BAY AREA CRITICAL TRANSPORTATION PUBLIC INFORMATION TOOLKIT

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TABLE OF CONTENTS

OVERVIEW II

PART 1: GUIDANCE 1

- Critical Transportation and Public Information 1
- Critical Transportation Roles and Responsibilities in the Bay Area 1
- Sources of Information about Critical Transportation 9
- Communicating with People with Access and Functional Needs 11
- Prepare for an Emergency that Impacts Critical Transportation 12

PART 2: RESOURCES 14

- Critical Transportation Essential Elements of Information (EEI) 14
- Translation and Interpretation Services 15
- Checklists for Messaging to People with Access and Functional Needs 17
- Critical Transportation FAQs 20
- Sample Statements and Social Media Posts 21
- Public Information Officer Job Action Sheet 23
- Critical Transportation Public Information Contacts 25

APPENDIX A: METROPOLITAN TRANSPORTATION COMMISSION REGIONAL TRANSPORTATION EMERGENCY MANAGEMENT PLAN 26

OVERVIEW

This toolkit has been developed in partnership with the Bay Area Joint Information System (JIS) with funding and support from the Bay Area Urban Areas Security Initiative (UASI), and with the input and guidance of the Bay Area UASI Critical Transportation Subcommittee and Nusura, Inc. The guidance and resources contained herein have been designed to help public information officers (PIOs) and other staff with public information responsibilities to respond effectively to emergencies that impact critical transportation in the Bay Area. Public information staff are key to the development and transmission of messages, as well as to responding to internal and external stakeholders during an emergency or incident that impacts critical transportation.

This toolkit assumes that users have prior communications experience and an understanding of the Incident Command System (ICS) and Standardized Emergency Management System (SEMS). While templates in this toolkit are customizable, consistency among messaging partners throughout the Bay Area is especially important to limit public confusion and unnecessary vehicular traffic congestion. The terms “incident,” “event,” and “emergency” are used interchangeably throughout this document.

This toolkit is organized in two parts:

Part 1: Guidance

Part 1 of this toolkit: provides an overview of critical transportation and the role of public information when an emergency impacts the Bay Area’s transportation services and infrastructure; identifies potential partners in the Bay Area that may support and/or coordinate public information efforts; and provides suggestions and information to prepare public information staff to communicate with the whole community about transportation in an emergency.

Part 2: Resources

Part 2 of this toolkit provides selected resources to help public information staff communicate with the public about transportation in an emergency. Resources include essential elements of information to gather from partner agencies and organizations, checklists for messaging to people with access and functional needs, sample messages, commonly asked questions from the public, and sources for message translation and interpretation.

NOTE: **An electronic copy of this toolkit is available at Bayareauasi.org/criticaltransportation.**

PART 1: GUIDANCE

Part 1 of this toolkit: provides an overview of critical transportation and the role of public information when an emergency impacts the Bay Area's transportation services and infrastructure; identifies potential partners in the Bay Area that may support and/or coordinate public information efforts; and provides suggestions and information to prepare public information staff to communicate with the whole community about transportation in an emergency.

Critical Transportation and Public Information

Critical Transportation is one of 32 core capabilities defined among the Federal Emergency Management Agency (FEMA) National Preparedness Goals (NPG), consistent with the National Response Framework (NRF). FEMA defines critical transportation as "providing transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas."

Critical transportation functions may include (but are not limited to) the evacuation of at-risk populations and companion animals from dangerous areas, or establishing access through damaged transportation corridors. People being evacuated via public transportation during emergencies may be taken to shelters.

When disasters impact transportation services, infrastructure (such as highways and bridges), mass transportation vehicles (such as buses and trains), and facilities (such as airports and train stations), public information officers (PIOs) must coordinate, develop, and disseminate timely and accurate messaging for public consumption. This may include, for example, instructions on how to access public transit for evacuation purposes or the location of damaged and closed roads.

Transportation-related issues typically cross jurisdictional boundaries and disruptions to the transportation network often involve more than one agency. It is important for public information staff to coordinate with their regional partners from neighboring jurisdictions via the Bay Area Joint Information System, transit operators, and regional, state, and federal agencies to proactively respond to incidents that affect transportation services.

Critical Transportation Roles and Responsibilities in the Bay Area

It is important to recognize that numerous agency, non-governmental, and private-sector partners have critical transportation responsibilities, thus making it imperative for public information staff to coordinate with them in emergencies. The goal is for these partners to share timely information about the status of transportation services and infrastructure in their jurisdictions, and collaborate to align clear, actionable information that is disseminated throughout the Bay Area.

Roles and responsibilities for critical transportation can vary for each incident, as well as by local jurisdiction. In a regional catastrophic event, it is likely that local public information staff will interact with one or more partners.

LOCAL AND REGIONAL TRANSIT OPERATORS

Dozens of transit operators make up a vast network of local and regional transportation providers, including rail, bus, ferry, and airlines that provide transportation to millions of individuals across the Bay Area.[1]

- **AC Transit** – Alameda Contra Costa Transit serves portions of Alameda and Contra Costa Counties.
- **BART** – Bay Area Rapid Transit serves 37 stations located throughout Alameda, Contra Costa, San Francisco, and northern San Mateo Counties.
- **Caltrain** – Train service is operated by a Joint Powers Board that consists of representatives from San Francisco, San Mateo, and Santa Clara Counties.
- **CCCTA** – Central Contra Costa Transit Authority serves cities located in central Contra Costa County.
- **GGBHTD** – Golden Gate Bridge Highway and Transportation District provides bus and ferry services between Sonoma, Marin, and San Francisco Counties.
- **LAVTA** – Livermore/Amador Valley Transit Authority provides bus and paratransit services to the Tri-Valley area (Livermore, Pleasanton, and Dublin).
- **Marin Transit** – Marin Transit provides public bus service and pre-scheduled transportation via Marin Access Paratransit in Marin County.
- **SamTrans** – San Mateo County Transit provides transit services in San Mateo County with connections to San Francisco, Alameda, and Santa Clara Counties.
- **SFMTA** – San Francisco Municipal Transportation Agency provides bus, light rail, cable car, and paratransit services in San Francisco City/County.
- **SolTrans** – Solano County Transit, a Joint Powers Authority, provides bus and paratransit services in Solano County.
- **SMART** – Sonoma-Marin Area Rail Transit provides commuter rail service in Sonoma and Marin Counties.
- **Tri Delta Transit** – Formerly the Eastern Contra Costa Transit Authority, Tri-Delta Transit is a Joint Powers Agency of the governments of Pittsburg, Antioch, Oakley, Brentwood, and Contra Costa County that provides bus service in eastern Contra Costa County.
- **Vine Transit** – The Napa County Transportation and Planning Agency, a Joint Powers Authority, provides bus and paratransit services in Napa County.
- **VTA (or SCVTA)** – Santa Clara Valley Transportation Authority provides bus, light rail, and paratransit services in Santa Clara County with connections to Alameda, San Mateo, and Santa Cruz Counties.
- **WETA** – San Francisco Bay Area Water Emergency Transportation Authority provides ferry services in the San Francisco Bay Area.

Transit operators may activate their transportation agency Emergency Operations Centers (EOCs) or Departmental Operations Centers (DOCs) to coordinate emergency response and recovery functions in an emergency. Often, the organizational structure for a transit operator's EOC or DOC will include a staff position responsible for public information. Local agency PIOs should refer to the operators' plans to identify the position(s)/staff with whom they may coordinate in an emergency.

Transit operators may include public agencies, non-governmental organizations, private-sector organizations, or a combination (e.g., a public agency operator that contracts with a private-sector company for vehicles, drivers, facilities, operations management, etc.). In an emergency, transportation support may also be provided by schools, faith-based organizations, non-governmental organizations, local ambulance services, or other community partners.

[1] Many of the transit operators described in this toolkit are also identified in the Metropolitan Transportation Commission's (MTC) San Francisco Bay Area Regional Transportation Emergency Management Plan (RTEMP).

Bay Area paratransit operators / service providers include, but are not limited to:

- East Bay Paratransit Consortium (EBPC)
- Eastern Contra Costa Transit Authority (ECCTA - operated as Tri Delta Transit)
- Golden Gate Paratransit
- Livermore/Amador Valley Transit Authority (LAVTA)
- Marin Transit
- Napa Vine Transit
- Petaluma Transit
- R-Transit/Paratransit
- Rio Vista Delta Breeze
- SamTrans RediWheels
- Santa Rosa Paratransit
- San Francisco Municipal Transportation Agency (SFMTA)
- Santa Clara Valley Transportation Authority (VTA)
- Soltrans
- Sonoma County Transit
- Union City Paratransit
- Vacaville Special Services
- WestCAT Dial-a-Ride Paratransit
- Whistlestop

Some paratransit providers rely on their transit "parent agency" to address or support paratransit public information efforts. Other providers, such as East Bay Paratransit, will assign one or more staff to address public information functions in an emergency when the EOC or DOC is activated.

It is important to note that school buses may be available to aid in the transportation of people during emergencies.

Bay Area airports include:

- **International Airports**: San Francisco (SFO), Oakland (OAK), and San Jose (SJC)
- **Regional Airports**: Monterey (MRY) and Sonoma County (STS)
- **Reliever and General Aviation Airports**:
    - Byron Airport
    - Cloverdale Municipal Airport
    - Half Moon Bay (HAF)
    - Hayward Executive Airport
    - Healdsburg Municipal Airport
    - Hollister Municipal Airport
    - Gnoss Field
    - Livermore Municipal Airport
    - Marina Municipal Airport
    - Mesa Del Ray Airport
    - Napa County Airport

(continued on next page)

Bay Area airports (continued from previous page)

- Nut Tree Airport
- City of Palo Alto Airport of Santa Clara County
- Petaluma Municipal Airport
- Reid-Hillview Airport
- Rio Vista Municipal Airport
- Salinas Municipal Airport
- San Carlos Airport
- San Martin Airport
- Watsonville Municipal Airport

Most international airports and some regional airports have a designated PIO or staff responsible for public information functions.[2] Municipal airports may work closely with local agencies to address public information functions. PIOs should contact airports in their jurisdictions to identify their colleagues in public information.

Bay Area seaports include:

- Port of Oakland
- Port of San Francisco
- Port of Benicia
- MOTCO (Military Ocean Terminal Concord)
- Port of Richmond
- Port of Redwood City

At least two ports have a public information office (SF Port) or Marketing and Communications Department (Port of Oakland) with staff who perform public information functions in an emergency. Military Ocean Terminal Concord's (MOTCO) public information function falls under military operations.

Bay Area ferries are essential resources for moving survivors, transporting first responders and disaster service workers, and for providing basic mobility for the public, especially in corridors where bridges or passenger rail systems are affected. Both Golden Gate Bridge Highway and Transportation District and Water Emergency Transportation Authority operate ferry services in the San Francisco Bay.

OPERATIONAL AREA EMERGENCY OPERATIONS CENTERS

Because every Operational Area is different, it is important to be familiar with local emergency plans.

"Under SEMS, the Operational Area (OA) is an intermediate level of the state's emergency services organization, encompassing counties and all political subdivisions located within counties, including county and regional transportation authorities and special districts. The Operational Area manages and/or coordinates information, resources, and priorities among local governments within the Operational Area, and serves as the coordination and communication link between the local government level and the regional level. The organization and structure within the Operational Area are determined by the governing bodies of the county and the political subdivisions within the county."[3]

In an emergency, an Operational Area may activate an EOC. Depending on local plans for emergencies, the EOC organizational structure may include a PIO position(s) or activation of a Joint Information Center (JIC). Again, depending on local structures and processes, the PIO(s) or JIC staff may coordinate directly or

[2] For example, here is a link to the Media Procedures webpage for SFO: https://www.flysfo.com/media/media-procedures

[3] RTEMP, p. 13

indirectly with the lead/coordinator or team member from **Emergency Support Function (ESF)-1 (Transportation)**.

ESFs provide a structure to coordinate different functions to support response to or recovery from an emergency for many local governments, the State of California, and the federal government. ESF-1 refers to the transportation function and includes the management of transportation systems and infrastructure. Governments that have adopted FEMA's ESF model have an Emergency Operations Plans (EOP) that identifies a Primary Lead (or Coordinator) and Support Agencies for each ESF. For ESF-1 Transportation, common lead agencies include a public agency-operated transit authority and/or the Engineering Department or Public Works Department.

Public information staff should consult with their Office of Emergency Services (OES) staff to determine how the PIO(s) and/or JIC will coordinate directly or indirectly with the ESF-1 position(s)/staff when the Operational Area EOC is activated.

For example, ESF-1 staff may provide the following support to public information efforts:

- **Situation status:** ESF-1 may provide information on the status of transportation systems directly to the PIO(s) or JIC. Or, ESF-1 may contribute to an Incident Status Summary (such as ICS Form 209) that is shared with the entire EOC. (Part 2 of this toolkit includes a sample list to help public information staff and others gather useful information.)
- **Information about transit operators:** ESF-1 staff should know when transit operators are affected and/or operators that have activated their EOCs or DOCs. This is helpful so the PIO(s) and/or JIC can identify transit operator(s) public information staff involved in the response or recovery operations.
- **Messaging:** ESF-1 staff may have requests or suggestions for message topics or details to share with the media and public.

These are just a few examples of why identifying and coordinating with ESF-1 partners can be useful. It is also helpful to note that ESF-1 staff and other ESF partners work closely to coordinate evacuation efforts. ESF-1 staff collaborate primarily with ESF-6 staff (Mass Care, Human Services, Housing) and ESF-8 staff (Public Health & Medical Services), although local organizational structures are unique. ESF-1 staff are generally responsible for the transportation functions associated with evacuation.

BAY AREA REGIONAL AND STATE TRANSPORTATION PARTNERS

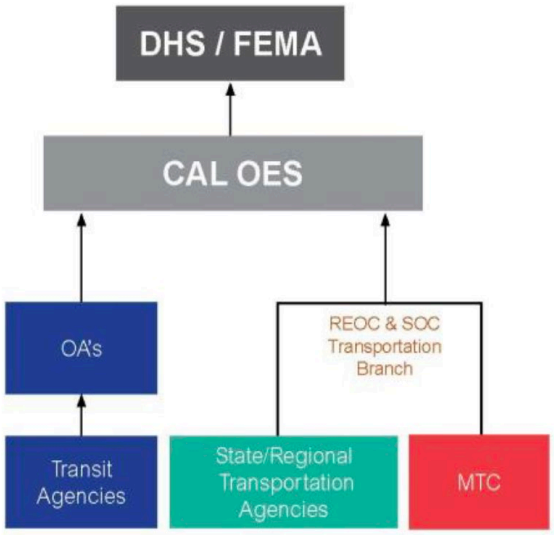
Regional Partners

The Metropolitan Transportation Commission (MTC) is the nine-county transportation planning and financing agency for the Bay Area. MTC serves Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma Counties. Following a major earthquake or regional incident, a core team of MTC staff gathers to implement MTC's public information functions, among other regional coordination activities.[4]

In an emergency, MTC "facilitate[s] news media and other public access to information on the region's transportation system, including traveler advisories, as necessary. Each individual transportation agency may provide press releases and briefings on its own status and operations. MTC will collect, reproduce, and distribute the most recent press releases from various transportation providers; provide status reports on the region's transportation system and coordinate its public information activities with Region EOCs (California Governor's Office of Emergency Services [Cal OES] Coastal Region EOC's) PIO."[5]

[4] RTEMP, Appendix A-7
[5] RTEMP, Appendix A-4

Figure 1.
Relationships Among Emergency Response Entities, MTC, and Transportation Entities



During an incident that impacts the transportation network, this type of facilitation is advantageous to coordinate public information on the incident and response/recovery activities. JIS/JIC procedures have been developed by MTC to provide guidance on media relations and the community outreach function to expedite the transportation network's ability to keep citizens advised of the region's transportation system status.

MTC is responsible for facilitating a transportation public information function for the region. The MTC PIO coordinates with other transportation PIOs to support information collection and dissemination to the public, the media, and other interested parties, from the local level to the state level. The MTC PIO determines if the Regional Transportation Public Information – Interagency JIS/JIC procedures developed by MTC will be activated.

MTC supports the state's Transportation Branch when it is activated. MTC "coordinates developing situational awareness of the status of regional transportation systems, delivers information on transportation system status via 511, and provides a regional Situation Status Report to the State Operations Center (SOC)."[6] MTC also manages the San Francisco Bay Area's 511 system, a one-stop source for up-to-the-minute transportation information for Bay Area residents and visitors.

Under California law, the **San Francisco Bay Area Water Emergency Transportation Authority (WETA)** is responsible for coordinating and providing ferry transportation response to emergencies or disasters affecting the Bay Area transportation system.[7] WETA manages BayAlerts, its ferry rider notification system.

The Bay Area Joint Information System (JIS) is a network of individuals with emergency public information and warning responsibilities from multiple agencies, disciplines, and jurisdictions throughout the Bay Area. JIS members help each other in multiple ways, whether by de-conflicting messages across jurisdictions, sharing the results of information analysis, amplifying rumor control efforts, or providing mutual aid and shared resources to support local emergency public information activities. Operational Area JICs designate a JIS Liaison to coordinate directly with other members of the JIS in an emergency.[8]

> *"Timely, accurate, accessible, and consistent public information is contingent on the ability of jurisdictions to coordinate information, resources, and messaging about an emergency. Coordinating public information and sending clear, de-conflicted messages to the public can save lives."*
> **Bay Area Joint Information System Framework**

State Partners

The California Governor's Office of Emergency Services (Cal OES) coordinates the overall state agency response to major emergencies in support of local governments, and assists local governments in their emergency preparedness, response, and recovery efforts. Cal OES is the state's lead agency responsible for public information in an emergency. The Cal OES Public Information Office coordinates the state emergency public information efforts and provides support to other state agencies to ensure that state government issues timely, clear, concise, and consistent messages.

[6] San Francisco Bay Area WETA Emergency Response Plan, Appendix C-6

[7] For more information about WETA's role in an emergency, an organizational chart illustrating how it coordinates with other agencies, and a link to its Emergency Response Plan, visit WETA's webpage: https://weta.sanfranciscobayferry.com/weta-er

[8] For more information about and/or to connect with the Bay Area JIS, email bayareajis@gmail.com.

Cal OES activates and manages the State Operations Center (SOC). The SOC organizational structure may include the state Transportation Branch, which supports ESF-1 functions and coordinates situational awareness across state and regional agencies. Cal OES staff serve as a member of the state Transportation Branch.

Cal OES communicates with Operational Areas regarding emergency transportation capabilities and needs, including moving emergency resources into the affected portions of each county, moving people who are injured or in danger out of the affected area, and meeting the needs of individuals with access and functional needs (AFN).

The Coastal Region Office of Emergency Services (OES) activates the Regional Emergency Operating Center (REOC) at its offices at 2333 Courage Drive in Fairfield, CA. Coastal Region OES is the California Administrative Region of Cal OES that covers 16 coastal counties in the state. The Bay Area counties are part of this region and funnel information to the state through the regional office, including requests for assistance. The REOC director manages the activities of the REOC and works closely with the SOC. Cal OES notifies affected Operational Areas, MTC, Caltrans, WETA, California Highway Patrol (CHP), and the U.S. Coast Guard that the REOC is activated.

The California State Department of Transportation (Caltrans) "is the owner and operator of the state highway system. Its emergency response priorities include damage assessment and route recovery on state highways. Caltrans' District 4 office is responsible for state roadways and bridges (with the exception of the Golden Gate Bridge) in its nine-county jurisdiction in the San Francisco Bay Area.

During an emergency, Caltrans activates its EOC, which collects information and defines priorities for responding to the emergency. District 4 also operates the region's Transportation Management Center (TMC) in its Oakland office, in partnership with California Highway Patrol. The TMC is co-situated with the District's EOC and operates 24 hours a day. The TMC contains functional sections, such as a Communications Section, a Traffic Management Section, a CHP Section, the 511 Traveler Information Center, and a separate unit that functions like an EOC. Once the District 4 EOC is staffed, the TMC supports the District's EOC.[9]

*The state **Transportation Branch** addresses critical transportation needs, while restoration of basic transportation services is addressed by transportation agencies. The Transportation Branch coordinates information on the status of the regional transportation system, including damage, incapacitation, or closure of facilities; casualties sustained on transportation systems; and capabilities available to respond to the transportation needs of affected Operational Areas. The Transportation Branch also coordinates the prioritization of emergency transportation resource requirements (both land and water).*

Caltrans serves as the state ESF-1 lead and manages the state Transportation Branch in an emergency. Caltrans is responsible for assessing the conditions of state highways and bridges and for estimating the time required for repair and potential road restrictions or closures; establishing alternate routes in coordination with CHP; and transmitting information on the condition of the state highway system to Cal OES and MTC for incorporation into the Situational Status Summary Report. Caltrans may also respond to requests from affected Operational Areas for essential support and services related to state highways. The Caltrans PIO(s) support public information activities.

[9] RTEMP, p. 19

The California Highway Patrol (CHP) is responsible for law enforcement, security, and safety on California highways and bridges. CHP's Emergency Resource Centers are located in each of its eight divisions throughout the state, including the Golden Gate Division, which serves the Bay Area. These centers supply resources to CHP incident commanders.

CHP is a member of the state Transportation Branch in an emergency. In the Bay Area, the CHP is a source of information for highway conditions, capacity, and delays, in conjunction with 511 and Caltrans. CHP is responsible for short-term traffic control (e.g., staffing traffic control and access control points, enforcing route restrictions, etc.). CHP may provide a PIO to support public information activities.[10]

Additional state agencies support critical transportation and the ESF-1 functions, as requested by the governor and the state Transportation Branch.

Federal Partners

The U.S. Coast Guard is responsible for identifying and providing assets and resources, and coordinating with support agencies and other maritime stakeholders to prioritize, evaluate, and support restoration of domestic ports, shipping, waterways, and related systems and infrastructure. The U.S. Coast Guard provides staff to the state Transportation Branch and to the U.S. Department of Transportation Crisis Management Center (CMC) during emergencies to provide status of the maritime domain, including ports, waterways, and operations for integration in overall transportation sector status reporting.[11]

*Unlike for some local and state agencies, at the federal level ESF-1 is **not** responsible for movement of people, goods, equipment, or animals. Instead, federal ESF-6 (Mass Care, Emergency Assistance, Housing, and Human Services) provides staff to support local, tribal, and state authorities with mass evacuation.*

The U.S. Department of Transportation (DOT), with the assistance of the ESF-1 support agencies, provides transportation assistance in an emergency. Its functions include monitoring and reporting status of and damage to the transportation system and infrastructure; identifying temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed; and coordinating the restoration and recovery of the transportation system and infrastructure.[12]

Federal ESF-1 Initial Response Activities

- *Monitor and report the status of and damage to the transportation system and infrastructure.*
- *Identify temporary alternative transportation solutions to be implemented by others when primary systems or routes are unavailable or overwhelmed.*
- *Implement appropriate air traffic and air space management measures.*
- *Coordinate the issuance of regulatory waivers and exemptions.*

The U.S. DOT Office of Intelligence, Security, and Emergency Response (S-60) serves as U.S. DOT's focal point for leadership and direction on intelligence and emergency management matters. As U.S. DOT's leading office on transportation emergency management, S-60 directs the department's overall prevention, preparedness, response, and recovery efforts. These key duties include: providing support for the department's Emergency Response Team; providing transportation threat notifications; directing the intra- and inter-agency emergency coordination efforts at the regional level; developing and maintaining U.S. DOT's emergency management strategy, policies, and plans; and operating the U.S. DOT Crisis Management Center.

[10] RTEMP, p. 20

[11] Adapted from: https://training.fema.gov/emiweb/is/is801/student%20manual.pdf

[12] Ibid.

Within U.S. DOT, the department's Emergency Response Team is the coordinating organization for emergency response to meet both the statutory and ESF-1 responsibilities of the department.[13]

The Federal Emergency Management Agency (FEMA) provides timely funding for ESF activation and Stafford Act-eligible ESF-1 activities. FEMA also provides necessary funding for ESF-1 participation in U.S. Department of Homeland Security(DHS)- and FEMA-sponsored planning, training, exercises, and other preparedness activities.[14]

The Transportation Security Administration (TSA) provides relevant transportation and threat information reports through the Transportation Security Operations Center (TSOC). This includes information sharing and analysis center reports to federal ESF-1 agencies. TSA also leads efforts to protect transportation infrastructure from the effects of acts of terrorism, and supports efforts to protect transportation infrastructure from the effects of manmade and natural disasters. The TSA may provide assets to address security and onsite coordination requirements for ground operations and in-flight segments of mass air evacuation operations, as requested by ESF-1 agencies.[15]

Additional federal agencies support federal ESF-1 functions, as requested by the president and ESF-1 state and local partners.

Sources of Information about Critical Transportation

Public information staff may obtain information about critical transportation from a variety of sources in an emergency, including the ones described in this section.

Operational Area EOCs – When activated, Operational Area EOCs, especially staff assigned to ESF-1 functions, continually gather information on the emergency's impacts on transportation services and infrastructure. (See the sample essential elements of information list in Part 2 of this toolkit for examples of the types of transportation-related information EOCs may collect.) Since many EOCs are organized differently based on local needs and capabilities, it is important to discuss information sharing across the EOC with the appropriate staff in the Office of Emergency Services before an incident occurs.

Transit Operator EOCs or DOCs – Transit agencies and organizations will also gather information about the impacts of the emergency on their operations, systems, and assets. Most often, the operator shares status information directly with the Operational Area EOC and/or MTC, depending on local emergency plans. If the transit operator's EOC or DOC staff includes a position responsible for public information, that team or those individuals will have information on messaging and procedures for communicating with their customers, clients, and partners.

Bay Area 511 Traveler Information System is a free phone and web service that provides up-to-the-minute information on Bay Area traffic conditions, incidents, detour routes, driving times, schedules, route and fare information for public transit services, transportation alternatives, park-ride facilities, and other information. Established and managed by MTC, Bay Area 511 is a partnership with CHP, Caltrans, the Bay Area Air Quality Management District, and the transit and transportation agencies of the Bay Area.

In addition to providing services via telephone and the web, users may also receive information via text, a mobile site, and a smartphone app. Bay Area 511 also provides personalized traffic and transit information through MY 511. During business hours, live operators (accessed via the "Rideshare" prompt) assist with 511 services and can link to a language translation service. Callers also can dial 711 to access Telecommunication Relay Services and ask the operator to connect them to the 511 service for all 511-transportation information.

[13] https://www.fhwa.dot.gov/reports/hurricanevacuation/appendixh.htm

[14] https://training.fema.gov/emiweb/is/is801/student%20manual.pdf

[15] Adapted from https://training.fema.gov/emiweb/is/is801/student%20manual.pdf

Once connected, the 711 operator acts as a go-between, relaying callers' requests for travel information to the 511 system, then providing system responses to callers. If users are outside the 511 area, they can call 888-500-4636 to access all the same traveler 511 information.

California Highway Information Network (CHIN) (1-800-427-7623) is a toll-free number that provides information on the entire state highway system. Caltrans also manages QuickMap, with maps and links to regional 511 sites.

Caltrans Intelligent Transportation System (ITS) signage on the region's freeways can be used to transmit messages about the status of transportation routes.

BayAlerts is an opt-in alerting system managed by WETA. It is used to notify subscribers about updates to ferry services. Messages may include announcements of service delays, changes, or cancellations.

Situational Status Summary Reports are information from transit operators and transportation agencies from across the Bay Area that MTC — as a member of the state Transportation Branch — gathers, assembles, and provides to the REOC and/or SOC, when activated.

Social Media is used as a means to communicate about transportation issues across the Bay Area. Local transit operators, state agencies, and regional partners use a variety of social media platforms to communicate information about the status of services, etc. Incident-specific hashtags can be searched for real-time user accounts and photos. **511.org also aggregates transit operators' social media posts on its homepage**.

Additional Resources – As listed on the Bay Area 511 website, the following entities or programs provide local transportation services, such as traffic condition information on city streets, transit schedules, and more. These sites may also be updated to provide information about transportation in an emergency.

- 511 Contra Costa
- Bishop Ranch Transportation Center
- I-80 SMART Corridor
- Hacienda Business Park Transportation Management Association
- Napa V-Commute
- Peninsula Traffic Congestion Relief Alliance
- Santa Clara County's Roads & Airports Department
- San Francisco 311
- San Francisco Department of the Environment
- Solano Mobility
- Transportation Authority of Marin
- Transportation Management Association of San Francisco

Communicating with People with Access and Functional Needs

It is critical that emergency public information messages are accessible to the whole community, including people with disabilities and access and functional needs (AFN). This includes people who are blind or have low vision, those who are deaf or hearing impaired, those with mobility issues, those with limited English proficiency, and beyond.

For instance, implementing a large-scale evacuation and meeting the transportation needs of people with access and functional needs is a major challenge that can be met through an inclusive planning process beginning long before a major disaster prompts an evacuation. Planning, including that required for public information, should include everyone from transportation providers and emergency managers to advocacy groups and community partners.

VALUABLE RESOURCES TO COMMUNICATE WITH AFN POPULATIONS

The Cal OES Office of Access and Functional Needs Library (OAFN) offers an enormous repository to help state and local government agencies, emergency managers, and others ensure their messages in all forms (print, broadcast, and digital) are accessible to the whole community. The OAFN Library is a comprehensive clearinghouse for access and functional needs-specific best practices, guidance documents, videos, and more. The OAFN Library is replete with checklists, tools, and accessibility guidelines.

Contact the Cal OES OAFN at (916) 845-8202 for additional information.

Source: Cal OES

ACCESSIBILITY IS THE LAW

Many AFN populations depend on public transportation. Given that many transportation providers are recipients of federal funding, it is essential their programs, policies, and practices comply with federal and state laws. Ensuring that messages are accessible to the whole community not only increases public safety, but helps to avoid litigation for non-compliance.

The Americans with Disabilities Act (ADA) of 1990 affords civil rights protection to individuals with disabilities, similar to that provided to individuals on the basis of race, sex, national origin and religion. The ADA guarantees equal opportunity for individuals with disabilities in the areas of employment, state and local government services, public transportation, privately operated transportation available to the public, places of public accommodation and services operated by private entities, and telephone services offered to the general public. Many regard the ADA as the most sweeping piece of civil rights legislation since the Civil Rights Act of 1964.

Titles II & III of the Americans with Disabilities Act require state and local governments, businesses, and nonprofit organizations to communicate effectively with people who have disabilities or access and functional needs. The goal is to ensure that communication is equally effective for everyone. During an emergency, communication becomes especially critical. As such, information delivered at press conferences by public officials and broadcasted on television during an emergency needs to be effective, understood, consumable, and actionable by the whole community.

Section 508 of the Rehabilitation Act requires all federal agencies to ensure their digital communications are accessible. **California Government Code Section 11135** makes Section 508 applicable to any entity that receives federal or state funding. This applies to all websites, digital forms, online interactive services, use of social media, email, etc.

See Part 2 of this toolkit for an accessible messaging task checklist.

Prepare for an Emergency that Impacts Critical Transportation

In addition to accessing the information and resources in this toolkit, PIOs and others with public information responsibilities should prepare for critical transportation public information needs.

Know your transportation and emergency plans.
These may include the Operational Area's Emergency Operations Plan (EOP), an Evacuation Plan, or a local Crisis Communications Plan. Pay extra attention to sections that describe planning assumptions, organizational structures, and processes (often addressed in the Concept of Operations section), as well as roles and responsibilities. Planning assumptions, such as 'evacuation of affected areas may involve multiple modes of transportation, such as bus, train, or rail' can help PIOs establish clear expectations with the public. Reviewing roles and responsibilities will help staff understand functional expectations, as well as how to coordinate with neighboring agencies, state and federal agencies, and other partner organizations.

In addition to your local EOP and public information plans, a few planning sources that contain information about critical transportation include:

- San Francisco Bay Area Regional Transportation Emergency Management Plan (RTEMP)
- Regional Catastrophic Earthquake Mass Transportation / Evacuation Plan;
- Transit operators' EOPs and related planning documents, such as WETA's Emergency Response Plan.

Know your routes.
Talk with your Operational Area's Office of Emergency Services to learn the pre-identified evacuation routes in your Operational Area. Know the evacuation routes in neighboring Operational Areas that may lead to or through your communities. Be familiar with the Bay Area's regional priority routes for evacuation.[16]

Meet your transit operators and partners.
Work with your Operational Area's Office of Emergency Services to identify transit providers in your communities. Meet with the transit operators' team members assigned to coordinate public information in an emergency, and discuss how you will communicate in an emergency. Ask what communication methods you will use to reach each other. How will you support each other to review messages and develop public information products?

Practice with the EOC / JIC.
Participate in trainings and exercises with your EOC and JIC. Discuss exercise objectives and evaluation criteria that focus on gathering transportation-related information and developing messaging and public information products about critical transportation-related activities. Be sure to sign up for and participate in the annual Bay Area Public Information Exercise (for more information email bayareajis@gmail.com). For 2019 and 2020, the exercise will focus on regional and local critical transportation capabilities.

Become a member of the Bay Area Joint Information System (JIS).
The JIS will connect you to other public information staff across the Bay Area. There is no cost to become a member. Email bayareajis@gmail.com for access to the virtual coordination tools, including an instant messaging platform (Slack), a shared document repository (Google Drive), a shared calendar (Google Calendar), and a listserv (Google Group). Use the latter to ask questions about other jurisdictions' public information and critical transportation efforts.

[16] Refer to the Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan, Table 5-10 (p. 86) for a list of regional priority transportation routes in the Bay Area region. Following the table, the plan describes criteria for identifying and designating priority routes.

Customize / develop transportation-related messages.
Use the message templates in this toolkit to update or develop pre-scripted messages for topics related to critical transportation. These messages may be used for website posts and social media posts. Starting with pre-scripted messages can save valuable time in an emergency response. Coordinate with partner agencies to review your messages.

Have a plan for translation and interpretation services.
Identify resources that can provide real-time translation and interpretation services for public information messages in an emergency. Some Operational Areas' EOCs have service agreements or memoranda of understanding with county or municipal agencies. Other EOCs have contracts with non-profit organizations or private-sector service providers. It is important to establish these partnerships in advance. Your office may need to download and practice using an application or platform to support these services. Ask paratransit operators, neighboring counties, or Bay Area JIS members (via the JIS listserv) which services they use.

PART 2: RESOURCES

Part 2 of this toolkit provides selected resources to help public information staff communicate with the public about transportation in an emergency. Resources include: essential elements of information to gather from partner agencies and organizations; checklists for messaging to people with access and functional needs; sample messages; commonly asked questions from the public; and sources for message translation and interpretation.

Critical Transportation Essential Elements of Information (EEI)

In the event of an emergency that impacts transportation infrastructure and regional mobility, public information staff should work with EOC staff (or staff designated in local emergency plans) to collect essential elements of information (EEI) from critical transportation partners.[17] Public information staff should talk with their Office of Emergency Services about how the PIO(s) and/or JIC receives access to status information and products identified in the following table. PIOs must follow their local procedures to verify and obtain authorization to release information about the emergency to the public and media.

Table 1. Critical Transportation Essential Elements of Information (EEI)

Essential Information	Specific Information	Methodology/Source	Responsible Entity	Product	Timeline
Status of transportation systems	• Area airports • Major/primary roads, including identified priority routes serving the most people • Critical bridges • Railways • Ports • Public transit systems (including paratransit) • Pipelines • Where are assets now and what is capacity? • Accessibility to most severely affected areas • Debris on major roadways and bridges	• State SOC reports • Caltrans • MTC • U.S. DOT • Assessment team reports • Community relations • U.S. Army Corps of Engineers • Remote sensing/aerial reconnaissance • Predictive modeling	• Operational Areas • Caltrans • CHP • Transit agencies • WETA • MTC • REOC	• Situation briefings • Situation reports	Initial estimate within 4 hours and updated every 12 hours
Status of public information	• Alerts issued • Press releases issued • Social media posts • Traditional media inquiries • Rumors/trending topics and questions	• Local JICs / PIO staff • Bay Area JIS • State reports • MTC • U.S. DOT • Social Media	• Operational Areas • Bay Area JIS • Cal OES • Caltrans • CHP • Transit agencies • MTC • REOC • U.S. DOT	• Bay Area JIS coordination calls • Public information summaries	Initial analysis within 4 hours, updated every 12 hours
Status of evacuation activities	• Evacuation routes • Evacuation assembly locations • Population count at assembly locations • Staging area locations • Status/location of shelters • List of all agencies/ organizations involved in evacuation	• Operational Area Web EOC Boards • State SOC reports • MTC • Transit agencies	• Operational Areas • Cal OES • Caltrans • Transit agencies • MTC • REOC • U.S. DOT	• Situation briefings • Situation reports	Initial estimate within 4 hours and updated every 12 hours

[17] For a full list of sample critical information collection requirements, refer to the Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan.

Translation and Interpretation Services

Given the many languages spoken throughout the Bay Area, it is important that public information staff provide information in a variety of commonly spoken languages. This section provides a checklist for identifying a translation and/or interpretation service(s) to support public information activities in an emergency. It also lists a few companies used by Bay Area jurisdictions.

To ensure quality when hiring a translation or interpretation service, ask if the provider uses certified and/or accredited translators, and if the provider has insurance to protect against omissions and errors. Experienced translation providers often offer "translation memory" or "terminology management" services that reduce costs by recording recurring terms and phrases in a database and leveraging these over time. This reduces costs for the same text to be translated in different documents.

Remember, American Sign Language (ASL) is a language! Be certain to look for certified ASL translators.

Table 2. Translation and Interpretation Services Checklist

TRANSLATION AND INTERPRETATION SERVICES CHECKLIST		
PROVIDER	✓	**TYPES OF RESOURCES/SERVICES**
Organization:		Can support near real-time translation in an emergency
Name:		Uses accredited/certified translators
Title:		Employs a quality process flow that includes a separate editor and proofreader
Emergency Phone:		Has desktop publishing capabilities (to translate text on brochures directly in native file formats)
Email:		Can provide translation of websites
Languages:		Offers cultural adaptation, as well as linguistic adaptation of content, images, etc.
		Provides samples of similar work and/or testimonials
		Uses translation memory or terminology management
		Insurance policy covers errors and omissions
		Can assist with multilingual voice recording for spoken communication needs

EXAMPLES OF BAY AREA & ONLINE TRANSLATION / INTERPRETATION SERVICE PROVIDERS

The following companies provide a variety of real-time, in-person, and automated translation and/or interpretation services. Public information staff should research providers that best fit their needs and test the quality of the service prior to an emergency.

- LanguageLine Solutions: www.languageline.com
- Linguabee: www.linguabee.com
- Stepes: www.stepes.com
- WorldLingo: www.worldlingo.com
- Bay Area International Translation Services: www.docstranslate.com
- OneHour Translation: www.onehourtranslation.com

Checklists for Messaging to People with Access and Functional Needs

ACTIONABLE TASKS

Consider Five Broad Target Audiences

- ❑ Economically Disadvantaged
- ❑ Language and Literacy (culturally and linguistically appropriate and accessible)
- ❑ Medical Issues and Disability (physical, mental, cognitive, or sensory)
- ❑ Isolation (cultural, geographic, or social)
- ❑ Age (older adults or infants and children under the age of 18)

Community Engagement Principles

These key principles can help professionals and community leaders promote common understanding and encourage actions for self protection:

- ❑ Be clear.
- ❑ Be concise.
- ❑ Be correct.
- ❑ Be confident.
- ❑ Be connected.
- ❑ Be transparent.
- ❑ Be a role model.

Develop Culturally Capable Messages

- ❑ ***C*olors** (Colors may convey different meanings for different groups, religions, cultures, and communities.)
- ❑ ***A*rt** (Images should reflect targeted audiences.)
- ❑ ***P*aper** (Some may have difficulty reading certain colors.)
- ❑ ***A*ccess** (Consider physical distribution points and height placement of messages to enable easily accessible materials.)
- ❑ ***B*uy-In** (Communicate why this matters to them.)
- ❑ ***L*anguage** (The message's language should be written for audience appropriateness, i.e., age, culture.)
- ❑ ***Evaluation*** (Help readers or listeners to understand the impact of changes.)

Message Delivery Channels

Channels for delivering messages are varied and will depend on availability, accessibility, and how well they reach your populations. Delivery channels, when electricity has not been affected or limited, can include:

- ❑ Mass media (television, radio, newspaper)
- ❑ Ethnic media
- ❑ Podcast
- ❑ Internet
- ❑ Radio
- ❑ Satellite radio
- ❑ Your Community Network
- ❑ National Oceanic and Atmospheric Administration Weather Radio All Hazards (NWR)
- ❑ 2-1-1 or 3-1-1 website

Delivery channels during a blackout or when electricity is not available to all areas could include:

- ❑ Cell phone/text messaging
- ❑ Battery-powered radio
- ❑ Reverse 9-1-1
- ❑ Battery-powered walkie talkies
- ❑ 2-1-1 telephone
- ❑ Ham radio networks
- ❑ Telephone calling trees/networks (using landline phones that do not require electricity)
- ❑ Door-to-door information (door hangers and pamphlets)
- ❑ Information distribution to a pre-determined emergency information point (churches, libraries, grocery stores, post offices, schools, restaurants, markets, shelters)
- ❑ Peer ambassadors designated to help neighbors receive information

Emergency management tools to reach vulnerable populations may include:

- ❑ Picture books
- ❑ Braille and alternative language handouts
- ❑ Closed-captioned videos
- ❑ Audiotapes

ACCESSIBLE DIGITAL COMMUNICATIONS

- ❑ Develop or provide accessible formats to disseminate alerts and information.
    - Use a variety of formats (text, audio, video, image).
    - Use a variety of methods of information dissemination (broadcast, wireless, internet, social media, apps).
    - Consider various devices (cell phones, tablets, computers, TVs, radios).
- ❑ Use software/hardware solutions and interoperable networks.
    - Receive alert feeds from multiple sources.
    - Transition to a next generation 9-1-1 system.

DOCUMENTATION PREPARATION

Follow these guidelines to make content accessible to the whole community:

- ❑ Use system fonts
- ❑ Make forms electronically fillable
- ❑ Choose an accessible technology platform
- ❑ Present text as text
- ❑ Include alternative text
- ❑ Use styles
- ❑ Include tables of contents
- ❑ Use short titles in headings
- ❑ Use logical heading order
- ❑ Use meaningful hyperlink text
- ❑ Increase visibility for colorblind viewers
- ❑ Use simple tables
- ❑ Avoid repeated blank characters
- ❑ Avoid floating objects
- ❑ Create Closed Captions
- ❑ Print flies in large text
- ❑ Battery-powered radio

MULTIMEDIA GUIDELINES

Multimedia refers to any presentation that contains more than one type of media. Multimedia typically includes both audio and visual information. For accessible multimedia, consider these options:

- ❑ Provide visual representations of audible elements for people who are deaf or hard of hearing.
- ❑ Include text transcripts for posted videos or multimedia presentations.
- ❑ Provide a text equivalent for every non-text element.
- ❑ Provide audio descriptions of all visual information.
- ❑ YouTube will automatically caption the text on videos.

SOCIAL MEDIA

Social media messages rely on accessibility to individuals who receive the messages. Use the following guidelines to effectively share messages on social media:

- ❑ Place #hashtags or @mentions at the end of the tweet.
- ❑ Avoid using unfamiliar acronyms.
- ❑ Use "CamelCase" (upper and lowercase) for multiple words in hashtags.
- ❑ If your post contains photos, video, or audio, use prefixes for people who use screen readers.
- ❑ Make your post serve as a description caption by providing context for video or audio element.
    - Include all photo and video descriptions.
    - Provide a link back to the organization webpage that hosts an accessible version of that photo or video.
    - Rather than uploading videos directly to each platform, upload videos to YouTube and enable closed captions.
    - Post YouTube video links to other platforms as status updates. This will ensure that visitors will be taken to the accessible version on YouTube.

PEOPLE WHO HAVE HEARING OR SPEECH DISABILITIES

- ❑ Telecommunication Relay Service (telephone service that allows people with hearing or speech disabilities to place and receive telephone calls)
- ❑ Text-to-Voice TTY-based TRS
- ❑ Voice Carry Over (VCO)
- ❑ Hearing Carry Over (HCO)
- ❑ Speech-to-Speech (STS)
- ❑ Shared Non-English Language Relay Services
- ❑ Captioned Telephone Service (CTS)

PEOPLE WHO ARE BLIND OR HAVE LOW VISION

- ❑ Convert written documents to audio conversion.
    - Record materials into an audio file or onto a CD or DVD.
- ❑ Consider document text for screen readers use.
- ❑ Convert paper documents into Braille.
    - Compose the information in a Microsoft Word-accessible document.
    - Import your document into Braille translation software.
    - Use a Braille embosser.

WEBSITE CONSIDERATIONS

- ❑ Ensure webpages have appropriate metadata descriptions (i.e., text equivalent to every image).
- ❑ Always provide documents in an alternative text-based format (HTML or RTF (Rich Text Format).
- ❑ Websites should be designed with the color and font sizes set in users' web browsers and operating systems.

Critical Transportation FAQs

Public information staff responses to frequently asked questions (FAQs) will depend on the details of the emergency, as well as local resources and operations to respond to the emergency. This is especially the case when discussing the status of transportation services and systems.

Following are examples of questions that may be asked by the public or media. In an emergency, PIOs may opt to use the Essential Elements of Information list in this toolkit to gather information that will inform their responses to questions.

SAMPLE TRANSPORTATION QUESTIONS

- What is the status of public transit? Paratransit?
- How can people get the most up-to-date information about roads or bridges? (Note: 511 should have current information.)
- What roads and/or bridges should people avoid?
- What detour should people take while [INSERT NAMES OF ROADS/BRIDGES] are damaged? How much extra time will this detour take?
- How are government agencies assessing if [INSERT NAMES OF ROADS/BRIDGES] are safe for travel?
- How can people get the most up-to-date information about the status of public transit? (Note: 511 should have current information.)
- What can the public expect in terms of public transit availability?
- Are paratransit providers suspending or reducing requirements for their credentialing processes?
- Is it safe to travel?
- What are you doing to minimize traffic? What should drivers be doing?

SAMPLE EVACUATION QUESTIONS

As noted in Part 1 of this toolkit, agencies and organizations with critical transportation functions may provide the transportation resources (e.g., vehicles, staff, etc.) to support emergency evacuation efforts, as specified in local plans. The following sample questions are related to critical transportation and evacuation.

- Where do I go / who to I call to request evacuation assistance?
- How many vehicles are available to support evacuation efforts?
- Who is driving the evacuation vehicles? Are they licensed?
- Can I bring my companion animal on an evacuation vehicle?
- What can I bring on the evacuation vehicle?
- How long will I be on the evacuation vehicle?
- How many of the vehicles available to support evacuation efforts can accommodate people with disabilities?
- How many of the vehicles available to support evacuation efforts can accommodate companion animals?

ADDITIONAL FAQ RESOURCES

- FAQ on ADA Paratransit Eligibility
- FAQ on 511 Tips and Tricks
- FAQ on 511 Phone Service

Sample Statements and Social Media Posts

Public information products with information about critical transportation will most often contain information about other emergency response activities and topics. This section contains sample language that public information staff can customize to develop public messages.

To gain the greatest understanding and cooperation, behavioral researchers recommend that shorter alert messages prioritize information in this order:

- Source
- Protective action
- Hazard
- Location
- Duration/expiration time

SHORTER MESSAGES

These may be customized for social media platforms, such as Twitter, or for opt-in alert notification systems. If the character count allows on social media, insert consistent trending hashtags at the end of each post.

- To receive text alerts to your phone about emergencies, [INSERT INSTRUCTIONS]
- Follow [AGENCY] on [INSERT SOCIAL MEDIA PLATFORMS], or our website at [SHORT LINK] where updated information will be posted as it is confirmed.
- [AGENCY]: avoid the area of [LOCATION] due to damage from [INCIDENT]. Take [ALTERNATE ROUTE]. [SHORT LINK FOR MORE INFO].
- [AGENCY]: avoid the area of [LOCATION] due to damage from [INCIDENT]. Alternate routes: [SHORT LINK FOR MORE INFO].
- LIFTED: Avoid the Area [LOCATION]. [REASON, e.g., The road/bridge has been repaired.]
- [AGENCY]: prepare for a possible evacuation: [INCIDENT] at [LOCATION]: [SHORT LINK FOR MORE INFO]
- [AGENCY]: evacuate immediately due to a [INCIDENT] at [LOCATION]: [SHORT LINK FOR MORE INFO]

LONGER MESSAGES

These can be customized for social media platforms, such as Facebook, or for uploading to agency websites. If the character count allows on social media, insert consistent trending hashtags at the end of each post.

- There has been a [INCIDENT] incident at [LOCATION]. [AGENCY] is asking the public to avoid the area until it is deemed safe. Emergency responders are on the scene and the area has been cordoned off from traffic. Public transit and drivers have been re-routed; expect travel delays. Alternate transportation routes are anticipated for next [TIME] [HOURS/DAYS]. Vehicular traffic is being re-routed to [ROUTES]. Mass transit services [HAVE / HAVE NOT] been impacted and are [DELAYED BY TIME / RUNNING ON SCHEDULE]. Some paratransit services may be rerouted; check your local provider's website or contact them directly by phone. Stay tuned to local news stations, the [AGENCY] website at [SHORT LINK] and social media for updated information about this incident. For traffic updates, visit: [SHORT LINK, e.g., 511]. [If life safety of people within the area is at risk, provide contact # for family, e.g., 311.]
- [AGENCY] reports an [INCIDENT] incident at [LOCATION]. If you are receiving this message and are within [AFFECTED AREA] of [LOCATION], please prepare for possible evacuation. Gather other residents, pets and food, medications, toiletries, a change of clothing, and important papers, and be prepared to evacuate at a moment's notice. If it is safe to do so, please also check with neighbors to ensure they are aware of this alert and to see if they need assistance. If it will more difficult for you to evacuate due to transportation, medical, or mobility constraints, contact [NUMBER] and consider moving out of the area now. The public is asked to stay away from [INSERT LOCATIONS] due to the

risk of harm until it is determined to be safe to return. An update will be sent by [ETA] or sooner. For more information, visit [SHORT LINK].

- Evacuate immediately due to a [INCIDENT] at [LOCATION]. If you are receiving this message and are within [AFFECTED AREA] of [LOCATION], you need to evacuate the area immediately. An evacuation site is available at [EVACUATION CENTER]. Gather other residents, pets, important papers, and critical medications, and leave the area. If it is safe to do so, please check with neighbors to ensure they are aware of this alert and to see if they need assistance. If you are unable to evacuate, please contact [NUMBER] and shelter in place. Close doors and windows and turn off any heating or A/C. The public is asked to stay away from [LOCATIONS] due to the risk of harm until it is determined to be safe to return. An update will be sent by [ETA] or sooner. For more information, visit [SHORT LINK].

Public Information Officer Job Action Sheet

WORKSTATION: Emergency Operations Center (EOC) – Command Section
PURPOSE: Disseminate timely and accurate information on the incident to the public and employees.

GENERAL DUTIES

- Consult with the EOC Director to determine and confirm what information is to be disseminated.
- Act as an information resource and contact for MTC officials / employees and the news media.
- Participate as a member of the Policy Group, when activated.

WARNING RECEIVED

- Be prepared to staff the EOC, if needed.
- Prepare yourself to return to or remain at work.
- Review this entire checklist to familiarize yourself with the position.

INCIDENT OCCURRED

- Report to MTC EOC or designated location, when requested.
- Identify yourself as the PIO.
- Begin an EOC Activity Log.
- Obtain a briefing from the EOC Director or from the departing staff.
- Provide regular status updates to the EOC Director.
- Receive updates/instructions from the EOC Director.
- Coordinate with the Liaisons and Section Chiefs to acquire information.
- Monitor and obtain external reports and conditions about the emergency as able and advise the EOC Director.
- Based on the type and size of the emergency, appoint and brief a Public Information team, if necessary.
- Report on actions taken by the PIO team, including validation of information and rumor investigations.
- Confer with the Liaisons and Section Chiefs that have arrived at the EOC to ensure accurate and complete fact sheets are developed, if needed.
- Develop press releases, as necessary, using the Incident Action Plan and distribute to the media and others, as appropriate.
- Obtain authorization from the EOC Director for the dissemination of press releases.
- Ensure the Regional Emergency Operations Center, Operational Areas, transit / transportation agencies; other entities (as appropriate) and media outlets receive copies of press releases issued.
- Consult with the EOC Director/Planning Section Chief to determine the schedule and need for the dissemination of a regional press release.
- Work with the Liaisons provide the information required by the assigned entity to accurately reflect the MTC's and the regional transportation network's current status.
- Conduct media briefing(s), if necessary.
- Review public information that has been received by the MTC EOC, and note the date and time of receipt to ensure that the most recent information is used in the Regional Summary Report and subsequent press releases.
- Participate in the regional coordination conference calls to confirm PIO contact information and determine the need to initiate the interagency JIS/JIC Procedures.
- Lead the JIS/JIC when activated.

- Serve as a conduit from the MTC EOC to MTC / 511 Lead. Ensure 511 / MTC staff receive accurate and timely information.
- Ensure staff is assigned to obtain as much pertinent information about the emergency as may be available from monitoring radio and television news reports.
- Attend EOC briefings and contribute to the development of the Incident Action Plan.
- Continue to oversee and coordinate public information services as appropriate, including tours of damages, if warranted.
- Coordinate with the EOC Director to prepare and provide MTC information at designated community emergency centers.
- Collaborate with, review, and approve any employee information bulletins developed and distributed by the Employee Welfare Specialist.
- Keep track of your own time and expenses associated with the emergency, following instructions provided by the Finance Section Chief.

DEACTIVATION

- Participate in the EOC debrief and any post-emergency debriefings, such as a critical incident stress-debriefing.
- Participate in development of an After-Action Report.

Critical Transportation Public Information Contacts

Public information staff may complete the following table with contact information for transportation partners, and may include a copy of the list in their emergency plans. Refer to Part 1 of this toolkit for a list of potential partners in local, regional, state, and federal agencies, as well as transit operators involved in critical transportation and public information.

Table 3. Critical Transportation / Public Information Contacts

CONTACT INFO	NOTES
Agency/Organization:	
Name:	
Title:	
Cell:	
Email:	
Public Information Platforms (social media accounts, websites, etc.):	
Agency/Organization:	
Name:	
Title:	
Cell:	
Email:	
Public Information Platforms (social media accounts, websites, etc.):	
Agency/Organization:	
Name:	
Title:	
Cell:	
Email:	
Public Information Platforms (social media accounts, websites, etc.):	

APPENDIX A: METROPOLITAN TRANSPORTATION COMMISSION REGIONAL TRANSPORTATION EMERGENCY MANAGEMENT PLAN

The MTC Regional Transportation Emergency Management Plan, which begins on the following page, can be a useful reference for PIOs and others with public information responsibilities related to transportation emergencies.

METROPOLITAN
TRANSPORTATION
COMMISSION

Metropolitan Transportation Commission

San Francisco Bay Area Regional Transportation Emergency Management Plan

Baseline Operating Plan

March 2018

FOREWORD

With this **San Francisco Bay Area Regional Transportation Emergency Management Plan (RTEMP)**, the Metropolitan Transportation Commission (MTC) fulfills a commitment to the Bay Area Partnership (the Partnership) to support coordinated emergency response capabilities for transportation agencies[1] throughout the nine-county San Francisco Bay Area, via a **Regional Emergency Management Program**. The Regional Emergency Management Program focuses on two key areas: (1) inter-agency communications and (2) preparation of detailed emergency response plans. The RTEMP responds to the second of these areas, with a baseline-operating plan adaptable to a range of emergency recovery scenarios. It reflects existing emergency operating procedures from the regional transportation agencies; and attempts to reconcile conflicts, inconsistencies and gaps among these existing plans. The RTEMP is a 'living' document, suitable for update and improvement in response to experience gained through exercise, comparison with other plans, and actual application during emergencies.

MTC has been involved in regional emergency preparedness since the Loma Prieta earthquake in 1989. After that event, the region's transportation agencies developed a set of interagency agreements and procedures to respond to future disasters. This effort resulted in the **Trans Response Plan**, which was adopted by the Partnership in 1997, as well as a master mutual aid agreement among the nine largest transit operators[2]. The Trans Response Plan defines the functions, responsibilities, and procedures for developing a multimodal response to an emergency.

The RTEMP focuses on the provision of basic transportation services after a major transportation disruption. It goes beyond the generic, process-oriented framework of the Trans Response Plan and provides definitions of roles, responsibilities, and interagency coordination and decision-making mechanisms between multiple agencies. It also provides reference material applicable to specific emergency scenarios, such as earthquakes on the San Andreas and Hayward faults, and explosive attacks by terrorists. These scenario-specific incidents along with the RTEMP Baseline Operating Plan will be proven and refined via a series of tabletop and functional exercises. Each scenario-specific incident and exercise focuses on communication, coordination, and decision-making among the agencies that have significant regional roles and responsibilities, such as the California Governor's Office of Emergency Services (Cal OES), the California Department of Transportation (Caltrans), the California Highway Patrol (CHP), MTC, and the transit operators that provide services to multiple counties.

The RTEMP is a counterpart to the **Regional Emergency Coordination Plan** (RECP) a plan developed by Cal OES to coordinate all-hazards emergency response, in particular the identification and delivery of requested assets, among the ten Bay Area Operational Areas. One of the subsidiary plans of the RECP, the **Transportation Coordination and Response Plan**, addresses such emergency functions as transportation of First Responders and Disaster Service Workers,

1 Term includes MTC, the California Department of Transportation (Caltrans), San Francisco Bay Area Water Emergency Transportation Authority, and transit operators.

2 Term includes public transportation entities that provide public transportation in the San Francisco Bay Area.

delivery of emergency equipment and supplies, and evacuation of impacted populations. The Transportation Coordination and Response Plan and the RTEMP are intended to function in concert, to ensure transportation capacity for emergency response and for basic regional mobility.

RECORD OF DISTRIBUTION

Name	Agency	Date of Initial Distribution	Date of Revision

RECORD OF CHANGES

Date	Name	Agency	Comments
March 2018	**Stephen Terrin**	**MTC**	Updates to the role of MTC in regional emergency management Updates to terminology and regional references to other plans in the region

TABLE OF CONTENTS

FOREWORD I

RECORD OF DISTRIBUTION III

RECORD OF CHANGES IV

BLE OF CONTENTS V

1. INTRODUCTION 1
   - 1.1. PURPOSE 1
   - 1.2. OBJECTIVES 2
   - 1.3. AUTHORITIES 3
     - 1.3.1. Federal 3
     - 1.3.2. State 4
   - 1.4. PLAN PARTICIPANTS 4
     - 1.4.1. State Agencies 4
     - 1.4.2. Regional Agencies 4
     - 1.4.3. Operational Areas 4
     - 1.4.4. Transit Operators 4
   - 1.5. PLAN MANAGEMENT 5
   - 1.6. PLANNING ASSUMPTIONS AND CONSIDERATIONS 5
   - 1.7. DEFINITIONS AND ABBREVIATIONS 6

2. BASELINE OPERATING PLAN 9
   - 2.1. CONCEPT OF OPERATIONS 9
   - 2.2. FEDERAL/STATE INCIDENT MANAGEMENT SYSTEMS 11
     - 2.2.1. National Incident Management System 11
     - 2.2.2. Standardized Emergency Management System 11
   - 2.3. EMERGENCY MANAGEMENT PHASES 14
     - 2.3.1. Preparedness Phase 14
     - 2.3.2. Response Phase 15
     - 2.3.3. Recovery Phase 16
     - 2.3.4. Mitigation Phase 17
   - 2.4. TRANSPORTATION AGENCY EMERGENCY OPERATIONS CENTER ACTIVATION 17

3. ROLES AND RESPONSIBILITIES 18
   - 3.1. STATE OF CALIFORNIA 18
     - 3.1.1. California Governor's Office of Emergency Services 18
     - 3.1.2. California Department of Transportation 19
     - 3.1.3. California Highway Patrol 20
   - 3.2. REGIONAL AGENCIES 20
     - 3.2.1. Metropolitan Transportation Commission 20
     - 3.2.2. San Francisco Bay Area Water Emergency Transportation Authority 22
   - 3.3. LOCAL AGENCIES 24
     - 3.3.1. Operational Areas 24
     - 3.3.2. Transit Operators 24

4. PREPAREDNESS PHASE 27
4.1. PREPAREDNESS PHASE MANAGEMENT 27
4.2. TRAINING 27
4.3. EXERCISES 27
4.3.1. Tabletop Exercises 27
4.3.2. Functional Exercises 28
4.3.3. Full-Scale Exercises 28
4.4. PUBLIC AWARENESS AND EDUCATION 28

5. RESPONSE PHASE 29
5.1. EMERGENCY LEVEL I 29
5.2. EMERGENCY LEVEL II 29
5.3. EMERGENCY LEVEL III 30
5.4. RTEMP ACTIVATION 30
5.5. ACTIVATION PROCESS 30

6. RECOVERY PHASE 32
6.1. INITIAL RECOVERY 33
6.2. MID-TERM RECOVERY 33
6.3. LONG-TERM RECOVERY 33

7. RTEMP FORMS 34
7.1. RESOURCE REQUESTS FROM OPERATIONAL AREAS TO TRANSPORTATION AGENCIES CHECKLIST 34
7.2. SITUATIONAL AWARENESS CHECKLIST 1

APPENDIX A 1
METROPOLITAN TRANSPORTATION COMMISSION - TRANS RESPONSE PLAN 1

APPENDIX B 1
SAN FRANCISCO BAY AREA TRANSIT OPERATORS MUTUAL AID AGREEMENT 1

APPENDIX C – C.1 SAN ANDREAS FAULT EARTHQUAKE 1

APPENDIX C – C.2 HAYWARD FAULT EARTHQUAKE 1

APPENDIX C – C.3 TERRORISM 1

1. INTRODUCTION

1.1. Purpose

The purpose of the Regional Transportation Emergency Management Plan (RTEMP) is to improve the ability of Bay Area public transportation agencies to recover operations and deliver basic transportation services after a significant regional disaster. **The RTEMP is intended to provide guidance to the Metropolitan Transportation Commission (MTC), the California Department of Transportation (Caltrans), the California Highway Patrol (CHP), the San Francisco Bay Area Water Emergency Transportation Authority (WETA) and the largest Bay Area transit operators** for coordinating response and recovery efforts and allocating assets to restore basic regional mobility.

MTC has been involved in regional emergency preparedness since the Loma Prieta earthquake in 1989. After that event, the region's transportation agencies developed a set of interagency agreements and procedures to respond to future disasters. This effort resulted in the Trans Response Plan (Appendix A), adopted in 1997 by the Partnership, a confederation of the top staff of various regional transportation and environmental protection agencies. The Trans Response Plan defines the functions, responsibilities, and procedures for developing a multimodal response to an emergency.

The Trans Response Plan is complemented by the San Francisco Bay Area Transit Operators Mutual Aid Agreement (Appendix B), an agreement among signatory transit operators to provide requested support in the event that the resources or capabilities of an individual operator are exceeded by the effects of an emergency.

The RTEMP goes beyond the generic process-oriented framework of the Trans Response Plan and provides detailed definitions of responsibilities and procedures based on specific scenarios. The RTEMP defines procedures for interagency communication and decision-making to provide basic transportation for the general public and defines the roles and responsibilities of state, regional, and local agencies such as:

- state and regional agencies – California Governor's Office of Emergency Services (Cal OES), Caltrans, CHP, WETA and MTC;
- Operational Areas; and
- multi-county transit operators such as Alameda Contra Costa Transit (AC Transit) and the Santa Clara Valley Transportation Authority (VTA).

The RTEMP is developed in compliance with the State of California Standardized Emergency Management System (SEMS), the State Emergency Services Act, the National Incident Management System (NIMS), and the National Response Plan.

Scenario-specific incidents are developed as annexes to the RTEMP and focus on reference materials that entities can use during an emergency.

The RTEMP is a counterpart of the **Regional Emergency Coordination Plan (RECP)**, a plan developed by Cal OES and to be used by Cal OES and the Operational Areas in the San Francisco Bay Area. The RECP defines the role of Cal OES over a set of emergency response functions (e.g., mass care and shelter, hazardous materials, etc.) that must be coordinated during the response to a major regional disaster.

The RECP enables Cal OES to coordinate emergency response, in particular, the identification and delivery of requested assets, among the ten Bay Area Operational Areas. It complements and details existing Cal OES functions as defined in the State of California's SEMS and complies with the direction of NIMS. The RECP Cal OES a framework for emergency response to all hazards, as represented by the National Planning Scenarios published by the Department of Homeland Security.

Transportation emergency response is one element of the comprehensive response defined by the RECP, addressed by a specific subsidiary plan, the Transportation Coordination and Response Plan.

The Transportation Coordination and Response Plan addresses such emergency functions as transportation of First Responders and Disaster Service Workers, delivery of emergency equipment and supplies, and evacuation and *is applicable to Cal OES and Operational Areas*. Whereas the focus of the Transportation Coordination and Response Plan is on coordination of transportation assets to enable emergency response, the RTEMP focuses on restoration of basic transportation services to the general public and *is applicable to transportation agencies*. The RTEMP will address the more specific operating and communications responsibilities of individual transportation agencies. Ideally, the Transportation Coordination and Response Plan and the RTEMP are intended to function in concert, to ensure transportation capacity for emergency response and for basic regional mobility.

1.2. Objectives

The RTEMP provides specific definition and guidance for Bay Area transportation agencies in the event of a regional emergency that requires regional information, interagency coordination, or mutual aid.

The RTEMP is focused on the capabilities of preparedness, response, recovery and mitigation among MTC and regional transportation agencies as they relate to the provision of basic regional mobility to the public. Transportation emergency services, such as transportation of First Responders and Disaster Service Workers, delivery of emergency equipment and supplies, and evacuation are the subject of the Transportation Coordination and Response Plan, a subsidiary plan of the RECP.

The RTEMP supplements the Trans Response Plan and the Transportation Coordination and Response Plan by:

- outlining procedures for coordinating the provision of basic transportation services in response to emergencies of all types;
- describing roles, responsibilities, and protocols for the evaluation, restoration, and operation of Bay Area transportation facilities among the Bay Area transportation agencies; and
- providing a framework for regional emergency decision-making and resource management, consistent with the requirements of SEMS and NIMS.

The RTEMP is intended to facilitate the response and recovery of Bay Area transportation agencies in the event of an emergency by enabling them to:

- assess the condition, safety and operability of Bay Area transportation systems in the immediate aftermath of an emergency;
- identify needs for emergency transportation services and coordinate responses with Cal OES, prioritize emergency response services above basic transportation services;
- provide basic transportation services as quickly and completely as possible;
- facilitate requests for mutual aid from transportation agencies affected by an emergency; and
- identify and secure assets from other transportation entities or from outside the Bay Area to enable the provision of relief transportation services during response and recovery.

The RTEMP clarifies procedures for systematic and coordinated emergency management, including communication and decision-making, among MTC, regional transportation agencies, Cal OES, and Operational Areas.

The RTEMP derives from and complements emergency plans and procedures already developed or in development by regional entities.

1.3. Authorities

The organizational and planning principles of the RTEMP are based on the authorities for conducting and/or supporting emergency operations defined in the following cited documents.

1.3.1. Federal

- Robert T. Stafford Emergency Disaster Relief and Emergency Assistance Act (42 USC §§ 5121 et seq.)
- Federal Disaster Relief Regulations: 44 CFR Part 206
- Individual Assistance (44 CFR §§ 206.101 et seq.)
- Public Project Assistance (44 CFR §§ 206.200 et seq.)
- Hazard Mitigation (44 CFR §§ 206.430 et seq.)
- National Incident Management System, Homeland Security Presidential Directive – 5, Management of Domestic Incidents

1.3.2. State

- Standardized Emergency Management System Regulations: California Code of Regulations, Title 19, Division 2, Chapter 1
- Disaster Assistance Act Regulations: California Code of Regulations, Title 19, Division 2, Chapter 6
- Orders and Regulations which may be Selectively Promulgated by the Governor during a State of Emergency
- Orders and Regulations which may be Selectively Promulgated by the Governor during a State of War Emergency
- California Master Mutual Aid Agreement
- Media Access Regulations: California Penal Code, Section 409.5

1.4. Plan Participants

The participants in the RTEMP comprise the following agencies:

1.4.1. State Agencies

- California Governor's Office of Emergency Services (Cal OES)
- California Highway Patrol (CHP)
- California Department of Transportation (Caltrans)

1.4.2. Regional Agencies

- Metropolitan transportation Commission (MTC)
- San Francisco Bay Area Water Emergency Transportation Authority (WETA)

1.4.3. Operational Areas

- Alameda County – Sheriff's Office of Homeland Security and Emergency Services
- Contra Costa County - Sheriff's Office of Emergency Services
- Marin County - Sheriff's Office of Emergency Services
- Napa County - Office of Emergency Services
- San Francisco County - Office of Emergency Services and Homeland Security
- San Mateo County - Sheriff's Office of Emergency Services and Homeland Security
- Santa Clara County - Office of Emergency Services
- Solano County - Office of Emergency Services
- Sonoma County - Department of Emergency Services

1.4.4. Transit Operators

- Altamont Commuter Express (ACE)
- Alameda Contra Costa Transit (AC Transit)
- Bay Area Rapid Transit (BART)

- Caltrain
- Central Contra Costa Transit Authority (County Connection)
- Golden Gate Bridge Highway and Transportation District (GGBHTD)
- Livermore/Amador Valley Transit Authority (LAVTA)
- San Mateo County Transit (SamTrans)
- San Francisco Municipal Transportation Agency (SFMTA)
- Solano County Transit (SolTrans)
- Sonoma-Marin Area Rail Transit (SMART)
- Eastern Contra Costa Transit Authority (Tri Delta Transit)
- Napa County Transportation and Planning Agency (Vine Transit)
- Santa Clara Valley Transportation Authority (VTA)

1.5. Plan Management

The RTEMP will be reviewed and revised annually by the MTC, as needed, in conjunction with the Trans Response Plan Steering Committee. The RTEMP may be modified as a result of post-incident analyses and/or post-exercise critiques. It may also be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management and operations change.

Those agencies, entities and operators having assigned responsibilities under this plan are to inform MTC when changes occur or are imminent with regard to their own emergency operations plans, staffing, policies, capital infrastructure, asset inventory, basic services, or any other attributes that bear upon their emergency response and recovery capabilities. Proposed RTEMP changes will be submitted, in writing, to MTC, and will be published and distributed to RTEMP participant agencies.

As needed, the entire RTEMP will be reviewed, updated, republished, and redistributed. Records of revision to this plan will be promulgated and maintained by MTC and will be entered by plan holders on the register in the preamble to this document.

1.6. Planning Assumptions and Considerations

The RTEMP is based on the following assumptions:

- Decisions regarding planning for, responding to, and recovering from an emergency should be made at the most local level possible. Transportation agencies have developed their own emergency operations plans that address internal procedures, operations and response protocols to be implemented during an emergency. The RTEMP does not supersede or override any of these plans or any other locally created emergency management plans or procedures.
- Responses to requests for emergency transportation capabilities take precedence over requests for basic transportation capabilities or actions to restore basic transportation services.

- Individual Operational Areas and transportation agencies have made provisions to mobilize their staff and equipment, including Disaster Service Workers, and place them in the appropriate operational role and geographic location during an emergency.
- During an incident or emergency of regional significance, the Emergency Operations Centers of affected Operational Areas and transportation agencies will be activated, as will the Emergency Operations Centers of Cal OES.
- During an incident or emergency of regional significance, transportation agencies may be called upon to provide mutual aid to other communities outside of their normal working jurisdictions.

1.7. Definitions and Abbreviations

511 Traveler Information System	511 Traveler Information System is a free phone and Web service providing up-to-the-minute information on Bay Area traffic conditions; incidents; detour routes; driving times; schedule, route and fare information for public transit services; transportation alternatives; park-ride facilities; and other information.
ACE	Altamont Commuter Express, which provides commuter rail service from Stockton to San Jose, operated by a Joint Powers Board, made up of representatives from San Joaquin, Alameda and Santa Clara Counties.
AC Transit	Alameda Contra Costa Transit, which provides bus and paratransit services to portions of Alameda and Contra Costa counties.
BART	Bay Area Rapid Transit, which provides regional rapid rail transit service to 46 stations in Alameda, Contra Costa, San Francisco and northern San Mateo counties.
Basic Transportation Services	Transportation services provided to enable general regional mobility.
Cal OES	California Governor's Office of Emergency Services.
Caltrain	Commuter rail service from San Francisco to Gilroy, operated by the Peninsula Corridor Joint Powers Board, made up of representatives from San Francisco, San Mateo and Santa Clara counties.
Caltrans	California Department of Transportation.
CESRS	California Emergency Services Radio System, a dedicated frequency for emergency response operated by Cal OES *(as referenced in the Trans Response Plan)*
CHP	California Highway Patrol.
Coastal Region, Cal OES	Administrative region of Cal OES, covering 16 counties in Northern California
County Connection	Central Contra Costa Transit Authority, which provides bus and paratransit services to cities located in central Contra Costa County.
Disaster Service Workers	Government or non-government workers in specialties or assignments vital to emergency response and recovery.
Emergency	Services provided via any mode to transport personnel, supplies or

Transportation Services	equipment to facilitate emergency response and recovery.
First Responders	Individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment. These include emergency response providers, as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, response, and recovery operations.
GGBHTD	Golden Gate Bridge Highway and Transportation District, which provides bus and ferry services between Sonoma, Marin and San Francisco counties.
ICS	Incident Command System.
LAVTA	Livermore/Amador Valley Transit Authority, which provides bus and paratransit to the Tri-Valley area (Livermore, Pleasanton and Dublin).
MTC	Metropolitan Transportation Commission, the nine-county transportation planning and financing agency for the Bay Area.
NIMS	National Incident Management System.
OA	Operational Areas.
Partnership	Bay Area Partnership comprised of almost 3 dozen chief executive officers from local, state and federal transportation and environmental agencies in the Bay Area.
RECP	Regional Emergency Coordination Plan, a plan that provides regional coordination for communication interoperability; transportation; fire, law and coroner response; hazardous materials response; health and medical response; mass cars and shelter; and recovery. The RECP builds on existing emergency operations and mutual aid plans to define how regional entities will work together in a disaster.
RECP - Regional Transportation Coordination and Response Plan	One of several subsidiary elements of the RECP developed for Cal OES. It is a tool for use by Cal OES and Emergency Operations Centers for the ten Bay Area Operational Areas. The Transportation Coordination and Response Plan provides specific definition and guidance for Cal OES in the event of a regional emergency that requires information on, coordination of, or mutual assistance among regional transportation entities.
REOC	Regional Emergency Operations Center, the EOC used by Cal OES Coastal Region *(as referenced in the Trans Response Plan)*
RIMS	Resource Information Management System - the electronic system established by Cal OES to manage and track resource requests made to Cal OES *(as referenced in the Trans Response Plan)*.
RTEMP	San Francisco Bay Area Regional Transportation Emergency Management Plan.
SamTrans	San Mateo County Transit, which provides bus and paratransit services in San Mateo County with connections to San Francisco,

	Alameda and Santa Clara counties.
SEMS	Standardized Emergency Management System, which requires all government entities in California to use a standardized system for managing multimodal, multi-jurisdictional disasters.
SFMTA	San Francisco Municipal Transportation Agency, which provides bus, light rail, cable car and paratransit services in San Francisco City/County.
SolTrans	Solano County Transit, a Joint Power Authority, which provides bus and paratransit services in Solano County.
SMART	Sonoma-Marin Area Rail Transit, which provides commuter rail service within Sonoma and Marin counties.
TMC	Transportation Management Center, which is operated by Caltrans at their District offices. The Transportation Management Center is normally a 24-hour operation.
Transit Operator	This term includes public transportation agencies that provide public transportation in the San Francisco Bay Area.
TravInfo™	TravInfo™ provides up-to-the-minute information on Bay Area bridge and highway conditions and offers connections to Bay Area public transit agencies, paratransit and rideshare services via a regionwide, local-access phone number (511).
Tri Delta Transit	Eastern Contra Costa Transit Authority, which provides bus and paratransit services to cities located in the eastern Contra Costa County.
Vine Transit	Napa County Transportation and Planning Agency, a Joint Powers Authority, which provides bus services in Napa County.
VTA	Santa Clara Valley Transportation Authority, which provides bus and paratransit, services in Santa Clara County.
WETA	San Francisco Bay Area Water Emergency Transportation Authority, which provides ferry, services in the San Francisco Bay Area.

2. BASELINE OPERATING PLAN

2.1. Concept of Operations

The RTEMP is designed to enable regional transportation response to the entire spectrum of regional contingencies, ranging from relatively modest incidents that affect one or two counties to large-scale disasters that affect the entire nine-county Bay Area. A buildup or warning period will precede some emergencies, providing sufficient time to warn the public and implement mitigation measures designed to reduce loss of life, property damage, and effects on the environment. Other emergencies occur with little or no advance warning, thus requiring immediate activation of transit operator/transportation agency emergency operations plans and efficient and coordinated mobilization and deployment of resources. MTC, Bay Area transportation agencies, Cal OES, and Operational Areas must be prepared to promptly and effectively respond to any foreseeable emergency, taking all appropriate actions, including requesting and providing mutual aid.

This RTEMP defines emergency management activities during normal operations (peacetime) and national security emergencies in accordance with the four federally-defined phases:

- preparedness;
- response;
- recovery; and
- mitigation.

The RTEMP distinguishes between two types of transportation needs of the region in the aftermath of a natural or human-caused disaster: (1) emergency transportation response and (2) basic transportation service. This distinction is necessary to enable coordinators to prioritize transportation needs, optimally employ capabilities, and minimize transportation disruptions.

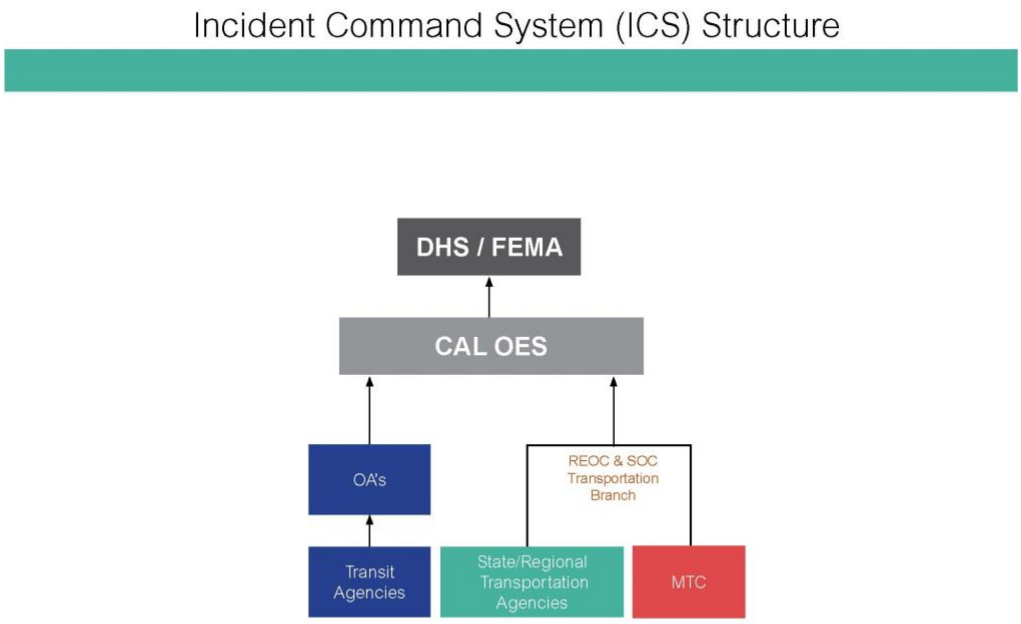
Emergency transportation involves moving required resources (i.e. emergency workers, equipment, and supplies) into the affected area, as well as moving people who are injured or in danger out of the area. This includes the transportation of people during a local or regional evacuation. Coordinating emergency transportation response is among the responsibilities of Cal OES.

Basic transportation service accommodates the transportation needs of the general public, so that they do not generate a secondary emergency or hinder the movement of Disaster Service Workers or civilians who are attempting to return to their homes. Coordination of basic transportation service during a regional emergency is the primary responsibility of individual transportation agencies through the San Francisco Bay Area Transit Operators Mutual Aid Agreement, the Trans Response Plan and the RTEMP.

Emergency response is the highest-priority use of transportation capabilities during the response phase. Restoration and provision of basic transportation services is a lower priority during the response phase.

Responses to emergency transportation requests and needs are coordinated among Cal OES, Operational Areas and transportation agencies as shown in Figure 1.

Figure 1
Relationships Among Emergency
Response Entities, MTC and Transportation Agencies



2.2. FEDERAL/STATE INCIDENT MANAGEMENT SYSTEMS

This section identifies the federal and State of California incident management systems under which the RTEMP is intended to function.

2.2.1. National Incident Management System

The National Incident Management System (NIMS) provides a comprehensive approach to emergency management for all hazards (incident types). NIMS integrates existing best practices into a consistent, nationwide approach to domestic emergency management applicable to all jurisdictional levels (public and private) and across functional disciplines.

NIMS incorporates the Incident Command System (ICS), a standardized on-scene emergency management concept designed to provide an integrated organizational structure for single or multiple emergencies and to enable emergency response across jurisdictional boundaries.

Figure 2 shows the basic ICS structure.

Figure 2
Incident Command System Structure

2.2.2. Standardized Emergency Management System

During an emergency, Cal OES and transportation agencies operate as part of the SEMS. SEMS defines a standard means of response to emergencies involving multiple jurisdictions or multiple agencies throughout the California. SEMS also defines a consistent management structure and set of terminologies for use throughout the state. SEMS may be applied to all organizational levels and functions in the emergency response system.

Because SEMS incorporates the use of ICS, state agencies are required to use ICS when responding to emergencies. In addition, all local governmental agencies and special districts must comply with SEMS regulations to be eligible for state funding of response-related personnel costs, which means using ICS to manage emergencies.

Table 1 identifies the SEMS organization and the SEMS levels. The SEMS levels are—from lowest to highest—the field level, the local level, the Operational Area level, the regional level (in Walnut Creek, CA), and the state level (in Mather, CA). Incidents are managed at the lowest level possible and depending on the severity of the incident, incident management may not gravitate to a higher level.

Table 1

Standardized Emergency Management System Organizational Levels

Organization	SEMS Level
State Operations Center	State level
Regional Emergency Operations Center	Regional Level
Operational Area Emergency Operations Center	Operational Area Level
Local Emergency Operations Center	Local Level
Local Dispatch, Operations Control Center	Field Level

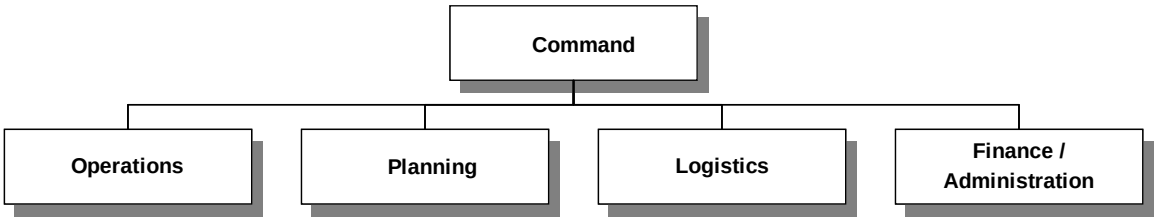
When an incident occurs at a local transportation agency, the Emergency Operations Center may activate, and coordinate with, its respective Operational Area.

Incidents are handled at the local level as much as possible, with the activation of the transportation agencies' Emergency Operation Centers. However, when the incident overwhelms resources or becomes more significant, then the Operational Areas and/or the Cal OES Emergency Operations Center activates and assumes management of the incident (moving from the bottom to the top of Table 1).

Field

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, whether it is the affected transportation agency Emergency Operations Manager or an Incident Commander, carry out tactical decisions and activities in direct response to an incident or threat. ICS is used to control and coordinate field-level response activities using a standard organizational structure depicted in Figure 3. During a field response operation, the transportation-agency Emergency Operations Centers may or may not be activated depending on the severity and type of incident. Generally, if day-to-day response activities can resolve an emergency situation, activation will remain at the field response level.

Figure 3
Incident Command System Organization Structure



Local

Local governments include cities, counties and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. A local government is required to use SEMS when their Emergency Operations Center is activated or a local emergency is declared or proclaimed in order to be eligible for State funding of response-related personnel costs. Under SEMS, the local government emergency management organization and its relationship to the field response level may vary depending upon factors related to geographical size, population, function and complexity.

Operational Area

Under SEMS, the Operational Area is an intermediate level of the State's emergency services organization, encompassing counties and all political subdivisions located within counties including county and regional transportation authorities and special districts. The Operational Area manages and/or coordinates information, resources and priorities among local governments within the Operational Area and serves as the coordination and communication link between the local government level and the regional level.

The organization and structure within the Operational Area are determined by the governing bodies of the county and the political subdivisions within the County. The hierarchy of the county itself and its interagency-agreements with broader regional transportation agencies likewise determine the relationships between the Operational Area and the transportation agencies that serve the county.

Region

The State of California is divided into three Cal OES Administrative Regions. The area to which the RTEMP applies falls within the sixteen-county Coastal Region, which runs from Del Norte County in the north to Monterey County in the south. During a regional emergency, the Regional Emergency Operations Center of Cal OES manages and coordinates emergency response information and resources among Operational Areas within the region and between the Operational Areas and the State level.

The Regional Emergency Operations Center also coordinates overall State and federal agency support for emergency response activities within the region. During a regional emergency, MTC is one of several transportation entities that may coordinate directly with Cal OES to provide information, along with Caltrans, WETA, CHP and the U.S. Coast Guard. The Transportation Coordination and Response Plan defines the functional relationships among these agencies in coordinating transportation emergency response activities.

State

The state prioritizes tasks and coordinates state resources in response to the requests from the regional level and coordinates mutual aid among the mutual aid regions and between the region and the state. The state also serves as the coordination and communication link between the state and the federal emergency response systems. The state requests assistance from other state governments through the Emergency Management Assistance Compact and similar interstate compacts/agreements and coordinates with the Federal Emergency Management Agency when federal assistance is requested.

2.3. Emergency Management Phases

2.3.1. Preparedness Phase

The preparedness phase involves activities undertaken in advance of an emergency or disaster to develop and enhance operational capabilities. Preparedness activities fall into two areas: readiness and capabilities. Readiness activities shape the framework and create the basis of knowledge necessary to complete a task or mission, and include:

- implementing hazard mitigation projects;
- developing hazard analyses;
- developing and maintaining emergency plans and procedures;
- conducting general and specialized training;
- conducting exercises;
- developing mutual aid agreements; and
- improving emergency public education and warning systems.

Capabilities encompass those resources, assets, functions, and people that enable a transportation agency to prevent, respond or recover from an emergency, or to help other agencies. They include:

- rescuing or evacuating passengers;
- extinguishing fires;
- controlling crowds;
- repairing track and wayside structures;
- removing debris;
- transporting emergency supplies and equipment; and

- restoring basic transportation services for the general public.

2.3.2. Response Phase

The response phase includes increased readiness, initial response, and extended response activities. Upon a warning or observation that an emergency situation is imminent or likely to occur, transportation agencies and MTC may initiate actions to increase their readiness. Events that may trigger increased readiness activities include:

- receipt of a flood advisory or other special weather statement;
- receipt of a tsunami watch/warning;
- expansive hazardous materials incident; and
- information or circumstances indicating the potential for acts of violence or civil disturbance.

Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur, affected transportation agencies will initiate actions to prepare for the incident. The purpose of these actions is to evaluate the seriousness of the threat and determine appropriate courses of action to protect life and property. This may include convening a Crisis Action Team, a group of key transportation and/or emergency management agency officials to monitor the situation and take appropriate actions. It may also include alerting appropriate county, city, or transportation agency departments, and in some instances alerting the public. Actions to increase readiness may include:

- briefing key officials or employees of affected transportation agencies or Operational Areas;
- reviewing and updating the RTEMP, Trans Response Plan, or Transportation Coordination and Response Plan;
- increasing public information efforts;
- accelerating training and exercises;
- inspecting critical facilities and equipment, including warning and communications systems;
- recruiting additional staff and Disaster Service Workers;
- warning threatened segments of the population;
- conducting precautionary evacuations in the potentially impacted area(s);
- mobilizing personnel and pre-positioning resources and equipment; and
- contacting state and federal agencies that may be involved in field activities.

Initial Response

Initial response activities are primarily performed at the transportation agency Emergency Operations Center and field-response level, and emphasize minimizing the immediate impacts of the emergency or disaster. Examples of initial response activities include:

- making all necessary notifications, including affected transportation agencies and personnel, affected Operational Area(s), Cal OES, MTC, Caltrans and other transportation agencies;
- disseminating warnings, emergency public information, and instructions to transportation system users;
- conducting system-suspension operations;
- conducting initial damage assessments and surveys;
- assessing need for mutual aid assistance;
- restricting the movement of vehicles and people, and unnecessary access to affected areas; and
- developing and implementing Incident Action Plans.

Individual transportation agencies, county agencies, Operational Area member jurisdictions, volunteer agencies, and private sector responders will perform initial response operations. During initial response operations, transportation agency and field responders will emphasize saving lives, property, and the environment; controlling the situation; and minimizing the effects of the emergency.

The Incident Command System will be used to manage and control response operations. Field response may be controlled solely by the affected transportation agency, by local emergency responders, or by other agencies.

Extended Response

Extended response activities are primarily conducted at the level of the transportation agency Emergency Operations Center. Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations. Examples of extended response activities include:

- preparing detailed damage assessments;
- coordinating responses to requests for emergency transportation services with Cal OES;
- assessing regional transportation connectivity needs;
- procuring required resources for relief transportation operations;
- protecting, controlling, and allocating vital resources;
- tracking resource allocation;
- documenting expenditures;
- developing and implementing Incident Action Plans for extended operations;
- disseminating emergency public information;
- coordinating with state and federal agencies; and
- planning for recovery.

2.3.3. Recovery Phase

Recovery activities involve the restoration of basic transportation services and the return of affected transportation network elements to pre-emergency conditions. Recovery activities

may range from restoration of basic transit services to mitigation measures designed to prevent future occurrences of a given threat. Examples of recovery activities include:

- restoring basic transportation services;
- establishing contractual arrangements for extended relief transportation services;
- applying for state and federal assistance programs;
- conducting hazard mitigation analyses;
- identifying residual hazards; and
- determining and recovering costs associated with response and recovery.

2.3.4. Mitigation Phase

Mitigation efforts occur both before and after emergencies or disasters. Post-disaster mitigation is actually part of the recovery process, and includes eliminating or reducing the impact of hazards that may constitute future threats to Bay Area transportation systems. Mitigation efforts include:

- developing ordinances, codes, and other enforcement vehicles;
- initiating structural retrofitting measures;
- changing operational practices, public access, and surveillance practices;
- emphasizing public education and awareness; and
- improving passenger and traveler information systems.

2.4. Transportation Agency Emergency Operations Center Activation

A transportation agency's Emergency Operations Center may be activated via authorization from the Executive-In-Charge, or those designated by the Executive-In-Charge. Depending on the assessed severity of the emergency, the Executive-In-Charge or designee may call for either partial or full activation. In a partial activation, the Executive-In-Charge or designee will determine which Emergency Operations Center staff positions identified in the transportation agency's Emergency Operations Plan are required. In a full activation, all Emergency Operations Center positions identified in the transportation agency Emergency Operations Plan are to be staffed.

3. ROLES AND RESPONSIBILITIES

This section of the RTEMP discusses the functions of transportation and emergency management agencies in response to an emergency, and outlines the roles and responsibilities of relevant agencies in coordinating the restoration and operation of basic transportation services.

3.1. State of California

3.1.1. California Governor's Office of Emergency Services

Cal OES coordinates the overall state agency response to major disasters in support of local governments and assists local governments in their emergency preparedness, response, and recovery efforts. In the event of an emergency Cal OES will:

- Activate the Regional Emergency Operations Center in Walnut Creek to coordinate emergency information, resources, and response activities of state and regional agencies (1) when ordered by the Regional Administrator (or designee) or higher authority, or (2) when a local emergency is proclaimed or state emergency is declared.
- Activate the State Operations Center in Sacramento, which will act as the Regional Emergency Operations Center for the San Francisco Bay Area in the event that the Regional Emergency Operations Center in Walnut Creek is incapacitated.
- Notify affected Operational Areas, MTC, Caltrans, WETA, CHP and the U.S. Coast Guard that the Regional Emergency Operations Center is activated.
- Confirm the names and contact information of emergency response liaisons for the Operational Areas, MTC, Caltrans, WETA, CHP and the U.S. Coast Guard and establish the need for their physical presence in the Regional Emergency Operations Center.
- Direct its Transportation Branch to address emergency transportation needs, while restoration of basic transportation services will be addressed by transportation agencies.
- Maintain communication with MTC, Caltrans, WETA, and CHP regarding the status of the regional transportation system, including damage, incapacitation, or closure of facilities; casualties sustained on transportation systems; and capabilities available to respond to the transportation needs of affected Operational Areas.
- Maintain communication with Operational Areas regarding emergency transportation capabilities and needs, including moving emergency resources into the affected portions of each county, moving people who are injured or in danger out of the affected area, and meeting the needs of special populations (elderly, disabled and other individuals, in need of medical care, etc.).
- Coordinate the prioritization of emergency transportation resource requirements (both land and water resources) with Operational Areas, Caltrans, WETA, the U. S. Department of Transportation, and the Federal Emergency Management Agency, as appropriate.
- Maintain communications with Operational Areas, regarding basic transportation capabilities and needs.

- Receive communication on the prioritization of transportation resource requirements for restoration of basic transportation service from the Operational Areas, WETA, Caltrans, and/or others, as appropriate.
- Coordinate with MTC, others (as appropriate such as WETA), and the state Joint Information Center if necessary, on the compilation and distribution of transportation-related information to be released to the public and media.
- Stand down from the emergency when it is determined that the emergency response phase is concluded, and communicate the status of all response activities to agencies responsible for recovery.

3.1.2. California Department of Transportation

Caltrans is the owner and operator of the state highway system. Its emergency response priorities include damage assessment and route recovery on state highways. Caltrans' District 4 office is responsible for state roadways and bridges (with the exception of the Golden Gate Bridge) in its nine-county jurisdiction in the San Francisco Bay Area. During an emergency, Caltrans activates its Emergency Operations Center, which collects information and defines priorities for responding to the emergency. District 4 also operates the region's Transportation Management Center (TMC) in its Oakland office, in partnership with CHP. The TMC is co-situated with the District's Emergency Operations Center and operates 24 hours a day.

The TMC contains functional sections, such as a communications section, a traffic management section, a CHP section, the 511 Traveler Information Center and a separate unit that functions like an Emergency Operations Center. Initial contact after an emergency on the status of what is closed and open on the state highway system resides with the TMC, but once the District 4's Emergency Operations Center is staffed, the TMC serves to support the District's Emergency Operations Center.

Caltrans, as a lead agency, is to (1) coordinate transportation activities to supplement the efforts of state agencies, local jurisdictions and volunteer organizations requiring assistance in performance of their disaster response and recovery missions; and (2) establish the priority and/or allocation of transportation resources and coordinate the flow of all modes of transportation traffic into and out of the disaster area as identified in the Cal OES Emergency Function 1, Transportation Annex (October 2013).

In the event of an emergency, Caltrans will:

- provide an agency representative to the Cal OES Regional Emergency Operations Center and staff the Transportation Branch;
- establish communications between the Caltrans District 4 TMC, the Cal OES Regional Emergency Operations Center and other facilities, as appropriate;
- communicate directly with the State Operations Center, if the Regional Emergency Operations Center in Walnut Creek is incapacitated;
- assess the conditions of state highways and bridges and estimate the time required for repair, if necessary, and potential road restrictions or closures; establish alternate

routes, in coordination with CHP; and transmit information on the condition of the state highway system to Cal OES and MTC for incorporation into the Regional Summary;
- determine conditions of the state's bridges and decide on their utility (e.g., routes for emergency or basic transportation, and partial or full closure) based on health, safety, and security criteria; notify Cal OES, MTC, and others as appropriate about Caltrans' decisions regarding state bridges;
- respond to requests from the affected Operational Areas for essential, supportive services related to the state's highway infrastructure to help Disaster Service Workers access affected sites; and coordinate through Cal OES; and
- provide, as available, a Public Information Officer to support public information activities.

3.1.3. California Highway Patrol

CHP is responsible for law enforcement, security, and safety on California highways and bridges. CHP's Emergency Resource Centers are located in each of its eight divisions throughout the state, including the Golden Gate division, which serves the Bay Area's nine counties. These centers supply resources to CHP incident commanders. In the Bay Area, the CHP is another source of information for highway conditions, capacity and delays in conjunction with the 511 Traveler Information System and Caltrans.

In the event of an emergency, CHP will:

- provide an agency representative to the Cal OES Regional Emergency Operations Center and staff the Transportation Branch;
- activate and administer the state's Emergency Highway Traffic Regulation Plan;
- determine highway conditions and designate route classifications (in coordination with Caltrans) and transmit this information to Cal OES and MTC for incorporation into the Regional Summary;
- be responsible for short-term traffic control (e.g., staff traffic control and access control points, enforce route restrictions, etc.); and
- provide, as available, a Public Information Officer to support public information activities.

3.2. Regional Agencies

3.2.1. Metropolitan Transportation Commission

MTC is the regional transportation planning and financing agency for the nine-county Bay Area. MTC developed and maintains the Trans Response Plan to coordinate basic transportation services in the event of major emergencies (Appendix A). During such incidents, the Trans Response Plan provides the means of informing responding agencies and the general public about the changing transportation situation and facilitates the coordination of a transportation response to an emergency. MTC will automatically activate its Emergency Operations Center in

the event of a major emergency or at the request of Cal OES. The MTC Emergency Operations Center is deactivated at the request of Cal OES or when the emergency is no longer active.

The Trans Response Plan defines MTC's functions during an emergency as the regional transportation information clearinghouse for collecting, summarizing and disseminating information about transportation assets, services and capabilities, and dissemination of information about the availability of regional transportation services to the media and public.

A Mutual Aid Agreement among the fifteen major transit operators in the San Francisco Bay Area defines the means by which they may provide voluntary mutual assistance to each other directly (Appendix B). This agreement facilitates multi-jurisdictional transit response during an emergency, if such a response is necessary.

In addition, MTC manages the 511 Traveler Information System, which is a free phone and Web service providing up-to-the-minute information on Bay Area traffic conditions; incidents; detour routes; driving times; schedule, route and fare information for public transit services; transportation alternatives; park-ride facilities; and other information. The 511 Traveler Information System is a tool that can be used during an emergency to provide the latest up-to-date information on the transportation network to the general public. MTC, Caltrans, and the CHP have partnered to bring this information to the San Francisco Bay Area.

In the event of an emergency, MTC will:

- provide a representative to the Cal OES Regional Emergency Operations Center and staff the Transportation Branch, as needed;
- activate the MTC Emergency Operations Center;
- activate the RTEMP and Trans Response Plan;
- notify the Cal OES Regional Emergency Operations Center and the transportation agencies of those activations, and establish the schedule for collecting the initial situation summaries from the transportation agencies ;
- establish communication with major transportation agencies via conventional means (internet, land telephone lines, etc.) and via a satellite telephone system procured for the major transportation agencies specifically for this purpose;
- report on the types and levels of services that transit providers in and near the affected areas are capable of and will be providing; collect and maintain this information for as long as the MTC Emergency Operations Center is activated;
- keep the Cal OES Regional Emergency Operations Center informed of basic transportation services provided by transit operators (e.g., passengers carried, origins, destinations, etc.);
- monitor and report on the status of transportation facilities for as long as the MTC Emergency Operations Center and the Cal OES Regional Emergency Operations Center are activated;
- prepare status reports and damage assessments for the regional transportation system based on information that the MTC obtains from the Cal OES Regional Emergency Operations Center, Caltrans, CHP, WETA, transit operators, Operational Areas, and other

available sources; provide this information to participating agencies and summarize for public information purposes;
- corroborate with the Cal OES Regional Emergency Operations Center information received from Operational Areas, transportation agencies, the Water Emergency Transportation Authority, and local transit operators to ensure accuracy of information; coordinate with Regional Emergency Operations Center, Caltrans, the Water Emergency Transportation Authority, transit operators and the Joint Information Center, if necessary, to disseminate information to the public and media regarding the state of regional transportation facilities;
- monitor news stories for the first few days after the emergency and provide any corrections about transportation to news sources; and
- provide, as available, a Public Information Officer to support public information activities.

3.2.2. San Francisco Bay Area Water Emergency Transportation Authority

In the event of a major disaster, particularly an earthquake, it is assumed that bridges and tunnels serving transbay corridors will be damaged or closed for assessment. Ferries and other maritime assets may play vital roles in providing both emergency response and basic transportation services. During the response and recovery phases, ferries will likely be essential resources for the following functions:

- transportation of First Responders and Disaster Service Workers to affected areas;
- transportation of supplies and equipment; however this does not include cargo such as containers to affected areas ;
- evacuation of affected areas when that is determined to be necessary; and
- provision of basic regional mobility for the public, especially in corridors where portions of highways or passenger rail systems are closed to the public.

Ferries may also be resources for providing both basic and emergency regional transportation, via expanded services on existing routes and via temporary services in relief of other damaged or otherwise closed transportation facilities. Emergency transportation will be given higher priority than basic transportation.

WETA is a regional agency authorized by the California State Legislature to (1) operate a comprehensive ferry plan, and (2) manage, operate and coordinate the emergency activities of all water transportation and related facilities within the San Francisco Bay Area, except for those provided and owned by GGBHTD.

During an emergency, WETA will function as both an operator of emergency water transportation services and as coordinator of the region's water transit response. In coordination with Cal OES, WETA will provide passenger water transit service through its operating arm, San Francisco Bay Ferry, which operates the Alameda/Oakland, Harbor Bay, Vallejo and South San Francisco ferry services. Depending on the emergency, WETA will provide

increased capacity on existing San Francisco Bay Ferry routes using its own resources and through mutual aid/agreements with other ferry operators for use of their available assets.

WETA's emergency water transportation operations are generally initiated at the request of, and directed by, Cal OES to address the response to incidents such as major earthquakes that destroy or disrupt normal transportations systems to the extent that only extraordinary measures may provide for movement of first responders and disaster service workers into the incident impact area and movement of survivors out of the impact area.

WETA has an Emergency Response Plan (2016) that replaces the Regional Maritime Contingency Plan, which was intended to outline guidelines and recovery phases of a regional disaster.

In the event of an emergency, WETA may:

- provide a representative to the Cal OES Regional Emergency Operations Center and staff the Transportation Branch;
- activate its Emergency Operations Center;
- establish communications with MTC, the Cal OES Regional Emergency Operations Center and GGBHTD;
- establish the types and levels of ferry services that it will provide and identify types and levels of ferry services of which GGBHTD and will provide;
- communicate directly with the U.S. Coast Guard, GGBHTD, private passenger vessel operators, ports, and the Marine Exchange to establish the nature of the emergency and the status of area vessels, facilities, and other maritime assets that may be deployed in response to the emergency;
- receive and coordinate waterborne emergency transportation requests such as ferry transport of First Responders and Disaster Service Workers, with the Cal OES Regional Emergency Operations Center, where applicable (priority will be given to emergency transportation response; while basic transportation or general regional mobility needs will not supersede emergency transportation needs)
- receive and coordinate requests for basic waterborne transportation services from Cal OES;
- evaluate need for waterborne service coordination, review requests from Cal OES;
- maintain a clearing house of information on needs, capabilities and water assets, both public and private;
- evaluate requests for maritime emergency response, and coordinate responses, depending on the availability of resources, both public and private;
- inform MTC of basic waterborne transportation services provided by itself and other ferry operators;
- provide information to MTC regarding terminal locations, schedules, and capacities for use in preparing the Regional Summary;
- activate the Emergency Response Plan and notify Cal OES, U.S. Coast Guard, MTC and GGBHTD it is implemented, and coordinate implementation of the plan;
- maintain communications with Cal OES, MTC, Operational Areas, GGBHTD and U.S. Coast Guard throughout the duration of the emergency period; and

- provide, as available, a Public Information Officer to support public information activities.

3.3. Local Agencies

3.3.1. Operational Areas

Operational Areas are the jurisdictions responsible for emergency response within a county and all political subdivisions within the county area (e.g. cities, special districts). In the event of an emergency, the affected Operational Areas will have the following transportation-related responsibilities:

- transmit requests for emergency and basic transportation directly to local transportation operators. In the event that local transportation agencies are unable to provide such resources, either directly or through mutual aid, forward these requests to Cal OES;
- communicate directly with the State Operations Center in Sacramento, if the Regional Emergency Operations Center in Walnut Creek is incapacitated;
- provide information and updates about the condition of their affected jurisdictions, including reports on status of the emergency, damaged areas and infrastructure, affected populations and other pertinent information; and
- support evacuation orders as applicable, issued by cities, counties or city and counties.

3.3.2. Transit Operators

There are approximately 30 transit operators in the region that provide public transportation services via bus, para-transit, rail, ferry, or some combination of those modes. In the event of an emergency, it is likely that these transit operators will be essential to the regional transportation response, whether it be to provide emergency transportation or basic transportation services.

Fifteen Bay Area transit operators have entered into a mutual aid agreement (Appendix B) to streamline the provision of voluntary mutual assistance among those operators to help assure that public transportation services continue to the maximum practical extent in the event of emergencies. Assistance will generally be in the form of resources, such as equipment, supplies, and personnel. Assistance will be given only when the lender determines that its own emergency and basic transportation needs can be met before releasing its resources.

Initial Response

The initial response activities of a transit operator's Emergency Operations Center are intended to minimize the impacts of the emergency or disaster, including protection of human life and property. During the initial response period, the activities of a transit operator's Emergency Operations Center may include:

- establish communications with the respective Operational Area Emergency Operations Center(s) and the MTC Emergency Operations Center;
- send a liaison to the Operational Area(s) Emergency Operations Center(s) and staff the Operations section, as requested;
- assess safety and wellbeing of passengers and employees;
- gather description(s) of the emergenc(ies), the impacts to passengers and staff, facilities, equipment and operations, and assessments of time to return to service;
- determine the condition and operability of resources and capability to provide service within and outside their service area and transmit this information to MTC and the respective Operational Area(s);
- compile initial damage assessments and surveys;
- disseminate warnings, emergency public information and instructions among affected Operational Areas, other transportation agencies; and MTC;
- respond to requests for mutual assistance from other transportation agencies in the respective county or elsewhere in Bay Area, and coordinate responses with the respective Operational Area(s);
- coordinate responses to requests from Operational Areas, other transportation agencies for transportation resources. Requests from other local (non-transportation) agencies and private entities for emergency transportation resources will be directed to the Operational Area for evaluation and prioritization, while requests for assistance to special populations will be directed to the Operational Area for evaluation and prioritization, which may task paratransit providers or public transit operators);
- respond, as needed, to requests for resources to provide basic transportation services to affected areas (requests may originate with an Operational Area or other transit operators;
- maintain regular communication with MTC, other transportation agencies as necessary, and the respective Operational Area(s) and provide periodic status reports;
- establish with the Operational Areas the need for transportation resources to accomplish evacuation orders;
- facilitate transportation mutual aid assistance;
- develop and implement action plans for coordinated transportation agency response; and
- make all necessary notifications, including transit operator General Managers/Executive Directors, affected Operational Areas, MTC, other transportation agencies as appropriate and WETA.

Extended Response

Activities during the extended response period involve the coordination and management of personnel and resources to mitigate the immediate effects of an emergency and facilitate the transition to recovery operations. During the extended response period, the activities of transit operators' Emergency Operations Centers may include:

- compiling detailed damage assessments;
- procuring required resources to restore basic services;

- documenting situation status;
- protecting, controlling and allocating vital resources;
- coordinating extended relief operations with Caltrans, CHP and local law enforcement;
- tracking resource allocation;
- documenting expenditures;
- developing and implementing Incident Action Plans for extended operations;
- disseminating emergency public information;
- coordinating with State and Federal agencies; and
- planning for recovery.

4. PREPAREDNESS PHASE

The preparedness phase involves activities undertaken in advance of an emergency or disaster. Preparedness phase activities generally fall into the categories of improving readiness, increasing capabilities, and mitigating hazards.

4.1. Preparedness Phase Management

Preparedness phase activities take place under the normal organizational and management structures of MTC and all of the Bay Area transportation agencies. Individual transportation agencies are responsible for maintaining their emergency plans and improving their daily operations to improve their readiness and response.

4.2. Training

Training for familiarity with the RTEMP and the Trans Response Plan is an essential component of preparedness and response. The training program will include the following objectives:

- orientation on the concepts and procedures presented in the plans;
- familiarization of those assigned to transportation agency Emergency Operations Centers with the function, equipment and logistics of their respective facilities and assigned functions;
- orientation on the organizational concepts associated with SEMS and NIMS and proper operation of an Emergency Operations Center; and
- familiarization with and exercise of protocols for communication and coordination with Operational Area(s), MTC and other transportation agencies.

4.3. Exercises

Emergency response exercises allow emergency response personnel to become more familiar with their procedures, facilities and systems used during an actual emergency. The capabilities of the RTEMP and of individual transportation agency Emergency Operations Plans will be tested using a combination of the following exercise types:

- tabletop,
- functional, and
- full scale.

4.3.1. Tabletop Exercises

In the context of the RTEMP, tabletop exercises enable decision makers and staff from Bay Area transportation and emergency management agencies gather informally to discuss various simulated emergency situations. Tabletop exercises are designed to elicit the participants' constructive discussion without time constraints as they examine and attempt to resolve

problems based on their own existing Emergency Operations Plan, and to test both regional and individual agency plans and procedures. The purpose is for participants to evaluate plans and procedures and to resolve questions of coordination and assignment of responsibilities throughout the exercise in a non-threatening format and under minimum stress. This is an effective method of determining if existing plans, policies and procedures are effective in response to specific situations that may arise during an actual emergency event.

4.3.2. Functional Exercises

Functional exercises test or evaluate the capability of one or more functions, or activities within a function, via a simulated, timed response to a designed emergency scenario. Functional exercises are more complex than tabletop exercises in that activities are usually under some type of time constraint with the evaluation/critique coming at the end of the exercise.

Functional exercises typically take place in the Emergency Operations Centers of participating agencies, and may include Cal OES, Caltrans, CHP, MTC, transportation agencies, Federal Government agencies and/or neighboring Operational Area Emergency Operations Centers.

4.3.3. Full-Scale Exercises

Full-scale exercises involve actual deployment of personnel and equipment throughout a geographic area, in response to a detailed emergency scenario. For the purposes of the RTEMP, full-scale exercises will entail activation of the MTC Emergency Operations Center, multiple transportation agency and/or Operational Area Emergency Operations Centers and the establishment of field command posts. This type of exercise includes the mobilization of personnel and resources, the actual movement of emergency personnel and resources and the actual movement of emergency workers, equipment and resources required to demonstrate coordination and response capability.

MTC intends to conduct tabletop or functional exercise at least annually. An actual Emergency Operations Center activation may take the place of a scheduled exercise.

4.4. Public Awareness and Education

Public understanding of preparedness and response is vital to ensuring safety and creating partnerships in transportation agencies emergency plans. The public's response is based on an understanding of the nature of emergencies, the potential hazards, the likely response of emergency services and the knowledge of what individuals and groups should do to increase their chances of survival and recovery. Individual transportation agencies should implement information programs to educate the public about what they can expect in the event of an emergency. MTC's implementation of the RTEMP should include public information concerning the regional transportation response to emergencies.

5. RESPONSE PHASE

The response phase is initiated upon formal activation of a transportation agency's Emergency Operations Center. The response to an emergency can be divided roughly between "initial" and "extended" response, with the understanding that these elements of response are unlikely to occur in a fixed chronological order. Depending on the nature of the incident, some extended response activities may begin before initial response activities are completed, or some initial and extended response activities may be initiated simultaneously.

In the State of California, emergency situations are classified into three levels:

- Level I – Minor Emergency
- Level II – Major Emergency
- Level III – Catastrophic Emergency

The RTEMP adopts the three levels of emergencies. Transportation agencies' Emergency Operations Center Managers will determine the level of the emergency and the response level required for their respective Emergency Operations Centers on the basis of the initial report(s) and in consultation among affected transportation agencies

5.1. Emergency Level I

Level I emergencies are considered routine and usually will not require the activation of transportation agencies' Emergency Operations Centers. Transportation agencies' Emergency Operations Center Managers will be notified by their dispatch / operations centers or agency staff of the situation affecting their respective properties, and may establish contact with MTC regarding the situation.

Transportation agencies' Emergency Operations Centers typically will not be activated and communication will be accommodated through conventional channels. Public information may be involved and other staff functions may be necessary. Level I emergencies are very minor in nature, and are usually short lived. Examples include a localized power outage affecting individual transit operators, a train derailment (non-fatal); a hazardous material spill isolated to a small area, or a suspicious package left on a station platform.

5.2. Emergency Level II

Level II emergencies are moderate in size, are generally not widespread in nature, and do not always require the full resources of an entire transportation agency's Emergency Operations Center. A transportation agency's Emergency Operations Center and the MTC Emergency Operations Center may be partially or fully activated and staffed on a 24-hour basis until the emergency is over or until the Emergency Operations Centers are no longer needed.

Staffing usually will consist of the Emergency Operations Center Manager, Public Information Officer, and staff from the Operations and Planning sections. Other staff functions may be

added as needed and assigned at the direction of the respective Emergency Operations Center Manager.

Level II emergencies may be long term. Examples include major hazardous materials spills requiring transit facility closure and evacuation; localized flooding or other storm damage; minor earthquakes; or wildlands fires. Emergency response may be downgraded to Level I after full assessment of the nature and extent of the emergency.

5.3. Emergency Level III

Level III emergencies require the immediate activation and full staffing of the Emergency Operations Center of the affected transportation agency. All functions will immediately report to their respective Emergency Operations Center site and will begin to activate their appropriate support staff. Staffing is expected to be on a 24-hour basis. Examples of Level III emergencies are: a major earthquake, regional flooding and storm damage, and a major terrorist attack on transit facilities. Emergency response may be downgraded to a Level II or I response, after full assessment of the nature and extent of the emergency.

5.4. RTEMP Activation

The RTEMP will be automatically used whenever there is a regional emergency, such as the occurrence of a major earthquake, or at the request of Cal OES.

It is anticipated that the RTEMP will be activated when

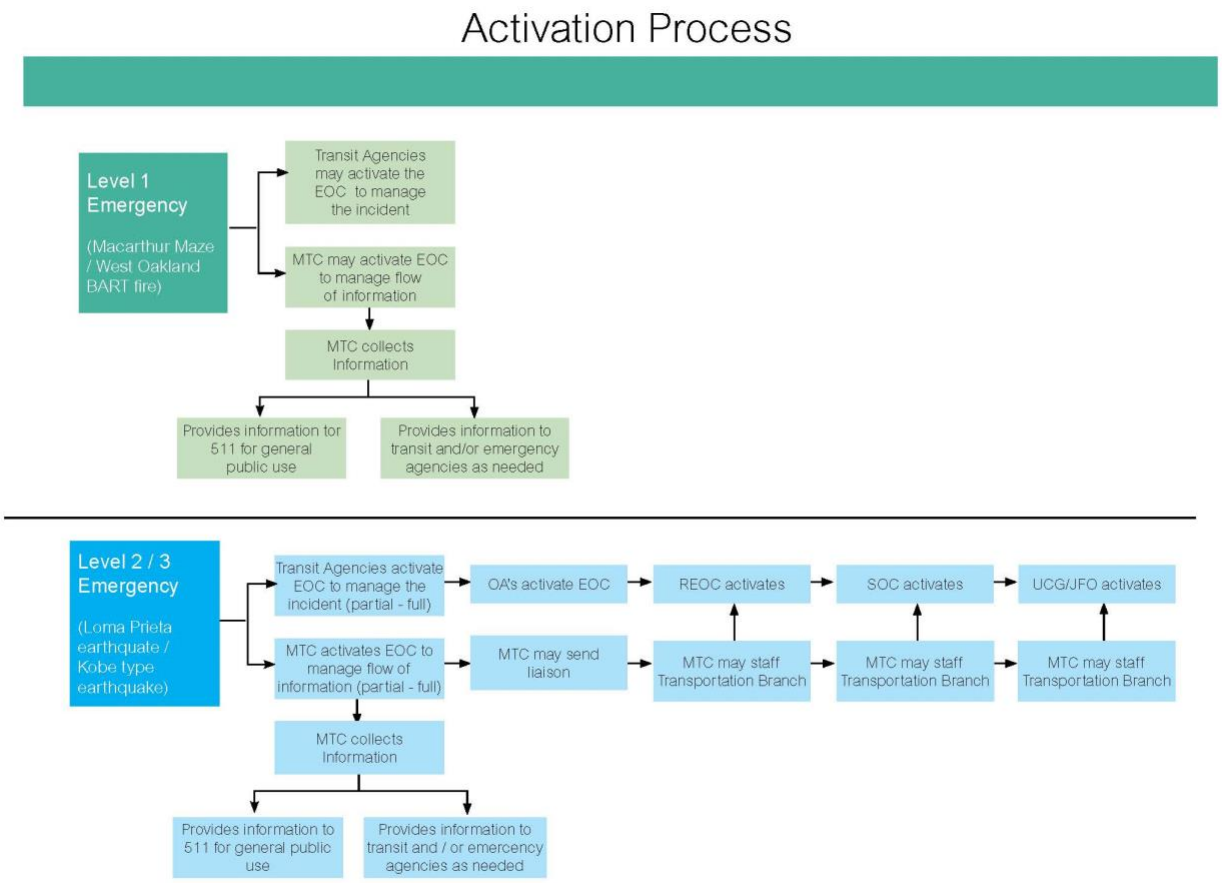
- a major event significantly affects the transportation infrastructure, or when
- a localized, short-term crisis can benefit from implementing the RTEMP.

It is assumed that transportation agencies can respond to most emergencies, such as floods, fires, or closure of a few major transportation facilities, through mutual aid agreements and through the use of their own emergency procedures.

5.5. Activation Process

Level I, Level II and Level III emergencies each have different activations. Figure 4 identifies the suggested activation of various Emergency Operations Centers, depending on the level of emergency.

Figure 4
Activation Process



6. RECOVERY PHASE

Recovery activities involve the restoration of transportation services to the public and returning the affected facilities, systems and operations to pre-emergency conditions. An emergency, as defined for the purposes of this plan, may immediately impose the need for recovery operations in its wake, or it may require recovery activities to begin while the response activities are still in process. A major earthquake may strike once, leaving severe damage that requires immediate recovery activity; at the same time, the affected area must be prepared to respond to aftershocks and potential other effects such as fire, flooding and extended power outage.

Examples of recovery activities include:

- coordinating restoration of transportation infrastructure and services;
- facilitating relief transportation capacity and transportation system management solutions;
- increasing emphasis on traveler information systems;
- applying for State and Federal assistance programs;
- conducting hazard mitigation analyses;
- determining and recovering costs associated with response and recovery; and
- establishing emergency index codes for cost tracking purposes.

Recovery actions occur in three general phases. The first phase overlaps with emergency response and includes immediate actions to reduce life-safety hazards and make short-term repairs to critical lifelines. The second phase provides for ongoing needs before permanent restoration is complete. This phase may continue for weeks or perhaps months. The third phase includes planning for and implementing the rebuilding of damaged transportation infrastructure and the resumption of normal services. It may include a reconsideration of pre-disaster conditions, and may continue for several years.

The initial phase, and likely much of the second, occurs while the emergency command organization is in place. Many second and third phase activities fall within the ongoing responsibilities of individual functions of MTC and its constituent Bay Area transportation agencies.

Long-term recovery tasks typically require the cooperation of many public and private entities. They extend beyond the time that the Incident Command System is employed and require activities beyond the scope of this Plan. Depending on the scope and type of the emergency, MTC may participate in or institute a long-term planning and implementation management structure to coordinate these activities to ensure the necessary coordination for restoration of basic transportation services.

6.1. Initial Recovery

Initial recovery may be generally considered to occur during the period from one to seven days after the disaster event. Examples of regional transportation recovery activities that would occur during initial recovery are:

- debris removal and clean-up;
- emergency, short-term repair of lifeline systems;
- emergency, short-term repair of transportation systems;
- provision of interim transit services;
- system safety inspections; and
- coordination of State/Federal damage assessments.

6.2. Mid-Term Recovery

Mid-term recovery principally entails planning for the major recovery efforts that are necessary to restore infrastructure and operations to their pre-disaster condition or an improved state, and generally occur during the period from seven to thirty days after the disaster event. Examples of activities that would occur during mid-term recovery are:

- restoration of full basic transportation system capacity, where possible;
- establishment of new rules and practices governing transportation system reconstruction and operations;
- examination of structure, operating and life safety standards;
- implementation of economic recovery measures, including revision of fare structures and operating subsidies; and
- review of the performance of emergency operating plans and practices.

6.3. Long-Term Recovery

Long-term recovery involves the physical reconstruction and new construction that fully restore or improve the pre-disaster conditions of affected systems, and the implementation of plans and practices to better prepare and respond to future incidents. The period of long-term recovery may last for several years of the disaster, and in some cases much longer. Examples of activities that would occur during long-term recovery are:

- new construction and reconstruction according to revised codes and standards;
- complete restoration of transportation system infrastructure and capacity;
- hazard mitigation; and
- restoration of communities and activity centers served by transportation systems.

7. RTEMP FORMS

This section contains the following forms to support operations under the RTEMP, as well as basic guidance on how and when they should be used:

- Transportation of Passengers Resource Request Form
- Situational Awareness Checklist

7.1. Resource Requests from Operational Areas to Transportation Agencies Checklist

The intent of the Resource Requests from Operational Areas to Transportation Agencies Checklist is to facilitate the requests for resources from Operational Areas. Unlike emergency management resource typing, transportation resources are based on the needs of evacuees, Disaster Service Workers, etc. and matches resources capabilities. If a transportation agency knows that evacuees need to be transported in wheelchairs, resources with vehicle wheel lifts can then be identified and potentially dispatch during the emergency.

The checklist allows a transportation agency to quickly review the request from the Operational Area to determine if resources are available and the most appropriate resource to fill the request.

The checklist allows the transportation agency to assist in the emergency transportation of evacuees, Disaster Service Workers, etc. and can assist in the restoration and continuity of basic transportation services after an emergency.

TRANSPORTATION OF PASSENGERS RESOURCE REQUEST FORM

Bay Area ICS-213RR Supplemental Form for Transportation Services

1. Incident name: _____	**2.** Request date: _____
3. Date of incident: _____	**4.** Requestor entity: _____
5. Transportation agency being contacted: name/position and contact information: _____ _____	**6.** Requestor name/position and contact information: _____ _____

7. BASIC REQUEST INFORMATION (REQUESTOR TO COMPLETE)	
7.1. Quantity of people to be transported:	
7.2. Pickup location/address:	
7.3. Name and contact information for the point of contact at the pick-up location:	

TRANSPORTATION OF PASSENGERS RESOURCE REQUEST FORM **Bay Area ICS-213RR Supplemental Form for Transportation Services**	
7.4. Date/time ready for pick up:	
7.5. Drop-off location/address:	
7.6. Name and contact information for the point of contact at the drop-off location:	
7.7. Specific instructions or special requests	
8. SUPPLEMENTAL REQUEST INFORMATION (REQUESTOR TO PROVIDE, IF AVAVILABLE)	
8.1. Passenger Quantities and Functional Needs	
8.1.1 People with a mobility requirement – wheelchair:	
8.1.2 People with a mobility requirement – ambulatory with personal care assistant:	
8.1.3 People with a mobility requirement – ambulatory but need assistance:	
8.1.4 People with service animals:	

TRANSPORTATION OF PASSENGERS RESOURCE REQUEST FORM **Bay Area ICS-213RR Supplemental Form for Transportation Services**	
8.1.5 Emergency responders and/or disaster service workers to transport:	
8.2. Locations and Routes	
8.2.1 Identified safe corridors/roads/routes to be used:	

7.2. Situational Awareness Checklist

Situational Awareness Overview

While the ability to quickly gather, verify, consolidate and distribute confirmed situation information is vital to the response, it is equally important that initial response strategies are developed with an accurate picture of the potential scope of the disaster and that external resource requests quickly be pushed up to the state and federal level without delay. Quickly identifying the potential scope of damage following a disaster is critical to mounting an effective response; however, this may initially be extremely difficult due to limited communications capability, information overload, limited staff and fragmented or conflicting damage reports.

The Situational Awareness Checklist assumes that it is better to form a quick picture of the potential scope of damage using a combination of actual street level impact reporting and pre-event impact information / modeling, rather than total reliance on waiting 2 to 3 days for confirmed impact information to be available.

Determining the Potential Scope of the Disaster

Immediately following the disaster, it should be possible to establish an initial assessment of transportation damage due to visual sightings and communication regarding transportation facilities and assets.

Planning Section Actions

Initially, the Emergency Operations Center will take the following steps to disseminate and refine information regarding the magnitude of the disaster:

- Determine potential scope of the disaster, if an earthquake; include the magnitude, depth and location of the rupture, and shaking information.
- Analyze emerging situation information from sources such as transportation agency staff, field responders and the media to validate information.
- Review and clarify incomplete or conflicting information.
- Transmit situation status reports to transportation and emergency management agencies (MTC and Operational Areas).

Initial Situation Assessment

This section describes available means for the initial collection and dissemination of information regarding the effects of a disaster. The Situational Awareness Checklist describes critical information that should be collected during the first 24 hours following a disaster.

Field Personnel Actions

Immediately following the disaster, transportation agency personnel around the Bay Area will begin reporting on the effects of the disaster, often spontaneously. These reports will flow to dispatch centers, Operations Control Centers, Emergency Operations Centers and other points of collection. The actual number of transportation agency personnel deployed at any given time varies with the time of day and the day of the week.

Transportation agency personnel deployed in the field at the time of the event are expected to do the following:

- Assess their situation and identify any possible threats to life safety.
- Take action to protect themselves and members of the public in their immediate vicinity.
- Make note of the critical information such as damage to facilities and equipment, causalities, location of stranded transit vehicles, number of stranded passengers, status of roadways and rail track, geographic areas of concentrated damage, and status of service.
- Report time-sensitive life safety information to their dispatcher, Operations Control Center and/or Emergency Operations Center via radio or cell telephone, if needed.
- Report non-life safety information to their dispatcher, Operations Control Center and/or Emergency Operations Center as soon as possible.
- Follow the response procedures established by their agency's Emergency Operations Plan.

Updates to Critical Information

MTC will update information as available and pass this information along to the Operational Areas, Cal OES, transportation agencies, WETA, and any others as appropriate.

SAN FRANCISCO BAY AREA REGIONAL TRANSPORTATION EMERGENCY MANAGEMENT PLAN Situational Awareness Checklist	
Mission:	Enable transportation agencies to communicate the restoration and continuity of basic transportation services after an emergency
Responsibility: **Alternate:**	Every San Francisco Bay Area transportation agency Not applicable
Objectives	
▪ Facilitate communication regarding the provision of emergency and basic transportation services	
Users	
□	Staff at transportation agency Emergency Operations Centers
Checklist Activation	
Each of the Bay Area transportation agencies should have an Emergency Operations Plan checklist that includes elements in this checklist, and should use this information to activate their Emergency Operations Center and guide Emergency Operations Center operations.	
Preparedness	
□	Transportation agencies update emergency phone lists, review notification of staff procedures, and practice Emergency Operations Center activation.
□	Transportation agencies test communication systems including landline and cellular phones, satellite phones, Internet, and two-way radios.
First 4 Hours	
First 4 Hours – Activation	
□	Transportation agencies follow procedures for notification of Emergency Operations Center staff and activation of Emergency Operations Center.
□	MTC activates the Trans Response Plan and RTEMP by activation of their Emergency Operations Center.
□	MTC notifies the Cal OES and transportation agencies of the MTC Emergency Operations Center activation and establishes schedule for collection of initial MTC situation status reports.

First 4 Hours – Communication	
☐	Transportation agencies establish communication with the Operational Area(s) and Cal OES, if applicable.
First 4 Hours - Reports	
☐	Transportation agencies will: ▪ assess the safety and wellbeing of agency employees and passengers, ▪ make an assessment on the impact to agency staff and passengers, facilities, systems, equipment and operations; and ▪ assess the capability to provide service within and outside their service area. An initial MTC Situation Status Report will be developed and transmitted to MTC and Operational Area(s), as applicable.
☐	If WETA activates their Emergency Operation Center, WETA will communicate with the U.S. Coast Guard, ferry operators, private passenger vessel operators, ports and the Marine Exchange to establish the nature of the emergency and status of area vessels, facilities and other maritime assets that may be deployed. An initial MTC Situation Status Report will be developed and transmitted to MTC and Operational Area(s), as applicable.
☐	Transportation agencies will start preparing Incident Action Plans for the operational period.
☐	Transportation agencies will develop schedules for updating the Incident Action Plans and the MTC Situation Status Report.
☐	MTC collects Initial Situation Status Reports, develops the Regional Summary, and transmits it to the transportation agencies, Operational Areas and Cal OES.
First 12 Hours	
First 12 Hours – Reports	
☐	Transportation agencies update and / or develop Incident Action Plans and transmit them to Operational Areas, as appropriate.
☐	Transportation agencies update the MTC Situation Status Report and transmit the information to MTC.
☐	MTC updates and transmits the Regional Summary to transportation agencies, Operational Areas and Cal OES.
First 12 Hours – Communication	

☐	Transportation agencies maintain communication with the MTC Emergency Operations Center and Operational Area(s).
☐	MTC and other transportation agencies (as appropriate) provide a Public Information Officer to the state or regional Joint Information Center, as appropriate. MTC and transportation agencies provide the Joint Information Center with information on availability of service, routing, etc.
☐	Transportation agencies utilize communication systems including landline and cellular phones, satellite phones, Internet, and radios.

24 Hours and On-Going	
24 Hours and On-Going – Communication	
☐	Transportation agencies continue to maintain communication with each other and Operational Area(s).
☐	MTC and other transportation agencies (as appropriate) continue to staff the state or regional Joint Information Center, as appropriate. MTC and transportation agencies continue to provide the Joint Information Center with information on availability of service, routing, etc.
☐	Transportation agencies continue to utilize communication systems including landline and cellular phones, satellite phones, Internet, and radios. Re-establish communication links as needed.
24 Hours and On-Going – Reports	
☐	Transportation agencies continue to update Incident Action Plans and transmit them to Operational Areas, as appropriate.
☐	Transportation agencies continue to update the MTC Situation Status Report and transmit the information to MTC.
☐	MTC continues to update and transmit the Regional Summary to transportation agencies, Operational Areas and Cal OES.
Demobilization	
☐	Regional Emergency Operations Center declares end of the emergency.
☐	MTC and transportation agencies disband their Emergency Operations Centers.

□	Transportation agencies convene an after-action review of the emergency with staff and prepare an after-action report including documentation of challenges encountered, operational lessons learned and suggested improvements in program response. MTC supports an after-action review of the emergency with participating transportation agencies and helps to prepare a regional transportation after action report including documentation of challenges encountered, operational lessons learned and suggested improvements in program response.

APPENDIX A

Metropolitan Transportation Commission - Trans Response Plan

I. BACKGROUND AND INTRODUCTION

The purpose of the Trans Response Plan is to define the functions, responsibilities and procedures for developing and implementing a comprehensive multimodal transportation response to a regional emergency. The Trans Response Plan will address freeways, arterial roads, bus, rail, ferry, airport and seaport facilities, including preliminary damage assessments and plans for both immediate and near-term response. The result will be a coordinated transportation response within the overall Statewide Emergency Management System implemented by California's Office of Emergency Services.

Coastal Region Office of Emergency Services (OES)

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) establishes the State Office of Emergency Services (OES). During a state of emergency, the Director of OES coordinates the emergency activities of all state agencies. The Coastal Region OES is the designated administrative region that covers the 16 coastal counties of northern California. This includes the nine counties in the San Francisco Bay Area that are under the jurisdiction of MTC.

Metropolitan Transportation Commission (MTC)

The Metropolitan Transportation Commission (MTC) is the transportation planning and financing agency for the nine-county Bay Area. MTC is governed by a 16-voting member Commission. Over the past few years, MTC and OES have cooperated on several planning activities, including the Regional Transit Emergency Management Plan (1993), the Model Transit Operator Contingency Plan (1993), and the Regional Ferry Contingency Plan (1996).

California Department of Transportation (Caltrans)

The California Department of Transportation (Caltrans) is the owner and operator of the state highway system. At their District office in Oakland, Caltrans houses their Coastal Region Transportation Management Center (TMC), which they operate in partnership with the California Highway Patrol. The TMC provides an integrated framework for cooperative management of the transportation system based upon multimodal operations and information sharing, and is operational 24 hours a day.

Terminology

Certain words have different meanings within the transportation and emergency response communities. This document uses the following definitions

Transportation: Emergency response agencies think of "transportation" following an earthquake in terms of the movement of emergency resources (people and supplies), and evacuation of the injured from an area. Transportation agencies think of "transportation" as the mass movement of people returning home using a variety of modes (roadways, rail, bus, ferry, etc.). The portion of the transportation system that is functional after an earthquake will need to accommodate both needs.

The Partnership is composed of almost three dozen chief executive officers from local, state and federal transportation and environmental agencies in the Bay Area. It meets quarterly to integrate transportation activities.

Emergency Response Period typically refers to the initial 72 hours after a major disaster. During that period, each agency is focused on the life/safety needs of its employees and assessing damages, and may or may not be able to assist with the initial regional response. For transportation agencies, the Emergency Response Period ends and Recovery Period begins when the Partnership meets to develop and recommend steps for a coordinated recovery plan.

Emergency Resource Center (ERC) and Emergency Operations Center (EOC) refer to the location or facility used by emergency response personnel after a disaster. It typically has emergency power and communications, as well as on-site food and water. The Regional EOC (REOC) is the State OES's EOC.

Standardized Emergency Management System (SEMS) was established to standardize response to emergencies involving multiple jurisdictions or multiple agencies. SEMS is intended to be flexible and adaptable to the needs of all emergency responders in California, and uses basic principles of emergency management.

II. TRANS RESPONSE PLAN OVERVIEW

The Trans Response Plan will facilitate the response by all modes of transportation, and coordinate that regional transportation response with the Statewide Emergency Management System (SEMS) used by the State OES. The Trans Response Plan will support the activities of the Plans and Intelligence Unit at the REOC when it is activated.

In the event of an earthquake or other major emergency, that damages both the transportation system and telecommunications infrastructure, the Plan will provide the means of informing both responding agencies and the general public about the changing transportation situation, and will facilitate coordination of the regional emergency response. Immediately after a major emergency, the portion of the transportation system still functioning will be called on to accommodate extreme demands by competing needs. This will include mass movement of people traveling throughout the region; movement of emergency crews within the region to tend to the injured and homeless, to fight fires, and to address other immediate life and safety needs; and movement into the region of emergency supplies and personnel. MTC and the transportation community will assume responsibility for implementing a comprehensive,

multimodal transportation response that is coordinated with the SEMS. This will allow the emergency response community to concentrate its resources on life and safety issues.

The Trans Response Plan will be activated automatically by the occurrence of a major earthquake, or at the request of OES or two or more Bay Area transportation agencies. It is anticipated that the Plan can be activated when a major event significantly affects the transportation infrastructure, or, when a localized, short-term crisis can benefit from implementing the Plan. Transportation agencies can respond to most emergencies, such as floods, fires, or closure of a few major transportation facilities, through mutual aid agreements. The Trans Response Plan will be deactivated at the request of the Partnership or OES.

The Trans Response Plan provides the following three key functions:

Regional Transportation Information Clearinghouse
Regional Transportation Public Information
Regional Transportation Coordination

MTC has volunteered to undertake the Regional Transportation Information Clearinghouse function and facilitate both the Regional Transportation Public Information and the Regional Transportation Coordination functions. MTC's emergency response staff will report to the MetroCenter, an essential services building with emergency power in the three third floor conference rooms, and a very limited emergency communication system in the main conference room. The Caltrans ERC/TMC facility located in downtown Oakland can serve as an alternate site. This facility is a fully operational emergency center with linkage to the Operational Area Satellite Information System (OASIS) for backup communications.

III. FUNCTIONS DURING THE EMERGENCY RESPONSE PERIOD

The primary focus of the Trans Response Plan is the emergency response period following a major earthquake. Depending on the severity and location of the earthquake, the following may be occurring:

- agencies will be responding to immediate life/safety needs
- many transportation facilities will be closed temporarily for inspection
- telephone service may be limited as a result of damage to the infrastructure and excessive call volume
- loss of electrical power may affect several transportation systems

The three key functions are discussed below in terms of purpose, tasks, and challenges during the emergency response period. The discussion below also outlines communication procedures and institutional arrangements.

<u>Regional Transportation Information Clearinghouse Function</u>

- <u>Purpose:</u> Develop status reports and preliminary damage assessments for the regional transportation system

- Tasks: Collect status/situation reports from Caltrans, CHP, transit operators, County Operational Areas, and other available sources; develop regional assessments of needs and available resources; and generate periodic status reports on the regional transportation system. The regional status reports will be provided to participating agencies. The information will also be summarized for use under the Regional Transportation Public Information Function (see following section).
- Challenges: The primary challenges associated with this function are 1) the ability of each agency to determine its own status and needs while simultaneously responding to life/safety issues, and 2) MTC's ability to establish and maintain frequent communication with all agencies. The clearinghouse function will entail MTC contacting the Regional Emergency Operations Center (REOC), Caltrans, and CHP several times each day; and contacting each major transit agency and County Operational Area at least twice a day. Each contact will entail both collecting data (status, resources needed, resources available, planned near term actions, and confirmation of information received from media or other sources) and disseminating the regional status report. Once sufficient staff is available, MTC will send a liaison to Caltrans ERC and REOC.

Regional Transportation Public Information Function

- Purpose: Facilitate news media and other public access to information on the region's transportation system, including traveler advisories as necessary.
- Tasks: Each individual transportation agency may provide press releases and briefings on its own status and operations. MTC will collect, reproduce, and distribute the most recent press releases from various transportation providers; provide status reports on the region's transportation system by summarizing the Clearinghouse's status report; and coordinate its public information activities with REOC's public information officer (press releases, VIP tours and briefings, press conferences, etc.).
- Challenges: The primary challenges associated with this function are 1) MTC's ability to establish and maintain frequent communication with all agencies, and 2) MTC's ability to disseminate the information to all members of the news media and other public access channels (i.e., web pages). MTC will confer with the Caltrans, CHP and REOC to determine if regional traveler advisories are necessary. To the extent feasible, MTC will provide partner agencies with an opportunity to review the regional press releases and traveler advisories prior to publication.

Regional Transportation Coordination Function

- Purpose: Facilitate links across jurisdictional and modal boundaries, and between agencies, to provide regional mobility as quickly as possible.
- Tasks: Identify key transportation problems and areas where essential coordination is needed, and request the appropriate local agencies to respond; facilitate efforts by local transportation agencies to coordinate their responses; if necessary, inform REOC of additional resources needed, and appropriate agency(s) able to provide the resources through Logistics Branch, if appropriate.
- Challenges: The primary challenges associated with this function are 1) the ability to establish and maintain frequent communications with all agencies, and 2) the ability to prioritize competing demands on the functioning transportation system. In order to

facilitate the prioritization and implementation of regional responses, a Coordination Team composed of MTC, Caltrans District 4, U.S. Department of Transportation, and OES should convene at the Clearinghouse as soon as the Plan is activated. MTC will convene the Partnership as soon as possible.

IV. FUNCTIONS DURING RECOVERY AND RECONSTRUCTION PERIODS

Depending on the severity and location of the disaster, the following may be occurring:

- after shocks, which may alter the regional transportation system's status
- clearing of rubble and other initial repairs to transportation system
- mass movement of emergency supplies and personnel into the Bay Area by road and air, and evacuation of injured
- improvement in telephone service as call volume decreases and repairs occur

The three Plan key functions will change their focus as the multimodal response efforts move from the Emergency Response Period to Recovery and Reconstruction Periods. Those changes are briefly addressed below.

The Regional Clearinghouse Function will initially shift from a focus on assessing damages and providing status summaries to evaluating impacts, summarizing cost estimates and funding needs, and compiling information from all transportation providers on planned services. Situation summaries, damage assessments and service plans will be prepared by MTC and reviewed with the Partnership. After the first few weeks, once the situation stabilizes and near-normal communications are restored, the level of effort for the clearinghouse function will decrease.

The Regional Public Information Function will briefly require increased effort in order to summarize and publicize new transportation services and schedules. MTC will work with REOC and the transportation providers to prepare consolidated news releases that provide accurate and comprehensive data on available facilities and services. As near-normal communications are established, the news media will collect and summarize this data on their own, and the frequency of changes in facility status and planned service will decrease.

The Regional Coordination Function will focus on long-term alternatives. Creation of new transit services and roadway options to substitute for inoperable highways and transit services, coordination of new and surviving services, and movement of emergency resources will require extensive inter-agency communication and cooperation. The Partnership is anticipated to meet as necessary to develop recommendations for a coordinated response that facilitates the Bay Area's economic recovery. MTC will prepare staff reports and recommendations for the Commission and Partnership to consider. The Commission and partner agencies will oversee implementation of those recommendations. Over the longer term, the coordination function will address the need to prioritize available reconstruction funds across competing modes and projects, which will occur as an extension of the Commission's responsibility to program funds.

Trans Response Plan Update and Maintenance
Through annual exercises and periodic mini-drills, MTC will lead the effort to keep the Trans Response Plan document current and accurate. As partners provide input to the after-action

assessments and critiques, the Plan can be reviewed and revised to bring about further improvements. This will include keeping the emergency contact list current.

GLOSSARY

AC Transit - Alameda Contra Costa Transit, which serves portions of Alameda and Contra Costa counties.

BART - Bay Area Rapid Transit which serves 37 stations located throughout Alameda, Contra Costa, San Francisco and northern San Mateo counties.

Caltrain - train service operated by a Joint Powers Board made up of representative from the following counties: San Francisco, San Mateo and Santa Clara.

CCCTA - Central Contra Costa Transit Authority, which serves cities located in central Contra Costa County

CESRS - California Emergency Services Radio System, a dedicated frequency for emergency response operated by the State Office of Emergency Services (OES)

Caltrans ERC/TMC - The California State Department of Transportation (Caltrans) operates a Traffic Management Center (TMC) at their District Offices on Grand Avenue in Oakland. When there is a significant emergency, Caltrans operates an Emergency Resource Center (ERC) that is located on the floor above the TMC. Information from the TMC is immediately available to staff at the ERC where emergency decisions are made.

California Highway Information Network (CHIN) - 1-800-427-7623 is a toll-free number that provides information on the entire state highway system.

CORE Team - small group of MTC staff who have volunteered to come to the MetroCenter following a major earthquake or regional disaster to implement the REMMRP once it has been activated. The activated REMMRP establishes the Regional Transportation Clearinghouse, the Regional Public Information and the Regional Transportation Coordination functions.

ERC - Emergency Resource Center which is established by Caltrans following a major incident. ERC/TMC refers to the combined Emergency Resource Center and Traffic Management Center (TMC). The TMC is normally a 24-hour operation; when established, the ERC becomes the hub for managing the incident.

GGBHTD - Golden Gate Bridge Highway and Transportation District which provides bus and ferry services between Sonoma, Marin and San Francisco counties.

LOTUS Notes - an electronic database program. The Office of Emergency Services uses LOTUS Notes in their Resource Information Management System which is an electronic management tool currently used by all nine county Operational Areas and State OES.

MTC - Metropolitan Transportation Commission which is the nine-county transportation planning and financing agency for the Bay Area.

OES - State Office of Emergency Services. Coastal Region OES is the administrative region for the coastal counties.

PDA - Preliminary Damage Assessment, the OES term describing that information which each County Operational Area must obtain, gather, and summarize into a Situation Report for OES to publicize usually by twelve hours post event.

PIO - Public Information Officer; usually each agency has one on staff.

"Partner agencies" - For purposes of implementing the Trans Response Plan, the following agencies are or represent categories of agencies included in the term "partner agencies":

- Office of Emergency Services (OES)
- California State Department of Transportation (Caltrans)
- California Highway Patrol (CHP)
- United States Department of Transportation (US DOT)
- Metropolitan Transportation Commission (MTC)
- Airports (San Francisco, Oakland and San Jose International airports)
- Seaports (Ports of Oakland and San Francisco)
- Operational Areas (County Emergency Operating Centers)
- Transit Operators (AC Transit, BART, Caltrain, CCCTA, GGBHTD, SF MUNI, SamTrans, SCVTA, Vallejo Transit, and other transportation authorities or municipal operators in the nine Bay Area counties.
- Ferry Operators - all ferry operators (private and public) who provide ferry services in the Bay Area counties

REOC - Regional Emergency Operating Center - The Coastal Region, Office of Emergency Services activates the REOC at their offices on 1300 Clay Street, Suite 400. Coastal Region OES is the California Administrative Region of the State Office of Emergency Services covering the 15 coastal counties in the state. The nine Bay Area counties are part of this region and funnel information to the State through the regional office, including requests for assistance. The REOC Director manages the activities of the REOC.

RIMS - Resource Information Management System describes the electronic system established by State OES to manage and track resource requests made to OES.

SamTrans - San Mateo County Transit which provides transit services in all of San Mateo County with connections to San Francisco, Alameda and Santa Clara counties.

SCVTA - Santa Clara Valley Transportation Authority which provides bus and light rail service in all of Santa Clara County with connections to Alameda, San Mateo, and Santa Cruz counties.

SEMS - Standardized Emergency Management System which requires all government entities to use a standardized system for managing multimodal, multi-jurisdictional disasters.

SOP - Standard Operating Procedure in support of the Trans Response Plan by indicating in detail how a particular task will be carried out.

TMC - Traffic Management Center which is operated by Caltrans at their District offices.

TravInfo™ - the Bay Area's Advanced Traveler Information System which is a public/private partnership that provides up-to-the-minute traffic information and current transit and ride-share information to Bay Area travelers. TravInfo™ provides information through a regional no-area-code telephone number, 816-1717, to travelers in all of the Bay Area's four area codes.

TRP - Trans Response Plan, the name given to describe this entire Plan and its components.

APPENDIX B

SAN FRANCISCO BAY AREA TRANSIT OPERATORS MUTUAL AID AGREEMENT

SAN FRANCISCO BAY AREA TRANSIT OPERATORS
MUTUAL AID AGREEMENT

This Mutual Aid Agreement ["Agreement"] is made and entered into as of the October 1 of 2015 by those parties who have adopted and signed this Agreement (individually a "Party," or together, the "Parties"), which include the following organizations:

Alameda-Contra Costa Transit District
Central Contra Costa County Transportation Authority
Eastern Contra Costa Transit Authority
Golden Gate Bridge, Highway & Transportation District
Livermore-Amador Valley Transit Authority
Napa County Transportation and Planning Agency
Peninsula Corridor Joint Powers Board
San Francisco Bay Area Water Emergency Transportation Authority
San Francisco Bay Area Rapid Transit District
San Francisco Municipal Transportation Agency
San Joaquin Regional Rail Commission
San Mateo County Transit District
Santa Clara Valley Transportation Authority
Solano County Transit District
Sonoma-Marin Area Rail Transit

WHEREAS, the San Francisco Bay Area is susceptible to serious local and major regional emergencies, including moderate to great earthquakes that could interrupt normal public transit services; and

WHEREAS, the Parties have determined that it would be in their best interest to enter into an Agreement that provides equipment, personnel, supplies and other goods and services to each other under Emergency (as defined below) conditions to ensure transit services experience minimal interruption and recover rapidly; and

WHEREAS, the Parties understand that any organization that lend resources (the "Lending Organization") to another organization (the "Borrowing Organization") will be reimbursed by the Borrowing Organization for equipment, personnel, supplies and other resources made available under this Agreement; and

WHEREAS, the Parties understand that each must give priority attention to Emergencies (as defined below) affecting its own operations, and that no party should unreasonably deplete its own resources, facilities, or services to provide such mutual aid; and

WHEREAS, such an Agreement is in accord with the California Emergency Services Act as set forth in Title. 2, Division 1, Chapter 7 (Section 8550 et seq.) of the Government Code, and specifically Article 14 (Section 8630 et seq.) of the Act, Section 3211.92 of the Labor Code related to Disaster Service Workers, and the California Master Mutual Aid Agreement;

NOW THEREFORE, in consideration of the conditions and covenants contained herein, the Parties agree as follows:

1. Purpose. The purpose of this Agreement is to provide an organized framework within which the Parties can provide voluntary mutual assistance to each other to ensure public transportation services continue to the maximum practical extent in the event of Emergencies.

2. Definition of Emergency. For purposes of this Agreement, "Emergency" means a condition of disaster, calamity, or catastrophe (both natural and man-made) arising in a portion or entire area of operations of one or more of the Parties to this Agreement which is, or is likely, to be beyond the control and response capabilities of the services, personnel, equipment, and facilities of the affected Parties. Examples include but are not limited to floods, urban and wild fires, earthquakes, and acts of terrorism.

3. Guiding Policies. The Parties acknowledge the following principles in order to effectively implement this Agreement:

a. The basic tenets of Emergency planning are self-help and mutual aid;

b. No single Party has sufficient resources to cope with any and all potential Emergencies;

c. Parties shall plan for their Emergency operations to assure a rapid and efficient use of their available resources;

d. California's system of Emergency planning provides a system of mutual aid in which each Party's jurisdiction relies first upon its own resources;

e. Each county in California coordinates the responses of jurisdictions within its borders with the State's Office of Emergency Services;

f. Each local jurisdiction has the authority to prepare a local Emergency plan; such plans shall include a transportation element that contains methods for coordinating Emergency transportation services; and

g. Each Party shall prepare its own emergency operations plan that provides appropriate procedures for responding to and recovering from Emergencies affecting its operating area.

4. Mutual Aid Coordinators. Each Party to this Agreement shall designate a point of contact, who shall be responsible for performing all Emergency actions associated with this Agreement.

5. Nature of Assistance.

a. General. Lending Organizations will provide assistance in the form of resources such as equipment, supplies, and personnel (together, the "Loaned Items"). Lending Organizations will provide Loaned Items only in the event a Lending Organization determines in its sole discretion that its own needs can be met before releasing such Loaned Items to support this Agreement. The Parties intend that this Agreement cover Loaned Items required for the Borrowing Organization to provide public transportation in the event of an Emergency, such as transit vehicles, vehicle operators, and the services and supplies required to operate and maintain such vehicles.

b. Equipment. Use by the Borrowing Organizations of Loaned Items that constitute equipment, such as transit and maintenance vehicles, portable generators, and tools, shall be at the Lending Organization's current equipment rates, and if no rates have been established, rates equivalent to reasonable commercial rates for the lease or rental of similar equipment, and subject to the following conditions:

(1) At the option of the Lending Organization, Loaned Items that constitute equipment may be provided with an operator and/or fuel. If an operator is provided by the Lending Organization, the following costs will be reimbursed by the Borrowing Organization: travel, lodging, per diems, all wages and compensation, and any other reasonable costs mutually agreed to by the parties. If fuel is provided by the Lending Organization, it will be reimbursed at the Lending Organization's actual cost;

(2) In the event the Lending Organization requires Loaned Items to be returned before the end of the emergency period, the Lending Organization shall provide written notice to the Borrowing Organization requesting such a return, and the Borrowing Organization shall return Loaned Items to the Lending Organization within one and two working days after the initial request for equipment return for small- and large-scale incidents, respectively. Small-scale incidents are incidents that span up to two 12-hour operational periods. Large-scale incidents are those that last for more than two 12-hour operational periods;

(3) Unless the Lending Organization provides fuel in accordance with paragraph (1) above or the Parties involved make alternate arrangements, the Borrowing Organization shall, at its own expense, supply all fuel, lubrication and routine maintenance for any Loaned Items during the time they are in use by the Borrowing Organization;

(4) Any costs accrued or incurred by the Lending Organization related to the transportation, handling, and unloading or loading of Loaned Items shall be reimbursed by the Borrowing Organization, based on actual receipts or invoices with supporting documentation;

(5) In the event that any Loaned Items are damaged during delivery to, or while in the custody or use of, the Borrowing Organization, the Borrowing Organization shall reimburse the Lending Organization for the reasonable cost of repairing the damaged equipment, based on actual receipts;

(6) If a damaged Loaned Item cannot be economically restored to the condition it was in prior to the loan, the Borrowing Organization shall reimburse the Lending Organization for the cost of replacing any such damaged Loaned Items with equivalent (or functionally equivalent) equipment of equivalent value to the equipment prior to the loan, based on actual receipts (unless the parties agree otherwise in writing); and

(7) If the Lending Organization is required to rent or lease items while Loaned Items are being repaired or replaced, the Borrowing Organization shall reimburse the Lending Organization for any such lease or rental costs, provided that the duration and cost of such lease or rental is reasonable under the circumstances, and that any such reimbursement is based on actual invoices.

c. Supplies. With respect to any Loaned Items that are expendable or non-returnable, the Borrowing Organization shall reimburse the Lending Organization with in-kind items or the replacement cost for such items, plus any applicable handling charges, taxes and other incurred expenses. With respect to such Loaned Items that are timely returned to the Lending Organization without damage (other than normal wear and tear), no costs shall be due from the Borrowing Organization to the Lending Organization, including but not limited to, any rental fees for use of the Loaned Items;

d. Personnel. The Lending Organization may make available to the Borrowing Organization employees who are willing to participate in providing mutual aid under the provisions of this Agreement. If the Borrowing Organization accepts the services of such employees, the Borrowing Organization shall reimburse the Lending Organization for the full costs of the employees' services; that is, at a rate equal to the employees' current salary or hourly rate plus fringe benefits and overhead charges, including any costs arising from Workers' Compensation claims. Costs to feed, shelter, transport, and otherwise care for the Lending Organization's employees shall be paid by the Borrowing Organization. The Lending Organization shall not be liable for cessation or slowdown of work, or any other damages incurred by reason of the Lending Organization's employee's refusal to perform any assigned task due to the loaned employee's perception of risks of harm or injury.

6. Financial Records. Both the Lending Organizations and the Borrowing Organizations shall keep accurate financial records of any Loaned Items and personnel provided or received. Such records will be used to settle accounts among the Parties and to support claims for reimbursement from insurance carriers or the local state and/or federal

governments, should such aid be made available. All financial records shall be maintained for a minimum of three years, or as required by applicable federal or state law as a condition of receiving financial assistance, whichever is longer. All Parties shall have full access to such records for the purposes of this provision.

7. Emergency Routing. Inasmuch as the Parties recognize that mutual aid provided under this Agreement depends on the Lending Organizations' abilities to move their resources to places designated by the Borrowing Organizations, the Parties shall cooperate in determining which routes shall be used to reach the Borrowing Organizations' operating areas and in arranging for any necessary escorts to assure the timely and safe arrival of the Loaned Items or Personnel.

8. Liability and Hold Harmless. Pursuant to Government Code Section 895.4 and federal and state requirements, whenever mutual aid assistance is provided – except for liabilities arising from gross negligence or intentional conduct on the part of mutual aid partners, the Borrowing Organization shall assume the defense of, fully indemnify and hold harmless the Lending Organization, including its directors, supervisors, officers, and employees from all claims, losses, damages, injuries, and liabilities of every kind, nature and description directly or indirectly arising from the negligent or wrongful acts of the Borrowing Organization in connection with work rendered hereunder, including but not limited to negligent or wrongful use of Loaned Items, or faulty workmanship or other negligent acts, errors or omissions by the Borrowing Organization, or by loaned personnel.

Each Party to this Agreement shall give to the others prompt and timely written notice of any claim made, or any suit instituted, coming to its knowledge which in any way, directly, or indirectly, contingently or otherwise, affects or might affect one or more of the other Parties. Each Party shall have the right to participate in the defense of the same to the extent of its own interest.

9. Modifications and Other Provisions.

a. Amendments. Any provision of this Agreement may only be modified, altered or rescinded only by written amendment to this Agreement executed by all of the Parties; however, the Agreement as a whole may only be rescinded in compliance with Section 11, Termination.

b. Review. This Agreement shall be reviewed as needed, and necessary changes shall be made.

c. Reporting. The Lending Organization shall, at the request of the Borrowing Organization, provide to the Borrowing Organization a written estimate of the costs of Loaned Items provided under this Agreement within three (3) days of the date of any such request. This report shall be revised weekly thereafter until mutual aid is terminated at the Borrowing Organizations, or pursuant to Section 5b (2) above, at the Lending Organization's request. The Lending Organization

will provide a final estimate to the Borrowing Organization no later than ninety (90) days following the return or redeployment of all Loaned Items. If the federal and/or state government require a different reporting schedule for public assistance, it will supersede those stated in this Agreement.

e. Non-Exclusivity. This Agreement is not an exclusive Agreement for the provision of Emergency resources. Any Party may provide such resources to entities not party to this Agreement, and any Party may enter into Agreements similar to this with other organizations. In the event that there are conflicting requests for Loaned Items pursuant to two or more Agreements entered into by a Lending Organization, the Lending Organization shall have the final right to determine which request shall be honored, and such determination shall not give rise to any claim of damages or other monetary recovery by a Borrowing Organization the request of which was denied.

f. Third Parties. Nothing herein shall be construed to create any right of action by third parties for any cause whatsoever.

g. Entire Agreement. This Agreement constitutes the entire understanding of the Parties with respect to the subject matter hereof, any prior or contemporaneous oral or written agreements by and between the Parties or their agents and representatives with respect to the subject matter of this agreement are revoked and extinguished by this Agreement.

10. Notices.

All communications relating to the day-to-day activities associated with this Agreement shall be exchanged between the Mutual Aid Coordinators designated in the Appendix to this Agreement. All other notices and communications deemed by the Parties to be necessary or desirable to be given to the other Parties shall be in writing and may be given by personal delivery to a representative of the Parties, by electronic communication to the email addresses indicated, or by mailing the same, postage prepaid, addressed as follows:

Michael Hursh General Manager Alameda-Contra Costa County Transit District 1600 Franklin Street Oakland, CA 94612	Grace Crunican General Manager Bay Area Rapid Transit District P.O. Box 12688 Oakland, CA 94604-2688
Rick Ramacier General Manager Central Contra Costa County Transportation Authority 2477 Arnold Industrial Way Concord, CA 94520-5327	Denis J. Muligan General Manager Golden Gate Bridge Highway & Transportation District P.O. Box 9000, Presidio Station San Francisco, CA 94129
Michael Tree Executive Director Livermore-Amador Valley Transportation Authority 1362 Rutan Court, Suite 100 Livermore, CA 94550	Jim Hartnett General Manager/CEO San Mateo County Transit District 1250 San Carlos Avenue San Carlos, CA 94070-1306
Edward D. Reiskin Director of Transportation San Francisco Municipal Transportation Agency 1 South Van Ness Avenue San Francisco, CA 94103	Nuria I. Fernandez General Manager Santa Clara Valley Transportation Authority 3331 No. First Street San Jose, CA 95134-1906
Stacey Mortensen Executive Director San Joaquin Regional Rail Commission 949 E. Channel St Stockton, CA 95202	Nina Rannells Executive Director Water Emergency Transportation Authority Pier 9, Suite 111, The Embarcadero San Francisco, CA 94111
Jeanne Krieg Chief Executive Officer Eastern Contra Costa Transit Authority 801 Wilbur Avenue Antioch, CA 94509	Mona A. Babauta Executive Director Solano County Transit 311 Sacramento Street Vallejo, CA 94590
Jim Hartnett Executive Director Peninsula Corridor Joint Powers Board 1250 San Carlos Avenue San Carlos, CA 94070-1306	Kate Miller Executive Director Napa County Transportation and Planning Agency 625 Burnell St. Napa, CA 94559
Farhad Mansourian General Manager Sonoma-Marin Area Rail Transit 5401 Old Redwood Highway, Suite 200 Petaluma, CA 94954	

The address to which mailings may be made may be changed from time to time by notice mailed as described above. Any notice given by mail shall be deemed given on the day after that on which it is deposited in the United States mail as provided above.

8

Mutual Aid Coordinators
(Point of Contact for mutual aid)

Alameda-Contra Costa County Transit District
Operations Control Center
(510) 891-4901
Chief Operating Officer
(510) 891-7215

Central Contra Costa County Transportation Authority
Director, Plans & Intelligence
(925) 687-8438
Director, Maintenance
(925) 689-5142

Livermore-Amador Valley Transportation Authority
Operations Manager
(925) 455-7516
(925) 455-7557 (after hours)

San Francisco Municipal Transportation Agency
Director of Transit
(415) 701-4588

San Joaquin Regional Rail Commission
Operations Director
(209) 649-0643
Ops Supervisor
(209) 649-7491

Eastern Contra Costa Transit Authority
Director, Administrative Services
(925) 754-6622

Peninsula Corridor Joint Powers Board
Chief Operating Officer
(650) 508-6420

Sonoma-Marin Area Rail Transit
Security Director
(707)-794-3076

San Francisco Bay Area Rapid Transit District
Central Manager
(510) 834-1297

Golden Gate Bridge Highway & Transportation District
Bus Dispatch
(415) 257-4420
Ferry Division (daytime only)
(415) 925-5775

San Mateo County Transit District
Chief Operating Officer (bus & rail)
(650) 508-6252
Operations Managers
(650) 508-6414 (bus)

Santa Clara Valley Transportation Authority
Chief Operating Officer
(408) 321-7005

SF Bay Area Water Emergency Transportation Authority
Manager, Operations
(415) 364-3192

Solano County Transit District
Transportation Superintendent
(707) 648-5241

Napa County Transportation and Planning Agency
Transit Manager
(707) 259-8631

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

AC TRANSIT
Agency

MICHAEL A. HURSH
Name

General Manager
Title

12 JAN 2016
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Central Contra Costa Transit Authority
Agency

Nick Rem
Name

General Manager
Title

10/21/15
Date

10

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Eastern Contra Costa Transit Authority-Tri Delta Transit
Agency

Name Jeanne Krieg

Chief Executive Officer
Title

11-17-2015
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Golden Gate Bridge, Highway and Transportation District
Agency

Name

General Manager
Title

12/4/15
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

LAVTA
Agency

Name

Executive Director
Title

December 7, 2015
Date

10

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Napa County Transportation and Planning Agency
Agency

Kate Miller

Executive Director
Title

1/12/16
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Peninsula Corridor Joint Powers Board

Jim Hartnett

Executive Director

Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

San Mateo County Transit District

Jim Hartnett

General Manager/CEO

Date 12/16/25

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY
Agency

Nina Rannells
NINA RANNELLS
Name

EXECUTIVE DIRECTOR
Title

12-7-15
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

San Francisco Bay Area Rapid Transit District
Agency

Name

General Manager
Title

10/23/2015
Date

10

11.Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

San Francisco Municipal Transportation Agency
Agency

Name

DIRECTOR OF TRANSPORTATION
Title

11.24.15
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

San Joaquin Regional Rail Commission
Agency

Stacy Mortensen
Name

Executive Director
Title

10/26/15
Date

10

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Valley Transportation Authority
Agency

Nuria I. Fernandez
Name

General Manager/CEO
Title

January 25, 2016
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Solano County Transit
Agency

Name

Executive Director
Title

11/24/2015
Date

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Sonoma Marin Area Rail Transit

Agency

Farhad Mansourian

Name

General Manager

Title

10/29/15

Date

10

APPENDIX C – C.1 SAN ANDREAS FAULT EARTHQUAKE

APPENDIX C – C.2 HAYWARD FAULT EARTHQUAKE

APPENDIX C – C.3 TERRORISM