

DRAFT

SAFETY, SECURITY and EMERGENCY PREPAREDNESS PLAN
REDWOOD COAST TRANSIT AUTHORITY

Provided by the
DEL NORTE LOCAL TRANSPORTATION COMMISSION

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PREFACE

Community transportation systems operate in a wide variety of environments including rural, urban and resort areas. Community transit includes fixed route, shared ride, paratransit and specialized service for the general public, as well as high-risk passengers such as individuals with disabilities, the elderly and young children.

Safety has always been a priority for local community transportation providers, state Departments of Transportation and the Federal Transit Administration. As a result of 9/11, and the transit attacks in Spain, England and India, there are heightened concerns for transit security even in rural communities. The destruction wrought by Hurricanes Katrina, Rita and other acts of nature have renewed our national awareness for the role that public transportation can play as a first responder resource.

Every transit system - whether a large fixed-route bus system or a small rural provider – is being asked to designate safety, security and emergency preparedness as a top priority, and to prepare to manage critical incidents for the wide array of the hazards that transit faces.

Critical Incidents could include accidents, natural disasters, sabotage, civil unrest, hazardous materials spills, criminal activity, or acts of terrorism. Regardless of the cause, critical incidents require swift, decisive action to protect life and property. Critical incidents must be stabilized prior to the resumption of regular service or activities. Successful resolution of critical incidents typically requires cooperative efforts by a variety of responding agencies.

To establish the importance of safety, security and emergency preparedness in all aspects of our organization, Redwood Coast Transit Authority has developed this Safety, Security and Emergency Preparedness Plan (SSEPP). This SSEPP outlines the process used by Redwood Coast Transit Authority to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, Redwood Coast Transit Authority achieves not only an effective physical security program, but enhances associations with the local public safety agencies in our service area. Improved communication increases their awareness of our resources and capabilities, and improves our readiness to support their efforts to manage community-wide emergencies, including, accidents and incidents, acts of nature, hazardous materials, criminal activity and terrorism.

In order to be effective for Redwood Coast Transit Authority, the activities documented in this SSEPP focus on establishing responsibilities for safety, security and emergency preparedness, identifying our methodology for documenting and analyzing potential safety, security and emergency preparedness issues, and developing the management system through which we track and monitor our progress in addressing these issues.

The structure of this SSEPP focuses first on a description of Redwood Coast Transit Authority's Mission and a comprehensive overview of the system, then on Preparation – identifying critical assets, threats and vulnerabilities to the transit system and the environment in which it operates, along with preparing our transit staff to manage incidents in concert with external emergency management organizations and first responders, followed by Prevention – strategies for reducing risk, including training on safety/security awareness, then on Response – staff responsibilities and emergency protocols, and finally, on Recovery – putting things back together. The Appendix of this SSEPP contains forms that we use to ensure documentation of our SSEPP activities.

1. MISSION DEFINITION

1.1 Introduction – Establishing the parameters of the plan

1.1a. - AUTHORITY

The authority for implementing the SSEPP resides with the Redwood Coast Transit Authority.

1.1b. - PURPOSE

This SSEPP defines our process for addressing safety, security and emergency preparedness as:

- **System Safety** – The application of operating policies and procedures to reduce vulnerability to safety-related hazards.
- **System Security** – The application of operating policies and procedures to reduce vulnerability to security threats.
- **Emergency Preparedness** – The system of policies and procedures that assure rapid, controlled, and predictable responses to a wide variety of safety and/or security incidents.

The SSEPP supports Redwood Coast Transit Authority’s efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents – Critical Incidents could include accidents, natural disasters, sabotage, civil unrest, hazardous materials spills, criminal activity, or acts of terrorism. Regardless of the cause, critical incidents require swift, decisive action to protect life and property. Critical incidents must be stabilized prior to the resumption of regular service or activities. And successful resolution of critical incidents typically requires cooperative efforts by a variety of responding agencies.

The overall purpose of the Redwood Coast Transit Authority SSEPP is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to Redwood Coast Transit Authority's passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

This SSEPP demonstrates the Redwood Coast Transit Authority's commitment to do the following:

- **Prepare**

- Identify assets essential to our mission
- Assess hazards and threats facing our agency and our community
- Train staff how to prevent, respond to and recover from prime risks
- Coordinate with other emergency response organizations

- **Prevent**

- Take steps to eliminate threats where possible
- Institute policies and procedures that reduce the likelihood of incidents occurring
- Take steps that reduce the impact on system assets when incidents do occur

- **Respond**

React quickly and decisively to critical incidents focusing on:

- Life Safety
- Property Protection
- Stabilization of Incident

- **Recover**

- Resume service delivery based on availability of resources
- Repair and replace critical assets
- Assess incident response and make changes based on lessons learned.

1.1c. - GOALS

The SSEPP provides Redwood Coast Transit Authority with a safety, security and emergency preparedness capability that:

- Ensures that safety, security and emergency preparedness are addressed during all phases of system operation including hiring and training of personnel; procurement and maintenance of equipment; development of policies and procedures; delivery of service, and coordination with local emergency management and first responder agencies
- Creates a culture that supports employee safety and security through the appropriate use and operation of equipment and resources
- Promotes analysis tools and methodologies that identify changing threat conditions and bolster agency response capabilities
- Ensures that our agency achieves a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies
- Identifies and pursues grant funding opportunities at the state and federal level to support safety, security, and emergency preparedness efforts
- Makes every effort to ensure that, if confronted with a safety or security event or major emergency, our personnel will respond effectively, using good judgment and building on best practices identified in policies and procedures and exercised through drills and training

1.1d. - OBJECTIVES

In this new environment, every threat cannot be identified and eliminated, but Redwood Coast Transit Authority takes steps to be more aware, to better protect passengers, employees, facilities and equipment, and stands ready to support community needs in response to a critical incident. To this end, our SSEPP has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation.
2. Partake in and strengthen community involvement and participation in the safety and security of our system.

3. Develop and implement a Threat and Vulnerability Assessment program and, based on the results of this program, establish a course of action for improving physical safety and security measures and emergency response capabilities.
4. Expand our training program for employees, volunteers and contractors to address safety and security awareness and emergency management concerns.
5. Enhance our coordination with partner agencies regarding safety, security and emergency preparedness issues.

1.1e. - DEFINITION

In this SSEPP, the terms “transit vehicle” or “bus” are used to describe all types of transit surface conveyances including sedans, mini-vans, vans, body-on-chassis, mini-buses and the wide range of full-size coaches.

2. PREPARATION

2.1 Overview

While safety addresses the day-to-day issues of transporting passengers in the community safely and without accident, security deals with the entire transit system and the potential for threats against it. Security also includes Redwood Coast Transit Authority as part of the larger community and the response within the community to environmental hazards, criminal or terrorist acts, or natural disaster.

The Redwood Coast Transit Authority Threat and Vulnerability Assessment provides a framework by which to analyze the likelihood of hazards and threats damaging critical assets. Included in this assessment are:

- Historical analysis
- Physical surveys
- Expert evaluation
- Scenario analysis

The Threat and Vulnerability Assessment offers Redwood Coast Transit Authority the ability to identify critical assets and their vulnerabilities to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness. This analysis is guided by clear investigation of three critical questions:

1. Which assets can we least afford to lose?
2. What is our responsibility to protect these assets?
3. Where do we assume total liability for risk and where do we transfer risk to others, such as local public responders, technical specialists, insurance companies, and the state and Federal government?

2.2 Hazard and Threat Assessment

2.2a. – CRITICAL ASSETS – IDENTIFYING THE IMPORTANT ELEMENTS OF OUR ORGANIZATION REQUIRING PROTECTION

Overview

In security terms, Redwood Coast Transit Authority's assets are broadly defined as:

- **People** – Passengers, employees, visitors, contractors, vendors, community members, and others who come into contact with the system
- **Information** – Employee and customer information, computer network configurations and passwords, ridership, revenue and service statistics, operating and maintenance procedures, vehicle identification systems
- **Property** – Revenue vehicles, non-revenue vehicles, storage facilities, passenger facilities, maintenance facilities and equipment, administrative offices, computer systems and communications equipment

Assets are critical when their loss either endangers human life or impacts the Redwood Coast Transit Authority's ability to maintain service. In reviewing assets, the transportation system has prioritized which among them has the greatest consequences for the ability of the system to sustain service. These critical assets may require higher or special protection.

Asset Analysis

In identifying and analyzing critical assets for the entire system, under the full range of operational conditions, a simple process called "asset criticality valuation" has been performed by Redwood Coast Transit Authority. This process helped Redwood Coast Transit Authority management to prioritize the allocation of limited resources for protecting the most vital elements of its operation. In this asset analysis Redwood Coast Transit Authority considered the following:

- Criticality to mission
- Asset replacement cost
- Severity of impact on public health and safety
- Impact on other assets including intangibles such as public trust and employee morale

For those assets that are mission-critical, steps are taken for risk **avoidance** (i.e. stop the activity altogether), risk **retention** (e.g. accept the risk but take steps to reduce the likelihood or impact of an incident) and risk **transference** (e.g. have someone else, like an insurer, assume the risk).

2.2b. – THREAT AND VULNERABILITY ANALYSIS

A threat is any action with the potential to cause harm in the form of death, injury, destruction of property, interruption of operations, or denial of services. Redwood Coast Transit Authority threats include accidents and incidents, hazardous materials, fires, acts of nature, or any event that could be perpetrated by criminals, disgruntled employees, or terrorists.

Threat analysis defines the level or degree of the threats by evaluating the probability and impact of the threat. The process involves gathering historical data about threatening events and evaluating which information is relevant in assessing the threats against Redwood Coast Transit Authority. Some of the questions answered in our threat analysis include.

- How safe are vehicles and equipment?
- How secure is the transportation facility?
- What event(s) or act(s) of nature has a reasonable probability of occurring?
- Have similar-sized agencies been targets of criminal or terrorist acts in the past?
- How significant would the impacts be?

A vulnerability is anything that can make an agency more susceptible to a threat. This includes vulnerabilities in safety/security procedures and practices involving transit facilities, transit equipment and transit staff. Vulnerability analysis identifies specific weaknesses to threat that must be mitigated.

Threat and Vulnerability Identification

The primary method used by Redwood Coast Transit Authority to identify the threats to the transit system and the vulnerabilities of the system is the collection of historical data and incident reports submitted by drivers and supervisors and information provided by federal and state agencies and local law enforcement.

Information resources include but are not limited to the following:

- Operator incident reports
- Risk management reports
- Bus maintenance reports
- Marketing surveys
- Passengers' letters and telephone calls
- Management's written concerns
- Staff meeting notes
- Statistical reports
- Special requests
- Historical data
- Information from public safety officials

Redwood Coast Transit Authority reviews safety/security information resources and determines if additional methods should be used to identify system threats and vulnerabilities. This includes a formal evaluation program to ensure that safety/security procedures are maintained and that safety/security systems are operable. Safety/security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection includes the following three-phase approach:

1. Equipment preparedness
2. Employee proficiency
3. System effectiveness

Scenario Analysis

Scenario analysis is brainstorming by transportation personnel, emergency responders, and contractors to identify threats to the system and to assess vulnerability to those threats. By matching threats to critical assets, Redwood Coast Transit Authority identifies the capabilities required to counteract vulnerabilities. This activity promotes awareness and enables staff to more effectively recognize, prevent, and mitigate the consequences of threats.

For each scenario, the Redwood Coast Transit Authority has attempted to identify the potential impacts of probable threats using a standard risk analysis protocol in which threats are segmented by probability from low to high and severity of impact from modest to catastrophic.

Scenario-based analysis is not an exact science but rather an illustrative tool demonstrating potential consequences associated with low-probability to high-impact events. To determine the actual need for additional countermeasures, and to provide the rationale for allocating resources to these countermeasures, the Redwood Coast Transit Authority uses the scenario approach to pinpoint the vulnerable elements of the critical assets and make evaluations concerning the adequacy of current levels of protection.

At the conclusion of the scenario-based analysis, the Redwood Coast Transit Authority assembled a list of prioritized vulnerabilities for its top critical assets. These vulnerabilities are divided into the following categories:

- lack of planning;
- lack of coordination with local emergency responders;
- lack of training and exercising; and
- lack of physical security

Based on the results of the scenario analysis, the Redwood Coast Transit Authority identified countermeasures to reduce vulnerabilities.

2.2c. - IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS

Redwood Coast Transit Authority is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. Redwood Coast Transit Authority understands that threat reaction planning and preparation is a dynamic and ongoing process which requires constant attention and organizational energy. It is essential to identify each potential threat that a transit system could face, evaluate those threats in terms of their potential impact on transit system assets and to analyze transit system vulnerability to those threats. The Redwood Coast Transit Authority has done such a Threat and Vulnerability Assessment for the following potential threats:

ACCIDENTS AND INCIDENTS

- **Transit vehicle accidents**

Can be defined as collisions with other vehicles, objects or persons with the potential for damage to people and/or property and the possibility of lawsuits and/or criminal charges.

- **Transit passenger incidents**

Involve passenger falls, injuries relating to lift and securement operation, injuries before boarding or after alighting and passenger illnesses

- **Employee accidents and incidents**

Include injuries within the office, on official travel, while maintaining the equipment, and on-premises, but not while operating a vehicle for public transport. Such accidents/incidents create the possibility for loss of workforce, lawsuits and worker's compensation claims.

ACTS OF NATURE

- **Floods**

Are caused by heavy rain, storm surge, rapid snowmelt, ice jams, dam breaks or levee failures and can result in loss of life damage to facilities, danger to vehicles on roadways and loss of power and communications. Such events could require use of transit system assets for evacuation purposes.

- **Winter weather**

Snow and ice storms can cause power failures, make roads dangerous or impassable, cause sidewalk hazards, and affect the ability to deliver transit service.

- **Tornado/hurricane**

High winds have the potential to cause flying debris, down trees and/or power lines, make roadways impassable or dangerous, damage facilities or vehicles and threaten the safety of passengers and employees. Such events could require use of transit system assets for evacuation purposes.

- **Thunderstorms**

May trigger flash flooding, be accompanied by strong winds, hail or lightening, can possibly cause power or communication system outages, damage facilities and equipment and make roads dangerous or impassable.

- **Wildfire**

Whether natural or human-caused, are particularly dangerous in drought conditions, can reduce visibility, impair air quality, and have the potential to damage facilities, equipment and make roadways impassable. Such an event could require use of transit system assets for evacuation purposes.

- **Earthquake**

Has the potential to cause extensive damage to buildings, water systems power systems, communications systems roads, bridges and other transportation infrastructure. Such

events often overwhelm first responder resources. In coastal areas, tsunamis, or tidal waves, are a hazard following major earthquakes and underwater tectonic activity. A transit system's assets could be used for evacuation purposes after damage assessment.

- **Landslide/Avalanche**

Has the potential to close roadways, damage vehicles and facilities and injure employees and passengers.

CRITICAL INFRASTRUCTURE

- **Power outages**

Whether short or long in duration, can impact overall ability to operate transit services and limit functional nature of transit equipment and facilities.

- **Computer crashes/cyber attacks**

Cause loss of critical data and negatively impact the ability to schedule and dispatch services.

- **Communication system failure**

Can have serious effects on the ability to deliver service and keep employees out of harms way.

- **Supply chain interruption**

Transit service is dependent upon a continuous supply of fuel, lubricants, tires, spare parts, tools, etc. Interruption of material supplies due to weather conditions, roadway closures, acts of terrorism, acts of war, or loss of supplier facilities can limit your ability to maintain service

- **Vehicle fires**

Cause transit employee and passenger injuries and death and damage or loss of transit equipment and have the potential for lawsuits.

- **Facility loss**

Loss of administrative, maintenance, or operations facilities— whether caused by structural collapse, presence of toxic materials, violation of municipal codes, or significant events on neighboring properties – can hamper the ability to sustain service

- **Structural Fire**

Whether natural or human-caused, can threaten employees and customers and damage facilities and equipment. Such an event could require use of transit vehicles for temporary shelter, or for evacuation purposes,

- **Staff shortage**

Caused by labor disputes, poor human resource management, or regional employee shortages. Can have immediate impacts on ability to deliver service, and longer-term impacts on facility and equipment resources.

- **Employee malfeasance**

Illegal and illicit behavior by agency employees, particularly when in uniform or on duty, can seriously damage intangible assets such as organizational image and employee morale.

HAZARDOUS MATERIALS.

- **Bloodborne pathogens**

Exposure can put drivers, passengers, maintenance employees and bus cleaners at risk of contracting disease.

- **Toxic material spills**

Toxic materials fall into four basic categories: blister agents such as solvents; cardio-pulmonary agents such as chlorine gas; biological agents such as anthrax; and nerve agents such as Sarin. While some of these materials may be agents of terrorist acts, accidental release is also possible. Additionally, low-level exposure to maintenance

related chemicals and vehicle fluids can pose a risk to employee and environmental health.

- **Radiological emergencies**

Could include accidental release of radioactivity from power plants or from materials being transported through the service area by truck or train. Have the potential to cause danger to human life or the need for use of transit system assets for evacuation purposes.

- **Fuel related events**

Include accidental release of natural gas and petroleum, rupture of pipelines, and fire and explosion involving alternative fuel use. Dangers include risk of human life, damage to facilities and vehicles, and events that may require use of transit system assets for evacuation purposes.

CRIMINAL ACTIVITY

- **Trespassing**

Penetration of organizational security system can increase vulnerability to criminal mischief, theft, workplace violence, and terrorist attack

- **Vandalism/Criminal mischief**

Includes graffiti, slashing, loitering, or other such events that damage buses, bus stops, shelters, transit facilities and/or organizational image.

- **Theft and burglary**

Includes loss of assets due to break-in to facilities and into vehicles as well as employee theft, and can threaten information assets, property assets, and organizational image.

- **Workplace violence**

Includes assaults by employees on employees, passengers on passengers, and passengers on employees including menacing, battery, sexual assault, and murder.

- **Commandeered vehicle**

The taking of a transit vehicle to perpetrate a crime and the taking of hostages as a negotiating tool. Puts the lives of transit employees and passengers at risk.

TERRORISM

- **Dangerous mail**

Chemical, biological, radiological and explosive devices delivered through the mail put the lives of transit employees and occupants of transit facilities at risk, and have the potential for damage of facilities and equipment.

- **Suicide bombers**

Internationally, transit systems have been common terrorist targets. American transit systems are not immune. The major inherent vulnerabilities of transit are that transit systems by design are open and accessible, have predictable routines/schedules, and may have access to secure facilities and a wide variety of sites, all of which make transit an attractive target.

- **Improvised Explosive Devices (IED)**

Activities could involve the use of conventional weapons and improvised explosive devices or bombs on transit vehicles, within transit facilities or within the environment of the transit service area, putting the lives of transit employees, passengers and community members at risk. Such events could require the use of transit vehicles in evacuation activities.

- **Weapons of mass destruction**

Use of chemical, biological or radiological weapons could cause massive loss of life involving everyone in the community and lead to the destruction of transit vehicles and facilities, as well as require the use of transit vehicles for evacuation purposes.

2.3 Communicating about Risk: Transit Threat Alert System

The Federal Transit Administration has developed a transit *Threat Condition Model* that parallels that of the Department of Homeland Security. The FTA model progresses from green through red to indicate threat levels from low to severe. It also includes purple designating disaster recovery. This model, along with its recommended protective measures, has been adapted for use by Redwood Coast Transit Authority.

2.4 Emergency Planning

2.4a. – INTERNAL CONTACT INFORMATION

Redwood Coast Transit Authority maintains accurate and up-to-date internal contact information on key staff and board members required to respond to safety and security emergencies.

2.4b. – EXTERNAL CONTACT INFORMATION

Redwood Coast Transit Authority maintains accurate and up-to-date external contact information on key community emergency management personnel and first responders to be notified in the case of safety and security emergencies.

2.4c – EMERGENCY RESPONSE TEAM ROSTER

Redwood Coast Transit Authority maintains an accurate and up-to-date roster that includes contact information of the transit incident management team in advance of any incident. This team is based on the Incident Command System (ICS) discussed in Chapter 4 and includes representation from each area of the organization.

2.4d – PHONE TREES

Redwood Coast Transit Authority maintains an accurate and up-to-date call tree with staff names and phone numbers. The call tree enables everyone in the organization to be contacted quickly, with each staff member having to make no more than a couple of calls. Details on *use* of the call list are included in Chapter 4 – Response. Quarterly exercises using the phone tree should be run so that all members of the team are familiar with its use and application.

2.4c. – DELEGATION OF AUTHORITY

Redwood Coast Transit Authority has a plan to ensure continuity of management throughout any emergency incident. The succession plan provides for automatic delegation of authority in cases where:

- The Emergency Response Coordinator (ERC) or other agency incident response personnel are no longer able to perform incident-related duties due to injury, illness or exhaustion/rest and recuperation.
- A member of the incident response team is temporarily unable to perform incident-related duties due to loss of radio or phone service.
- Regular members of the agency incident response team are unavailable due to travel (e.g., vacation, professional development, etc.)

The succession plan designates the next most senior leader required to manage temporary duties normally assigned to higher-level personnel.

2.5 Coordinating with Stakeholders

Redwood Coast Transit Authority is committed to proactively coordinate with local emergency management, law enforcement and other first responders in preparing for an integrated response to emergencies and security related events. Toward this end Redwood Coast Transit Authority

meets on a regular basis with local emergency management staff, local law enforcement and other first responders, and reviews local and transit agency emergency plans to ensure that transit is integrated into these plans and is prepared to play its defined role in any emergency.

2.5a. – COORDINATION WITH EMERGENCY MANAGEMENT

Effective emergency response does not happen by accident. It is the result of planning, training, exercising, and intra/interagency cooperation, coordination and communication. Integration into the local community's emergency planning process is central to the success of the Redwood Coast Transit Authority SSEPP and to the preparedness of the system. Redwood Coast Transit Authority coordinates with local community emergency management to fulfill all SSEPP functions including threat mitigation, consequence management planning, exercising and training, and post-incident analysis.

In this SSEPP, Redwood Coast Transit Authority has defined its internal processes for identifying safety and security events, mitigating consequences and managing or assisting in incident response.

2.5b. – COORDINATION WITH FIRST RESPONDERS

Law Enforcement

Redwood Coast Transit Authority management regularly works with the local and state law enforcement to improve security and emergency/incident preparedness and response capabilities. These activities include:

- Maintaining regular communications with law enforcement
- Meeting at least once a year to ensure transit issues are understood by law enforcement
- Developing an emergency contact list for dispatchers
- Communicating regularly on optimal incident reporting methods that will offer law enforcement all the information they need

- Participating in cooperative emergency preparedness training programs
- Establishing appropriate methods of communication for continuous coordination during an emergency
- Establishing procedures for supplying the unique types of emergency service that may be required in particular emergency situations

Fire

Redwood Coast Transit Authority works with the local fire departments on a regular basis to support improved security and emergency/incident preparedness and response. This includes the following activities:

- Maintaining regular communications with fire services
- Establishing the level of service (e.g., equipment and personnel) to be delivered in response to various types of emergencies
- Specifying in advance the level of notification, command and control, and degree of responsibility that will apply on site
- Establishing appropriate methods of communication, and developing procedures for continuous coordination and transfer of command
- Providing training for fire department personnel to familiarize them with transit vehicles and equipment, including wheel chair lifts and access/egress procedures
- Conducting periodic drills in cooperation with the fire department
- Scheduling a meeting at least annually to ensure transit issues (e.g., evacuation of transit vehicles, considerations for persons with disabilities) are understood by fire officials
- Identifying any special tools and equipment the firefighters might need to address transit emergencies (particularly items that they would not normally possess) by inviting firefighters to visit the agency annually, and walking them through transit vehicles and facilities
- Reviewing current fire-related plans and policies
- Ensuring fire annunciation and evacuation procedures are part of the standard procedures and training for operators

Emergency Medical Services

Redwood Coast Transit Authority works with the local emergency medical services including hospitals on a regular basis to support improved medical response. Preparations include the following activities:

- Maintaining regular communications with EMS
- Scheduling a meeting on transit property or at the offices of EMS at least annually to ensure transit issues are understood by the organization
- Establishing appropriate EMS unit jurisdictions
- Establishing the level of service (equipment, personnel, etc.) to be delivered in response to various types and degrees of emergencies
- Establishing appropriate methods of communication for continuous coordination during a response
- Familiarizing EMS personnel with transit vehicles and facilities
- Conducting periodic drills in conjunction with EMS personnel

Training of First Responders on Transit Equipment

Redwood Coast Transit Authority holds annual training with local first responders to improve familiarity with transit fleet, facilities and operations. Key areas covered include:

- Vehicle and facility entry - windows, doors and hatches
- Hazardous materials
- Facility escape routes and safety zones
- Equipment shutdown
- Emergency dump valves
- Battery cut-off switches
- Appropriate zones to breach transit vehicles in event of an incident
- Communications compatibility

2.6 Exercises and Drills

In crisis management as in sports, the transit agency plays the way it practices. That is why Redwood Coast Transit Authority is committed to testing their emergency preparedness plans through disaster drills and exercises.

Redwood Coast Transit Authority is committed to participating in community emergency response exercises. This commitment requires the transportation system and community public response agencies to plan and conduct increasingly challenging exercises over a period of time. Implementation of such a program allows the collective community to achieve and maintain competency in executing the transportation component of local emergency response plans.

There are five major types of exercises that comprise this program, each with a different purpose and requirement. Each step is progressively more sophisticated in nature and will be undertaken in a step-by-step and long-term implementation plan that is integrated into overall community response.

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1. Basic awareness training to familiarize participants with roles, plans, procedures, and resolve questions of coordination and assignment of responsibilities
2. Operational training to familiarize front-line staff with roles, plans, procedures, and resolve questions of coordination and assignment of responsibilities.
3. Tabletop exercises that simulate emergency situations in an informal, low stress environment. It is designed to elicit discussion as participants examine and resolve problems based on existing crisis management plans and practical working experience.
4. Drills that test, develop or maintain skills in a single response procedure (e.g., communications, notification, lockdown, evacuation procedures, etc.). Drills can be handled within the organization, or coordinated with partner agencies, depending upon the drill objective(s). Drills help prepare players for more complex exercises in which several functions are simultaneously coordinated and tested.

5. Functional exercises are full-scale simulated incidents that tests one or more functions in a time-pressured realistic situation that focuses on policies, procedures, roles and responsibilities. It includes the mobilization of emergency personnel and the resources appropriate to the scale of the mock incident. Functional exercises measure the operational capability of emergency response management systems in an interactive manner resembling a real emergency as closely as possible.

3. PREVENTION

3.1 Overview

Redwood Coast Transit Authority follows the guidelines provided by the Federal Transit Administration's (FTA) description of Core Elements addressing *Model Bus Safety Programs* in our internal focus on safety and the FTA's *Public Transportation System Security and Emergency Preparedness Planning Guide* in our internal focus on security.

3.2 Risk Reduction

The Redwood Coast Transit Authority reviews current methods of threat and vulnerability resolution and establish procedures to 1) eliminate; 2) mitigate; 3) transfer, and/or 4) accept specific risks. Prioritization of safety/security remediation measures are based on risk analysis and a course of action acceptable by Redwood Coast Transit Authority management.

Risk reduction/elimination implies changes to equipment, facilities, training or operational implementation in order to no longer be exposed to the hazard (e.g. moving maintenance facility out of the floodplain). ***Risk control/mitigation*** implies changes in policies or procedures that reduce the likelihood of an event, or reduce its impact on critical assets (e.g. defensive driver training). ***Risk transference*** implies that the risk exposure is borne by someone else (e.g. hazard and liability insurance).

3.2a. - STRATEGIES TO MINIMIZE RISK

Protocol that Redwood Coast Transit Authority employs to reduce vulnerability to unknown hazards and threats includes:

- Involving staff in the identification of hazards and threats
- Involving staff in creating strategies that prevent or mitigate unwanted incidents

- Providing training that raises staff awareness, across all departments, about agency-specific hazards and threats
- Using tabletop exercises to establish, assess and improve emergency response protocols
- Conducting Drills that raise staff proficiency in reacting to unwanted incidents, including proper use of emergency equipment and communication technologies
- Participating in exercises that improve coordination across departments and between responding agencies for any sort of critical incident

3.2b. - EMERGENCY OPERATIONS POLICIES

Checking Weather and Other Hazardous Conditions

Redwood Coast Transit Authority has in place Operations Policies that address responding to emergencies. Particular attention is given to the following issues:

At Redwood Coast Transit Authority, management is responsible for checking weather and other reports to ensure it is safe to send vehicles on the road. This designated individual checks this information before each shift and at appropriate intervals, especially if severe weather is expected. Drivers performing their routes continuously assess road conditions, evaluating weather, construction, accidents, and other situations to ensure it is safe to proceed. Every effort is made to avoid sending drivers on routes if it is unsafe to do so. However, if a condition arises requiring a driver to abort a route, the dispatcher will contact the driver (or the driver will alert the dispatcher), and the dispatcher will provide instructions on how to proceed.

Redwood Coast Transit Authority uses National Weather Service warnings, forecasts, advisories available at www.weather.gov, and weather radios monitored at dispatch site to track real-time information on the following conditions:

- | | |
|------------------------------|----------------------|
| ▪ Hazardous weather outlooks | ▪ High wind warnings |
| ▪ Special weather statements | ▪ High wind watches |
| ▪ Winter storm watches | ▪ Wind advisories |

- Winter storm warnings
- Snow and blowing snow advisories
- Winter weather advisories
- Heavy freezing spray warnings
- Dense fog warnings
- Fire weather forecasts
- Gale warnings
- Tornado watches and warnings
- Hurricanes
- Flood warnings
- Flood statements
- Coastal flood statements

Redwood Coast Transit Authority also maintains a dispatcher log, a narrative description of what occurs during each shift. This enables the incoming dispatcher to read the previous shift log and know what needs to be tracked, problem areas of concern, or what is going right and wrong.

Aborting or Changing Route Due to a Hazard

To the extent possible, Redwood Coast Transit Authority avoids sending vehicles out in conditions that might pose a hazard. It is the responsibility of the management to check weather and other relevant conditions at the beginning of a shift, and on an ongoing basis, to safeguard the well being of passengers, employees, and others. If a hazard is encountered that causes it to be unsafe to continue on a route, agency policy is as follows:

- If the hazard is noted by the driver, he/she must call the dispatcher, describe the situation, and await further instruction.
- If the hazard is noted by staff other than the driver (e.g., the dispatcher becomes aware that a tornado is approaching), the dispatcher will contact the driver and provide direction.

Direction may be as follows:

- To abort the route, and drive the passengers to the nearest emergency drop point (see policy on emergency drop points)
- To abort the route and return to the agency (particularly if there are no passengers on the vehicle)
- To drop off some or all passengers at the next stops and to then abort the route, following the instructions of the dispatcher (returning to the agency or using an emergency drop point)

With most hazards or emergencies, it is the primary policy of Redwood Coast Transit Authority that the driver, first, communicates with the dispatcher, describes the situation, and awaits instruction. The exception to this is in the case of an immediate life threatening situation when the driver acts first, then communicates. Policies are in place for a range of situations.

3.2c. – TRANSIT FACILITY SAFETY AND SECURITY REVIEW

Redwood Coast Transit Authority assesses on an ongoing basis the system's physical and procedural security systems and exposures. Findings from past and current threat and vulnerability assessments are of particular significance.

The conditions affecting facility security change constantly. Employees come and go, a facility's contents and layout may change, various threats wax and wane, and operations may vary. Even such mundane changes as significant growth of bushes or trees around a facility's exterior may affect security by shielding the view of potential intruders. Redwood Coast Transit Authority reviews our security measures periodically, as well as whenever facilities or other conditions change significantly. Redwood Coast Transit Authority also does the following:

- updates risk assessments and site surveys;
- reviews the level of employee and contractor compliance with security procedures;
- considers whether those procedures need modification; and
- establishes ongoing testing and maintenance of security systems including access control, intrusion detection and video surveillance.

Special attention is given by Redwood Coast Transit Authority to:

- developing and refining security plans
- encouraging personnel to maintain heightened awareness of suspicious activity
- providing special attention to perimeter security and access control
- maintaining a proactive effort of facility visitor access and control

- verifying the identify of service and delivery personnel
- heightening security measures involving buses and other vehicles
- securing access to utilities, boiler rooms and other facility maintenance operations
- examining and enhancing physical security measures related to outside access to HVAC (heating, ventilation and air conditioning) systems and utility controls (electrical, gas, water, phone)
- securing chemical and cleaning product storage areas and maintaining appropriate records of such items
- conducting status checks of emergency communication mechanisms
- implementing information security programs including web site access to sensitive information
- identifying high risk facilities, organizations and potential targets in the community surrounding the transit facility
- using ID badges for all employees for security purposes
- considering using cameras to monitor facilities and/or transit vehicles
- ensuring adequate lighting for the facility grounds
- considering placing fencing or similar barrier around perimeter of facility and storage areas
- developing, reviewing, refining and testing crisis preparedness procedures

Bus Stop Locations

When a decision is made to establish a bus stop, Redwood Coast Transit Authority assesses bus stop locations to ensure that stops are located in the most secure areas possible. Guidelines for this assessment are:

- Highly visible
- Well lighted
- Located in populated areas when possible
- Located away from unsafe areas
- Co-located with other activity centers if possible

3.2d. - OSHA REQUIREMENTS

Redwood Coast Transit Authority periodically inspects its facilities and staff working conditions in order to ensure that the agency is compliant with all applicable OSHA requirements.

3.2e. – ALTERNATE BUSINESS LOCATIONS

Redwood Coast Transit Authority has established plans for alternate facilities, equipment, personnel, and other resources necessary to maintaining service during crisis, or to resume service as quickly as possible following disaster.

Emergency Drop Points

Emergency drop points are pre-designated safe locations that are used by drivers to drop off passengers whenever instructed to do so by the dispatcher or the designated backup. In the event of an emergency, the dispatcher ensures that the driver has been contacted and given instructions as to where to drop off passengers, and the estimated time to drop off.

Decisions on selection of drop points are based on the following:

- All points must be manned
- Geographic distribution
- Physical safety of drop points
- Prioritization of passenger needs based on critical factors (i.e., medical needs of persons in the area, environmental conditions, etc.)
- Availability of on-site personnel to address passenger needs

Pre-existing agreements are in place for all drop points and the list of drop points is maintained by Redwood Coast Transit Authority and reviewed on a quarterly basis.

3.2f. – COMPUTER SECURITY

Computer backups of key financial, personnel, dispatching, and other information are performed regularly. These backups are stored in a fireproof and secured location. Computer backups and duplicate hard copies of important documents are kept off-site in a secured location with a rotation schedule that is updated daily so that at no time are all copies on property at the same time.

3.2g. – VEHICLE INSPECTION

Driver’s Vehicle Checklist

Redwood Coast Transit Authority drivers complete a vehicle pre-trip inspection checklist when putting a vehicle into service. This pre-trips inspection includes:

- Inspection of the vehicle’s required safety equipment
- Inspection of the interior of the vehicle to detect unauthorized objects or tampering
- Inspection of the interior lights to make sure they are operational and have not been tampered with
- Inspection under the vehicle to detect items taped or attached to the frame
- Inspection of the exterior of the vehicle for unusual scratches or marks made by tools; signs of tampering; unusually clean or dirty compartments; or items attached using magnets or duct tape
- Following established policy governing suspicious packages, devices, or substances to determine if an unattended item or an unknown substance found during inspection is potentially dangerous
- Immediately notifying a supervisor in the case of a potentially suspicious packages(s) or evidence of tampering. Do not start or move the vehicle or use electronic means of communication.

Periodically throughout the driver’s shift, the above inspections are conducted.

Mechanic’s Vehicle Checklist

Redwood Coast Transit Authority mechanics or contracted mechanics make the following security checks before releasing a vehicle for revenue service:

- Ensures that required safety equipment is on vehicle
- Inspects the interior of the vehicle for unknown objects or tampering
- Inspects the interior lights to make sure they are operational and have not been tampered with
- Inspects under the vehicle for items taped or attached to the frame
- Inspects the exterior of the vehicle for unusual scratches or marks made by tools; signs of tampering; unusually clean or dirty compartments; or items attached using magnets or duct tape
- Inspects the gas cap for signs of tampering or unusual items
- Inspects the engine compartment and other areas to detect foreign objects or false compartments in the air filter area or the cold oil filter. Also look for additional wires running to or from the battery compartment, and take note of unusually clean components and devices
- Inspects the fuel and air tanks to detect inconsistent and missing connections

Note: If the mechanic finds an unattended item or an unknown substance while conducting the inspection, the policy on suspicious packages, devices, or substances to determine whether the package is potentially dangerous is followed, and a supervisor is immediately notified.

3.2h. - VEHICLE MAINTENANCE

Redwood Coast Transit Authority provides proper maintenance of vehicles and equipment critical to the continued safe operation of the transit system. Unsafe vehicles present unnecessary hazards to the driver, passengers and other vehicles on the road. Basic vehicle maintenance practices regularly address safety-related vehicle equipment to ensure that no unsafe vehicles are dispatched for service. Safety-related vehicle equipment includes:

- Service brakes and parking brake
- Tires, wheels, and rims
- Steering mechanism
- Vehicle suspension
- Mirrors and other rear vision devices (e.g., video monitors)
- Lighting and reflectors or reflective markings
- Wheelchair lifts

Most safety-related equipment is inspected during a pre-trip inspection to ensure that the vehicle is fit for service. Redwood Coast Transit Authority has an established formal plan to address the maintenance requirements of our vehicles and equipment. The vehicle maintenance program addresses the following categories:

- **Daily servicing needs** – This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc), vehicle cleanliness, pre- and post-trip inspections and maintenance of operational records and procedures.
- **Periodic inspection** – These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are necessary. Inspection items include suspension elements, leaks, belts, electrical connections, tire wear, and any noticeable problems.
- **Interval related maintenance** – This focus is to identify wear, alignment, or deterioration problems of parts or fluids. Replacement intervals of these items are determined through transit agency experience and manufacturer recommendations.
- **Failure maintenance** - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unsafe or unable to continue operation, the vehicle is usually removed from service and returned to the garage for repair.

When possible, Redwood Coast Transit Authority vehicles are stored in a secured and well-lighted location.

3.2i. – VEHICLE READINESS

It is the policy of Redwood Coast Transit Authority to maintain fully stocked first aid kits, biohazard cleanup packs, fire suppression equipment, vehicle emergency equipment, and emergency instructions in all vehicles. Battery operated equipment batteries will be replaced semi-annually. The assigned driver inspects the vehicle daily for the following emergency supplies and documents the results on the pre-trip inspection sheet. In addition, when a mechanic places a vehicle back in service, he/she ensures the required safety equipment is on the vehicle. The required safety equipment includes:

First Aid Kit	Bio-hazard Kit
Fire Extinguisher	Reflective Triangles
Seat Belt Cutter	Flashlight

3.2j. – OPERATOR SELECTION

Operator selection is critical to Redwood Coast Transit Authority safe transit operations. The driver of a Redwood Coast Transit Authority transit bus is directly responsible for the safety of his or her passengers and other drivers that share the road with the transit vehicle. The driver selection criterion addresses specific, safety-related items.

- **Licensing** – The driver is properly licensed and the license is appropriate for the type of vehicle the driver is assigned. Licensing also considers local jurisdiction requirements.
- **Driving record** – The driver has an acceptable past driving record over a reasonable period of time. The driving record demonstrates an ability to follow traffic rules and regulations and thus avoid accidents.

- **Physical requirements** - The driver is physically able to perform the functions associated with the assignment. These factors include good eyesight with true color perception, good hearing, physical strength and dexterity to assist disabled passengers (especially in demand responsive/para-transit assignments), or other factors that may be unique to the service area and/or specific driving assignments.

- **Background checks** - Redwood Coast Transit Authority does background checks on all employees to protect against hiring personnel with a history of aberrant behavior.

3.2k. - DRUG AND ALCOHOL POLICIES

A critical element of Redwood Coast Transit Authority's commitment to safe operations is ensuring that our employees are not impaired due to the use of alcohol, illegal drugs, prescription drugs or over-the-counter medication.

Redwood Coast Transit Authority follows the requirements set forth under 49CFR Part 655 and 49CFR Part 40 Amended as mandated by the FTA. The bottom line is protection of the riding public and transit employees, and all efforts are geared toward this end. The Redwood Coast Transit Authority drug and alcohol program includes specific policies, procedures and responsibilities, or references the appropriate master document containing that information.

3.3 Training and Development

3.3a. – VEHICLE OPERATOR/DRIVER TRAINING

Driver Training

Once qualified candidates are identified and hired, Redwood Coast Transit Authority provides initial and ongoing refresher training critical to ensure proper operations and adherence to the transit providers' rules and regulations. Redwood Coast Transit Authority understands that proper qualification of operating and maintenance personnel is a vital part of a safe transit environment. Driver training addresses specific safety-related issues appropriate to the type of vehicle and driving assignment. Special consideration is also given to crisis management concerns such as fire and evacuation.

- **Traffic Regulations** – Training addresses state and local traffic rules and regulations, traffic signs and signals, and proper vehicle operations (including proper use of hand signals).
- **Defensive Driving and Accident Prevention** – Training stresses defensive driving principles, collision prevention, and concepts of preventable accidents as a measure of defensive driving success.

Redwood Coast Transit Authority drivers are taught to always drive defensively. This means driving to avoid and prevent accidents. It means driving with the vehicle under control at all times, within the applicable speed limits, or less if driving conditions so indicate, and anticipating possible unsafe actions of other drivers. Special attention is given in the Redwood Coast Transit Authority safety program to hazardous conditions. These hazardous conditions include but are not limited to:

Winter driving	Fog
Rainstorms/thunderstorms	Flash flooding
Tornadoes	Skids
Intersections	Following distance

Backing	Passing
Lane changes and turns	Pedestrians, bicycles and motorcycles
Railroad crossings	Rollovers
Expressways	Traffic congestion

- **Vehicle Orientation and Inspection** – Training focuses on the type of vehicle that will be used in service. Significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.
- **Behind-the-wheel Training** – Training includes all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents, stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.
- **Passenger Sensitivity and Assistance Training** – Training covers topics ranging from general customer service techniques to elderly and disabled sensitivity to technical skills in lift and securement. The following subjects are included in the training:
 - Understanding passenger needs
 - Understanding disabilities
 - Americans with Disabilities Act (ADA)
 - Communicating with passengers
 - Sensitivity to passenger needs
 - Mobility devices
 - Lifting and body mechanics
 - Providing assistance to passengers
 - Wheelchair management/wheelchair management
 - Lift and ramp operations
 - Emergency procedures

Radio Usage

To ensure the safety of our drivers and passengers and to enhance the performance of our operations, all Redwood Coast Transit Authority employees are familiar with two-way radio operations. Basic procedures are as follows:

- Staff using the two-way radio will follow the standard use practices of the FCC. Profanity, abusive language, or other inappropriate transmissions are not allowed, and could result in disciplinary action.
- All transmissions will be as brief as possible.
- All base stations and vehicle units shall be tuned to the appropriate assigned frequency at all times.
- Staff will initiate communications by first stating who they are calling, and then who is making the call. At the completion of the transmission both parties will indicate that the transmission is completed by stating their call sign and “clear”.
- Except in the event of an emergency, all staff will listen for five seconds before transmitting to ensure there are no transmissions in progress. Other units’ transmissions will not be interrupted unless it is an emergency.
- When an emergency is declared, all non-emergency transmissions will cease until a supervisor clears the emergency.
- In the event of an emergency, establish communications on the primary frequency and immediately shift to the secondary frequency. State the nature of the emergency and what assistance is required. To ensure appropriate help arrives promptly, staff will transmit the following items as soon as possible:
 - Who they are and their location, in detail,
 - What assistance they need,
 - How many passengers they have and the nature of their condition(s),
 - Staff not involved with the emergency will stay off the radio; communications will be between Dispatch and the unit requesting assistance.
 - After initial contact, emergency communications may also take place between a supervisor and the unit, or between Dispatch and a supervisor.

Crisis Management Training – Training covers emergencies the driver may face while out on the bus. Topics of this training range from breakdowns to accidents to fire/evacuation to handling violent perpetrators. The following subjects are included in the training:

- Accidents
- Ill and injured passengers
- Lift operations
- Fire safety
- Vehicle evacuation
- Bloodborne pathogens (bodily fluid spill containment and clean up)
- Handling conflict
- Basic crisis management steps
- Transit security
- Securing the vehicle

First Aid

Redwood Coast Transit Authority provides basic First Aid training to drivers, including triage procedures, focusing on:

- Clearing air passages
- Controlling bleeding
- Bloodborne pathogen protection
- Handling shock victims
- Reacting to seizures

3.3b. – TRAINING OF OTHER PERSONNEL

At a minimum, Redwood Coast Transit Authority includes the following as part of the training curriculum for agency personnel not directly involved in revenue service:

Maintenance

- Mechanic Skill Development
- Defensive Driving
- CPR/First Aid/Triage
- Incident response protocols

Scheduling and Dispatching

- Scheduling and Dispatching Skill development
- Customer Relations
- Radio Usage
- Crisis Management
- Incident response protocols

Management and Supervision

- Leadership Skills
- Coaching, Counseling and Discipline
- Crisis Management
- Accident Investigation
- Crime scene Preservation and evidence collection requirements

3.3c. – TRAINING DOCUMENTATION

The Redwood Coast Transit Authority maintains complete and accurate records of all driver training and certification, as well as the training materials and grading mechanism. Drivers are required to demonstrate skill and performance competency in the type of vehicle to which they are assigned as a part of training requirements. Because training transit operations personnel is not a onetime activity Redwood Coast Transit Authority provides ongoing/recurring training necessary to reinforce policies and procedures as well as to provide a mechanism to brief drivers on new policies, procedures and/or regulations.

3.4 Security Awareness

3.4a. – TRANSIT WATCH

The Redwood Coast Transit Authority supports Transit Watch and prepares all its employees to help promote safety and security within the community, region and nation.

Transit Watch was developed by the Federal Transit Administration (FTA) and encourages transit employees, transit riders and community members to be aware of their surroundings and alert to activities, packages or situations that seem suspicious. If something out of the ordinary and potentially dangerous is observed, it is to be reported immediately to the proper transit supervisor who may investigate and/or notify law enforcement authorities.

3.4b. – SUSPICIOUS ITEMS, VEHICLES, PEOPLE AND ACTIVITIES

Redwood Coast Transit Authority understands that it has a role to play in being a part of the eyes, ears and liability of the community and a part of the community's first line of defense. Therefore, it is vigilant and is committed to train and encourage all employees to be on the look out for any suspicious people, activities, vehicles, packages or substances. Because Redwood Coast Transit Authority employees know their operating environment, know what is usual and unusual, they are taught to trust their gut reactions and report anything unusual, out of place or suspicious to dispatch/management who will then immediately pass this information on to the appropriate authorities.

All Redwood Coast Transit Authority employees are "On the Look Out" for and report to the transit agency the following:

Suspicious Items

Public transportation systems deal with items left unattended in stations and on vehicles all the time. These unattended packages impose a tremendous burden on security. Although unattended packages are rarely linked to explosive devices, they all represent a potential threat

and need to be examined systematically. If an unattended package is not deemed suspicious, it will be treated as lost property and handled according to agency protocol.

Redwood Coast Transit Authority trains employees to identify items, packages and devices as suspicious if they meet any of the following criteria:

- Common objects in unusual locations
- Uncommon objects in common locations
- A threatening message is attached
- Unusual wires or batteries are visible
- Stains, leaks or powdery residue are evident
- Sealed with excessive amounts of tape or string
- Lopsided or lumpy in appearance
- Tanks, bottles or bags are visible
- A clock or timer is attached
- A strange odor, cloud, mist, vapor or sound emanates from it
- Addressed with cut and paste lettering and/or common words misspelled
- Have excessive postage attached
- Abandoned by someone who quickly leaves the scene
- No one in the immediate area claims it as theirs
- An active attempt has been made to hide it (i.e. Placed in an out-of-the-way locations)

Once an item, package or device is determined to be suspicious

- the item is not touched or moved
- the area or vehicle is immediately evacuated uphill and upwind
- Radio and cell phones should not be used within 300 feet of the suspicious package
- system management is notified, and
- appropriate action is taken (i.e., notifying of bomb analysis team).

Suspicious Vehicles

Redwood Coast Transit Authority understands that vehicles (cars, trucks, boats, bikes) are frequently used in criminal or terrorist attacks. Therefore, agency employees are trained to be alert to suspicious vehicles in and around their work environment. Employees are told to report vehicles to system management and authorities when they notice any of the following:

- Show signs of forced entry
- Have altered or makeshift company insignia or license plates
- Are located in an unauthorized area or near a potentially catastrophic target
- Contain unusual equipment which could be used in a violent act
- Appear to be overloaded and/or have bulging tires or sagging frames
- Emit unusual odors, leaks or residues

Suspicious People and Activities

Redwood Coast Transit Authority teaches its employees to be aware of suspicious people and activities. Employees are taught to focus on behaviors and not on a person's color, nationality, ethnicity or religion. The key concern in determining what is suspicious is always based on 1) where someone is, 2) when he or she is there, and 3) what he or she is doing. Employees are encouraged to trust their judgment based on their experience in and around the community, and the transit system, and that it normally is a combination of factors taking place that will accurately identify a suspicious person or act.

Specific actions that are of concern and may meet the threshold of reporting as suspicious include people appearing to be:

- gathering intelligence
- running security tests
- attempting infiltration
- conducting a dry run/drill
- deploying assets

Employees are taught by Redwood Coast Transit Authority to determine if a behavior is suspicious based on the following categories:

- attitude of the person
- apparel and accessories
- body language (e.g. reaction to uniformed presence)
- actions in and around crowds
- attention to secure or high profile locations

3.5 Safety Data Acquisition/Analysis Procedures

To Redwood Coast Transit Authority, understanding safety data is an important step toward allocating finite resources to implement safety program elements. Data on safety-related events such as

- passenger injuries or claims
- passenger complaints
- employee injuries
- accidents
- incidents
- EOL's
- turnarounds
- bus stops
- shelters

4. RESPONSE

4.1 Overview

Redwood Coast Transit Authority makes all efforts to ensure that, if confronted with a safety or security event or major emergency, Redwood Coast Transit Authority personnel will respond effectively, using good judgment, ensuring due diligence, and building on best practices, identified in rules and procedures and exercised through drills and training.

This level of proficiency requires the establishment of formal mechanisms to be used by all Redwood Coast Transit Authority personnel to identify safety or security threats and vulnerabilities associated with Redwood Coast Transit Authority operations, and to develop controls to eliminate or minimize them. The SSEPP also requires Redwood Coast Transit Authority to:

- Coordinate with local law enforcement and other public safety agencies to manage response to any incident that occurs on a transit vehicle or affects transit operations, and
- Identify a process for integrating Redwood Coast Transit Authority resources and capabilities into the community response effort to support the management of a major safety or security event affecting the community.

Redwood Coast Transit Authority management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEPP.

4.2 Internal Incident Response Responsibilities

4.2a. - DIVISION OF RESPONSIBILITIES

All Personnel

Redwood Coast Transit Authority personnel understand and adopt their specific roles and responsibilities, as identified in the SSEPP, thereby increasing their own personal safety and security and that of their passengers during normal operations and in emergency conditions.

The following functions are performed by Redwood Coast Transit Authority personnel to ensure the success of the SSEPP:

- Becoming familiar with and operating within all security and emergency preparedness procedures for assigned work activity.
- Proper judgment is used by following crisis management guidelines when managing dangerous passengers and potentially volatile situations.
- All suspicious activity, no matter how insignificant it may seem, is immediately reported to the Transit Director or his/her designee.
- The Transit Director or his/her designee is notified when a physical or mental condition, or required medications or therapies, may impair the ability of an employee to perform security or emergency preparedness functions.
- All security incidents are immediately reported.
- Participation in security and emergency preparedness training, including drills and exercises.

Specific Job Function Responsibilities

The following job functions within Redwood Coast Transit Authority have defined responsibilities relevant to safety and security concerns:

- Transit Director
- Safety/Security Officers
- Managers/Supervisors
- Dispatchers
- Vehicle Operators
- Mechanics
- Administrative Staff

4.2b. – CALL DOWN LIST ACTIVATION

During a crisis, each department or team leader initiates activation of Redwood Coast Transit Authority’s Emergency Response Team by contacting two people on the agency call tree. Those two people will in turn contact two others and so on. If a staff person only reaches voicemail, he or she leaves a message but continues down the tree contacting the next person on the list until he or she has spoken with at least two people.

When making activation calls, each person communicates the following:

- A very brief synopsis of the crisis
- If and where the employee is expected to report, and what will be expected of him or her
- The status of other members of the response team (if known)
- How to reach the team leader

Additionally, the caller confirms:

- Who on the call list the employee is responsible for contacting
- How the team can contact the employee for changes (e.g. cell phone number)

4.2c. – TRANSIT INCIDENT MANAGEMENT PROTOCOL

Overview

Redwood Coast Transit Authority frontline employees may be responsible for managing security incidents and threats (potential or actual). These employees are taught to assess the situation and decide on the appropriate action. It is also their responsibility to manage incidents and threats until emergency responders arrive. They are instructed to serve as a resource to emergency responders until the incident or threat is resolved.

Redwood Coast Transit Authority Incident Management Priorities

Response objectives:

- Protection/preservation of self
- Protection of passengers/others
- Protection/securement of vehicle/property
- Stabilization of incident

Priority response actions:

- Triage
- Risk management
- Requesting incident resources

Critical concerns:

- Accurate analysis and scene assessment
- Delegation to able-bodied passengers
- Passenger accountability

Redwood Coast Transit Authority Incident Management Requirements

- Have a safety orientation
- Keep a calm demeanor
- Use quick thinking and be decisive

- Be adaptable and flexible
- Be proactive
- Be realistic about personnel and agency limitations

Redwood Coast Transit Authority Incident Management Constraints

- Decisions and actions need to be made in a timely manner
- Limited resources may be available
- Minimal information may be available
- A demanding and highly stressful environment
- Communication systems may be compromised

Redwood Coast Transit Authority Incident Management Steps

▪ Information gathering and analysis

Pre-incident information includes knowledge of any patterns, trends or history of any similar events. Empirical or perceptual information is what is actually observed. Cognitive information is what has been learned through training and experience.

▪ Problem identification and assessment

Hazards must be identified. Included in this determination are the type of hazard and the credibility of the threat. Risk must be determined by considering the number of potential victims, critical assets exposed and extent of the impact area.

▪ Developing a strategy and tactics

A strategy is the overall goal or desired outcome that is attempting to be achieved based on minimizing injury, property damage and service disruption. Tactics are specific objectives and the corresponding tasks that will be used to achieve the goal or strategy.

▪ Implementing a plan

Plan implementation includes directing others, communicating, delegating, notifying and requesting resources.

- **Evaluating results**

Plans must be evaluated on an on-going basis to ensure that the tactics being used are still appropriate and that they are having a positive effect.

4.3 Suspension/Restoration of Service

After being notified of an emergency, the Redwood Coast Transit Authority's supervisor/dispatch evaluates the status of agency assets (people, information and property), and the risk to those assets, to determine if transit operations can be maintained. If service must be suspended, the Emergency Response Team is responsible for coordinating service suspension protocols, and for taking steps to restore essential transit services as soon as is practical within the constraints of resource availability and safety considerations. Issues to be considered during service suspension/restoration include the release of emergency public and sensitive information.

EMERGENCY INFORMATION DISSEMINATION: PUBLIC AND SENSITIVE INFORMATION

Redwood Coast Transit Authority understands that during critical incidents that what is said to the public is critically important. Public affairs preparedness includes fostering positive relationships with elected and appointed officials, civic leaders and the media to help the agency meet its goals for ridership, revenue and public recognition on a day-to-day basis. During a crisis the media relations/public information function proactively works with these constituent audiences to provide accurate, verified information regarding what has happened, what the agency is doing about it and how it might affect the community. In incidents involving injuries and deaths, release of certain information is subject to a variety of federal laws. Further, particular attention is given to monitoring the appropriate release of sensitive security related transit information to the public.

Response objectives:

- Provide timely, accurate and coordinated public information
- Minimize negative publicity
- Highlight positive response efforts of agency and staff

Priority response actions:

- Craft messages incorporating verifiable incident information
- Distribute approved messages to internal audiences (board, staff, advisory committees) and respond to requests for information
- Distribute approved messages to external audiences (media, public) and respond to requests for information

Critical concerns:

- Impact on service delivery
- Message coordination
- Expected release of incident investigation reports
- Media coverage and public perception
- Relationships with elected officials, partner agencies and internal audiences

4.4 NIMS/ICS

4.4a – NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (NIMS) was developed to provide a system that would help emergency managers and responders from different jurisdictions and disciplines work together more effectively to handle emergencies and disasters. Most incidents are handled on a daily basis by a single, local jurisdiction at the local level, often by fire personnel, EMS and law enforcement. But even for incidents that are relatively limited in scope, coordination and cooperation among the responding organizations, including transit, are essential for an effective response. When the NIMS is adopted and used nationwide it will form a standardized, unified framework for incident management within which government and private entities at all levels can respond to incidents effectively. The NIMS provides a set of

standardized organizational structures such as the Incident Command System and standardized processes, procedures and systems. These processes and procedures are designed to improve interoperability among jurisdictions and disciplines in various areas - command and management, resource management, training and communications.

The management of Redwood Coast Transit Authority is committed to train and work within the NIMS structure as a part of the community emergency response team as per the requirements laid out at <http://training.fema.gov/EMIWeb/IS/is700.asp>. This SSEPP takes an all-hazards approach using a common standard of efficient and coordinated response across multiple agencies which is consistent with the overall structure of NIMS as shown below:

- Command and management
- Preparedness
- Resource management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

4.4b – INCIDENT COMMAND SYSTEM (ICS)

The Incident Command System (ICS) is a standardized on-scene incident management concept designed specifically to allow responders, including transit, to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries. The management of Redwood Coast Transit Authority is committed to train and work within the Incident Command System structure as a part of the community emergency response team as per the requirements laid out at:

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

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

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

4.5 Interagency Coordinated Emergency Response Protocols

4.5a. - NORMAL HOURS EMERGENCY RESPONSE

When an outside emergency occurs in the community and specifically designated officials declare a state of emergency which requires transit agency participation, response, or awareness, the local emergency manager or their designee contacts Redwood Coast Transit Authority. During normal operating hours, the following policy is followed:

- Initial contact is made by the emergency manager or his/her designee, using the first responder checklist maintained in the Emergency Management Plan.
- The most senior person on duty is the initial Redwood Coast Transit Authority Emergency Response Coordinator (ERC). The ERC gives the individual calling a telephone number (or other means through which the ERC will remain constantly available) for updated emergency information communications during the emergency.
- The ERC performs the following functions:
 - Contacts all on-duty vehicles (by radio) to notify them that they are needed for an emergency response.
 - Directs all affected drivers to unload their passengers at a designated point and proceed to the staging area designated by Redwood Coast Transit Authority
 - Records an approximate time of arrival (estimated time of arrival - ETA) at that staging area with notification upon arrival.
 - The ERC calls employees on the emergency phone list, informs them that Redwood Coast Transit Authority is responding to a community emergency.
 - Establishes a Redwood Coast Transit Authority incident command center at the transit facility or other available location as circumstances dictate.
- The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.
- The ERC has the authority to allocate all Redwood Coast Transit Authority personnel and equipment as necessary to respond to the emergency at hand.

- The ERC has the emergency authority to procure parts, fuel, and other essentials necessary to continue and sustain Redwood Coast Transit Authority emergency response activities.
- The ERC continues to make efforts to contact all Redwood Coast Transit Authority personnel, as well as Redwood Coast Transit Authority board members (as time and response efforts may permit, to inform them of our participation).
- The ERC provides personnel and resources in the quantities requested and to various locations as directed by the emergency manager or his/her designee.
- The ERC remains on-duty in an active status until relieved or directed by the emergency manager or his/her designee that the transit agency's participation in the emergency response is no longer required.
- ERC maintains communication with Executive Director and remains in communication to the extent possible.

4.5b. - AFTER HOURS EMERGENCY RESPONSE

When an outside emergency occurs in the community that requires transit agency participation, response, or awareness, the local emergency manager contacts Redwood Coast Transit Authority. After normal operating hours, the following policy is followed:

- Initial contact will be made by the emergency manager or his/her designee using the emergency contact list the Redwood Coast Transit Authority supplied to them.
- Either the person receiving the call or the most senior person available is the initial Redwood Coast Transit Authority Emergency Response Coordinator (ERC). The ERC gives the individual calling a telephone number (or other means) by which the ERC will remain available for communications during the emergency.
- The ERC begins to call persons listed on the internal contact list, informing them that Redwood Coast Transit Authority is responding to a community emergency. During this stage, the ERC:
 - Coordinates the opening of the transit facility where Redwood Coast Transit Authority vehicles are located

- Establishes a Redwood Coast Transit Authority incident command center at the transit facility or other available location as circumstances dictate.
- The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.
- The ERC has the authority to allocate all Redwood Coast Transit Authority personnel and equipment as necessary to respond to the emergency at hand.
- The ERC has the emergency authority to procure parts, fuel, and other essentials necessary to continue and sustain Redwood Coast Transit Authority emergency response activities.
- The ERC continues to contact all Redwood Coast Transit Authority personnel, as well as Redwood Coast Transit Authority board members (as time and response efforts may permit) to inform them of our participation.
- The ERC provides personnel and resources in the quantities requested and to various locations as may be directed by the emergency manager or his/her designee.
- The ERC remains on duty in an active status until relieved or directed by the emergency manager or his/her designee that the transit agency's participation in the emergency response is no longer required.
- The ERC maintains time annotated log of all activities as well as contact log.

4.5c. - EVACUATION PROCEDURES

Redwood Coast Transit Authority provides evacuation and transportation support to the Incident Command Post (ICP) and to those parts of the community affected by the disaster.

- **General**
 - At the direction of incident command or the transit base station, drivers will pick up evacuees from specifically designated locations and transport them to designated shelters or secure locations
 - To the maximum extent possible, drivers will track where special needs passengers are delivered
- **Transit Management**
 - Coordinate with EOC and IC

- Report to the transit agency incident command center
- Provide drivers with assembly points and conduct briefings
- Determine the location of all shelters and identify the logistical support required
- Communicate this information to the transit base station and to supporting buses
- As directed by the incident commander or his/her designee, respond to changing requirements for transportation and evacuation support
- Identify support facilities for drivers
- **Dispatcher**
 - Establish communications and provide support to transit management and the ICP as requested
 - Notify support social service and contract agencies of disruptions and/or cancellations of service
 - Sustain whatever level of routine operations is feasible
 - Begin contingency planning for driver replacement, rest, and recycling
- **Bus Drivers**
 - Communicate with dispatch
 - Follow guidance provided by the transit incident command center, dispatch, and the ICP
 - Will not take risks that place driver, passengers, or vehicle at significant risk
 - As needed, help passengers that have visual, hearing, or mobility impairments to get on or off the bus
 - Rest, refuel, and eat when possible
 - If fatigue becomes a safety issue, notify transit management immediately

5. RECOVERY

5.1 Overview

Putting things back together after an emergency or disaster can be a difficult process. This chapter addresses the disaster recovery process, which includes establishing continuity of operations, resumption of normal operations, preparation of an after action report, counseling for impacted employees, and the initiation of long term recovery.

5.2 Continuity of Operations

After an emergency Redwood Coast Transit Authority management evaluates the status of its assets, the condition of the community environment and the needs of its customers. Upon the completion of that evaluation, steps are taken to restore essential transit services as soon as is practical and possible and within the constraints of environmental realities, resource availability and safety considerations.

5.3 Business Resumption

5.3a. – CLEANUP AND INSPECTION

Redwood Coast Transit Authority inspects facilities, vehicles and agency property for damage or need for cleanup after an emergency. The purpose of this activity is to restore the agency and its assets to the state that existed before the emergency. Some recovery activities may be immediate while others may be long term (e.g., replacement of vehicles or facilities).

Documentation of all Agency Resources Including Vehicle Use

After an emergency, Redwood Coast Transit Authority management documents use of agency resources including any vehicles used during the event — as well as the status and the condition of the vehicles — to begin the process of maintaining assets and bringing them back in service.

Make Necessary Insurance Contacts

The Redwood Coast Transit Authority management reviews its insurance policies and coverage and makes contact with its insurance carriers to ensure timely reimbursement response. Additionally, it makes appropriate changes to future insurance policies as may be deemed appropriate based on an evaluation of the effectiveness of existent coverage.

5.3b. – FOLLOW-UP DEBRIEFING

In order to mitigate the possible negative psychological effects of an emergency, Redwood Coast Transit Authority staff involved in emergency incidents meet to discuss response activities and to process emotional issues that may arise. [NAME OF AGENCY] managers should ensure the availability of support services to all parties who may have been directly or secondarily impacted by the event, including family members of all employees involved.

5.3c. – AFTER ACTION REPORT

Following an incident, Redwood Coast Transit Authority management completes a report to assess the responses of personnel during the incident. This information is used to modify policies, provide additional training, and give feedback to those involved to enhance future incident responses. This report focuses on such issues as the emergency notification process, the establishment of incident command, the incident communication system and strengths and weaknesses of the response effort.

5.4 Crisis Counseling

In order to mitigate the possible negative psychological effects of an emergency or incidents of violence on Redwood Coast Transit Authority staff, including possible Post Traumatic Stress Disorder in the most extreme cases, management ensures the availability of support services to all parties who may have been directly or secondarily impacted by an event. Redwood Coast Transit Authority is committed to providing such support including a mandatory post-incident debriefing, making referrals to professional counseling resources, being an empathetic good listener and doing anything else that can provide assistance to those involved in emergencies or incidents of violence. Consideration is given to the possible impact on Redwood Coast Transit Authority personnel's family members as well.

5.5 Long Term Recovery

The goal of long-term recovery is to ensure that Redwood Coast Transit Authority emerges from crisis even stronger than it was before the event. Redwood Coast Transit Authority's long term recovery initiatives include the following steps:

- Analyzing the After Action Report and developing long term recovery strategies based on the assessments contained in the report
- Determining the financial impact of the emergency on the transit agency and budget for recovery, including insurance reimbursement and non-reimbursement issues, and federal and state financial assistance opportunities
- Building relationships with emergency management and first responders based on unmet coordination needs illuminated by interagency reaction to the event
- Initiating public relations activities to rebuild confidence in the transit operation on the part of customer and the community as a whole

6. ACTIVATING AND UPDATING SSEPP

6.1 Overview

Redwood Coast Transit Authority management is committed to provide safe, secure and reliable services for its passengers and employees. It is committed, as well, to be a safety, security and emergency preparedness resource to the community, region and nation. Towards this end the SSEPP is an important and ongoing cornerstone of this system's transit operation.

6.2 Activation

This SSEPP has been activated through a Memorandum of Executive Approval of the SSEPP which has been shared with all employees of Redwood Coast Transit Authority and all key stakeholders within the community.

6.3 Evaluation and Modification of SSEPP

This SSEPP is a "living document" and, therefore, addresses issues associated with system security and emergency preparedness on a timely and proactive basis. It is incumbent upon all appropriate personnel of the Redwood Coast Transit Authority to constantly evaluate the effectiveness of this SSEPP and the effectiveness of its implementation.

The SSEPP is thoroughly reviewed periodically (annually at a minimum). Any changes in information are updated more frequently, on an as-needed basis. The Redwood Coast Transit Authority management is responsible for this review. The review includes the following factors:

- Reviewing factual information, including names and phone numbers contained in the plan
- Reevaluating employee knowledge and awareness
- Revising programs and procedures included in the SSEPP
- Performing an annual review of chain of command and updating information as appropriate

- Coordinating with designated backup locations that are to be used for operational relocation during an emergency, ensuring they are cognizant of agreements in place.

In addition to regular, periodic reviews, certain events may require revision to the SSEPP, including, for example, the following:

- The addition of new members to the organization and outside the organization with specific roles identified in the SSEPP
- New operations or processes that affect the SSEPP
- New or renovated facilities or changes in layout
- Changes in relationships with outside agencies
- Changes in the identification of potential threats and accompanying vulnerabilities

Following use of the SSEPP in emergency situations the Redwood Coast Transit Authority management reviews the organization's response against the procedures and requirements outlined in the SSEPP. Based on this review Redwood Coast Transit Authority management identifies areas that can be improved or adjusted in the plan to ensure more effective responses in the future.

6.4 Updating SSEPP

After internal and external evaluations, and based upon SSEPP review findings, the Redwood Coast Transit Authority management will revise this SSEPP and supporting documentation and training to reflect new practices, policies and procedures. The revised SSEPP, accompanied by a new Memorandum of Executive Approval of the SSEPP, will then be shared with all transit employees and all key stakeholders within the community.

7. SSEPP SUPPORTING DOCUMENTS

Redwood Coast Transit Authority has completed the following supporting documents as a part of its overall Threat and Vulnerability Assessment and Safety, Security and Emergency Preparedness Plan (SSEPP). These supporting documents will be revised based on changing threat information, system vulnerabilities, emergency management structure and personnel working in a safety and security related capacity, either inside the organization or within the community. They are kept on file at the Del Norte Local Transportation Commission and the Redwood Coast Transit Authority.

- List of key personnel & SSEPP responsibilities
- Completed Capabilities Assessment
- Critical Asset Identification and Valuation
- Prioritized Vulnerability Report
- Completed Threat and Vulnerability Assessment Forms
- Transit Safety/Security Alert System
- Internal and External Contact Lists
- Emergency Response Team Roster
- Succession List
- Memorandum of Understanding between Redwood Coast Transit Authority and Community Emergency Management
- Memorandum of Understanding between Redwood Coast Transit Authority and First Responders
- Completed FTA Top 20 Security Program Action Items for Transit Agencies: Self-assessment Checklist
- Alternate Facility Certification checklist
- Evaluation Form for Transit Incidents
- Memorandum of Executive Approval