



# SolTrans Emergency Operations Plan

February, 2019



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## Section 1. Introduction

### 1.1 Purpose

The purpose of this Emergency Operations Plan (EOP) is to:

- Identify a structure, authorities, roles, processes, and tools that SolTrans staff may use for emergency preparedness, response and recovery.
- Provide processes to support SolTrans' service continuity mission while managing emergencies.
- Describe roles and processes for interagency coordination in an emergency, particularly among SolTrans, local governments, the Operational Area (Solano County Office of Emergency Services), and appropriate state and federal agencies and non-governmental organizations.
- Establish an organizational framework for managing emergencies that is consistent with local, state, and federal emergency management guidance.

### 1.2 Authorities

SolTrans' EOP is consistent with the following state and federal regulations and guidance.

#### ***State of California***

- California Code of Regulations, Title 8, Section 6 (OSHA, state level)
- California Code of Regulations, Title 19, Chapter 2, Subchapter 3, §2620 et seq. (related to seismic building codes)
- California Code of Regulations, Title 2, Division 1, Chapter 7, §8550 et seq. (Emergency Services Act)
- California Code of Regulations Section 8607(a) (the California Standardized Emergency Management System, or SEMS)
- California Code of Regulations, Title 13, §1256 (related to bus safety)

#### ***Federal***

- 49 CFR Part 673 (Federal guidance on transit system safety, security and emergency preparedness)
- Transportation Security Administration (TSA)/Federal Transit Administration (FTA) Security and Emergency Management Action Items for Transit Agencies, 2008

- Transit Agency Security and Emergency Management Protective Measures, FTA, November 2006
- Guidance Document: Immediate Actions (IAs) for Transit Agencies for Potential and Actual Life-Threatening Incidents, FTA, 2004
- Public Transportation System Security and Emergency Preparedness Planning Guide, FTA, January 2003
- Homeland Security Presidential Directive (HSPD) -5, Management of Domestic Incidents
- HSPD-8, National Domestic All-Hazards Preparedness Goal
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Federal Civil Defense Act of 1950 (Public Law 920, as amended)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707
- 29 CFR 1910.38 (OSHA)

### 1.3 Hazards

This EOP is intended to provide a framework for SolTrans to manage any type of hazard or emergency. The following examples of hazards or threats have the potential to impact SolTrans and its mission:<sup>1</sup>

- |                             |                                 |
|-----------------------------|---------------------------------|
| • Transit accidents         | • Earthquake                    |
| • Equipment failure         | • Terrorist incidents           |
| • Bomb threat               | • Sea level rise/climate change |
| • Suspicious package        | • Landslides                    |
| • Power outage              | • Criminal activity             |
| • Supply chain interruption | • Civil unrest                  |
| • Hostage/Hijack            | • Severe weather and storms     |
| • Hazardous materials spill | • Fire/smoke                    |
| • Flood                     |                                 |

SolTrans and its contractors assess accidents and incidents quarterly, and continually evaluate threats to reduce risk to riders, personnel, and property. Concerns of greatest significance include vehicle accidents involving injuries or fatalities; disruption in fuel supply and other critical infrastructure; hazardous material spills from area refineries near to SolTrans routes; criminal activity on or near SolTrans property; and the threat of earthquake, flooding, fire, and other natural disasters.

<sup>1</sup> For more information on hazards, see Section 1.2.3 of the [Solano County Emergency Operations Plan](#) and Soltrans Emergency Operations Planning Corrective Action Report of 2018.



## 1.4 Phases of an Emergency

SolTrans' emergency management program addresses the continuous cycle of emergency management, including emergency preparedness, prevention, response and recovery.

### 1.4.1 Before the Emergency

#### Preparation

Preparedness activities develop the response capabilities needed before an emergency arises. SolTrans management works to continuously:

- Assess and identify hazards and threats.
- Develop and maintain its hazardous waste control plan.
- Identify and inventory mission-critical assets, equipment, and supplies.
- Maintain inventories for essential equipment and supplies.
- Meet with partner agencies on a regular basis to coordinate preparedness activities and to discuss mutual aid and mutual assistance.
- Maintain updated safety inspection checklists.
- Secure (tie, anchor, bolt or brace) equipment within SolTrans facilities.
- Train staff on policies and procedure to prevent, respond to, and recover from anticipated threats and hazards.
- Create and maintain a list of emergency assignments for key personnel.
- Maintain current lists for alert notification.
- Conduct personal and family emergency preparedness education and training.
- Secure appropriate funding for preparedness activities.

### 1.4.2 Warning Phase

#### Prevention (Mitigation)

Prevention activities are those that reduce the probability of an incident, and/or minimize its impacts. Prevention efforts by SolTrans include, but are not limited to:

- Taking steps to eliminate hazards and threats where possible.
- Maintaining policies, procedures, and work practices that emphasize personal safety and reduce the likelihood of incidents occurring.

- Conducting training and exercises that speed recognition and response to hazards and threats.
- Hardening critical facilities and identifying alternate facilities.
- Establishing redundant systems for critical functions.
- Implementing changes in policies and procedures base on industry best practices and lessons learned.

### 1.4.3 Impact Phase

#### Response

Response includes actions taken during a crisis. These activities aim to prevent further injury, loss of life, or property damage and the environment, and to speed recovery.

SolTrans response activities include:

- Assessing the initial health and wellness of SolTrans staff and contractors.
- Assessing damage to SolTrans and facilities, equipment and vehicles.
- Inspecting and securing facilities (following proper procedures for removing power, shutting off gas and water, etc.).
- Activating the SolTrans Departmental Emergency Operations Center (DOC).
- Notifying and recalling key personnel.
- Conducting evacuation operations, when appropriate, and as directed by the DOC Manager or their designee.
- Coordinating with partner and parent agencies at the local and county levels.
- Reporting incident information and providing situational updates.
- Performing other tasks dictated by standard operating procedures or direction from the DOC.
- Collecting and maintaining documentation and records on response operations including staff/contractor labor hours; service manifest; photos/forms/videos for damage assessment; purchase of supplies purchased; and completed forms; for after action analysis.

### 1.4.4 After the Emergency - Recovery

#### Recovery

Recovery is a short- and long-term process.

- Short-term recovery actions are taken to assess initial damage, return mission-critical systems to minimum operating condition, and restore vital service.
- Long-term recovery restores SolTrans to pre-event conditions.

The recovery period is an opportune time to institute long-term mitigation measures and prepare for future emergencies.

## 1.5 Planning Assumptions

- Emergencies can occur with little or no warning.
- SolTrans may activate its DOC to help manage operations and coordinate resources for any type of hazard, threat, emergency, or pre-planned event.
- When SolTrans activates its DOC, day-to-day functions and activities may be modified, postponed, or canceled to support emergency operations objectives.
- SolTrans depends upon its contracted transportation provider to operate in a manner that is consistent with the SolTrans EOP, including taking actions to:
  - Prevent avoidable loss of life or injuries;
  - Minimize loss or damage to facilities, vehicles, and equipment;
  - Mobilize mission-critical staff and vehicles to respond to service requests.
- SolTrans may be able to provide transportation resources (e.g., vehicles and drivers) to requesting agencies, including Solano County, in an emergency. The availability of resources will depend on SolTrans' ability to meet its service mission as well as the requesting agency's emergency response objectives.



## Section 2. Roles and Responsibilities

Response to emergencies requires thoughtful allocation of available resources and special attention to internal and external communications. The following is a summary of basic roles and responsibilities of key local, state and federal agencies.

### 2.1 SolTrans

Solano County Transit (SolTrans) is a Joint Powers Authority that provides public transportation to the southern Solano County cities.<sup>2</sup> This includes local and express bus service to the Solano County cities of Vallejo, Benicia, and Fairfield as well as express bus service connecting to the Contra Costa County communities of El Cerrito, Pleasant Hill, and Walnut Creek.

*SolTrans' mission is to provide safe, reliable, courteous, efficient, and accessible transportation services that effectively link people, jobs, and communities*

In addition to fixed-route service, SolTrans provides ADA complementary paratransit bus service, public dial-a-ride service within the City of Benicia, and local and intercity Taxi Scrip Programs for qualified individuals.

SolTrans serves as the administrative body and fiduciary agent for transit operations. SolTrans owns its facilities (including the facility staffed by its transportation provider) and its vehicles.

A six-member Board of Directors governs SolTrans' operations. The SolTrans Board of Directors has the authority to approve and implement policies on emergency operations.

SolTrans contracts with its transportation provider, National Express Transit (NEXT), to provide vehicles and staff, including drivers. During an emergency, SolTrans may request its transportation provider to suspend or alter operations in support of SolTrans' emergency objectives.

For emergencies, SolTrans may activate its DOC to manage emergency operations, oversee continuity of service, and make decisions related to leadership, logistics, finance, safety, public information, and interagency coordination.

#### 2.1.1 SolTrans DOC

The DOC is the structure that SolTrans activates and staffs to address the functions necessary to respond to and recover from emergencies. The DOC provides leadership and oversight for SolTrans emergency management programs including preparedness, prevention, response, and recovery. When activated, the DOC is the base of operations

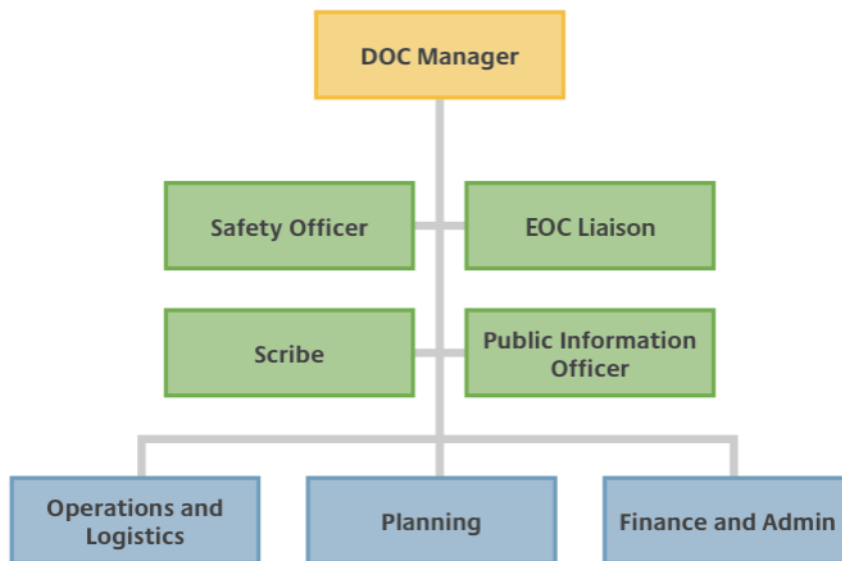
<sup>2</sup> The cities of Benicia and Vallejo and the Solano Transportation Authority established SolTrans as a Joint Powers Authority for transit operations through California Code of Regulations, Chapter 5, Division 7, Title 1.

for managing emergencies within the SolTrans system and responding to emergency service requests from partner agencies.

The SolTrans DOC organizational structure aligns with NIMS, SEMS, and ICS. SolTrans assigns staff to this structure to meet the size and complexity of the emergency.

The DOC may be activated fully, partially or virtually, depending on the nature of the emergency. DOC staffing is scalable, and staffing will depend on the unique demands of the emergency, meaning that an individual may perform one or more functions in the organizational structure.

The DOC's goals are to assess the situation, respond to the emergency, and coordinate resources and emergency operations to return to 'normal' operations as quickly and safely as possible.



Depending on the characteristics of the emergency, DOC staffing will likely include the following functions:

- **DOC Manager** manages and coordinates SolTrans' emergency management activities, including articulating incident objectives, establishing priorities, managing the message, and ensuring that staff have the guidance and resources to do their job. The DOC Manager will determine DOC staffing requirements and assignments.
- **Public Information Officer (PIO)** gathers information from traditional and social media sources. In coordination with the DOC Manager, the PIO produces and disseminates verified, accurate information to SolTrans stakeholders (e.g. riders, staff, partner agencies, and/or to the public) through the media, social media, and other public forums.
- **Operations & Logistics Chief** coordinates and tracks operational resources and logistics activities to control the direct and immediate effects of emergencies and disasters. For transit accidents and incidents this may include scene control, incident investigation, determining resource needs for continuity of operations, and allocating resources for clean-up and recovery. During local emergencies and disasters, the Operations & Logistics Chief may coordinate the provision of transportation resources to speed response and recover operations, under the auspices of the Solano County Office of Emergency Services or other agencies. When Solano County activates its Emergency Operations center (EOC) the Operations & Logistics Chief will attend EOC briefings, will work with EOC and DOC Command Staff to match needs and capabilities, and has the authority to represent and make operational decisions on behalf of SolTrans. In between EOC briefings, the Operations & Logistics Chief coordinates with a SolTrans liaison in the EOC to gather situation awareness and resource requests (including staff and equipment).
- **Planning Chief** gathers information about the situation, provides the facts to SolTrans DOC leadership, and forecasts events that help others make informed decisions. This function requires the ability to make clear situational assessments, document response actions, and develop incident action plans that guide SolTrans' response and recovery efforts. Following the incident, the Planning Chief develops after action reports and corrective action plans with input from DOC leadership.
- **Finance/Administration Chief** manages financial aspects of SolTrans emergency response and recovery operations including procurement, contracting, time recording, cost accounting, and recovery claims. The Finance/Administration Chief

is responsible for collecting and maintaining documentation and serves as the point of contact for insurance and other types of claims or reimbursement processes.

In addition to the management-level functions in the DOC, the DOC Manager may also assign the following functions to SolTrans staff and/or its transportation provider.

- **Safety Officer** ensures all emergency response operations – at any SolTrans locations and/or locations where SolTrans staff operates – are conducted in a safe manner.
- **EOC Liaison Officer** coordinates with the Solano County EOC Planning Section to gather situational awareness and with the EOC Logistics Section to coordinate information on resource requests. The Liaison Officer also communicates directly and regularly with SolTrans' Operations & Logistics Chief. The Liaison Officer is physically located at the Solano County EOC (in the Logistics Section, as part of the Transportation Unit) when the County activates its EOC and it is possible for SolTrans' liaison to travel to the EOC location.
- **Scribe** documents DOC decisions and conversations, providing an important record and timeline for response and recovery decisions and activities. The Scribe records briefing minutes and may provide copies of next steps and action items to DOC leadership.

See SolTrans EOP Volume II, Section 5 for detailed DOC Position Checklists.

See SolTrans EOP Volume II Section 7.8 for a DOC mobilization roster

### 2.1.2 SolTrans Staff

SolTrans and transportation provider staff provide support for emergency operations as directed by their supervisor or the DOC. These activities may include:

- Communicating emergency information to drivers, riders, and other staff members;
- Coordinating service and service alterations as directed;
- Wayfinding and loading signage for bus service;
- Opening and securing the administrative building;
- Checking transit building sites and vehicles for damage and hazards;
- Performing maintenance on vehicles.

## 2.2 Solano County

The Solano County Office of Emergency Services (OES) is dedicated to the development, establishment and maintenance of programs and procedures which will provide for the protection of lives and property of Solano County residents from the effects of emergencies. In this capacity, the agency has developed and maintains its [emergency operations plan](#) and offers trainings and exercises on emergency operations and coordination.

In an emergency, the County OES will activate and operate an EOC to ensure coordination of information and activities across all responding agencies and organizations. In addition, Solano County OES coordinates mutual aid; and liaises with all Solano County cities, organizations within the county, neighboring Bay Area jurisdictions, and state agency personnel.

Whenever the SolTrans DOC activates a member of the SolTrans DOC will coordinate and communicate with Solano County OES or, when activated, the Solano County EOC (see 2.1.1 Liaison Officer).

## 2.3 Local Transit Partners

More than two dozen transit agencies operate in the San Francisco Bay Area. SolTrans maintains relationships with many of these transportation providers, such as The Water Emergency Transportation Authority (WETA)<sup>3</sup>, BART, AC Transit, and others. In an emergency, SolTrans may coordinate with transit partners directly or via the Solano County EOC, with the purpose of:

- Coordinating situational awareness about an emergency that affects SolTrans, its area of operation, or neighboring areas in the region.
- Receiving or providing support, such as staff or vehicle resources, to support emergency response within the area of operations for SolTrans or its partners.
- Conducting region wide planning efforts as it relates to emergency management

## 2.4 The Metropolitan Transportation Commission

The Metropolitan Transportation Commission (MTC) holds one position on the SolTrans Board. MTC supports local transit emergency planning and related discussions across the Bay Area transit partners with regional projects and regular transit partner meetings. In an emergency, MTC leads regional coordination calls with transit partners, gathers situational awareness from

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<sup>3</sup> The Water Emergency Transportation Authority (WETA) oversees overwater transportation during emergency events. The entity has evolved to include Bay Area ferry operations. The proximity of SolTrans' Vallejo Transit Center to the Vallejo Ferry Terminal makes WETA an important partner in responding to large-scale disasters that may involve evacuees/bus bridges.

partner agencies, and provides suggestions of available and appropriate resources to support mutual aid requests.

## 2.5 State of California

The California Governor's Office of Emergency Services (CalOES) manages emergency services for the State of California. Through their California Specialized Training Institute, CalOES provides training and credentialing for emergency managers across the state. On a local level, CalOES communicates and coordinates directly with the Operational Area (Solano County OES). During disasters, CalOES may manage state agency support and coordinate with the Federal Emergency Management Agency (FEMA) to provide federal assistance.

## 2.6 Federal Agencies

Federal guidance and authority for SolTrans operations comes mostly from the Federal Transit Administration (FTA). The FTA Office of Safety and Security provides guidance and regulations on vehicle safety standards, worker safety, and emergency response measures appropriate to an agency's size and risks. In the case of a catastrophic emergency, FEMA may aid local and state governments, including reimbursement for disaster losses and extraordinary disaster-related protective measures.



## Section 3. Concept of Operations

### 3.1 Emergency Proclamations

SolTrans will respond quickly and decisively to emergencies. To manage and coordinate response resources most effectively, this may involve activation of the SolTrans DOC and/or the issuance of a 'Transit Emergency' proclamation. Such a proclamation is helpful in communicating the urgency of the need to respond to an incident, and to secure or provide resources necessary for emergency response and recovery.

#### 3.1.1 Transit Emergency

SolTrans can make a Transit Emergency Proclamation with concurrence from any two members of the SolTrans emergency management team. A proclamation for a transit emergency triggers activation of the SolTrans DOC and provides the DOC with executive authority over:

- Bus routes, schedules, and continuity of operations
- Increased safety/security procedures
- Petty cash expenditures
- Overtime hours
- Suspension of personal leave for essential personnel

In the event of a Transit Emergency, the DOC notifies Solano County OES of its status. The emergency proclamation must be ratified by the SolTrans Board of Directors within 7 days and may be suspended by the DOC Manager when the threat of the emergency has passed and/or recovery from the emergency has concluded.

#### 3.1.2 Local Emergency

If conditions of extreme peril to persons and property exist, the Solano County Board of Supervisors may pass a resolution declaring that a local emergency exists for the Solano County Operational Area. A Declaration of Local Emergency typically triggers activation of the County EOC for coordination of mutual aid requests and enables the County Administrator to institute curfews and other measures to protect life, property, and the environment. A local emergency declaration is also the first step toward a state disaster declaration.<sup>4</sup>

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<sup>4</sup> For more information on Local Emergency Proclamation process and authorities in Solano County, refer to the Solano County Emergency Operations Plan (page 66).

### 3.1.3 State of Emergency

After the Declaration of Local Emergency, Solano County authorities may determine that local resources are insufficient to respond to the emergency and may request that the Governor of California proclaim a State of Emergency. A state disaster declaration is also the first step toward a federal disaster declaration.

As outlined in the Solano County EOP, whenever the Governor proclaims a State of Emergency:<sup>5</sup>

- Mutual aid shall be rendered in accordance with approved emergency plans wherever the need arises for outside aid in any county or city.
- The Governor shall, to the extent he or she deems necessary, have the right to exercise within the area designated all police power vested in the State by the Constitution and the laws of the State of California.
- Jurisdictions may command the aid of citizens as deemed necessary to cope with an emergency.
- The Governor may suspend the provisions of any regulatory statute or statute prescribing the procedure for conducting State business, or the orders, rules or regulations of any agency.
- The Governor may commandeer or use any private property or personnel (other than the media) in carrying out his or her responsibilities.
- The Governor may promulgate, issue and enforce orders and regulations as he or she deems necessary.

In the event of a major disaster, the Governor can request a federal disaster declaration by the President. Federal disaster declarations, which are administered by FEMA, can provide public assistance to compensate for disaster-related overtime, extraordinary protective measures, and uninsured or underinsured damage to equipment and facilities.

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<sup>5</sup> Refer to Solano County Emergency Operations Plan (page 67).

## 3.2 Operational Priorities

The following priorities guide SolTrans' decision-making in an emergency:

- Save human lives;
- Protect property;
- Protect and restore the environment ;
- Maintain continuity of service;
- Provide public information;
- Support requests from partner agencies.

## 3.3 Incident Objectives

### 3.3.1 Ensure the safety of SolTrans employees and contractors

The safety of SolTrans staff is a priority during response to and recovery from any emergency. This objective includes systems for accountability of on-duty staff; safety assessment for facilities, roadways, and other infrastructure; and status check with off-duty staff.

### 3.3.2 Ensure the safety of on-board passengers

Passenger safety is critical to SolTrans operations. SolTrans dispatch will communicate with frontline staff to triage passenger safety needs and will request appropriate resources (see EOP Volume II Section 6).

### 3.3.3 Assess the ability to continue service/operations

The DOC Executive Team will discuss the current and potential impact of the emergency, its effect on operations, and resource availability. When activated, the DOC determines whether to suspend or alter service, evaluating its decision at least once per operational period until the Emergency Proclamation is suspended and the DOC has been deactivated.

### 3.3.4 Effectively Communicate Status

It is essential to update stakeholders on emergency response activities. This includes employees (on- and off-duty), Board Members, elected officials, partner agencies, passengers, and the public. They will want to understand:

- What happened;
- What is being done about it;
- What it means to them.

SolTrans will utilize outgoing voice messaging, internal staff communications, email, web presence, media, social media or other tools to help stakeholders respond appropriately.

### 3.4 Emergency Notification and DOC Activation Process

- A driver, staff member, partner agency, rider, local government agency, or member of the public notifies SolTrans' Dispatch of an emergency incident or emerging threat.
- SolTrans staff continue to notify their supervisors, following normal chain of command, up to the SolTrans Executive Director.
- Under direction of SolTrans' Executive Director, dispatch shall notify all buses/vehicles operating on the route on or near the incident to minimize any delays, and where possible, provide alternate means of service.
- The SolTrans Executive Director, Operations Manager, and the General Manager of SolTrans' transportation provider may hold a brief call or meeting to discuss the nature and status of the emergency and to determine whether to activate the SolTrans DOC. The Executive Director may invite others to listen or contribute to the discussion.
- The Executive Director has the authority to activate the DOC, as do any two members of the DOC.
- If the DOC is not to be activated, the Executive Director approves any proposed response activities and continues to monitor the situation.
- If the DOC is activated, the SolTrans Executive Director assumes the role of DOC Manager (or assigns a designate), determines DOC staffing, notifies assigned DOC staff of the activation, and reports to the DOC.
- The primary location is at 1850 Broadway, Vallejo, CA. The alternate DOC location is the Vallejo Transit Center, 311 Sacramento St, Vallejo, CA.
- The DOC Manager notifies the SolTrans Board of Directors and Solano County OES of the DOC activation.
- As quickly as practical and as directed by the DOC Manager, dispatch alerts on-duty staff of the emergency, along with DOC guidance on appropriate response and protective actions.

- When appropriate and as directed by the DOC Manager, DISPATCH notifies off-duty staff, passengers, and other partner agencies using various means of communications including the SolTrans Emergency Recorded Voice Messaging System.<sup>6</sup> All scripted outgoing messages will be approved by the DOC Manager and the SolTrans Public Information Officer (or the SolTrans Executive Director, if the DOC is not activated).
- When the Solano County EOC has been activated, SolTrans DOC should coordinate notification activities with the EOC.

### 3.5 DOC Activation Levels

The following activation levels mirror the ones used by Solano County in its EOP.

#### 3.5.1 Level I (Minor to Moderate)

Level 1 includes minor to moderate emergencies that can be managed by redirecting on-duty staff and equipment to maintain service while responding to and recovering from the event (e.g. accidents, road calls, traffic disruptions, site security). During Level I emergencies, information will typically flow from the driver to dispatch to supervisor to management staff, with no or partial activation of the DOC. Examples of a Level I Incident include:

- Traffic accident with no injuries;
- Medical response for non-life-threatening passenger illness or injury;
- An emergency requiring SolTrans assistance to evacuate a facility;
- Short duration power outage.

#### 3.5.2 Level II (Moderate to Severe)

Moderate to severe emergencies that demand activation of off-duty staff and equipment to maintain service while responding to/recovering from the event. During Level II emergencies, the DOC will be partially or fully activated, and information will flow from the field to help DOC staff determine how to best utilize response resources. Examples of a Level II Emergency include:

- Severe weather events forcing alteration of regular service;
- Power outages lasting longer than 8 hours;
- Labor dispute causing service disruptions, cancellations, or alteration;

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<sup>6</sup> See SolTrans EOP Vol II, Section 7

- Fuel shortage causing service disruptions, cancellations, or alteration;
- Cascading service delays requiring on-site incident management;
- Acts of violence involving weapons or deadly force perpetrated on or near SolTrans property;
- A credible bomb threat;
- A cyber-attack crippling SolTrans operational capabilities;
- A building fire or other isolated incident requiring support from transportation resources;
- Injury accidents requiring medical transport;
- Fatality accidents.

### 3.5.3 Level III (Major Disasters)

Level III emergencies are regional disasters that may warrant suspending or altering existing service to support community response and recovery. During Level III emergencies, the DOC will be fully activated to ensure a coordinated response by local and regional resources. Information needed to establish appropriate incident action plans and allocate response resources will flow from the Solano County EOC and the field, as well as the media and other unofficial sources. Examples of a Level III Emergency include:

- Active shooter/hostage situation involving SolTrans personnel and/or facilities;
- HazMat spill causing significant service disruption;
- Major earthquake resulting in structural collapse, widespread infrastructure damage and tsunami hazard;
- Major flooding event from storms, dyke breach or dam failure;
- Major wildfire threatening population centers/requiring evacuation support;
- Coordinated terrorist attack;
- Outbreak of a pandemic illness .

## 3.6 Internal and External Communications

This section describes the communications systems and procedures to notify, recall, and dispatch transportation resources in response to emergency events, and to notify riders and partner agencies of service disruptions, modifications, or cancellations.



### 3.6.1 Drivers

SolTrans Dispatch will communicate with frontline staff to triage passenger safety needs and dispatch appropriate resources.

Communications to drivers will be conducted using normal communication channels (e.g., push-to-talk radio) and following normal command and control systems. Discretion will be used when communicating about emergency events over radio channels.

Vehicle status updates include:

- Vehicle # and location
- Condition
  - Red – critical or unresponsive
  - Yellow – ok, but can't move
  - Green – operational
- Assets requested
- Assets dispatched

### 3.6.2 Transportation Provider Staff

The transportation provider is responsible for notifying its own staff using email, text messages, phone calls, message boards, staff meetings, or other means as are appropriate.

### 3.6.3 SolTrans Staff, Board of Directors, and Partners

SolTrans will notify SolTrans staff, SolTrans Board Members, Solano County OES, and other partner agencies. This will be done via phone calls, emails, text messages, or other means as are appropriate.

### 3.6.4 The Media

SolTrans PIO will provide public comment on emergency events and service disruptions and ensure coordination with legal counsel, the DOC Manager, and partner agencies.

## 3.7 DOC and Emergency Operations

### 3.7.1 DOC Briefings

All DOC team members will participate in regular briefings as scheduled by the DOC Manager. During such briefings, the section chiefs provide updates on their respective activities to ensure a well-coordinated response.

The initial call or meeting will be led by the DOC Manager and will include SolTrans Command Staff (DOC Chiefs and PIO), and any other staff or partner agencies as requested by the DOC Manager. The purpose of the initial call or meeting is to discuss the status of the emergency, effects or potential effects on SolTrans, and to determine whether to activate the DOC. Following is a list of topics the call should cover:

- The nature and status of the emergency;
- Known effects of the emergency on staff, riders, facilities, partner agencies, and local government;
- Initial staffing and resource needs;
- Actions that the Service Contractor and other Service Providers have executed and/or are expected to execute;
- Requests for assistance from partner transit agencies or local emergency management agencies;
- Activation of the DOC, its location, anticipated number of operational periods and their duration (e.g. 8 hour or 12-hour shifts);
- Assignments and next steps;
- Schedule for next briefing.

If the DOC Manager requests a briefing via conference call, the conference standing line is:

267-930-4000

Host code 466-213-500

Participant code 769-977-662

### 3.7.2 Initial Incident Message

If necessary and applicable, the DOC will develop an initial incident message appropriate for SolTrans personnel, Board Members, partner agencies, riders, and the public.

Messages will be recorded on the customer service line and shared with all staff members who interact with or answer calls from riders and the public.<sup>7</sup>

### 3.7.3 Mutual Aid

Transit partner or local, state, and federal agencies may request mutual aid in times of emergency.

SolTrans may receive resource requests from various agencies and partners, including:

- SolTrans' jurisdictional member agencies such as Vallejo, Benicia, Fairfield, El Cerrito, Pleasant Hill, Walnut Creek, Solano County, and Contra Costa County
- Transit partners requesting resources via the Bay Area Mutual Aid Agreement (an MTC facilitated transit emergency response pact)
- Water Emergency Transportation Authority (WETA) for large scale events as coordinated through the Solano County EOC

If activated, the Solano County EOC Logistics Section manages, coordinates, and tracks mutual aid requests for local government. Examples of mutual aid requests may include bus transportation to emergency responders, evacuation of residents, transportation of response equipment, etc. SolTrans will coordinate all mutual aid requests through the SolTrans DOC and in turn the Solano County OES.

### 3.7.4 Preliminary Damage Assessment

When it is safe to do so, SolTrans field staff will assess vehicles, facilities, and personnel to document damage, identify potential hazards and triage response needs (see EOP Volume II Section 4.6 Facility Inspection Checklist). Any dangerous conditions or issues requiring urgent response should be reported immediately. Staff should not enter vehicles or facilities that are suspected to be unsafe. Drivers should report concerns to Dispatch, who in turn will report to the DOC.

Throughout the incident, it is important for staff in the field to document disaster damage including taking photographs with notation of the date, time, location, vehicle number(s) and other relevant details. They should not, however, take any actions which place themselves or others in danger.

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<sup>7</sup> See SolTrans EOP Vol II, Section 4.5 for guidance on updating the Recorded Voice Message for Emergencies

## 3.8 Recovery

The restoration of transit services following emergencies is essential, as the community depends on services SolTrans provides. Recovery occurs in two phases: short-term and long-term.

### 3.8.1 Short-term Recovery

Short-term recovery begins during the response phase of the emergency and is focused on fulfilling the mobility mission by resuming or maintaining service. Examples of short-term recovery activities may include:

- Essential and immediate need debris removal;
- Safety and security assessments;
- Modification of service plan;
- Adjusting staff work schedules and duty assignments;
- Responding to partner agency and customer inquiries;
- Restoring service and/or modifying routes and schedules based on available resources;
- Collecting and maintaining documentation and records on recovery operations (e.g., staff/contractor labor hours and locations; photos/forms/videos for damage assessment; purchases such as supplies, equipment, etc.; contracts; completed forms; etc.);
- Assessing and documenting disaster-related losses for cost recovery;
- Repairing and/or re-opening facilities (following proper procedures for restoring power, turning on gas and water, etc.);
- Repairing, rehabilitating, and/or replacing vehicles and equipment necessary for resumption of day-to-day services;
- Assessing the incident response and making changes based on lessons learned;
- Seeking reimbursement for supporting emergency operations from city, county, state or federal sources, as appropriate;
- Conducting risk management assessments, gathering data, and processing investigations of insurance claims (SolTrans claims for disaster damages as well as claims against SolTrans for incident-related injury/loss).

### 3.8.2 Damage Assessment

Recovery damage and safety assessment is the basis for determining the type and amount of state and/or federal financial assistance or insurance claims necessary for recovery from emergencies. SolTrans will carefully document disaster damage, as well as extraordinary protective actions during response to incidents, emergencies and disasters and will provide Solano County with detailed damage assessments that might be used to promulgate for state assistance, federal aid, and/or insurance.

### 3.8.3 Long-term Recovery

Long-term recovery is focused on restoring critical assets to pre-disaster condition. Long-term recovery may be focused on activities such as:

- Implementing hazard mitigation strategies to prevent or minimize future losses, based on incident experience;
- Completing restoration or reconstruction of public facilities;
- Seeking all other cost recovery funds not reimbursed in the short-term recovery phase that are emergency response or disaster-related losses;
- Organizing, archiving, and storing all documentation relating to response operations including, but not limited to documentation and records on recovery operations staff/contractor labor hours and locations; photos/forms/videos for damage assessment; purchases; contracts; completed forms; etc.

SolTrans will strive to restore essential facilities to their pre-emergency condition during long-term recovery operations by retrofitting, repairing or reconstructing them.

## 3.9 Deactivation and Hot wash

### 3.9.1 Deactivation

When the DOC Manager determines that the incident recovery objectives have been met, he or she will deactivate the DOC and ask the SolTrans Board to suspend any Transit Emergency proclamation. This signals the return to normal service and the beginning of incident investigation, analysis, and corrective action planning.

### 3.9.2 Hotwash and Post-Event Reporting

Upon deactivating, the DOC manager will schedule a “hotwash”, or debrief, on the incident. This is the opportunity for section chiefs, dispatch, and others working the

incident to document effective emergency operations strategies and lessons learned. This debriefing discussion is facilitated by the DOC Manager or designee (often the Planning Chief). The participants discuss what went well, the lessons learned, strengths, areas for improvement or change, and a plan for implementing recommendations (see EOP Volume II Section 7.6 After Action Worksheet).

The DOC Planning Section Chief will develop a final after-action report and corrective action plan based on the hotwash.

SolTrans will prepare a formal report and a written assessment of emergency response performance for accidents/emergencies meeting the following thresholds or following any type of emergency as requested by the Executive Director:

- A fatality;
- Fire on a bus;
- Serious injuries requiring immediate medical attention away from the scene;
- Serious injuries requiring one or more persons to be transported away from the scene for medical attention;
- Major property damage;
- Any collision involving a grade crossing;
- An evacuation of a SolTrans facility;
- Extensive service disruption.

The emergency or incident will not be considered closed until the SolTrans Executive Director accepts the final report.

Following the deactivation and hotwash, DOC personnel can return to their day-to-day duties but are expected to continue to support recovery operations, including corrective action planning.



## Appendix A – Acronyms

Following is a brief list of acronyms included in this report and common to the practice of emergency management:

<b>AAR</b>	After-Action Report
<b>BART</b>	Bay Area Rapid Transit
<b>CPG</b>	Comprehensive Preparedness Guide
<b>DOC</b>	Department Operations Center
<b>EMS</b>	Emergency Medical Services
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>FEMA</b>	Federal Emergency Management Agency
<b>FOG</b>	Field Operations Guide
<b>HazMat</b>	Hazardous Material(s)
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>ICS</b>	Incident Command System
<b>ICP</b>	Incident Command Post
<b>IMT</b>	Incident Management Team
<b>IVR</b>	Interactive Voice Response
<b>JPA</b>	Joint Powers Authority
<b>MTC</b>	Metropolitan Transportation Commission
<b>NIMS</b>	National Incident Management System
<b>PIO</b>	Public Information Officer
<b>PPE</b>	Personal Protective Equipment
<b>SEMS</b>	Standardized Emergency Management System
<b>SolTrans</b>	Public transportation for Solano County including the cities of Vallejo, Benicia and Fairfield, with express bus service connecting to the Contra Costa County
<b>SOP</b>	Standard Operating Procedure
<b>DISPATCH</b>	Transit control operations
<b>UASI</b>	Urban Area Security Initiative
<b>WETA</b>	Water Emergency Transportation Authority

## Appendix B – Emergency Operations Plan Approval

This EOP establishes an organizational structure and processes for emergency operations at SolTrans and is hereby approved by the SolTrans Board of Directors.

\_\_\_\_\_  
Elizabeth Patterson  
Chair, SolTrans Board of Directors  
Mayor, City of Benicia

\_\_\_\_\_  
Beth Kranda  
SolTrans Executive Director

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

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

SolTrans service contractor, NEXT, acknowledges that they have received and read this Emergency Operations Plan, and will comply with the responsibilities in the plan specified for the SolTrans Service Provider.

\_\_\_\_\_  
Stephanie Maher  
National Express Transit Corporation (NEXT)

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

## Appendix C – Emergency Operations Plan Record of Changes

This EOP was developed by SolTrans under a grant provided the Solano County Office of Emergency Services, with technical assistance from Nusura, Inc. SolTrans is responsible for the upkeep and maintenance of this emergency plan. The Record of Changes table below is maintained to document enhancements to this essential document.

### Record of Changes

DATE	INITIATED BY (NAME/TITLE)	APPROVED BY (NAME/TITLE)	SUMMARY OF CHANGE(S)

