



# SOLTRANS EMERGENCY OPERATIONS PLAN TOOLKIT

August 2022



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## Section 4. Activation

The following resources are organized to help SolTrans staff and contractors mobilize quickly to manage emergencies and disasters.

### 4.1 The First 5 Minutes

Step 1. Take a deep breath and compose yourself

Step 2. Quickly assess known facts about the emergency

Step 3. Provide guidance to frontline staff for immediate life-safety needs

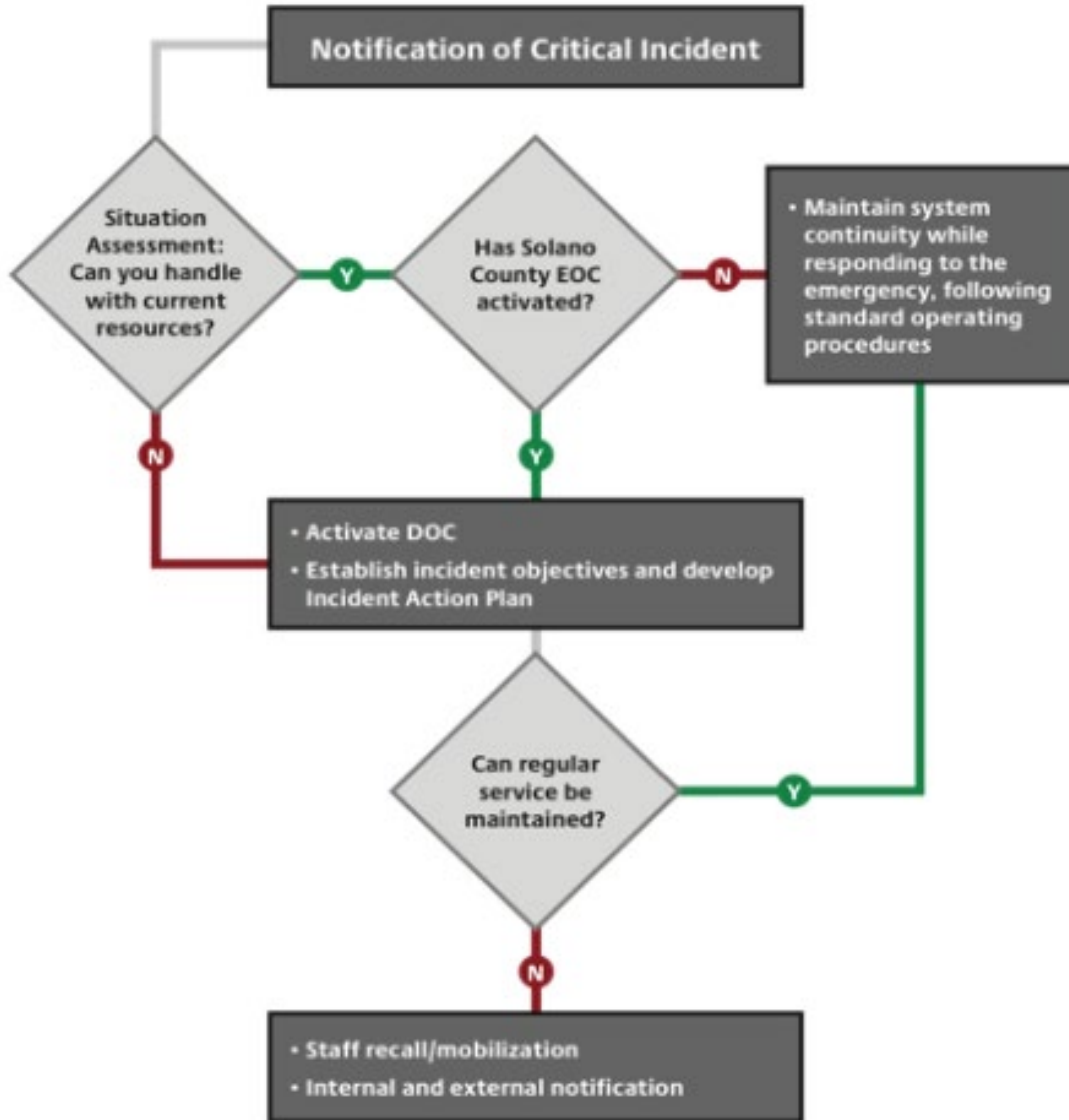
Step 4. Identify critical resource needs

Step 5. Review 4.2, Emergency Response Flow Chart

Step 6. Determine emergency activation level I (minor), II (moderate), or III (major)

Step 7. Notify essential emergency response personnel, 4.3 - Emergency Notification Process

## 4.2 Emergency Response Flow Chart



## 4.3 Emergency Notification Process

Determine who should be notified, based on emergency size and scope.

- Operations Manager
- Executive Director
- General Manager
- SolTrans Legal Counsel
- On-duty personnel
- Off-duty personnel
- SolTrans Board of Directors
- Solano County Office of Emergency Services
- Riders
- General public
- The media

Alerting party should notify the Operations Manager and the SolTrans Executive Director, who will initiate further communications/notifications.

See 4.4 for **contact information** of essential personnel.

See below for notification **methods** during normal working hours.

See 4.3.10 below for **after-hours** notification process.

### 4.3.1 General Manager, Operations Manager

Phone call, email and/or text from dispatch as is necessary/appropriate

### 4.3.2 Executive Director

Phone call, email and/or text from Operations Manager as is necessary/appropriate

### 4.3.3 Legal Counsel

Phone call, email and/or text from Executive Director as is necessary/appropriate

### 4.3.4 On-duty Personnel

Public Address announcement, radio communication to drivers, and/or email from TCC as is necessary/appropriate



#### 4.3.5 Off-duty Personnel

Phone call, email and/or text from Administrative Staff, as directed by the DOC Manager. Personnel may also connect at 707-234-8067 or [emergency@soltrtransride.com](mailto:emergency@soltrtransride.com).

#### 4.3.6 SolTrans Board of Directors

Phone call and/or email from Executive Director.

#### 4.3.7 Solano County Office of Emergency Services

Phone call, email and text from DOC Manager.

#### 4.3.8 Riders/General Public

Updated outgoing voice message,<sup>1</sup> updated info on SolTransRide.com, social media post(s), and/or outreach to electronic media as determined by SolTrans Marketing Manager/Public Information Officer (PIO) in conjunction with the SolTrans Executive Director/DOC Manager and other DOC personnel.

#### 4.3.9 The Media

News release and/or news conference as determined by SolTrans Marketing Manager/PIO in conjunction with the SolTrans Executive Director/DOC Manager.

#### 4.3.10 After-hours Notification Protocol

In the event of an emergency after normal business hours, the notifying party will contact, in the following priority order:

1. SolTrans Operations Manager
2. SolTrans General Services Manager
3. SolTrans Executive Director
4. SolTrans Program Analyst

The recipient of the notification will determine if resources can and should be provided. If so, he or she will activate the SolTrans DOC, and contact the SolTrans service provider personnel in the following priority order:

1. General Manager
2. Dispatch Managers

Upon notification, the service contractor will contact and mobilize the drivers, buses and maintenance personnel needed at the staging area of the requesting agency, and coordinate with the SolTrans DOC on response activities.

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<sup>1</sup> See 4.5 for details on updating the recorded voicemail system



## 4.4 Emergency Notification Roster

TITLE	NAME/TITLE	OFFICE + CELL	EMAIL
<b>DOC Manager</b>	Beth Kranda Executive Director SolTrans	O: 707-736-6994 C: 951-255-9102	beth@soltransride.com
<b>Safety Officer</b>	Angela Jackson Program Analyst II SolTrans	O: 707-222-8020 C:707-712-8423	angela@soltransride.com
<b>Public Information Officer</b>	Mandi Renshaw Senior Analyst SolTrans	O: 707-736-6982 C:707-712-8692	Mandi@soltransride.com
<b>Agency Liaison</b>	Pat Carr General Services Manager SolTrans	O: 707-656-2012 C: 707-654-7044	pat@soltransride.com
<b>Scribe</b>	Suzanne Fredriksen Board Clerk SolTrans	O: 707-736-6993 C:707-656-7817	suzanne@SolTransRide.com
<b>Operations/Logistics Chief</b>	John Sanderson Operations & Planning Manager SolTrans	O: 707-736-6983 C:510-472-6468	john@soltransride.com
<b>Planning Chief</b>	Pat Carr General Services Manager SolTrans	O: 707-656-2012 C:707-654-7044	pat@soltransride.com
<b>Finance/ Admin Chief</b>	Kristina Botsford Finance & Admin Manager SolTrans	O: 707-736-6987 C:925-818-9331	kristina@soltransride.com
<b>Transdev</b>	Alvaro Jun Sayong (Jun) General Manager	O:(707) 234-8292 ext 4617 C: (707) 209-5531	<a href="mailto:alvaro.sayong@transdev.com">alvaro.sayong@transdev.com</a>
<b>Transdev</b>	Cathaline Campos Operations Safety/Training Manager	O: 707-234-8652 C: 707-209-8291	Cathaline.Campos@transdev.com
<b>Transdev</b>	Sarah Omero HR & Finance Manager	O: 707-648-4666 Ext. 4670	Sarah.Omero@transdev.com

## 4.5 SolTrans Transit Emergency Proclamation

**Whereas** conditions of unusual peril to the safety of the people and property of California have arisen, and;

**Whereas** SolTrans plays a critical role in helping to protect the health, safety, and welfare of the communities it serves, and;

**Whereas** these emergency conditions are likely to exceed SolTrans' ability to manage while also maintaining service continuity.

By the authority vested in me as Executive Director of the Solano County Transit Joint Powers Authority (SolTrans), I **proclaim that a Transit Emergency now exists** in Solano County, and hereby order the activation of SolTrans' Departmental Emergency Operations Center to support response and recovery operations as prescribed in the SolTrans Emergency Operations Plan.

During the existence of this transit emergency proclamation, the **DOC shall have executive authority over:**

- Bus routes, schedules, and continuity of operations
- Increased safety/security procedures
- Suspension of personal leave for essential personnel
- Recall of off-duty personnel, within the confines of federally mandated work/rest requirements
- Overtime hours
- Petty cash for emergency protective measures

This Transit Emergency Proclamation is issued as a result of \_\_\_\_\_ (nature of emergency), which struck on \_\_\_\_\_ (day) of \_\_\_\_ (month), 20\_\_\_\_ (year).

This proclamation shall expire within 7 days of issuance unless confirmed and ratified by the SolTrans Board of Directors and may be suspended at any time by order of the DOC Manager.

Signed By: \_\_\_\_\_  
SolTrans Executive Director

Dated: \_\_\_\_\_

Ratified By: \_\_\_\_\_  
SolTrans Board Chair

Dated: \_\_\_\_\_  
(must be ratified within 7 days)

## 4.6 Updating the Recorded Voice Message for Emergencies

Obtain approval from SolTrans' Executive Director or his/her designee along with the approval for the specific scripted emergency message first. Follow the guidance given to activate the emergency phone messaging system.

The designated Emergency Phone # is currently in the Main Office: (707) 234-8067

## 4.7 Critical Facilities List

There are some facilities that are essential to any organization. For SolTrans this includes a fenced yard providing security to its valuable fleet; fueling stations to keep the engines running; maintenance facilities to keep the wheels turning; administrative offices to provide leadership; and facilities for customers to get on, get off and transfer between bus lines. Following are alternate facilities the SolTrans DOC may turn to in the event that primary facilities become dangerous, damaged, or otherwise inaccessible.

PURPOSE – LOCATION	ALTERNATE FACILITY #1	ALTERNATE FACILITY #2
Fenced Yard - 1850 Broadway	801 Curtola Parkway, Vallejo CA	Solano County Fairgrounds
CNG Fueling – 1850 Broadway	Allied Propane 221 Devlin Rd Napa	Trillium CNG Station 1101 Second St., Berkeley -
Temporary Operation Facility- North County	508 Elmira Rd Vacaville CA	
Trillium CNG Emergency Contacts	Dispatch 24 Hour- 1-800-920-1166  Kirk Haag NW Service Supervisor 916-710-1311	Russell Govett NW Regional Manager 405-245-1691
Diesel Fueling – 1850 Broadway	Allied Propane 221 Devlin Rd. Napa	Chevron 151 Crocker Drive , Vacaville 707- 451-7533.
Primary DOC Location – 1850 Broadway	311 Sacramento Street	Cal Maritime Anchor Office
Transit Hub – 311 Sacramento Street	Sereno Transit Center	Curtola Park and Ride
Staging Location – 1850 Broadway	6 Flags parking lot	American Canyon

## 4.8 Facility Inspection Checklist

To be completed by service contractor Safety Officer on a quarterly basis, and immediately following any Level II or Level III emergency (SolTrans EOP Volume I, Section 3.5). This checklist helps maintain facility safety and security before and following critical incidents. Completed checklists should be provided quarterly to the SolTrans operations manager for systems improvement/repair.

GENERAL/OFFICE FACILITIES	YES	NO	N/A	COMMENT:
Floors clean and free of clutter				
Walls and ceilings appear to be structurally sound and free of cracks				
Windows are intact and free of cracks				
Restrooms are clean and sanitary				
Plumbing fixtures functioning properly				
Tables and chairs in working condition				
Exits properly marked				
Stairwells with handrails, treads and free of debris				
Evacuation instructions posted				
Shelter in place procedures posted				
Required OSHA materials posted				
YARD	YES	NO	N/A	COMMENT:
Integrity of perimeter fencing				
Traffic areas are free of rubbish and debris				
Parking areas in good repair/free of trip hazards				
Landscaping properly trimmed back/maintained				
Fuel hose hung properly				

Fuel nozzle trigger locks removed				
Fuel island has spill kit available				
<b>MAINTENANCE AREA</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>COMMENT:</b>
Overall cleanliness of facility meets standards				
Floors free oil spills/slick spots				
Maintenance personnel wearing eye protection				
Maintenance personnel wearing proper footwear				
Inventory properly stored and organized				
Waste area(s) clean and orderly				
Aerosol cans/paints stored in fireproof cabinets				
Oily rags disposed of in covered metal waste cans				
Storage drums covered and labeled				
PPE available for visitors				
Shop lights operational				
Drop lights clean, serviceable, and properly stored				
First aid kit stocked and available				
Eyewash station installed and functioning				
<b>TOOLS AND EQUIPMENT</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>COMMENT:</b>
Air / water hoses clean, free of defects and properly stored				
Batteries secured and stored with secondary containment				
Tires and wheels secured				
Vehicle lifts in good condition				

Vehicle wash area clean and organized				
Fire extinguishers with current inspection available				

SAFETY MANAGEMENT PRACTICES	YES	NO	N/A	COMMENT:
Safety training program is documented, and concordant with contract requirements				
Accident Log is current				
Safety meeting attendance documented				

Inspected by: \_\_\_\_\_

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

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

## 4.9 Emergency Supplies and Equipment List

Recommended emergency supplies and equipment may include:

- SolTrans EOP Volume I and Volume II in hardcopy binders and on flash drives for each member of the DOC
- Vests for each DOC staff person
- Name tents for each DOC staff position
- Large format laminated Incident Command System (ICS) forms to post on the walls of the DOC
- Large, laminated wall maps of the region
- Basic office supplies: clipboards, sticky notes, pens, tape, paper, stapler, etc.
- Flip charts, easels, markers, white boards, dry erase markers
- Status board for vehicles, drivers in service, out of service and on standby
- Communications devices, including alternate source for Internet connection
- Computers, laptops, tablets
- Personal Protective Equipment (PPE) – safety vests, hard hats, work boots, coveralls, breathing protection, gloves, goggles
- Food, water, and personal hygiene products essential personnel (hand sanitizer, tissues, toilet paper, tampons, etc.)
- Backup generator to power DOC
- Batteries, power packs, cell phone chargers and other power supplies for all electronic equipment
- Landline phones and headsets
- Crank radio, AM/FM radio and NOAA weather radio
- Push-to-talk radios
- Television sets
- Other communications equipment such as fax machine, printers
- Flashlights, glow sticks
- Up-to-date list of staff phone numbers
- First Aid supplies
- Blankets, rope, duct tape, fire extinguishers, spill kits, tarps, water purification tablets, whistles, crowbars, and shovels

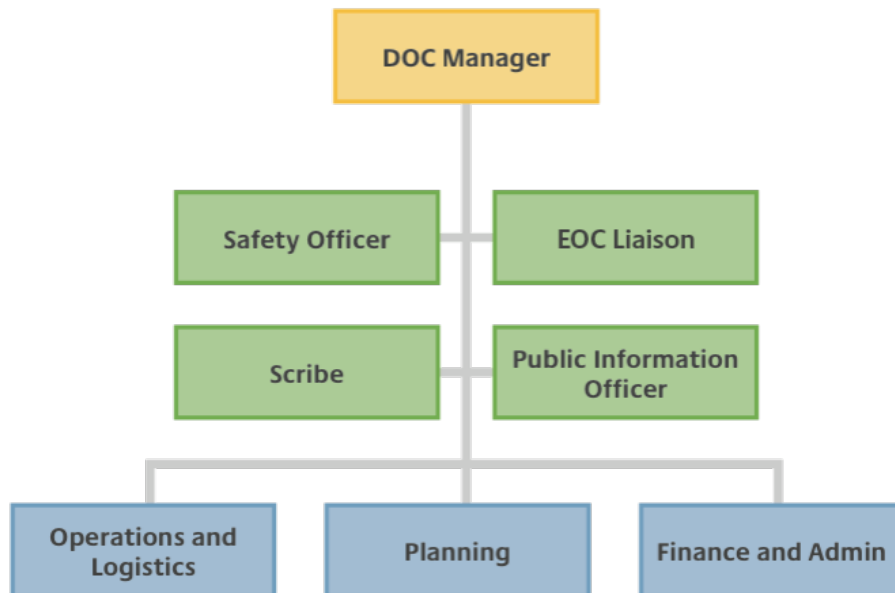


## Section 5. DOC Position Checklists

SolTrans will activate its DOC for transit emergencies, local emergencies and states of emergency (see SolTrans EOP Volume I, Section 3.1 Emergency Proclamations). The checklists provided in this section provide guidance and helpful reminders on essential tasks to be performed by each DOC position during activation.

### 5.1 Command Staff (DOC Leadership Team)

5.1.1 DOC Manager .....	15
5.1.2 Safety Officer .....	21
5.1.3 Public Information Officer .....	22
5.1.4 Scribe .....	23
5.1.5 Liaison Officer.....	24
5.1.6 Operations & Logistics Chief .....	25
5.1.7 Planning Section Chief .....	26
5.1.8 Finance/Admin Chief .....	27



### 5.1.1 DOC Manager Checklist

PROCEDURES	TIME
<p><b>1. Receive notice of an incident</b></p> <ul style="list-style-type: none"> <li>The Executive Director (or designated lead person on duty) is informed of the emergency by Operations staff, SolTrans service provider, or a partner agency.</li> </ul>	<p>In first 5 minutes</p>
<p><b>2. Utilize SolTrans Red Emergency Action Binder to guide response actions</b></p> <ul style="list-style-type: none"> <li>The red binder includes copies of the plan, the toolkit, and other DOC resources. Copies of the binder are located in the Executive Director’s office at 311 Sacramento Street, in the DOC at 1850 Broadway, and at the Executive Director’s personal vehicle or place of residence.</li> </ul>	<p>In first 5 minutes</p>
<p><b>3. Collect information on the incident using the Emergency Status Form (ICS Form 209)</b></p> <ul style="list-style-type: none"> <li>Located in the Red Action Binder, EOP Volume II, Section 7.3.</li> <li>If you do not have ICS Form 209 available, take notes on any paper and complete the ICS form as soon as practical.</li> </ul>	<p>In first 10 minutes</p>
<p><b>4. Document actions and activities using the Activity Log (ICS Form 201)</b></p> <ul style="list-style-type: none"> <li>Located in the Red Action Binder, EOP Volume II, Section 7.1.</li> <li>Ask any assisting staff to also log activities on their own 201 Activity Log.</li> </ul>	<p>In first 15 minutes</p>

<p><b>5. Organize initial briefing with members of the DOC</b></p> <ul style="list-style-type: none"> <li>• Organize a call or in-person meeting with essential personnel, which may include:             <ul style="list-style-type: none"> <li>○ Members of the SolTrans contractor team</li> <li>○ Members of the SolTrans DOC team</li> <li>○ Representative(s) from Solano County Office of Emergency Services (OES)</li> <li>○ Other partner agencies as may be helpful</li> </ul> </li> <li>• Send a text message with time/location of meeting or phone call             <ul style="list-style-type: none"> <li>○ In general, in-person meetings will be held at 1850 Broadway</li> <li>○ Conference calls can be arranged at: Call in number: 267-930-4000 Pin: 769-977-622 Host code: 466-213-500</li> </ul> </li> </ul>	<p>In the first 30 minutes</p>
<p><b>6. Facilitate initial briefing</b></p> <ul style="list-style-type: none"> <li>• Nature of the incident</li> <li>• Current and anticipated impacts on staff, riders, the general public, equipment, facilities</li> <li>• Resources deployed/actions taken</li> <li>• Planned response actions/resourced needed</li> <li>• Assignment of responsibility and authority for planned response actions</li> <li>• Schedule for next briefing</li> </ul>	<p>In the first 30 minutes</p>
<p><b>7. Activate and staff DOC to the level appropriate to the emergency</b></p> <ul style="list-style-type: none"> <li>• Follow emergency declaration process to secure authority for response actions</li> <li>• Use the DOC Mobilization Roster to notify DOC staff to report to the DOC (in person or virtually)</li> <li>• Assign roles and responsibilities for DOC staff, who will report to the DOC manager for the duration of the emergency activation</li> <li>• Document staffing plan using Staffing Assignment Form located in the Red Action Binder, EOP Volume II, Section 7.2</li> <li>• Notify staff and partner agencies regarding activation, impact on service continuity, and anticipated duration of emergency activation</li> </ul>	<p>In the first 30 minutes</p>

<p><b>8. Maintain staff accountability</b></p> <ul style="list-style-type: none"> <li>• Ensure that DOC staff sign in when they arrive, and sign out when leaving the facility</li> <li>• Work with admin staff to ensure accountability of all SolTrans personnel and equipment</li> </ul>	<p>In the first 30 minutes</p>
<p><b>9. Manage risks</b></p> <ul style="list-style-type: none"> <li>• Work with DOC Safety Officer and/or first responders to assess safety of equipment, facilities, and operating environment</li> </ul>	<p>In the first 30 minutes</p>
<p><b>10. Oversee emergency response activities</b></p> <ul style="list-style-type: none"> <li>• Brief arriving DOC staff on incident (ICS 201: Incident Briefing Form).</li> <li>• Ensure that DOC personnel understand their roles/responsibilities, referring them to the resources in the Red Binder for their position(s)</li> <li>• Ensure that DOC staff keep a log of their activities (ICS 214: Activity Log)</li> </ul>	<p>In the first 30 minutes and ongoing</p>
<p><b>11. Manage internal and external communications</b></p> <ul style="list-style-type: none"> <li>• Work with DOC Public Information Officer (PIO) and administrative staff to notify on-duty personnel, off-duty personnel, partner agencies, riders and the public and the media about the incident</li> <li>• Messaging – work with the DOC PIO to develop incident information. This should focus on what happened, what is being done to manage the crisis, and what it means to the recipient of the message.</li> </ul>	<p>In the first hour</p>

<p><b>12. Develop Incident Action Plan, in coordination with Planning Section Chief, based on Incident Objectives (Red Action Binder, Section 7.5)</b></p> <ul style="list-style-type: none"> <li>• Objective #1: Ensure the safety of SolTrans employees and contractors.             <ul style="list-style-type: none"> <li>○ On-duty personnel</li> <li>○ Off-duty personnel</li> <li>○ Contractor personnel</li> </ul> </li> <li>• Objective #2: Ensure the safety of riders.             <ul style="list-style-type: none"> <li>○ Determine status of vehicles in service                 <ul style="list-style-type: none"> <li>▪ red – critical or unresponsive</li> <li>▪ yellow – ok, but can't move</li> <li>▪ green – good to go</li> </ul> </li> <li>○ Obtain manifest of ADA riders anticipating pick-up/drop off during current operational period</li> </ul> </li> <li>• Objective #3: Assess the ability to maintain service.             <ul style="list-style-type: none"> <li>○ Status of equipment</li> <li>○ Safety of operating environment</li> <li>○ Status of fueling stations</li> <li>○ Status of maintenance facility</li> <li>○ Building safety</li> </ul> </li> <li>• Objective #4: Share incident action plan with key stakeholders.             <ul style="list-style-type: none"> <li>○ Internal stakeholders (e.g. SolTrans staff, SolTrans Board, contractor staff)</li> <li>○ External stakeholders (e.g. riders, partner agencies, general public)</li> </ul> </li> </ul>	<p>In the first hour</p>
<p><b>13. Conduct periodic DOC briefings</b>          Establish a regular briefing schedule. In general, briefings every 2 hours are recommended during the first operational period, and every 8-12 hours thereafter. Briefings should cover:</p> <ul style="list-style-type: none"> <li>○ Nature of the incident</li> <li>○ Current and anticipated impacts on staff, riders, the general public, equipment, facilities</li> <li>○ Resources deployed/actions taken</li> <li>○ Planned response actions/resourced needed</li> <li>○ Assignment of responsibility and authority for planned response actions</li> <li>○ Time for next briefing</li> </ul>	<p>In the first hour, and periodically as dictated by the incident</p>

<p><b>14. Plan for transition to recovery</b></p> <ul style="list-style-type: none"> <li>• Work with DOC staff to determine when it may be appropriate to transition from emergency response to emergency recovery.</li> </ul>	<p>During the first operational period, and each thereafter</p>
<p><b>15. Plan for extended emergency operations</b></p> <ul style="list-style-type: none"> <li>• If an emergency extends beyond normal shift hours care must be taken to manage fatigue</li> <li>• Develop a rotation schedule of staffing when more than one operational period becomes necessary</li> <li>• Provide for adequate food, water, and rest for DOC staff</li> <li>• Establish a shift and rotation schedule if incident is expected to run longer than one operational period and you have not already done so</li> <li>• Adjust operational periods and staffing as appropriate for work flow and response</li> </ul>	<p>During each operational period</p>
<p><b>16. Conduct damage assessment</b></p> <ul style="list-style-type: none"> <li>• Work with DOC Finance/Admin chief to gather and organize all ICS forms, notes, hours worked, list of supplies used, and photo documentation</li> <li>• Assess disaster-related damage to facilities and equipment</li> <li>• Work with insurance adjuster(s) on restitution of disaster-damaged property</li> <li>• Work with Liaison Officer to identify desired forms and formats for potential state/federal assistance</li> </ul>	<p>In the Recovery Phase</p>
<p><b>17. Adjust DOC staffing as appropriate</b></p> <ul style="list-style-type: none"> <li>• Reduce DOC staffing as appropriate, focusing on continuity of operations/service resumption</li> </ul>	<p>In the Recovery Phase</p>
<p><b>18. Deactivate and demobilize the DOC</b></p> <ul style="list-style-type: none"> <li>• Return to normal operations when appropriate, based on the demands of response and recovery operations</li> <li>• Communicate with internal and external audiences regarding deactivation</li> <li>• Identify single point of contact who will continue to coordinate with local emergency management and partner agencies regarding the emergency on a limited, yet ongoing, basis</li> </ul>	<p>DOC Deactivation</p>

<p><b>19. Facilitate After Action Analysis</b></p> <ul style="list-style-type: none"> <li>• Before deactivating the DOC, gather input from DOC staff on strengths, weaknesses, and areas for improvement during emergency response and recovery</li> <li>• Assign development of an After-Action Report and Corrective Action Plan based on lessons learned</li> <li>• Assign updates to the emergency plan, job aids, and training to improve response to emergencies in the future</li> </ul>	<p>DOC Deactivation</p>
<p>Supplies:</p>	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• DOC Manager vest and credentials</li> <li>• Personal Protective Equipment (PPE) including safety vest, hard hat, work boots, coveralls, breathing protection</li> <li>• ICS Forms 201, 209, 214, 215</li> <li>• Office supplies</li> <li>• Communications equipment</li> </ul>



### 5.1.2 Safety Officer Emergency Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	<p>Work with DOC Manager on strategies to:</p> <ul style="list-style-type: none"> <li>• Promote awareness of hazards and threats with DOC staff, management, supervisors and frontline staff</li> <li>• Ensure that safety procedures and safe work practices continue to be followed during emergency response and recovery</li> <li>• Order cessation or modification of operations when health or safety concerns arise</li> <li>• Order, supervise, and monitor evacuation of facilities</li> <li>• Order, supervise, and monitor facility lock down and shelter in place orders</li> <li>• Oversee shutdown of gas, power, and water as required</li> <li>• Investigate accidents and incidents as required</li> </ul>
Supplies:	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• Safety Officer vest and credentials</li> <li>• PPE including safety vest, hard hat, work boots, coveralls, breathing protection</li> <li>• ICS Forms 201, 209, 214, 215</li> <li>• Office supplies</li> <li>• Communications equipment</li> </ul>

### 5.1.3 Public Information Officer (PIO) Emergency Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	<p>Work with DOC Manager on strategies to:</p> <ul style="list-style-type: none"> <li>• Develop messaging strategy in coordination with DOC Manager</li> <li>• Develop talking points regarding what happened, what SolTrans is doing about it, and what it means</li> <li>• Adapt talking points to various audiences: customer service, drivers, maintenance, administration, board members, riders, partner agencies, the general public</li> <li>• Obtain approval from DOC Manager/Incident Commander for public information prior to release</li> <li>• Update recorded voice message on the customer service line</li> <li>• Update website with current emergency information</li> <li>• Update social media posts with relevant approved emergency information</li> <li>• Respond to media inquiries providing current approved information and scheduling interviews with leadership and subject matter experts</li> <li>• Host or participate in news conference(s), in coordination with Solano County PIO, as appropriate/necessary</li> <li>• Coordinate with PIOs for the county, partner agencies and other responding agencies, as appropriate</li> <li>• Participate in the county Joint Information Center (JIC), if the JIC(s) is activated</li> </ul>
Supplies:	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• Public Information Officer vest and credentials</li> <li>• PPE including safety vest, hard hat, work boots, coveralls, breathing protection</li> <li>• ICS Forms 201, 209, 214</li> <li>• Pre-scripted emergency messages</li> <li>• News release template</li> <li>• Passwords to update phone messaging systems, website, and social media accounts</li> <li>• Laptop, portable printer and peripherals</li> <li>• Cell phone(s) and extra battery or power pack resupply</li> </ul>

### 5.1.4 Scribe Emergency Checklist

Reports to:	DOC Manager
Location:	Physical location of DOC Manager
Key Responsibilities	<p>Work with DOC Manager on strategies to:</p> <ul style="list-style-type: none"> <li>• Document date, time and location of key decisions made and actions taken during emergency response and recovery</li> <li>• Provide written background on complicated and potentially contentious decisions</li> <li>• Document mutual aid requests and orders received from partner agencies</li> <li>• Videotape news conferences</li> </ul>
Supplies:	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• Scribe vest and credentials</li> <li>• ICS Forms 201, 209, 214</li> <li>• Paper, pens and pencils</li> <li>• Laptop that has been mapped to a printer</li> </ul>

### 5.1.5 Liaison Officer Emergency Checklist

Reports to:	DOC Manager
Location:	SolTrans DOC if County EOC is not activated Solano County EOC, when activated
Key Responsibilities	<p>Work with DOC Manager on strategies to:</p> <ul style="list-style-type: none"> <li>• Participate in briefings at the Solano County EOC</li> <li>• Provide updates to EOC leadership on SolTrans capabilities, limitations, and resource needs</li> <li>• Share essential situational updates with SolTrans DOC</li> <li>• Update Solano County EOC Planning Section Chief regarding service disruptions, modifications, cancellations, and emergency response operations</li> <li>• Serve as SolTrans subject matter expert as requested by the SolTrans PIO and/or the DOC Manager.</li> <li>• Manage inquiries from family members of injured passengers and/or employees</li> <li>• Share information about service disruptions, injuries and fatalities with partner agencies, as approved and where necessary/appropriate</li> </ul>
Supplies:	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• Agency Liaison vest and credentials</li> <li>• ICS Forms 201, 209, 214</li> <li>• Approved emergency messages, talking points, news releases and situation reports</li> <li>• Laptop</li> <li>• Cell phone and extra battery resupply</li> </ul>

### 5.1.6 Operations & Logistics Chief Emergency Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	<p>Work with DOC Manager on strategies to:</p> <ul style="list-style-type: none"> <li>• Gather situational updates from dispatch, road supervisors, drivers, and other field personnel including current conditions, injuries, damage to equipment and/or facilities, hazards and threats, observed emergency response activities, and resource needs</li> <li>• Assess operational capacity</li> <li>• Assess availability of resources to meet incident objectives</li> <li>• Maintain inventory of essential resources available through mutual aid</li> <li>• Track resource requests from partner agencies</li> <li>• Utilize display boards, activity logs, or other appropriate recordkeeping to track staff and vehicles deployed and resources available to maintain service and support incident response</li> <li>• Ensure that SolTrans resources are not over-allocated</li> <li>• Assign Branch Directors as needed to sustain operations and respond to the emergency. Examples include operational continuity branch, evacuation branch, fueling and staging branch, facilities management branch</li> <li>• Track availability of fuel, parts, and essential supplies</li> <li>• Secure food, water, sanitation services, and other supplies essential to sustained operations</li> <li>• Report resource needs and resource availability to DOC command staff</li> <li>• Provide situational updates to DOC Planning Section Chief</li> <li>• Ensure that field staff complete documentation needed by Finance/Admin Chief to track costs and seek restitution</li> </ul>
Supplies:	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• Operations Chief vest and credentials</li> <li>• ICS Forms 201, 209, 214</li> <li>• Inventory of fleet and facilities</li> <li>• Cell phone and extra battery resupply</li> <li>• Contact info for DOC Section Chiefs</li> </ul>

### 5.1.7 Planning Section Chief Emergency Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	<p>Work with DOC Manager on strategies to:</p> <ul style="list-style-type: none"> <li>• Maintain a chronological incident log with sufficient detail to support reporting requirements</li> <li>• Maintain check-in and demobilization log, documenting the arrival/check-in and check-out of all DOC staff and equipment assigned to the incident</li> <li>• In coordination with the DOC Manager, develop an incident action plan (IAP) for SolTrans emergency operations for each operational period</li> <li>• Develop SolTrans Situation Reports (SitReps) at the end of each operational period</li> <li>• Copy and distribute IAPs and SitReps to DOC staff and other appropriate stakeholders</li> <li>• Compile a SolTrans After Action Report following demobilization of the DOC</li> <li>• Collect and maintain all Incident Action Plans, Situation Reports and After-Action Reports from the incident</li> </ul>
Supplies:	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• Planning Chief vest and credentials</li> <li>• ICS Forms 201, 209, 214</li> <li>• IAP template</li> <li>• SitRep template</li> <li>• AAR template</li> <li>• Laptop</li> </ul>

### 5.1.8 Finance/Admin Chief Emergency Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	<p>Work with DOC Manager on strategies to:</p> <ul style="list-style-type: none"> <li>• Establish financial guidelines, policies, and limitations for SolTrans emergency response operations in conjunction with legal counsel</li> <li>• Determine whether agreements/contracts are in place to support emergency response, and develop such agreements as necessary</li> <li>• Purchase emergency equipment and supplies requested by Operations/Logistics Section Chief and approved by the DOC Manager</li> <li>• Ensure that DOC and Service Provider staff record staff time for emergency response including times worked, locations, rates, names and contact details</li> <li>• Document all miles, hours, essential repairs, and other emergency-response costs -- including locations where equipment was used, times/hours used, and rates. Ensure that Service Provider differentiates such costs from normal day-to-day operating costs</li> <li>• Document the cost of materials and supplies purchased or rented for emergency response and emergency protective measures</li> <li>• Work with Operations/Logistics Chief to ensure that emergency response personnel complete damage assessment forms adequately and accurately</li> <li>• Calculate total cost of emergency-related expenditures</li> <li>• Work with partner agencies, through Agency Liaison, to determine reimbursement options and requirements for disaster related expenses</li> <li>• Prepare and maintain a list of outside vendors, agencies and jurisdictions to assist when normal operations are interrupted</li> <li>• Prepare, in advance of any incident, a fully executed Memorandum of Understanding (MOU) for any critical emergency supply need such as transportation fuel</li> </ul>
Supplies:	<ul style="list-style-type: none"> <li>• Red Action Binder</li> <li>• Finance/Admin Chief vest and credentials</li> <li>• ICS Forms 201, 209, 214</li> <li>• Vendor list along with related contingency contracts or MOUs</li> <li>• Petty cash, purchase order forms, agency Credit cards and other forms of payment</li> <li>• Laptop with necessary bookkeeping software</li> </ul>



Comments:	In general, existing administrative procedures will be used to keep payroll and financial records and to report and log accidents. Finance/Admin Chief can authorize purchases up to \$4,999 without approval from DOC Manager. Service Providers have no set limit, but must provide documented expenses including labor, fuel and other allocated costs.
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## 6. Emergency Response Guidance for Transit Personnel

The following checklists provide guidance for emergency response protocols and procedures to both dispatchers and drivers. Sections 6.1 and 6.2 provide general guidance. Sections 6.3 - 6.8 provide additional details to guide dispatchers during initial response. A copy of this section should be placed at the dispatch desk, and dispatchers should refer to it periodically for quick and easy reference in times of need. These materials may also be utilized for driver training.

### **6.1 General Guidance for Dispatchers**

- 6.1.1 Response Objectives
- 6.1.2 Critical Concerns
- 6.1.3 Demeanor
- 6.1.4 Priority Response Actions
- 6.1.5 Notifications
- 6.1.6 Communications

### **6.2 General Guidance to Drivers**

- 6.2.1 Assess the Situation
- 6.2.2 Notify Dispatcher / Request Aid
- 6.2.3 Protect Yourself and Passengers
- 6.2.4 Move to a Safe Location / Secure and Protect the Vehicle
- 6.2.5 Reassure and Assist Passengers
- 6.2.6 Gather Information for Accident/Incident Reports

### **6.3 Responding to Service Interruptions**

- 6.3.1 Aborting or Changing Route Due to a Hazard
- 6.3.2 Evacuation/Transportation Support

### **6.4 Responding to Transit Accidents and Incidents**

- 6.4.1 Communications from Driver
- 6.4.2 Guidance from Dispatch
- 6.4.3 Injury Procedures
- 6.4.4 Breakdown/Stranded Vehicle
- 6.4.5 Evacuating Vehicle
- 6.4.6 Transferring Passengers to Another Bus
- 6.4.7 Safety Triangles

**6.5 Responding to Natural and Technological Emergencies**

- 6.5.1 Situational Awareness
- 6.5.2 High Wind Warnings
- 6.5.3 Downed Power Lines
- 6.5.4 Floods/Flash Floods
- 6.5.5 Mudslides/Rockslides/Landslides
- 6.5.6 Storm Surge/Tsunami
- 6.5.7 Wildfire
- 6.5.8 Earthquake
- 6.5.9 Power Outage
- 6.5.10 Communications Failure

**6.6 Hazardous Materials**

- 6.6.1 Signs of a Toxic Chemical Release
- 6.6.2 Response when Release is Outside the Vehicle
- 6.6.3 Response when Release is Inside the Vehicle

**6.7 Violence/Crime**

- 6.5.1 Warning Signs
- 6.5.2 Response to Onboard Violence/Immanent Threat
- 6.5.3 Commandeered Vehicle/Robbery/Onboard Criminal Activity
- 6.5.4 Reporting Criminal Activity

**6.8 Terrorism**

- 6.8.1 Suspicious Activity
- 6.8.2 Identifying Suspicious Packages
- 6.8.3 Response to Suspicious Packages

## 6.1 General Guidance for Dispatchers during Emergency Response

### 6.1.1 Response Objectives

1. Life safety (drivers, passengers, staff, public)
2. Protection of property
3. Obtain accident details
4. Determine response requirements
5. Notify internal and external response units

### 6.1.2 Critical Concerns

- Nature and location of accident
- Number and severity of casualties
- Impact on service delivery/continuity of operations

### 6.1.3 Demeanor

- Focus on safety
- Remain calm
- Think quickly and act decisively
- Remain adaptable and flexible
- Be proactive

### 6.1.4 Priority Response Actions

- 911 notification
- Internal notification
- Maintain communication with affected driver(s)
- Expedite response actions and resources as needed
- Service cancellations or route adjustments
- Customer service updates
- Replacement driver/vehicle
- Maintenance service or tow truck
- Documenting response actions
- Maintain dispatch log / accident timeline
- Track resources deployed
- Prepare incident report(s)

### 6.1.5 Notifications

Dispatch must notify SolTrans management in case of:

- Fatality involving SolTrans equipment or on SolTrans property
- Accident requiring medical response or off-site medical attention
- Accident involving estimated damage in excess of \$5,000
- Incidents forcing suspension of regular transit service for more than 20 minutes
- Requests for transit equipment for evacuation or other public safety operation

### 6.1.6 Communications

Basic procedures and emergency protocol are as follows:

- All transmissions will be as brief as possible
- Per FCC regulations, profanity or abusive language are not allowed, and could result in disciplinary action.
- Staff will initiate communications by first stating who they are calling, then who is making the call. At the completion of the transmission both parties will indicate that the transmission is completed by stating “10-4 clear”
- Example:
  - Dispatcher: Dispatch to route 100 come in
  - Driver: Route 100 go ahead
  - After transmission is completed driver will state “10-4 clear”

## 6.2 General Guidance for Drivers During Emergency Response

### 6.2.1 Assess the Situation

- Self-check: Are you injured or incapacitated?
- Verify your location
- Identify hazardous conditions or safety threats
- Assess passengers: Any injuries? How severe?
- Is your vehicle damaged or disabled? Safe to operate?

### 6.2.2 Notify Dispatcher / Request Aid

- Identify yourself and vehicle number
- Exact location / cross-streets
- Type of emergency and brief description of what occurred
- Type of assistance needed from police, fire and EMS
- Whether you are blocking traffic and if the vehicle can be moved safely
- Number of passengers, number of passengers using mobility aids and nature and severity of any injuries
- Use push-to-talk radio to provide status updates as necessary

### 6.2.3 Protect Yourself and Passengers

- Act as on-scene incident manager until relieved by an emergency responder or a qualified transit official
- If in danger, take steps to remove yourself and passengers from the threat
- Shelter in Place: If safe where you are, keep passengers on board for their protection
- Evacuate if the risk of remaining onboard is greater than the risk of evacuating

### 6.2.4 Move to a Safe Location / Secure and Protect the Vehicle

- Relocate: If there are hazards or threats outside the vehicle (e.g. oncoming traffic), and it is safe to do so, drive away from the source of danger
- Turn on the four-way flashers
- If on a grade, turn the front wheels against the curb to prevent rollaway
- Put the transmission in park or neutral, as dictated by the type of vehicle, set the brakes and shut the engine off
- Use wheel chock (if available) to block the rear wheels
- Set triangles to warn approaching motorists

### 6.2.5 Reassure and Assist Passengers

- Keep passengers informed and updated frequently:
  - The nature of the delay / problem
  - How long the delay is expected to last
  - What is being done to respond or correct the problem
- Provide assistance to injured passengers
- Try to keep passengers comfortable and safe

### 6.2.6 Gather Information for Incident Report

Provide basic facts to your dispatcher, and gather additional information, such as:

- Key events, times, and actions taken
- Passenger information (names, addresses, phone numbers)
- Information on others involved (names, addresses, phone numbers, driver's license #)
- Information on other vehicles involved (license plate, year, make, model, color) Photos, if practical.
- Witnesses (names, addresses, phone numbers)
- Unit or badge numbers / names / of police, fire, EMS, road supervisor, or responding personnel
- Description of perpetrators/suspects (for criminal incidents)

**Note to Drivers:** Do not discuss incident details with anyone other than emergency responders (law enforcement, fire, EMS) or authorized transit officials. Refer any inquiries from the media or the public to authorized transit officials



## 6.3 Service Interruptions

### 6.3.1 Aborting or Changing Route Due to a Hazard

After being notified of a hazard or threat that may warrant aborting or deviating from a regular route, dispatch will:

- Provide clear direction to the driver on what action(s) to take (or avoid).
- Notify the Road Supervisor who is responsible for coordinating emergency service alteration protocols
- Notify other drivers/routes of the hazard, as appropriate

### 6.3.2 Evacuation/Transportation Support

In the event SolTrans may support community evacuation to the extent possible.

- Emergency response officials may request transportation for evacuees to shelters.
- Paratransit should sustain whatever level of normal service is feasible, with priority given to medical and life safety transport.
- Depending upon severity of accident, SolTrans may ask dispatch to direct in-service vehicles to divert to pick up evacuees.
- When dispatching vehicles to pick up evacuees, ensure that you direct them around possible hazards or threats.

## 6.4 Transit Accidents and Incidents

### 6.4.1 Communications from Driver

In case of an accident, drivers should contact dispatch with the following information:

- Route number
- Vehicle number
- Location (road, nearest intersection or mile marker)
- Number and severity of injuries, if any
- Number of passengers onboard
- Resources required

### 6.4.2 Guidance for Dispatch

- Obtain details regarding incident, and persistence of hazards/threats
- Instruct driver to shelter in place, relocate or evacuate, as is appropriate.
- Request Aid
  - Call 911 to request aid from police, fire, EMS as needed
  - Contact maintenance to request aid (if appropriate)
  - Dispatch additional vehicle(s) as needed for continuity of operations
  - Inform SolTrans management
  - Enter details into Log

### 6.4.3 Injury Procedures

- If anyone was injured and/or transported to the hospital, Dispatch should immediately contact the SolTrans Operations Manager
- If the SolTrans Operations Manager cannot be reached, Dispatch should contact the SolTrans Executive Director

### 6.4.4 Breakdown/Stranded Vehicle

- Obtain details regarding vehicle location, direction, number of passengers on board, and the nature of the break down
- Unless the vehicle has been in an accident (in which case the vehicle should not be moved except for safety reasons), instruct driver to move the vehicle off the roadway to a safe location, secure the vehicle and await assistance
- Contact maintenance to request aid/tow service
- Dispatch additional vehicle(s) as needed for continuity of operations
- Notify SolTrans Operations Manager if service delays are expected to exceed 20 minutes

### 6.4.5 Evacuating Vehicle

Evacuation is recommended only when the risks of staying on board the vehicle are greater than the risks involved in moving the passengers off the vehicle. Evacuation would typically be appropriate in any of the following situations:

- The vehicle is in a dangerous location and cannot be moved
- The driver sees fire or sees or smells smoke
- The driver sees leaking fuel coming from or underneath the vehicle
- The driver sees a security threat such as a suspicious package, suspicious substance, or an explosive device

If your driver must evacuate the vehicle instruct him/her to:

- Identify a safe location to where the evacuated passengers should be taken which is at least 500 feet away
- Request the assistance of able-bodied passengers to aid in the evacuation of passengers with assistance needs
- Communicate calmly with passengers that evacuation is necessary, indicating which exits they are to use and where they are to gather after leaving the vehicle
- Secure the vehicle, take the push-to-talk radio, and proceed to evacuate passengers
- Evacuate all ambulatory passengers first
- Once all passengers are clear of the vehicle, calmly guide passengers to the designated safe area and assess their condition

### 6.4.6 Transferring Passengers to Another Bus

Transferring passengers is common following a vehicle breakdown, or accident. When transferring passengers to another vehicle, tell the driver to:

- Ensure there is a clear path between the vehicles
- Provide clear instructions to their passengers and provide passenger assistance

### 6.4.7 Safety Triangles

Once a vehicle is parked, the driver must protect the vehicle with flares or triangles. Exact placement will depend on the road, traffic, and visibility, but following are useful guidelines:

Two-lane road:

- Place triangle 100' behind the vehicle in the center of the obstructed lane
- Place another triangle 10' behind the vehicle on the left edge of the obstructed lane
- Place another triangle in the 100' ahead of the vehicle center of the obstructed lane

Divided highway

- Place one triangle 200' behind the vehicle near the right edge of the obstructed lane
- Place another triangle 100' behind the vehicle in the center of the obstructed lane
- Place a third triangle 10' behind the vehicle on the left edge of the obstructed lane

On a curve or hill:

- Place triangles where they will provide adequate warning to oncoming and overtaking traffic, consistent with guidelines above
- Precise distance placement will depend on the radius of the curve and/or sight distances, giving approaching traffic sufficient advance warning

## 6.5 Natural and Technological Emergencies

### 6.5.1 Situational Awareness

Dispatch should monitor National Weather Service for forecasts, watches and warnings, and share advisories with drivers and other field staff.

### 6.5.2 High Wind Warnings

- Sustained winds and gusts in excess of 40 mph may overturn large profile vehicles, such as a bus
- Drivers should reduce travel speeds and be prepared for service suspension or alteration
- Drivers should also be advised to watch for downed trees and power lines

### 6.5.3 Downed Power Lines

- Assume that all downed power lines are “hot” and pose an electrocution hazard
- If a power line falls on or contacts a vehicle, drivers should keep passengers in the vehicle and carefully drive or back away from contact with the line
- If it is not possible to drive away from the downed lines, the driver and passengers should remain in the vehicle until qualified help arrives, and the driver should warn passengers avoid touching the vehicle as the chassis and metal parts could be electrified

### 6.5.4 Floods/Flash Floods

Floods can strike with little or no warning as rain is channeled into streams, gullies and ravines. Roadways and city streets can be washed out, and vehicles swept from roadway. During a flood watch or warning:

- If a driver encounters floodwaters, they should proceed with extreme caution and moderate speed
- Drivers should not proceed through water more than six inches deep
- Drivers should never cross a flooded bridge, as structural supports may be washed out

### 6.5.5 Mudslides/Rockslides/Landslides

Mudslides and rockslides are common on steep slopes without vegetation. If a driver encounters a mudslide, they should:

- Drive away from the debris flow and seek higher ground
- Remain in the vehicle with their passengers (unless the vehicle is trapped in the path of a slide - see vehicle evacuation, 6.4.5)

### 6.5.6 Storm Surge/Tsunami

To be safe from storm surge or a tsunami you should be at least 100' above sea level or 1.5 miles inland.

- In case of a tsunami watch seek guidance from SolTrans management regarding continuity of operations
- In case of a tsunami warning direct all vehicles in the inundation zone to proceed to higher ground – be specific

### 6.5.7 Wildfire

If a driver reports a wildfire:

- Tell the driver not to operate vehicle along a roadway above an active wildfire, as fire spreads most rapidly uphill and downwind
- Call 911 to report the fire
- Identify alternate routes and advise affected drivers
- Contact the transportation manager to discuss continuity of operations

### 6.5.8 Earthquake

Earthquakes occur without warning. Earthquakes that are moderate to severe may damage roads and bridges, topple powerlines and buildings, and knock out traffic signals. Use the following guidelines below to protect yourself and others when an earthquake is felt.

#### **6.5.8.1 Earthquake response when indoors**

- Drop – Drop to the ground to prevent being thrown to the ground
- Cover – Take cover under a desk or other sturdy object. Avoid being underneath objects that may fall or topple over such as light fixtures, tall bookcases or storage shelves, etc. Stay away from windows or other large glass objects
- Hold On – Hang on with one hand, and cover the back of your head with the other

#### **6.5.8.2 Earthquake response when outdoors:**

- Drop – Drop to the ground to prevent being thrown to the ground
- Cover – Move away from trees, buildings, walls, light poles, and power lines. Get into a fetal position and cross your arms over the back of your neck for protection

#### **6.5.8.3 After the Shaking Stops**

- Tune to radio station KUIC 95.3 FM for emergency alert announcements
- Ask drivers to report their location and condition
- Advise drivers to not drive over or under bridges and overpasses, and to use caution at intersections without power to signals
  - Contact SolTrans Operations Manager for guidance on continuity of operations, evacuation orders, or shelter in place orders
  - Be prepared for aftershocks, which can be more damaging than the initial quake

### 6.5.9 Power Outage

If severe weather is approaching, turn off all unused electrical equipment such as printers or workstations. If working on a computer, save frequently to prevent data loss due to power failure. Preferably, before the power goes out:

- Locate battery-powered lighting and flashlights
- Turn off all light switches, computers and other electrical equipment
- After the power goes out, call Pacific Gas and Electric (PG&E) at 800-743-5000, extension 3 for an estimate on duration of power outage
- Contact SolTrans Operations Manager for continuity of operations decisions

### 6.5.10 Communications Failure

If you lose communication with drivers continue to seek contact through push to talk radio system. Additionally, have road supervisors communicate with drivers face to face as they cycle through Vallejo Transit Center – 311 Sacramento Street.

## 6.6 Hazardous Materials

A variety of toxic industrial chemicals and other hazardous materials are moved by truck and rail. Some chemicals can be dangerous if touched or inhaled. Response strategies depending on where the spill occurs, so situational assessment is very important.

### 6.6.1 Signs of a Toxic Chemical Release

- Items emitting an unexplainable or pungent odor or vapor
- Abandoned or out-of-place aerosol devices
- A cloud, mist, fog, fine powder, dust, liquid or oily residue of unknown source
- Two or more people experiencing difficulty breathing, uncontrollable coughing, collapse, seizure, nausea, blurred vision or disorientation

### 6.6.2 Hazmat Spill Outside the Vehicle

Tell driver to:

- Stay inside the vehicle
- Shut all vehicle windows and vents, and shut down HVAC system
- Move the vehicle uphill and upwind

### 6.6.3 Hazmat Spill Inside the Vehicle

- Contact 911 with the location of the vehicle, and tell driver to:
  - Immediately pull over to a safe location preferably in an area not crowded with people
  - Shut off the vehicle, including HVAC; close windows
  - Evacuate passengers a minimum of 1,500' away from the vehicle, preferably uphill and upwind
  - Tell passers-by to stay away from the vehicle
  - Inform dispatch, and remain with passengers outside the vehicle while awaiting assistance



## 6.7 Violence/Crime

Violent crime cannot always be predicted, especially if criminals engage in a planned and deliberate attack or robbery, where surprise and anonymity works in their favor. However, there are often indicators - "warning signs" - as a precursor to violent crimes or other criminal activity. Drivers should be on the lookout for these indicators, and report problems early.

### 6.7.1 Warning Signs

- Statements about family or relationship stress, financial stress, or inability to cope
- Stated threats and/or veiled threats
- Visibly increased agitation, sudden movements
- Hostile or aggressive facial expression
- Intense or unbroken eye contact, and violating personal space
- Threatening body posture including clenched jaw, closed fists or heavy breathing, profuse sweating
- Raised voice/shouting
- Known history of violent behavior
- Unusual fascination with weapons
- Suggestion or evidence of a weapon
- Drug or alcohol abuse

### 6.7.2 Response to Onboard Violence or Imminent Threat

- Driver should alert dispatch with transmission, "Bus # to Dispatch, route check: (location and direction of vehicle + time of day)
- Dispatch should respond, "Dispatch to bus #, route check noted in log. Please check in when you return to base"
- Dispatch should alert law enforcement and SolTrans management immediately and document Code 1 incident in Dispatch log

### 6.7.3 Commandeered Vehicle/Robbery/Onboard Criminal Activity

- If possible, driver should alert dispatch with transmission, "Bus # to Dispatch, route check: (location and direction of vehicle + time of day)
- Dispatch should respond, "Dispatch to bus #, route check noted. Please check in to dispatch when you return to base"
- Dispatch should alert law enforcement and SolTrans management immediately and document Code 1 incident in Dispatch log

## 6.7.4 Reporting Criminal Activity

Drivers may, from time to time, report criminal activity that they observe in the course of their travels. If a crime is reported ask drivers to provide as much information as possible, then contact 911 with these details.

### 6.7.4.1 Physical Characteristics

- Head – round, oval, long or square. Description of eyes, ears, hair and facial hair, mouth, nose, forehead, cheeks, chin, complexion, jewelry, hat
- Body – neck, arms, chest, stomach, shirt
- Legs – slacks, skirt, belt, feet, socks, shoes
- Overall appearance – height, weight, and gender; thin, medium, or heavy-set
- Any packages, accessories, surveillance tools, etc.
- Unique characteristics such as scars, tattoos, birthmarks or other permanent features
- Type of weapon(s) used or seen

### 6.7.4.2 Vehicle Characteristics

- Vehicle color, make and model
- License plate number/state
- Any company logo, vehicle number or identifier
- Unique features/previous body damage/rust/bumper stickers

## 6.8. Terrorism

While terrorist attacks are rare events, it's important for all transit employees to be aware of the threat of terrorism and alert to possible "warning signs" of a terrorist attack. If drivers see things that seem out of the ordinary and potentially dangerous it should be immediately reported to dispatch.

### 6.8.1 Suspicious Activity

- Reconnaissance – Obtaining detailed Information about operations via phone, mail, fax, or in person
- Surveillance – Photographing, videotaping or monitoring daily activities
- Acquiring Weapons or Supplies – purchase or theft of weapons, explosives, chemicals, electrical components, uniforms, ID's
- Suspicious Persons Out of Place – people who don't seem to belong in the area
- Running Security Tests – attempts to enter secure or "employees only" areas

Suspicion should not be based on color, ethnicity, nationality or religion, as terrorists (or criminals) may come from any walk of life or any possible human demographic

### 6.8.2 Identifying Suspicious Packages

One challenge facing transit employees is distinguishing ordinary lost and found items from potential terrorist weapons. The "HOT system" is a useful way to tell the difference.

Is it:

- **Hidden?**
  - Apparent attempt to hide or conceal the item
  - Found in an area inconvenient, out of easy reach, or unusual
- **Obviously suspicious?**
  - Stains, leaks, oily or powdery residue
  - A strange odor
  - Threatening message attached
  - Visible wires, battery, tanks, or bottle
  - Clock, cell phone, or timer attached or wired
  - Ticking, buzzing, or sloshing sound
  - Abandoned by someone who was seen leaving the area
- **Typical for the environment?**
  - The type of item you would expect passengers to carry
  - Does anyone claim ownership of item?
  - Is there an identification tag on the item?
  - Is it explainable for the time, place, and clientele?

After using the HOT test, does your instinct tell you something might be wrong? If so, trust your instinct.

### 6.8.3 Response to Suspicious Packages

- Do not touch, move or cover the object
- Do not use a radio or cell phone in the vicinity if you suspect an explosive
- If there is immediate danger, remain calm and evacuate well away from the vehicle or the area
- Attempt to isolate and secure the area
- Do not re-enter vehicle once you have evacuated everyone
- Make notification through appropriate channels – use a cell phone from a safe distance if the bus radio is no longer available – give description of the package or device and its location
- Await direction from management or emergency responders

## Section 7. Emergency Forms and Notifications Materials

This section is reserved for the various forms needed in the DOC and for emergency information considered to be of a more sensitive nature.

\*When distributing the SolTrans Emergency Operations Plan, Volume II, all materials in this section may not be available to everyone.

7.1 Activity Log/Incident Briefing Form (modified ICS 201) .....	49
7.2 Staffing Assignment Form (modified ICS 203) .....	51
7.3 SitRep Form/Incident Status Summary (ICS 209).....	52
7.4 Status Form (modified ICS 214) .....	54
7.5 Incident Action Plan (IAP).....	55
7.6 After Action Worksheet (AAR).....	56

## 7.1 Activity Log/Incident Briefing Form (Modified ICS 201)

EMERGENCY NAME:	DATE/TIME (form completed):
TEAM MEMBER (completing form): Position / Title:	LOCATION (of emergency):
Map/Sketch (Attach map showing total area of operations and other graphics depicting situational status and resource assignment):	
Situation Summary and Health and Safety (potential health and safety hazards and protection measures)	
Current and Planned Actions, Strategies, and Tactics:	
Time	Actions

### 7.1 ICS201 – Activity Log (continued)

Resource Summary:				
Resource	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
Prepared by:		Position/Title:		Signature:

## 7.2 Staffing Assignment Form (modified ICS 203)

Emergency name:		Date Prepared:	Operational Period:
DOC Manager [Name]:		Incident Commander (Name):	
<b>PERSONNEL ASSIGNED</b>			
<b>Position</b>	<b>Name</b>	<b>Contact Information</b>	
DOC Manager			
Safety Officer			
Public Information Officer			
Scribe			
Operations/Logistics Chief			
Planning Chief			
Finance/Administration Chief			
Other: (Title)			



### 7.3 SitRep Form/Incident Status Summary (ICS 209)

<b>EMERGENCY NAME:</b>	<b>DATE/TIME (form completed):</b>
<b>TEAM MEMBER (completing form):</b>	<b>LOCATION (of emergency):</b>
<b>Weather Concerns (current and forecasted):</b>	
<b>Significant Events (including date/time crisis occurred &amp; other info for determining next steps):</b>	
<b>Transit Actions:</b>	
<b>Status of Facilities (include if area is secured)</b>	

<b>Status of Service</b>			
<b>Casualties/Injuries:</b>			<b>Status</b>
<b># INJURIES</b>	<b>Staff</b>	<b>Riders</b>	
<b># FATALITIES</b>	<b>Staff</b>	<b>Riders</b>	
<b># MISSING</b>	<b>Staff</b>	<b>Riders</b>	
<b>Status of Community</b>			<b>Status of Partner Agencies</b>
<b>ORGANIZATIONS INVOLVED IN RESPONSE (note if the organization is on-scene)</b>			
<b>Responders/Government Agencies</b>	<b>Partner Agencies</b>		<b>Media presence</b>
<b>Planned Actions for next Operational Period</b>			

## 7.4 Status Form (modified ICS 214)

EMERGENCY NAME:		LOCATION (of emergency):
TEAM MEMBER (completing form):		Date From: _____ Date To: _____ Time From: _____ Time To: _____
<b>Date/Time</b>	<b>Notable Activities - Attach any photos of damage</b>	
Prepared by:	Position/Title:	Signature:



## 7.6 After Action Worksheet (AAR)

The DOC Manager and Planning Section Chief may use this worksheet to gather feedback from team members for after action analysis. All team members should participate in the evaluation, which is led by the DOC Manager or designee.

AFTER-ACTION REPORT WORKSHEET	
DATE/TIME completed:	By:
EMERGENCY NAME and DATE:	
Date of DOC Deactivation:	
QUESTIONS TO ELICIT INPUT/FEEDBACK	
1. List the top 3 or more strengths of the response.	
2. List the top 3 or more areas that need improvement for future response.	
3. Identify the corrective actions that should be taken to address the issues listed as areas that need improvement. For each corrective action, indicate a priority level (e.g., high, medium, or low).	
4. Who should be assigned responsibility for each corrective action?	
5. What is the deadline for completing the corrective action?	
6. List the applicable equipment, training, plans, and procedures that should be reviewed, revised, or developed. (Indicate a priority level for each.)	
<i>[add other questions specific to the response efforts.]</i>	