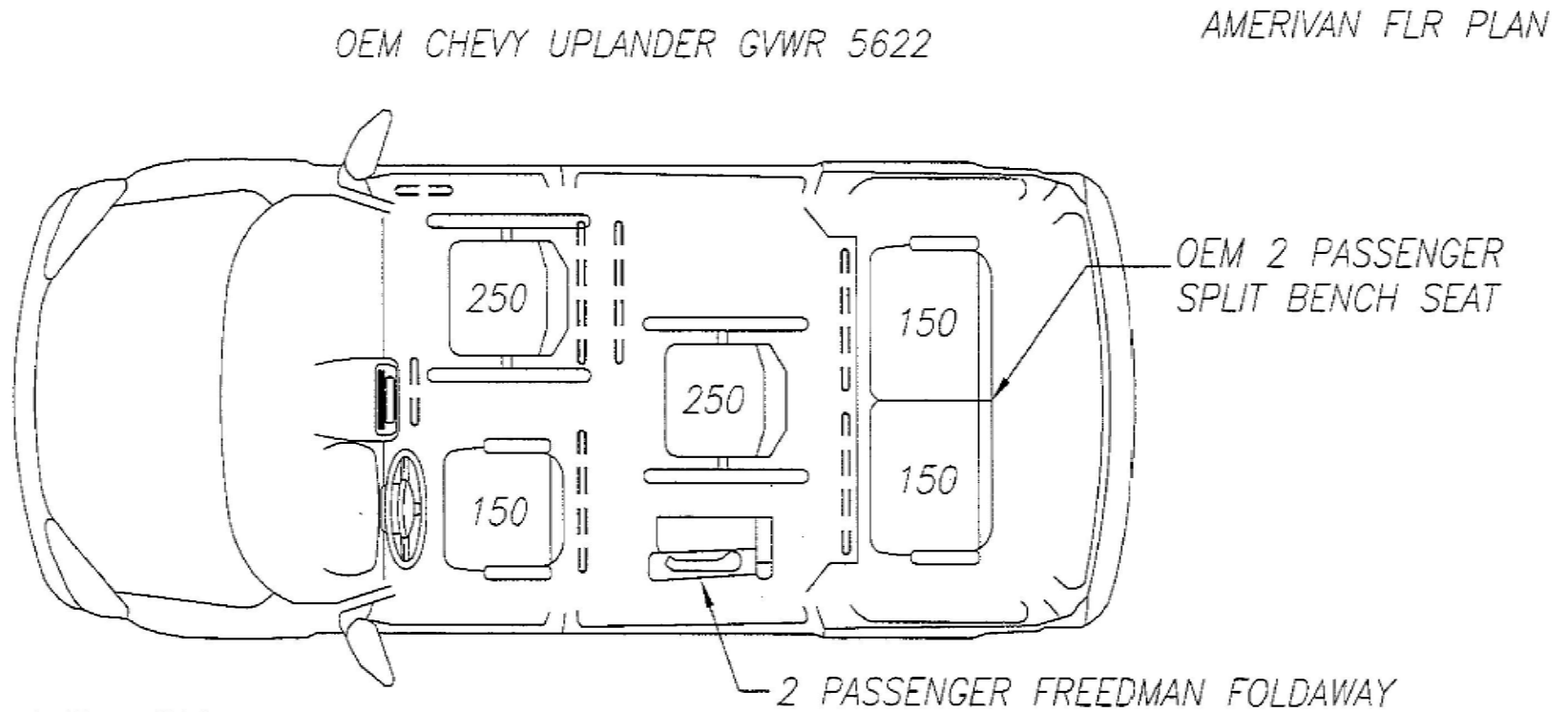
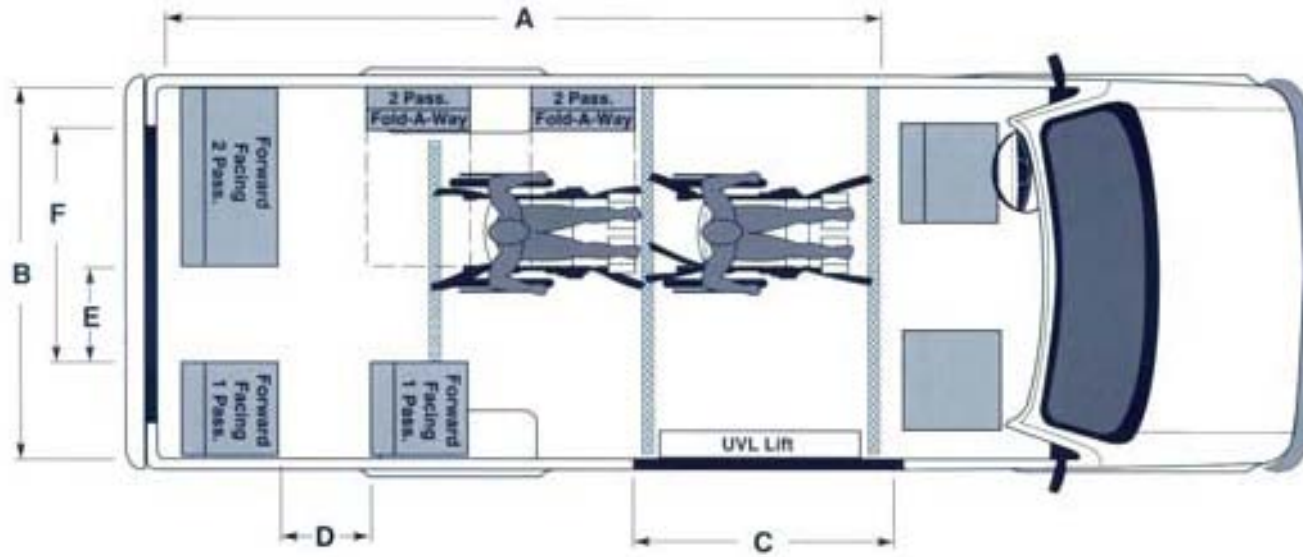


Figure E-3  
Floor Plan for Ford Transzporter



## EXTENDED LENGTH CHASSIS

FORD DIMENSIONS		
A	Interior Length	136"
B	Interior Width	66 1/2"
C	Lift	46 1/2"
D	Seat Spacing	13"
E	Aisleway(Seats Unfolded)	9 1/2"
F	Aisleway(Seats Folded)	45 1/2"
G	Interior Headroom	62"

DIMENSIONS ARE FOR REFERENCE ONLY

Figure E-4  
Floor Plan for Ford Starcraft, Type II Short

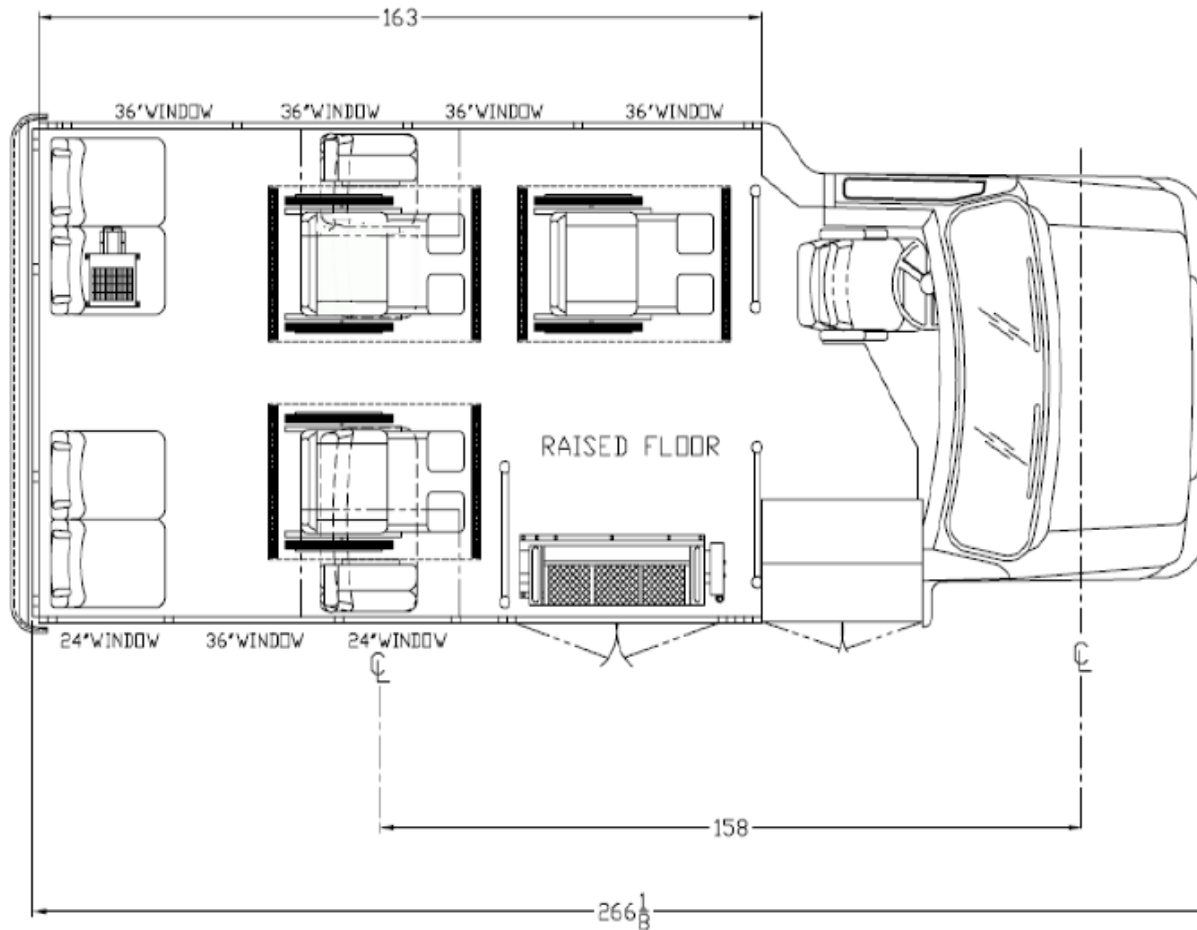
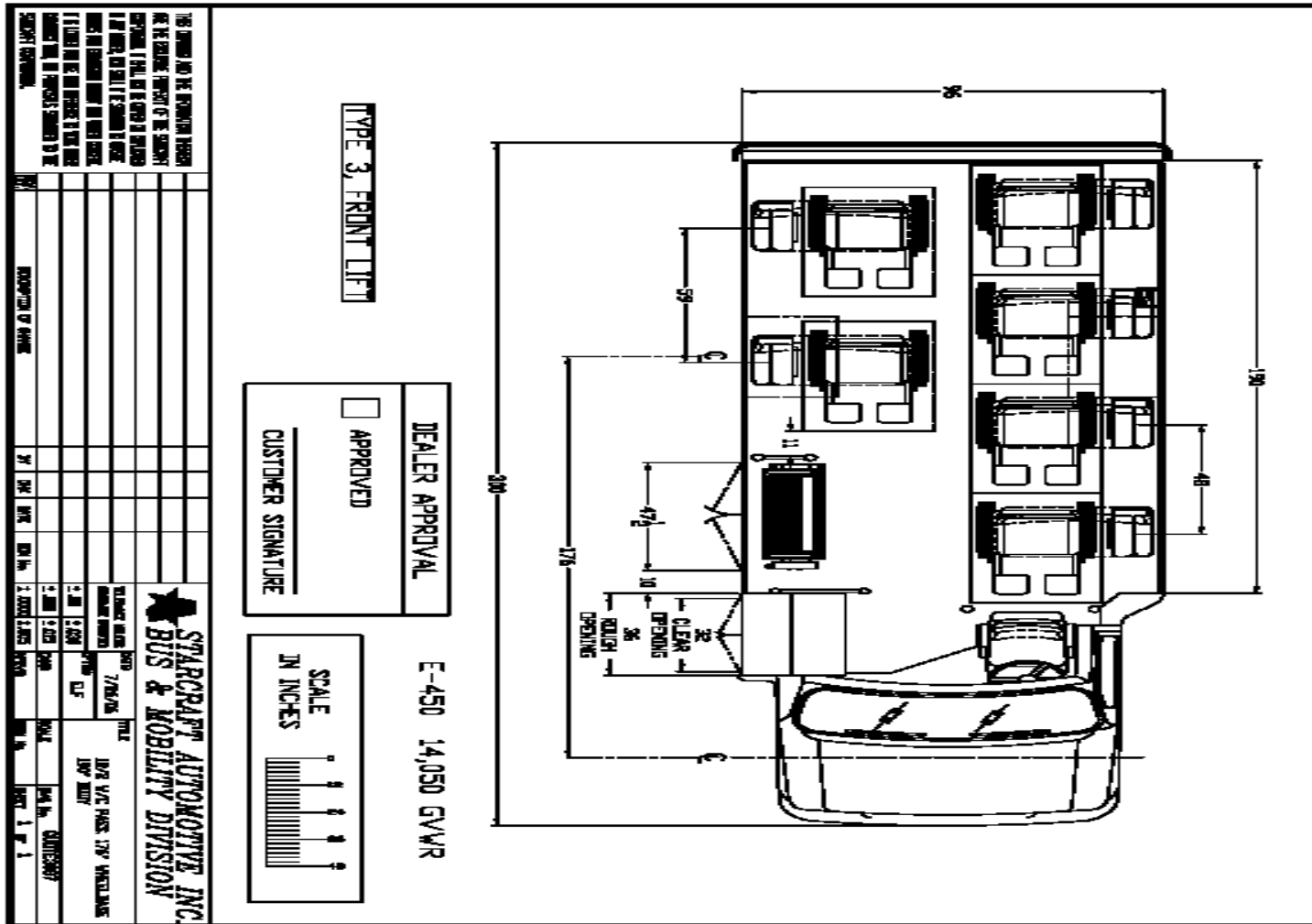


Figure E-5  
Floor Plan for Ford Starcraft, Type III



**APPENDIX F**  
**BOMB THREAT PROCEDURES**

**Bomb Threat Checklist**

Exact time and date of  
call:

---

Exact words of caller:

---

---

---

**Voice**

- Loud
- High Pitched
- Raspy
- Intoxicated
- Soft
- Deep
- Pleasant
- Other
- Raspy
- High Pitched
- Loud

**Accent**

- Local
- Foreign
- Race
- Not Local
- Region
- Local
- Foreign
- Race
- Not Local
- Region

**Manner**

- Calm
- Rational
- Coherent
- Deliberate
- Righteous
- Angry
- Irrational
- Incoherent
- Emotional
- Laughing

**Background Noise**

- Factory Machines
- Bedlam
- Music
- Office Machines
- Mixed
- Street Traffic
- Trains
- Animals
- Quiet
- Voices
- Airplanes
- Party Atmosphere

**Language**

- Excellent
- Fair
- Foul
- Good
- Poor
- Other
- Pleasant
- Other

**Speech**

- Fast
- Distinct
- Stutter
- Slurred
- Slow
- Distorted
- Nasal
- Lisp

**Familiarity with Threatened Facility**

- Much
- Some
- None

**Questions to Ask the Caller**

When is the bomb going to explode?

Where is the bomb?

What does it look like?

What kind of bomb is it?

What will cause it to explode?

Did you place the bomb?

Why did you place the bomb?

Where are you calling from?

What is your address?

What is your name?

**Observations**

If the voice is familiar, whom did it sound like?

Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

### **Bomb Threat Procedures**

In recent years the use and threatened use of explosives in our society has increased at an alarming rate. Organizations must prepare a plan of action to respond effectively. This brief provides guidelines that will assist transit agencies in developing a procedure specific to their particular environment.

### **Steps to Be Considered**

When faced with a bomb threat, the primary concern must always be the safety of passengers, employees, and emergency responders. Many transit agencies already have a disaster or emergency procedure for responding to smoke, fire, or medical emergencies in stations, administrative facilities, and shops/yards. Several aspects of these procedures remain viable in a bomb threat procedure.

However, new problems must be addressed when a bomb threat is received. For example, in the instance of a fire, effort is directed at evacuating the occupants in a quick and orderly manner. In the case of a bomb threat, if evacuation is initiated, the exit routes and assembly areas should be searched prior to vacating the premises. The potential hazard remains when a building is evacuated before a search has been made. Personnel cannot safely re-occupy the building and resume normal activities until a search has been conducted. Such problems require a procedure with 7 logical steps:

- Step 1: Threat Reception
- Step 2: Threat Evaluation
- Step 3: Search Procedure
- Step 4: Locating Unidentified Suspicious Objects
- Step 5: Evacuation Procedure
- Step 6: Re-occupation of Building
- Step 7: Training of Essential Personnel

Each of these steps is discussed below:



## **Step 1: Threat Reception**

Threats are transmitted in several ways:

Telephone Threats (threat to detonate explosive is phoned into system)

- Caller is the person who placed the device
- Caller has knowledge of who placed the device
- Caller wants to disrupt system operation

Written Threats (threat to detonate explosive is written into system)

- May be more serious than phoned-in threats
- Written threats are generally more difficult to trace than phoned-in threats

Letter and Package Threats (suspicious package or letter is delivered to agency)

- These threats serve a variety of purposes, but, generally, they are directed at specific system personnel rather than at the system as a whole.
- The personal motivations of the criminal may be more important in these types of threats

Bomb threats are normally transmitted by phone. The person receiving the call should be prepared to obtain precise information, including:

- The time the call was received and on which telephone number or extension
- The exact words of the person making the threat should be recorded
- Indicate whether it was a male or female voice and an approximate age
- Note any accent or speech impediment or slurring of speech which could indicate intoxication or an unbalanced condition
- Listen for the presence of any background noises such as traffic, music, or other voices
- Decide if the voice is familiar
- The person receiving the threatening call should be prepared to ask the caller certain questions if the information has not been volunteered.
- Where is the bomb?
- When is it going to explode?
- What does it look like?
- What kind of bomb is it?
- Why did you place the bomb?
- What is your name?

The caller may provide specific information by answering these questions. Often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively. Any additional information obtained will be helpful to police and explosive technicians. To assist the person receiving the call, it is suggested a printed form be readily available. A sample is provided in Appendix A. Typically, this checklist is

kept readily available to the transit dispatcher or administrative personnel most likely to receive such a threat.

Written and Letter/Package Threats should be treated as “suspicious objects” (see Step 4).

## **Step 2: Threat Evaluation**

Two basic descriptions of threats can be identified:

- Non-specific threat: This is the most common type of threat, usually with little information given other than, "There is a bomb in your building."
- Specific threat: This threat is given in more detail. Reference is often made to the exact location of the device, or the time it will detonate.

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored. A policy must be developed to respond effectively to both threat levels.

Certain actions should be taken regardless of the threat category:

- Notify law enforcement (whether internal transit police and/or security or local law enforcement)
- Notify management personnel
- Initiate the search procedure
- Search before evacuation of personnel (employee search)
- Search after evacuation of personnel (volunteer search)

Notification to internal and/or external law enforcement, security and management personnel should be prompt, and include as much detail as possible. The person who received the threatening call should be available immediately for interviewing. Copies of the completed threat checklist should be readily available to all who may need it.

The appropriate search procedure should be initiated. Searches in the transit environment – as in many other environments – have two major constraints:

- Radio communication cannot be used (it may detonate the device)
- The environment is specialized, therefore, it cannot be searched effectively by outsiders

To address these concerns, personnel who work in a particular area, or who are responsible for an area, should be used. Not only will these personnel provide a much more thorough search than outside responders, but they are knowledgeable concerning station or facility emergency communication systems, and can access “land line” telephones to manage communications more effectively during the search. A system

that utilizes the employees – after evacuations have been ordered -- should always and only use volunteers.

The following criteria help determine what immediate action to take:

Factors favoring a search before the movement of personnel (occupant search):

- There is a high incidence of hoax telephone threats
- Effective security arrangements have been established
- Information in the warning is imprecise or incorrect
- The caller sounded intoxicated, amused, or very young
- The prevailing threat of terrorist activity is low

Factors favoring movement of personnel before searching (volunteer search):

- The area is comparatively open
- Information in the warning is precise as to the matters of location, a description of the device, the timing, and the motive for the attack
- A prevailing threat of terrorist activity is high

### **Step 3: Search Procedure**

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel – familiar with the zone or section – identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be “crossed off” the plan as it is searched.

Areas that are accessible to the public require special attention during a search, and may be vitally important if an evacuation is to be conducted. The level of the search should be commiserate with the perceived threat level:

- An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.
- The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at risk.

Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.

During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be searched.

Historically, the following areas have been used to conceal explosive or hoax devices in the transit environment:

Outside Station Areas	Inside Stations
<ul style="list-style-type: none"> <li>• Trash cans</li> <li>• Dumpsters</li> <li>• Mailboxes</li> <li>• Bushes</li> <li>• Street drainage systems</li> <li>• Storage areas</li> <li>• Parked cars</li> <li>• Shrubbery</li> <li>• Newspaper Stands</li> </ul>	<ul style="list-style-type: none"> <li>• Ceilings with removable panels</li> <li>• Overhead nooks</li> <li>• Areas behind artwork, sculptures and benches</li> <li>• Recently repaired/patched segments of walls, floors, or ceilings</li> <li>• Elevator shafts</li> <li>• Restrooms</li> <li>• Behind access doors</li> <li>• In crawl spaces</li> <li>• Behind electrical fixtures</li> <li>• In storage areas and utility rooms</li> <li>• Trash receptacles</li> <li>• Mail rooms</li> <li>• Fire hose racks</li> </ul>

Depending on the nature of the threat, searches may expand to include transit vehicles. In extremely rare instances, dispatchers have instructed operators on certain bus routes or rail lines to immediately bring their vehicles to a safe location, deboard passengers, and walk-through the vehicle – looking for unidentified packages. In other instances, evacuated vehicles have been met by law enforcement officers, who actually conduct the search, including the vehicle undercarriage and rooftop areas.

**Step 4: Locating an Unidentified Suspicious Package**

If an unidentified or suspicious object is found, all personnel should be instructed (1) not to move it and (2) to report it to central dispatch or the search team leader immediately. The following information is essential:

- Location of the object

- Reason(s) suspected
- Description of the object
- Any other useful information – how difficult to secure area, evacuate, nearest emergency exits, etc.

Based on this information, decisions will be made regarding the following:

- Removal of persons at risk
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object
- Activities to establish ownership of the object. (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called)
- Continue implementation of search procedure until all areas have reported to the central control, as there may be more than one unidentified object

While volunteers and public safety personnel are conducting the search, and particularly while they are managing response to a suspicious package, they should keep in mind the following information:

- Improvised Explosive Devices (IEDs) and other types of bombs inflict casualties in a variety of ways, including the following:
  - Blast over pressure (a crushing action on vital components of the body; eardrums are the most vulnerable).
  - Falling structural material.
  - Flying debris (especially glass).
  - Asphyxiation (lack of oxygen).
  - Sudden body translation against rigid barriers or objects (being picked up and thrown by a pressure wave).
  - Bomb fragments.
  - Burns from incendiary devices or fires resulting from blast damage.
  - Inhalation of toxic fumes resulting from fires.
- The following are four general rules to follow to avoid injury from an IED:
  - Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion
  - Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation

- Keep away from glass windows or other materials that could become flying debris
- Remain alert for additional or secondary explosive devices in the immediate area, especially if the existence of a bomb-threat evacuation assembly area has been highly publicized
- Historically, perpetrators of bombings in the transit environment (in foreign countries such as Israel, France, India, and England) have used two tactics that intensify the magnitude of casualties inflicted by detonation of an explosive device:
- Perpetrators have detonated a small device to bring public safety personnel to the site; a larger, more deadly device has detonated some time after the first device, thereby inflicting a large number of casualties on the first responder community.
- Perpetrators have used a real or simulated device to force the evacuation of a facility only to detonate a much more substantial device in identified bomb-threat evacuation assembly areas. These attacks are especially harmful because the evacuation assembly areas often concentrate transit personnel and passengers more densely than would otherwise be the case.

### **Step 5: Evacuation Procedure**

If an unidentified object is found, a quiet and systematic evacuation from the area should be conducted. Prior to evacuation, all areas used in the evacuation route must be searched: stairwells, corridors, elevators, and doorways. When these areas have been checked, volunteer personnel should be assigned to direct other personnel along the searched exit routes.

As a general guideline, evacuation should be to a minimum distance of 300 feet in all directions from the suspicious package, including the area above and below the site, giving regard to the type of building construction (thin walls, glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area. Attention should be paid to the need for special transportation requirements of persons with disabilities.

The essential task in evacuation procedures is to direct people to quietly leave the premises, using tact and power of suggestion, in an effort to maintain control and avoid panic. Once a complete or partial evacuation has taken place, there must be some form of accounting for all personnel. This may be a difficult task, but a necessary one to ensure the safety of all personnel.

Assembly areas should be pre-selected and well known to personnel. Establish a clearly defined procedure for controlling, marshalling, and checking personnel within the assembly area. If possible, for major transit stations, assembly areas should be

coordinated with local police in advance. Assembly areas are selected using the following criteria:

- Locate assembly areas at least 300 feet from the likely target or building (if possible).
- Locate assembly areas in areas where there is little chance of an IED being hidden. Open spaces are best. Avoid parking areas because IEDs can be easily hidden in vehicles.
- Select alternate assembly areas to reduce the likelihood of ambush with a second device or small-arms fire. If possible, search the assembly area before personnel occupy the space.
- Avoid locating assembly areas near expanses of plate glass or windows. Blast effects can cause windows to be sucked outward rather than blown inward.
- Select multiple assembly areas (if possible) to reduce the concentration of key personnel. Drill and exercise personnel to go to different assembly areas to avoid developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

### **Step 6: Re-Occupation of Station/Facility**

Re-occupation of the building is a decision that must be made by an appropriate transit agency or law enforcement official. If the evacuation was made without a search, the premises should be searched before re-occupation.

### **Step 7: Training**

Any effective threat procedure must be accompanied with an adequate training program. Training the essential personnel should encompass both the preventative and operational aspects of the procedure. Prevention can be accomplished through employee awareness, developing good housekeeping habits, and being on the alert for suspicious items and persons.

Operational training may include lectures by transit police and security instructional staff or guest speakers, in-service training classes, and practical training exercises. Evacuation and search drills should be performed periodically under the supervision of transit police or local law enforcement. Coordination with local law enforcement is particularly important for those small agencies with no internal security.

### **Conclusion**

Considering recent events, it is advisable to consider all threats serious. A well-prepared and rehearsed plan will ensure an effective, quick search with minimal disruption of normal operation. Panic and possible tragedy can be avoided. Appropriate security, heightened employee and passenger awareness, and good housekeeping controls will identify many potential problems.

**APPENDIX G  
MAIL/PACKAGE HANDLING PROCEDURES**



# FBI *Advisory*

## If you receive a suspicious letter or package What should you do?

- 1** Handle with care  
Don't shake or bump
- 2** Isolate and look for indicators
- 3** Don't Open, Smell or Taste
- 4** Treat it as Suspect!  
Call 911



### If parcel is open and/or a threat is identified...

#### For a Bomb

Evacuate Immediately  
Call 911 (Police)  
Contact local FBI

#### For Radiological

Limit Exposure - Don't Handle  
Distance (Evacuate area)  
Shield yourself from object  
Call 911 (Police)  
Contact local FBI

#### For Biological or Chemical

Isolate - Don't Handle  
Call 911 (Police)  
Wash your hands with soap and warm water  
Contact local FBI



Police Department \_\_\_\_\_

Fire Department \_\_\_\_\_

Local FBI Office \_\_\_\_\_

(Ask for the Duty Agent, Special Agent Bomb Technician, or Weapons of Mass Destruction Coordinator)

GENERAL INFORMATION BULLETIN 2000-3  
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