

# Transportation Emergency Operations Plan for the transportation providers of Tuolumne County



November 2012

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## Forward

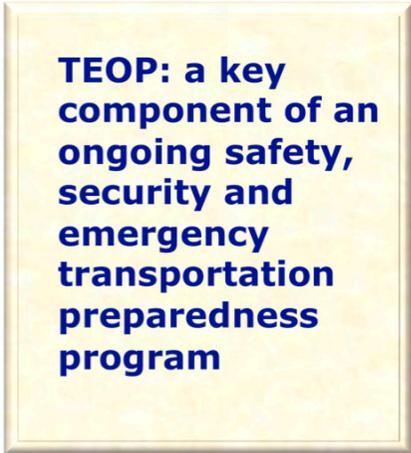
The Tuolumne County Transit Agency has facilitated the Transportation Emergency Operations Plan (TEOP) project. The TEOP outlines how all transportation providers located within the County can make informed decisions appropriate for their operations, passengers, employees and communities to effectively prevent, prepare for, respond to and recover from a variety of emergency situations. This TEOP is a key component of an ongoing safety, security and emergency transportation preparedness program.

This plan is organized to be a guide to all transportation providers in times of crisis and is also designed to supplement the 2012 County Emergency Operations Plan as an annex for transportation.

Recognizing the critical role transportation plays in emergency situations, the TCTA uses federal and state funds, including funds through the TCTC for planning and training initiatives designed to develop and improve emergency response capabilities for the entire transportation sector of Tuolumne County.

TCTA is responsible for the operational side of Tuolumne County Transit, the transportation service for Tuolumne County.

This project was funded through Proposition 1B, passed by the voters of California in 2006. The California Emergency Management Agency (CalEMA) administers the fun

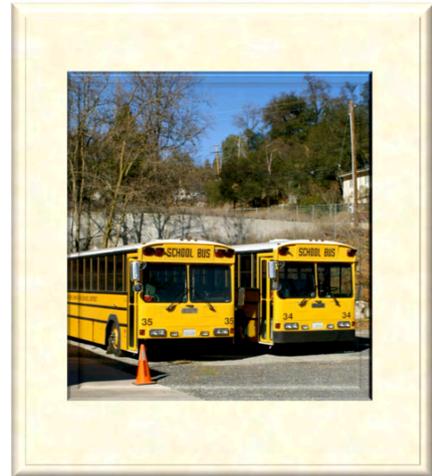


**TEOP: a key component of an ongoing safety, security and emergency transportation preparedness program**

## 1 Introduction

The organizations with identified transportation resources in Tuolumne County are:

- Tuolumne County Transit Agency
- Tuolumne County Superintendent of Schools Office
- School Districts within the County
- Columbia College Transportation
- Veterans Administration Transportation
- Tuolumne Band of Me-Wuk Indians/Black Oak Casino
- WATCH Resources, Inc
- Various Congregate Care Facilities
- Various County Departments
- The City of Sonora
- Link Line
- Dodge Ridge
- Tuolumne County Ambulance
- Faith-Based Organizations
- Taxi Service Companies



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TCTA is responsible for the operational side of Tuolumne County Transit, the transportation service for Tuolumne County.

TCTA has spearheaded the Transportation Emergency Operations Plan (TEOP) project. The TEOP outlines how all transportation providers located within the County can make informed decisions appropriate for their operations, passengers, employees and communities to effectively prevent, prepare for, respond to and recover from a variety of emergency situations. This TEOP is a key component of an ongoing safety, security and emergency transportation preparedness program.

This plan is organized to be a guide to all transportation providers in times of crisis and is also designed to supplement the 2012 County Emergency Operations Plan as an annex for transportation.

**In recognition of the dedication and participation of those who made the creation of this Transportation Emergency Operation Plan possible, we would like to thank:**

Sgt Alan	Pitman	CHP
Barry	Bynum	Community Resource Agency-Roads
Beth	Barker-Hidalgo	Nusura
Bill	Caldera	Tuolumne County Ambulance
Cathy	Metcalf	Tuolumne County Transit Agency
Chet	White	Sonora High
Chris	Daly	Watch Resources
Chris	Harrison	Black Oak Casino
Clarence	Teem	Emergency Medical Services
Darin	Grossi	Tuolumne County Transit Agency
Diane	Bynum	Tuolumne County Transit Agency
Sgt Don	Guy	CHP
Dore	Bietz	Tuolumne Band of Me-Wuk Indians
Doreen	Schmidt	Area 12 Agency on Aging
Gary	Gleason	Nusura
Greg	Elam	Columbia Community College
Sgt Jeff	Wilson	Sheriff's Office
Jema	Padavana	DRAIL
Jim	Lee	Avalon Health Care, Inc
Jim	Thomas	Tuolumne County Airports
John	Pendley	Columbia & Belleview Schools
John	Johansson	Tuolumne County Transit Agency
Karyn	Malone	Soulsbyville School
Kathi	Toepel	Catholic Charities
Kathleen	Haff	Nusura
Ken	Weeks	Caltrans
Laura	Horak	Tuolumne County Transit Agency
Makayla	Feriani	Tuolumne County Transit Agency
Chief Mark	Stinson	Sonora Police Dept
Mike	Ruggles	Senior Center-Meals on Wheels
Ole	Lindbo	Skyline Place
Ron	Wurz	Twain Harte-Long Barn Unified School District
Lt Com		
Scott	Clamp	CHP
Steve	Gregory	County Fire Prevention- CalFire
Steve	Boyack	Human Services Agency
Toni	Combs	County Superintendents Office of Education
Tracie	Riggs	Tuolumne County Office of Emergency Services
Tyler	Summersett	Tuolumne County Transit Agency

## **1.1 Promulgation**

The organizational and operational concepts set forth in this TEOP are promulgated under the following authorities, reference materials and source documents:

### **1.1.1 Federal Authorities and References**

- Homeland Security Presidential Directive (HSPD)-5; Management of Domestic Incidents
- Homeland Security Presidential Directive (HSPD)-8; National Domestic All-Hazards Preparedness Goal
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Federal Civil Defense Act of 1950 (Public Law 920, as amended)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act; PL 100-707
- 29 CFR 1910.38; Employee Emergency Plans and Fire Prevention Plans
- FEMA 2010; Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0
- FEMA 1993; Emergency Management Guide for Businesses and Industry
- US DOT/FTA, 2003; The Public Transportation System Security and Emergency Preparedness Planning Guide

### **1.1.2 State Authorities and References**

- California Code of Regulations, Title 8, Section 6
- California Code of Regulations Title 19, Chapter 2, Subchapter 3, 2620 et seq.
- California Government Code, Title 2, Division 1, Chapter 7, California Emergency Services Act, §§8550 et seq.
- California Government Code, Title 2, Division 1, Chapter 7, Article 9.5, § 8607(a) (SEMS)
- Cal EMA, 2009; State of California Emergency Plan
- Cal EMA 2009; Guidance on Planning and Responding to the Needs of People with Access and Functional Needs
- Caltrans, 2008; Rural Transit Emergency Planning Guidance
- Caltrans, 2007; Transit Emergency Planning Guidance
- Cal EMA, Mutual Aid Region IV 2010; Regional Mass Evacuation Support Concept of Operations

### 1.1.3 Local Government Authorities and References

- Tuolumne Ordinance Code, Title 2, Chapter 2.40 Emergency Services
- County of Tuolumne, 2012; Emergency Operations Plan

## 1.2 Approval and Implementation

This TEOP establishes uniform policy guidelines for the effective preparation for, prevention of, response to and recovery from a variety of emergencies which may require transportation-related resources. The TEOP also defines transportation's role during community emergencies. This plan is congruent with and supplemental to the 2012 Tuolumne County Emergency Operations Plan.

**This plan is congruent with and supplemental to the 2012 Tuolumne County Emergency Operations Plan**

It is imperative that all transportation providers in Tuolumne County follow and maintain a uniform and practical emergency management program that supports:

- 1) Continuity of service to regular passengers, safety permitting
- 2) Expanded service to meet increased demands for emergency transportation when necessary

**This TEOP is designed to involve and unify all organizations in providing cohesive emergency transportation**

This TEOP is designed to involve and unify all organizations in providing cohesive emergency transportation in the County, whether they be signatory to this plan or not.

Included in the TEOP as appendices are: standard operating procedures for drivers, dispatchers and managers, emergency transportation contacts and resource inventory lists, emergency communication guidelines and other established transportation emergency management practices consistent with commonly accepted emergency management protocols.

The emergency transportation program as set forth in the TEOP includes prevention, preparedness, response and recovery policies and procedures for all of the various transportation providers in Tuolumne County. All signatory agency employees and contract service provider employees are expected to be familiar with their assigned roles and responsibilities within this plan and are urged to actively participate in its ongoing evaluation, maintenance and revision. It should be noted, however, that nothing in this plan should preclude or override prudent judgment and common sense.

This TEOP, once approved, will become the first comprehensive and uniform transportation emergency management guidance of its kind for the area.

**1.3 Signatory Agencies (one page per agency)**

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Darin Grossi / Executive Director  
Tuolumne County Transit Agency

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Donald Storer / President, CEO  
Storer Transit Systems

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
County of Tuolumne

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
City of Sonora

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Kevin Day/Tribal Chair  
Tuolumne Band of Me-Wuk Indians

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Bill Caldera / Operations Manager  
Tuolumne County Ambulance

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Jim Lee/ Administrator  
Avalon Health Care, Inc Sonora

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Skyline Place

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Michael Ruggles/CEO  
Senior Center-Meals on Wheels

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Scott Clamp/Lieutenant Commander  
California Highway Patrol – Jamestown Office

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Caltrans

**TEOP**

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Joe Silva, Jr./ Superintendent of County Schools  
Tuolumne County Office of Education

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Jeff Winfield/Superintendent  
Soulsbyville School

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
John Pendley/Superintendent  
Bellevue and Columbia Schools

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Mike McCoy/Superintendent  
Sonora Union High School

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
John Keiter/Superintendent  
Twain Harte Long Barn Unified School District

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Columbia Community College

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Christine Daly/Director  
WATCH Resources

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Pauline White/Executive Director  
Area 12 Agency on Aging

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Kathi Toepel/Executive Director  
Catholic Charities

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
DRAIL

### 1.4 Record of Changes

<b>Change Number</b>	<b>Date</b>	<b>Initiated by (Name)</b>	<b>Summary</b>

### 1.5 Record of Distribution

<b>Name</b>	<b>Title</b>	<b>Agency</b>	<b>Date</b>	<b># of Copies</b>

## 2 Purpose, Scope and Planning Assumptions

This section states to whom and how the Transportation Emergency Operations Plan (TEOP) applies.

### 2.1 Purpose

The overall purpose of the TEOP is to optimize emergency transportation preparedness, prevention, response and recovery in Tuolumne County by creating a comprehensive plan that will instill awareness, inspire planning, training and exercising efforts, and encourage partnerships in the transportation sector where none previously existed.

Secondly, this TEOP is to become an annex and support document for emergency transportation in the latest version of the County EOP.

**...a comprehensive plan that will instill awareness, inspire planning, training and exercising efforts, and encourage partnerships in the transportation sector**

### Four Phases of Emergency Management

This plan follows an all-hazard approach and acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. This TEOP accounts for activities before and after as well as during emergency transportation operations; consequently, all phases of emergency management (preparedness, prevention, response and recovery) are addressed.

#### *Preparedness*

Preparedness activities develop the response capabilities needed before an emergency arises. Specific preparedness activities for transportation agencies include:

- Establishing an internal emergency transportation response team to oversee planning efforts and to lead response and recovery activities
- Assessing transportation facilities and operational areas for hazards and threats
- Identifying mission-critical assets, equipment and supplies (e.g. staffing, rolling stock, fuel, parts inventory, communications equipment and shelter-in-place supplies such as food, water and bedding)
- Securing appropriate preparedness items
- Securing appropriate insurance policies to ensure adequate coverage for disaster recovery purposes
- Training staff how to prevent, respond to and recover from anticipated threats and hazards
- Conducting personal and family emergency preparedness education and

## TEOP

training for essential personnel

- Meeting and conferring routinely with emergency response organizations in Tuolumne County to coordinate planning efforts
- Integrating this TEOP with Tuolumne County plans, as appropriate
- Developing and exercising a plan for operational continuity and disaster recovery
- Establishing systems for post-incident evaluation and corrective action planning
- Participation in Operational Area meetings
- Participation in emergency-related workshops and training

### *Prevention*

Prevention activities reduce the probability of emergency incidents or minimize any adverse impact of such incidents. Specific prevention activities for transportation agencies include:

- Adhering to federal, state, local and agency safety and security regulations and policies
- Taking steps to eliminate hazards and threats where possible (e.g. maintaining vehicle safety, maintaining facility security, eliminating unsafe routes, etc.)
- Instituting policies and enforcing procedures that reduce the likelihood of emergency incidents
- Taking steps that reduce the impact on agency assets when unsafe incidents do occur
- Securing earthquake-prone structures, furniture, equipment and any known hazardous materials
- Establishing redundant systems for mission-critical functions and backing up and storing essential resources to ensure their survival

### *Response*

Response includes actions taken during an emergency to protect life, reduce property damage and speed recovery. If not directly involved in the incident, transportation agencies serve in support roles providing resources to move people out of harm's way or to move emergency response personnel, materials and supplies in support of response and recovery efforts. Specific response activities for transportation agencies include:

- Assessing the initial health and wellness of agency employees
- Reporting and responding to casualties or other immediate life-safety concerns
- Assessing any initial damage of agency facilities, equipment and vehicles

## TEOP

- Assessing safety and operational continuity capacity of transportation services
- Inspecting and securing transportation facilities
- Notifying and recalling key personnel
- Activating a transportation Departmental Emergency Operations Center (DOC)
- Reporting incident impacts and providing situational updates to essential personnel and partner agencies including the Tuolumne County Office of Emergency Services (OES), plus County and state transportation agencies
- Participating as an Agency Representative for transportation in the Tuolumne County Emergency Operations Center when requested
- Conducting evacuation operations under the direction of the Incident Command
- Performing other tasks directed by local emergency management personnel
- Maintaining safety control for all transportation resources in both normal and emergency response operations
- Maintaining accurate records of emergency response activities and costs

### *Recovery*

Recovery activities are actions taken to return mission-critical systems to minimum operating conditions and restore vital services. The recovery period is an opportune time to institute long-term mitigation measures and prepare for future emergencies. Specific recovery activities for transportation agencies include:

- Restoring service, routes and schedules based on available resources
- Adjusting staff work schedules and duty assignments as required
- Responding to customer inquiries about service modifications
- Assessing incident response and making changes based on lessons learned
- Repairing transportation vehicles, equipment and facilities
- Settling liability or insurance claims related to the emergency
- Seeking reimbursement for emergency activities through insurance and/or local, state or federal disaster relief funds

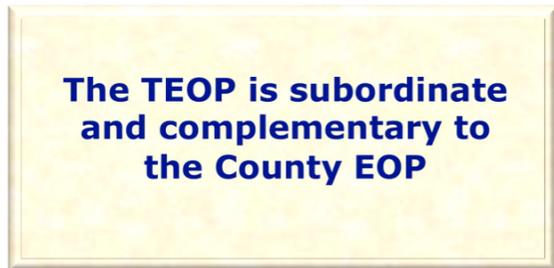
## **2.2 Scope**

This TEOP applies to and coordinates the emergency preparedness and response activities of all participating transportation agencies in Tuolumne County. When requested by Incident Command (e.g., local law enforcement, fire protection agencies, the health officer in pandemic-related scenarios) or the Tuolumne County OES, participating transportation agencies may provide resources, such as vehicles and

## TEOP

drivers, to support emergency management objectives.

The TEOP is subordinate and complementary to the County Emergency Operations Plan, as promulgated by the Tuolumne County Office of Emergency Services (OES). Once approved by the Tuolumne County Transit Agency, a copy of the TEOP will be submitted to Tuolumne County OES to be included as an annex to the County EOP.



### *Situation Overview*

Tuolumne County's transportation providers are exposed to hazards and threats that can disrupt operations and cause damage and casualties. These include acts of nature such as catastrophic wildfires, extreme weather/storms, flooding and earthquakes, and loss of critical infrastructure such as extended power outages, accidents and incidents, crime and terrorism or hazardous material spills.

#### **2.2.1 Capabilities Assessment**

Commitment to system safety and system security protocols reduces the risk of crime and acts of terrorism, and protects passengers, employees and the environment in the course of day-to-day operations. These same safety and security protocols are also the foundation for responding to community-wide emergencies or disasters.

Response capabilities are also impacted by the community's emergency transportation resources. The confidential section of Appendix A details each transportation agency's emergency contact information and includes a list of specific transportation resources that may be available during an emergency. This information will be distributed to the appropriate agencies on a need-to-know basis.

Other response capabilities are addressed in Appendices B-D of this document, which deal with:

- Emergency Transportation Communication
- Evacuee Tracking
- Evacuee Re-entry

#### **2.3 Planning Assumptions**

An act of nature, such as a wildfire or extreme weather event, (e.g., snow, wind or electrical storms), could occur at any time and induce human casualties and substantial property damage including loss of critical infrastructure. In some cases, dissemination of warnings and increased readiness measures may be possible. However, many incidents and emergency events can occur with little or no warning.

Tuolumne County’s transportation providers are capable of carrying out initial disaster response actions under the direction of Incident Command. Proper implementation of this plan will enable the County’s transportation providers to:

- Minimize loss or damage to transportation facilities, vehicles and equipment
- Mobilize essential resources to support incident response
- Respond to service requests from emergency response agencies and/or the County OES
- Strategize and implement the best method(s) to effectively communicate with one another
- Track evacuees and participate in the re-entry process
- Execute agreements that will facilitate the use of transportation resources and also the reimbursement process for state and/or federally approved expenses in a declared emergency

It is important to note that essential staff may be disaster victims, too. They may have difficulty reporting to work. Past disasters elsewhere in the country have reported that up to half of their staff did not report during the initial hours of an emergency. Ironically, in other cases - most often rural counties - more people report for duty than are actually called for duty (i.e. self-deployment).

Other planning assumptions revolve around the time it will take emergency transportation staff to respond to a call out; how long it will take to mobilize vehicles to the staging areas, once tasked; what percentage of the transportation vehicle fleet will actually be available for emergency purposes, and so forth. Answers to these types of

**In rural areas, it typically takes from 1-2 hours to mobilize emergency transportation vehicles**

questions will depend upon the event, but can be estimated through conducting drills and exercises, and measuring response times. Nationally, in rural areas, it typically takes from one to two hours to mobilize emergency transportation vehicles to their respective staging areas.

Other examples of planning considerations could include:

- Agreed upon locations (between County OES and transportation) for pre-planned transportation staging areas
- How the Transportation Emergency Response Leadership Team (ERT) will establish a DOC
- How transportation will be represented in the County EOC
- How emergency fuel needs will be met

## **TEOP**

- How emergency transportation personnel will communicate with each other, with Incident Command and/or with other emergency responders
- How transportation agencies will prepare to operate without outside assistance for at least the first 72 hours following the emergency

It is only through training and exercise that the complete list of planning considerations will emerge to be fully answered. A comprehensive transportation planning strategy requires the commitment and participation of all parties involved in responding to emergency events, which includes not only the signatory transportation agencies, but also County OES and lead first-response agencies.

### 3 Concept of Operations

This plan is based on the concept that the emergency functions of transportation agencies within the geographic area of Tuolumne County will generally assist within their respective service areas unless redirected by Incident Command elsewhere. During emergency response, non-essential work functions and activities, including previously scheduled trips, fixed route service and pupil transportation, may be modified, postponed or canceled. When there are “life and limb” safety concerns, the efforts normally required for those functions will be redirected to missions or tasks essential to support incident response objectives.

The primary obligation of transportation agencies is to passengers already “in system,” those already riding on a vehicle or scheduled to ride at the time of the emergency. Within the bounds of safety, transportation will attempt to deliver passengers to their destination, return them to their point of origin, or to a location where they can be accommodated safely. This is especially important for people with disabilities and others with access and functional needs (AFN) who may need continuity of care or supervision to ensure their personal health and safety. Thus, time of day and prevailing commitments to existing passengers will affect how quickly transportation can mobilize emergency response.

#### 3.1 Types of Response

How the transportation agencies will shape their response depends on the severity and extent of the emergency or disaster, as summarized below.

**Type 4 Incident - Routine Response:** This is an event that uses on-duty resources managed with normal administrative oversight. This incident does not require outside resources or response.

Examples include:

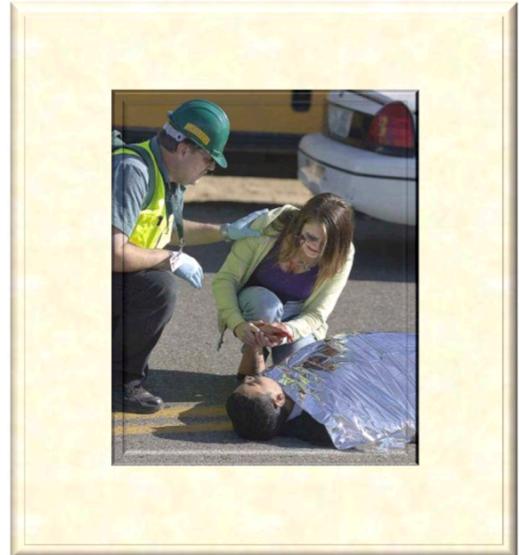
- One-bus incident or delay
- Vehicle mechanical breakdown
- Minor traffic accident
- Medical response for a non life-threatening illness or minor injury



**Type 3 Incident - Emergency Response:** A Type 3 incident is any unexpected occurrence that requires response by two or more departments above a routine capacity. Such emergencies require a cooperative effort and a commitment of personnel, equipment and/or resources that would be expected to upset the normal working routine of any or all of the responding departments.

Examples include:

- Injury accident such as the double charter bus accident in Soulsbyville
- Serious hazmat spill
- Trespasser incident
- Passengers requiring evacuation from vehicle
- Cascading single-day service delays or cancellations that require on-site incident management or attract local media attention
- Inappropriate action/behavior of an individual employee or passenger that is reported in the media



**Type 2 Incident – Emergency Mobilization:** A Type 2 incident is a crisis of such magnitude that all available resources must be mobilized to respond.



Examples include:

- Severe weather threats
- Credible terrorist threat
- Pandemic outbreak
- Damage caused by man-made or natural disasters sufficient to require suspension of service
- Multiple injuries and/or fatalities to passengers and/or operators
- System-wide, multiple-day service delays and/or cancellations resulting in regulatory intervention and/or ongoing negative media attention

**Type 1 Incident - Disaster Mobilization:** This is a disaster of regional or national significance. A Type 1 incident is an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of federal, state, local, tribal, non-governmental and/or private-sector entities in order to save lives, minimize damage and provide the basis for long-term recovery.

Examples include:

- Stanislaus Complex Forest Fire
- The 2012 Colorado wildfires
- The 2011 Japan earthquake and tsunami
- Hurricane Katrina
- 9/11



## 4 Organizational Assignment of Responsibilities

The individual and organizational responsibilities that apply to transportation emergency response are outlined below.

### 4.1 TCTA Executive Director

As the senior executive of TCTA, the executive director is a key stakeholder responsible for working with the County Office of Emergency Services to assist in managing planning efforts amongst Tuolumne County transportation agencies. Responsibilities of the TCTA executive director or his/her designee include:

- Overseeing the TEOP's organization, maintenance and updates
- Coordinating the participation of all Tuolumne County's transportation agencies into the emergency preparedness program
- Obtaining legal counsel to interpret local, state and federal emergency preparedness directives for document and plan preparation
- Conveying legal advice on TCTA interagency documents such as memorandums of agreement (MOA) and memorandums of understanding (MOU) with the County and other local agencies
- Developing and implementing contract language with transportation contractors regarding emergency plans and emergency operations, as directed by their controlling entities
- Serving as the transportation Liaison Officer between all of the County's transportation service providers, County OES and local public safety for planning purposes, when requested to do so by the County
- Serving as or designating a transportation Agency Representative at the County EOC or as the Departmental Emergency Operation Center (DOC) Director if the County EOC is not activated
- Designating transportation managers as DOC command staff, responsible for directing and supporting emergency transportation response activity
- Assisting TEOP signatory agencies in creating an accurate emergency response expenditure system to pursue funding and reimbursement resources
- Supporting emergency preparedness training programs, drills and exercises for all local transportation agency staff
- Ensuring that attendance records, certificates and after-action reports are maintained for all training and exercise activities

## 4.2 Transportation Emergency Response Leadership Team (ERT)

The Tuolumne County Transportation Emergency Response Leadership Team (ERT) is composed of a senior manager from each transportation agency located within the County and is chaired by the TCTA executive director. This group provides collective leadership and oversight for the transportation emergency management program including preparedness, prevention, response and recovery.

The ERT is responsible for managing the transportation component of critical incidents within the local transportation system, staffing the DOC when warranted, and responding to service requests originating from the Incident Command, the OES Coordinator or the Tuolumne County EOC.

ERT management functions are described in greater depth below, broken out into functional areas, with the understanding that these responsibilities may be distributed under a Unified Command. Transportation Unified Command allows agencies with different assets, authorities and responsibilities to work together and coordinate resources more effectively working from a single, coordinated Incident Action Plan.

A request emanating from the County OES for transportation to participate in the EOC may activate the Transportation Departmental Emergency Operations Center (DOC), where transportation representatives gather to manage the transportation component of the emergency event.



## **5 Direction, Control and Coordination**

This section provides information on the facility, personnel, procedures and support requirements for transportation's responsibilities in supporting the County's Emergency Operations Center (EOC).

### **5.1 National Incident Management System/Standard Emergency Management System (NIMS/SEMS)**

Transportation service providers within Tuolumne County are to be compliant with all requirements of the California Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS). These systems provide structure and coordination in managing emergency operations to ensure that the safety and health of emergency responders and other personnel involved in those activities are protected. All transportation agencies within the County will manage emergency events using SEMS and NIMS.

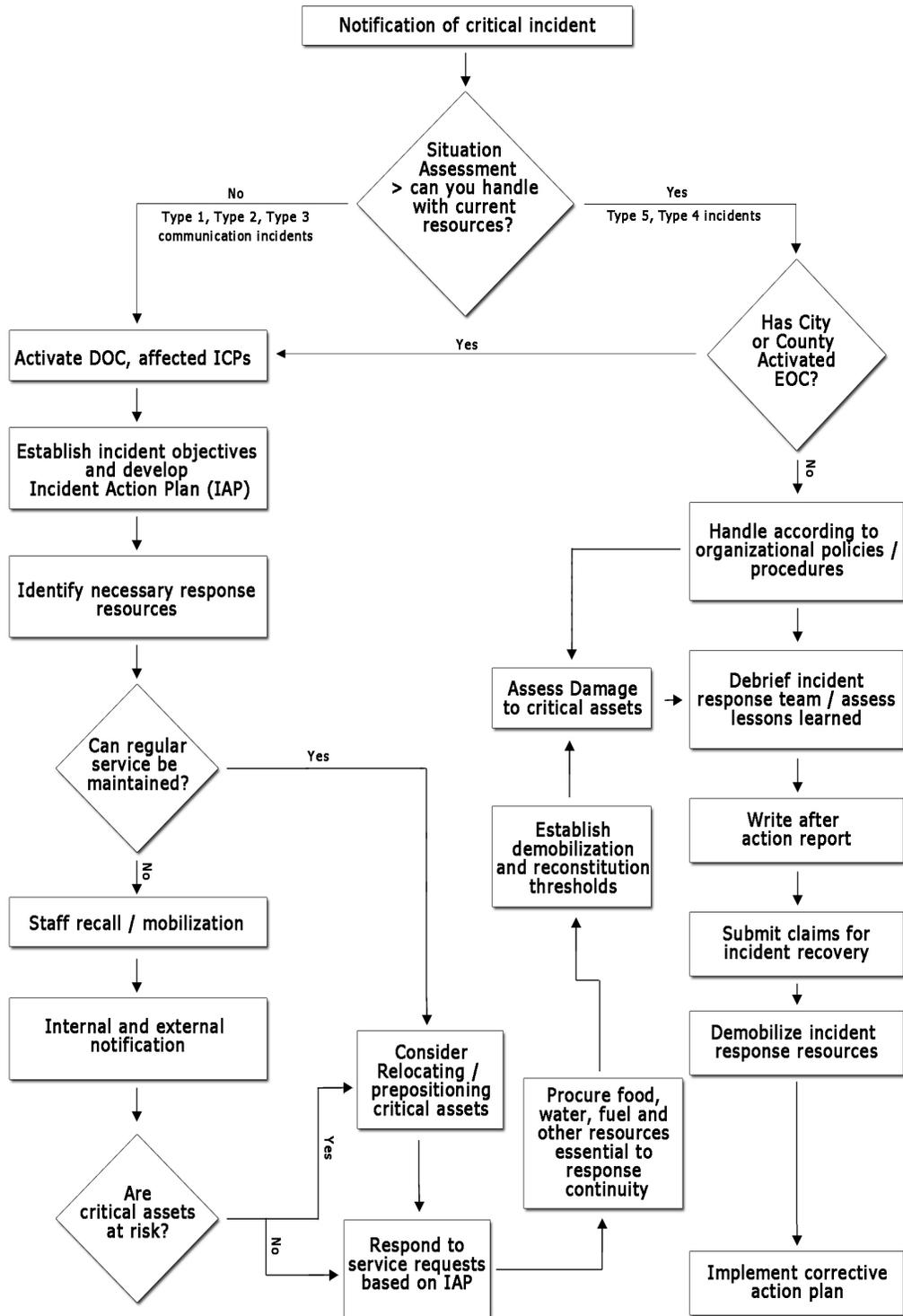
#### ***Transportation Staging and Coordinating Facility***

When activated and if appropriate, the Tuolumne County Transit property at 13033 Sanguinetti Road will serve as the staging and coordinating facility for emergency events requiring transportation. This area is in a central location, provides enough room to stage large vehicles and has fueling capabilities on site. This facility is the preferred focal point for directing and controlling emergency transportation operations for Type 1 and Type 2 emergencies.

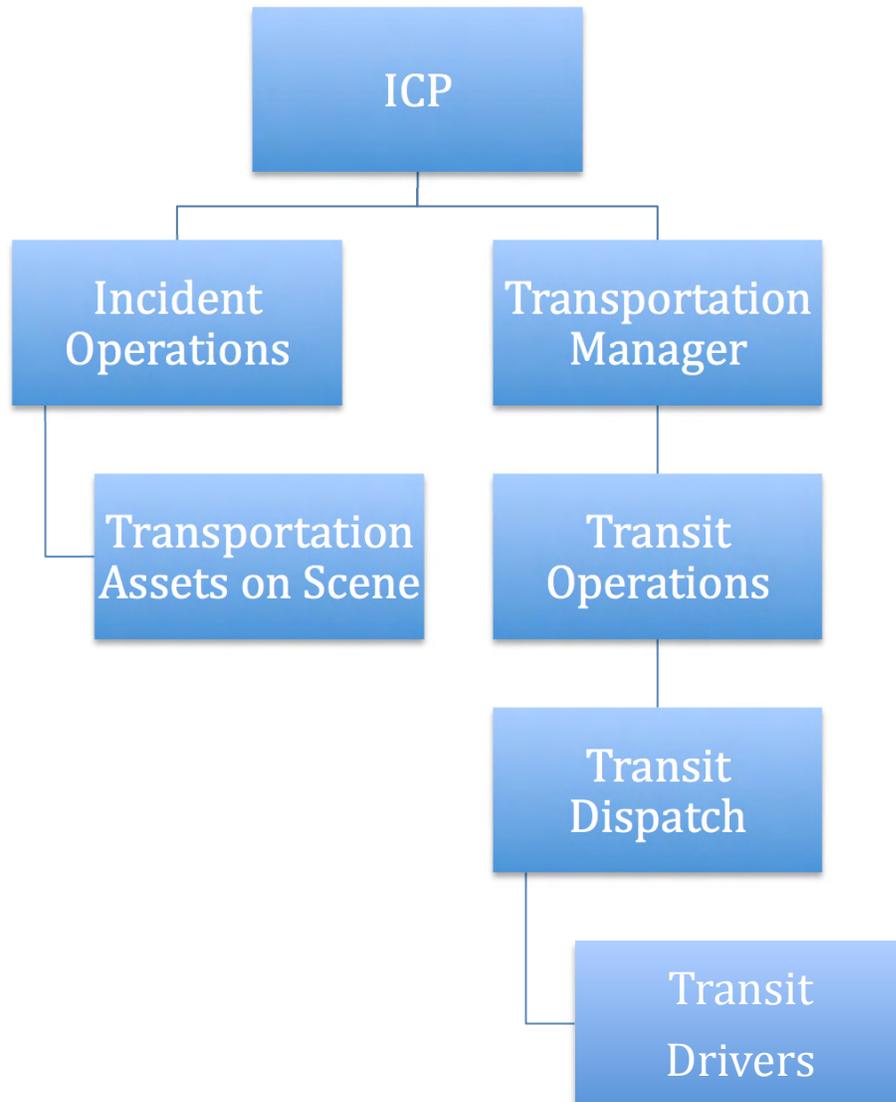
In Type 3 and Type 4 incidents, normal command and control will be maintained with field units by respective agency managers, or through the transportation agency dispatcher acting on behalf and under the authority of the agency manager.

A response and recovery flow diagram for emergency responses is outlined in Figure 5-1.

**Figure 5-1: Emergency Response Flow Diagram**



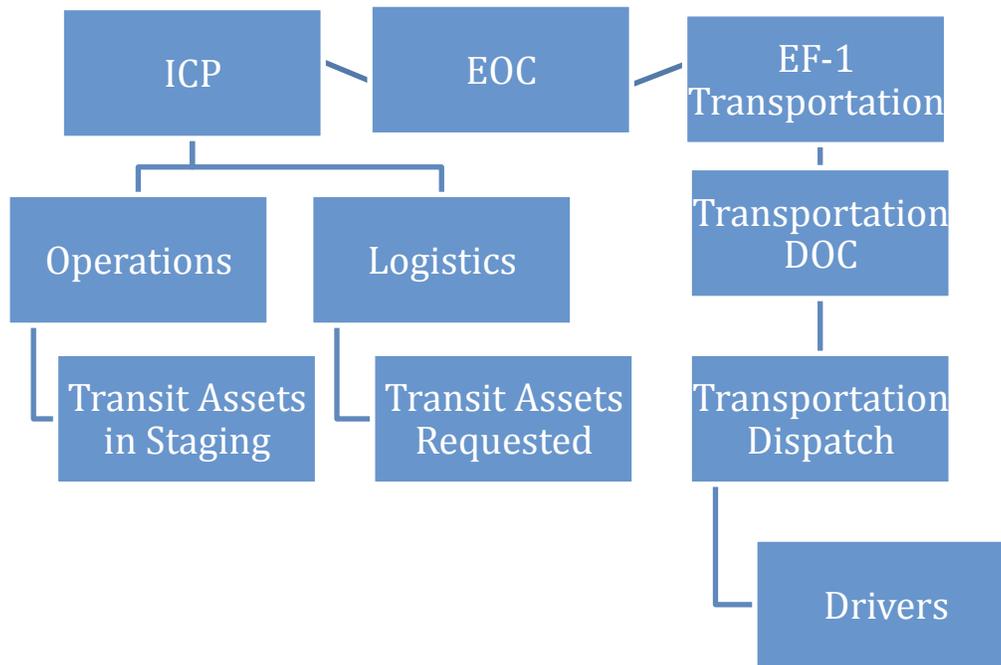
**Figure 5-2: Initial Attack for Type 4 and some Type 3 Incidents**



### **Discussion**

During smaller incidents, or in the initial phase of large incidents (before the County Emergency Operations Center is activated), requests for transportation assistance may come from the Tuolumne County sheriff's dispatch, or directly from the Incident Command Post (ICP). In such instances, transportation resources will typically be dispatched to a staging area for use by the Incident Commander. A probable example of this is a fire in an apartment complex where a small number of residents need temporary shelter in the bus, or transportation to a shelter, while the fire department puts out the fire.

**Figure 5-3: Extended Attack for Type 1, Type 2 and some Type 3 Incidents**



**Discussion**

During larger incidents, the County Emergency Operations Center (EOC) will activate to coordinate resources in support of incident objectives. Under the California Standardized Emergency Management System (SEMS), the EOC may establish an Emergency Function 1 – Transportation Branch (EF-1). This branch will typically include agency representatives from Caltrans, CHP, City Public Works and County Community Resource Agency, transit and the Sheriff's department. In such cases, the IC or County OES may direct transportation to activate its Departmental Emergency Operations Center (DOC) to respond to mission assignments from the EOC. Such mission assignments will be channeled to the DOC through the Transportation Agency Rep within EF-1 at the EOC. Depending upon the mission assignment the driver may be dispatched to a collection point or to a staging area. A probable example of this is a major wildland fire with numerous structures threatened and more than six hours to evacuate.

Listed below are the lines of authority in a Transportation DOC by position name. The DOC is operated and managed by pre-assigned and trained members of the ERT and is activated under the direction of the IC or EOC. Ideally, each position noted below should be filled three deep to allow for 12-hour operational periods and breaks.

### **5.1.1 DOC Director / Transportation On-Scene Commander**

- Under Unified Command, and in coordination with the Incident Commander, establishes transportation incident response objectives
- Directs the activities of the DOC in support of transportation's response to emergency incidents
- Maintains operational capacity of the DOC at all times
- Maintains contact with Incident Command, either directly or through the designated Agency Representative
- Maintains a line of communication with outside agencies and neighboring jurisdictions, as appropriate

### **5.1.2 Safety Officer for Transportation**

- Promotes ongoing hazard awareness among management, supervisors and employees and ensures that safety procedures and safe work practices continue to be followed during emergency response
- Orders cessation or modification of operations if required due to employee or passenger health and safety concerns
- Investigates transit agency accidents/incidents as required
- Oversees operational safety for emergency situations directly impacting transportation until relieved by the appropriate responding agency, which includes:
  - Assisting in evacuating nonessential personnel from incident area as dictated by safety and operational efficiency
  - Ordering, supervising and monitoring facility evacuation, when necessary
  - Ordering, supervising and monitoring shelter-in-place or facility lockdown procedures, when required
  - Providing security, traffic control and crowd control in and around transit facilities, when necessary
  - Reporting and isolating dangerous, damaged, or impassable areas of transportation facilities
- When emergency responders arrive at the incident scene, the Safety Officer or facility manager, as appropriate, will make contact with the Incident Commander

### **5.1.3 Agency Representative**

- Serves as the lead contact for transportation issues within the County EOC
- Provides situational awareness to the transportation DOC throughout incident response
- Provides EOC staff with guidance on transportation customers in high-hazard areas that are likely to need evacuation assistance, including people with AFN and continuity-of-care concerns
- Provides updates to EOC leadership on transportation capabilities, limitations and resource needs

### **5.1.4 Public Information Officer (PIO) for Transportation**

- In coordination with the event PIO, develops a message strategy for transportation concerns before, during and after disaster events
- Monitors transportation or evacuation-specific media messaging during emergency events
- Responds to transportation emergency public information needs, in coordination with the County PIO, using all available traditional and social media channels

### **5.1.5 Operations Section**

- Maintains command and control of all emergency transportation operations
- Assesses personnel availability and accountability, facilitates ongoing operational status for service continuity
- Modifies, curtails or suspends operations as required to meet emergency response requirements, or as required by safety concerns
- Manages continuity of service for passengers already on vehicles or expecting to receive scheduled service
- Manages service requests from incident management consistent with incident objectives

### **5.1.6 Planning / Intelligence Section**

- Maintains a chronological incident log with sufficient detail to be consistent with ICS Form 214 (Refer to Section 10: Forms.)
- Maintains an inventory of vehicles and other resources available to support emergency response, consistent with ICS Form 218. (Refer to Section 10: Forms.) See also Appendix A – Contact and Resource List.
- Maintains a list of employees expected to respond to an emergency. Initiates calls informing employees of the emergency and provides direction regarding employees' responsibilities and expectations.

## TEOP

- Assigns appropriate personnel to maintain essential coverage and reliefs (usually 12-hour shifts)
- Develops a transportation Incident Action Plan (IAP) for each operational period, in conjunction with the Operations Chief and On-Scene Commander
- Assists County OES in evacuation planning
- Establishes the means to track personnel and vehicles deployed on emergency response missions by using display boards, activity logs, or other appropriate recordkeeping (see Evacuee Tracking and Evacuee Re-Entry appendices)

### 5.1.7 Finance / Administration Section

- Maintains a check-in and demobilization log
- Documents all miles, hours, essential repairs and other emergency-response costs, for all deployed transportation personnel
- Ensures the continuity of financial services to sustain operations during critical emergency response

### 5.1.8 Logistics Section

- Ensures the continuity of procurement to sustain operations during critical emergency response
- Procures food, water, fuel, sanitation services and other supplies essential to transportation response capabilities
- Monitors the fuel supply and other essential transportation resources, and communicates resource limitations to the DOC manager
- Maintains an inventory of available drivers, vehicles and other available resources
- Maintains an inventory of essential resources available through mutual aid

## 5.2 Dispatchers and Supervisors

During Type 3 and Type 4 incidents, dispatchers and supervisors maintain normal command and control of drivers under the authority of their respective agency managers.

During Type 1 and Type 2 incidents, dispatchers and supervisors maintain command and control of drivers under the authority of the transportation DOC On-Scene Commander.



## **TEOP**

Other responsibilities during Type 1 and Type 2 incidents may include:

- Monitoring assigned facilities and initiating emergency procedures and evacuation plans, if necessary
- Monitoring radio, telephone, Internet, broadcast media, face-to-face reports and other communications as necessary to keep the DOC informed of current situation status
- Providing field supervision at staging or assembly locations to support and facilitate emergency evacuation
- Conducting other related duties as assigned by the DOC or Incident Command

## 6 Partner Agencies and Transportation's Role

This section describes the role and relationship of the local transportation agencies with the lead agencies in a community-wide emergency response requiring emergency transportation and evacuation.

### 6.1 Fire Protection Services

Tuolumne County contracts with the California Department of Forestry and Fire Protection (Cal Fire) to provide suppression personnel for the Tuolumne County Fire Department (TFCD) and overall administration. With this integrated fire protection system, Tuolumne County fulfills its responsibility to residents for protection of life and property, and Cal Fire provides protection from wildland fires.

TCFD has one full-time fire station (Mono Fire Station) and one half-time station in Jamestown, which is staffed during each fire season, May through October. Cal Fire staffs and operates five fire stations in Tuolumne County: Sonora, Groveland, Twain Harte, Blanchard and Green Springs. Several fire districts in the region also provide staffed stations: Columbia, MiWuk, Twain Harte and Groveland. In addition, there are eight other volunteer fire stations that are only operational when a fire breaks out. The City of Sonora has one fully staffed fire department. Fire personnel respond to calls for fire prevention, fire suppression, emergency medical services, some hazmat response (along with the Environmental Health Division of the Community Resources Agency), and conduct related investigations.

#### **Cal Fire - California Department of Forestry and Fire Protection, Tuolumne-Calaveras Unit**

Unit Chief: Brian Kirk  
785 Mountain Ranch Road  
San Andreas, CA 95249  
Phone: 209-754-3831  
Email: [brian.kirk@fire.ca.gov](mailto:brian.kirk@fire.ca.gov)

#### **Tuolumne County Fire Department**

Assistant Fire Warden: Paul Speer  
18440 Striker Court  
Sonora, CA 95370  
Phone: 209-533-5100  
Email: [paul.speer@fire.ca.gov](mailto:paul.speer@fire.ca.gov)

#### **Sonora City Fire Department**

Chief: Mike Barrows  
201 South Shepherd Street  
Sonora, CA 95370  
Phone: 209-532-7432  
Email: [barrows@sonoraca.com](mailto:barrows@sonoraca.com)



### **6.1.1 Incident Response to Fire**

Calls for fire protection services from drivers in the field should be routed to the transportation agency dispatcher, who then notifies Tuolumne County Sheriff Dispatch at 209-533-5815 (from a cell phone) or 911 from a landline. The sheriff's office then relays information to the appropriate fire agency. Incidents may involve transportation service providers, or be witnessed and reported by transportation employees.

Note: Calls made to 911 with cell phones route automatically to the Merced California Highway Patrol Dispatch, which is re-routed to the appropriate jurisdiction based on the incident location. Avoid adding another layer of calls by using the above-sheriff dispatch phone number when reporting from a cell phone, unless on the highway.

Examples of Type 4 and Type 3 calls regarding fire include:

- Vehicle accident with minor injury; treated at scene by fire paramedic personnel and not transported to hospital
- Response to fire alarm
- Reported smoke and possible fire
- Small fire, extinguished by on-site personnel
- Minor, non-lethal hazmat spill, cleaned up by on-site personnel using available spill containment and control kit (this call may also be routed to the County Environmental Health Division, via sheriff dispatch.)

Examples of Type 2 and Type 1 emergencies include:

- Vehicle accident with serious or life-threatening injury or mass casualties; victims transported to hospital
- Structural fire, spreading or fully involved
- Wildfire that threatens populated areas or critical infrastructure
- Hazmat spill beyond capacity of on-site response team, or of substance of unknown origin that is producing symptoms
- Act of terrorism, dispensing or delivering an improvised explosive device (IED), chemical or biological weapon
- Earthquake

Type 2 and Type 1 incidents could require full mobilization of emergency services, including evacuation, mutual aid from adjacent jurisdictions and further intervention from state and federal authorities to assist in response, investigation if warranted, and recovery.

## 6.2 Law Enforcement Services

Local law enforcement provides security for the public, public agency staff and transportation providers within the County. Typically, when fire protection services are dispatched, so is law enforcement to maintain order and security at the incident site. Additionally, law enforcement will respond to reports of crimes being committed or people requiring protection from harm.

Primary law enforcement agencies serving Tuolumne County are:

### **Tuolumne County Sheriff's Office**

Sheriff-Coroner: James W. Mele  
28 North Lower Sunset Drive  
Sonora, CA 95370  
Phone: 209-533-5855  
Fax: 209-533-5831  
Email:  
[sheriff@tuolumnecounty.ca.gov](mailto:sheriff@tuolumnecounty.ca.gov)

### **Sonora Police Department**

Police Chief: Mark Stinson  
100 South Green Street  
Sonora, CA 95370  
Phone: 209-532-8142  
Email: [mstinson@sonorapd.com](mailto:mstinson@sonorapd.com)



### **California Highway Patrol, Jamestown Office**

Commander Lieutenant: Scott Clamp  
18437 Fifth Avenue  
Jamestown, CA 95327  
Phone: 209-984-3944  
Email: [sclamp@chp.ca.gov](mailto:sclamp@chp.ca.gov)

### 6.2.1 Incident Response for Law Enforcement

Calls for law enforcement response from drivers in the field should be routed to the transportation agency dispatcher, who notifies Tuolumne County Sheriff Dispatch at 209-533-5815 (from a cell phone) or 911 from a landline. The Sheriff's Office relays information to the appropriate law enforcement agency. Incidents may involve transit service providers, or be witnessed and reported by transit employees.

Note: Calls made to 911 with cell phones route to Merced California Highway Patrol Dispatch, which re-routes calls to the appropriate jurisdiction based on the incident location.

Examples of Type 4 and Type 3 calls include:

- Response to a vehicle collision or incident with minor injury
- Report of vandalism or other property crime

## TEOP

- Report of threatening or possible violent behavior
- Report of an unauthorized firearm being brought onto a transportation vehicle

Examples of Type 2 and Type 1 emergencies include:

- Accident or incident involving significant damage or fatality, or requiring off-site medical attention
- Assault and battery, robbery, or other violent crime
- Assault with a deadly weapon or attempted homicide
- Civil disorder or riot
- Act of terrorism, dispensing an IED, chemical or biological weapon
- Earthquake

Type 2 and Type 1 incidents will require full mobilization of emergency services, mutual aid from adjacent jurisdictions, and further intervention from state and federal authorities to assist in response, investigation and recovery. Type 2 and Type 1 law enforcement incidents may also require evacuations.

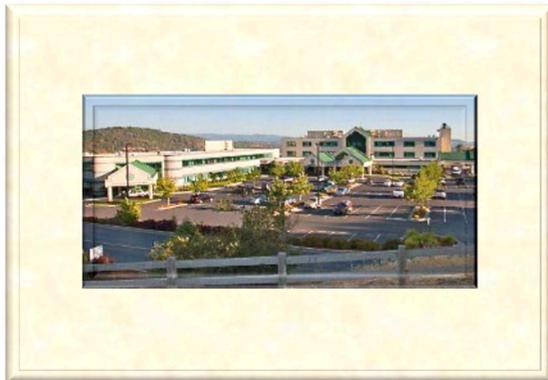
### 6.3 Emergency Medical Services

The primary medical facility in Tuolumne County is:

**Sonora Regional Medical Center**

1000 Greenley Road  
Sonora, CA 95370-5200  
Phone: 209-532-5000

In day-to-day operations, our local transit providers routinely transport passengers to medical facilities and clinics for care and scheduled appointments.



Other medical services are provided by:

**Public Health – County Health Officer**

Dr. Todd Stolp  
20111 Cedar Road North  
Sonora, CA 95370  
Phone: 209-533-7405

**Emergency Medical Services (EMS)**

Coordinator: Clarence Teem

20111 Cedar Road North

Sonora, CA 95370

209-533-7460

In an emergency, local transportation providers may interact with the hospital in the following ways.

- In Type 4 and Type 3 incidents, local transportation providers will rely on normal communication, command and control to manage incidents. Interaction with the hospital would be minimal, except for transport of an injured passenger or employee to receive necessary medical treatment.
- In Type 2 and Type 1 emergencies that may involve mass casualties such as wildfire, flood or an airplane crash, local transportation providers may be assigned missions by the Incident Commander or the County EOC (if activated) to transport “walking wounded” to a designated hospital or provide them with transportation to a temporary shelter while awaiting treatment. This would be a coordinated event between transportation providers and other emergency responders such as EMS/ambulance services.
- Transportation service providers will endeavor to accommodate all passengers who need transportation; however, individuals with medical conditions or injuries who cannot be transported safely on transit vehicles or accessible school buses will be referred to public safety, public health officials, or EMS personnel for ambulance or appropriate medical transport.
- Vehicles may be dispatched for use as temporary shelter or recuperation stations for victims of the emergency or for emergency responders.
- Transportation staff members that have been trained in first aid and CPR may be able to assist in triage and first aid/basic life support care under the direction of qualified emergency response personnel.

## 6.4 Emergency Management

The Tuolumne County Office of Emergency Services (OES) mobilizes and operates the Tuolumne County Emergency Operations Center (EOC) as an ongoing support to the Incident Command during Type 2 and Type 1 emergency events. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating support in the form of operational period planning at the EOC; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public.



In a community-wide emergency, the County’s various transportation agencies will provide as many resources (vehicles and drivers) as feasible to support local public safety responders and the County EOC when requested to do so.

Ways that transportation service providers support emergency response include:

- Providing vehicles (buses) for use as temporary shelter for persons displaced by an emergency
- Using vehicles to transport people with minor injuries (i.e. “walking wounded”) to a designated facility
- Transporting emergency responders or other public safety personnel or support personnel for staging or deployment
- Using vehicles (buses) as rest and recovery stations for emergency responders or other public safety personnel

### 6.4.1 Evacuation and Re-entry Operations

Evacuation of rural populated areas are the most complicated to execute. Therefore, two appendices to this plan are included to address the most significant issues. Please see Appendix C for Evacuee Tracking and Appendix D for Evacuee Re-entry.

The Incident Commander (IC) ultimately determines when to evacuate and when it is safe to return. The following checklist items outline how transportation providers will support evacuation operations:

- The first senior executive/manager contacted by public safety officials will notify and alert the other members of the transportation ERT.

- The transportation ERT will act upon requests for evacuation from the Incident Command or Tuolumne County OES. If there is advance warning of the event, or it appears the event will be complex or of long duration, the DOC may be activated.
- Any additional personnel and available vehicles will be mobilized to support evacuation operations.
- TCTA staff will assist in evacuation planning by identifying known passengers who use transit services and do not have the ability or means to evacuate a threatened area independently by auto or on foot. TCTA staff will contact other transportation providers and support organizations aware of AFN populations (Department of Social Services, Public Health, Drail, Area 12 Agency on Aging, Senior Center, Meals on Wheels, Veterans Administration, WATCH, taxi services, etc.) requesting assistance in identifying persons (and their residential locations) who do not have the ability to self-evacuate.
- In events where a state of emergency has been declared, privacy issues surrounding the sharing of caseload-sensitive information such as the addresses or contact information for disabled persons or those with AFN is relaxed.
- Drivers and supervisors will maintain communications with their dispatchers and the supervisors will update the DOC, with situational report updates from the field. Vehicle operators are “eyes and ears” on the scene and can provide additional “windshield survey” information regarding accessible paths of travel and hazards that may exist.
- Passenger movement will be coordinated with the County EOC, with the goal of moving vulnerable citizens to designated collection and shelter locations, as identified by Tuolumne County OES.
- The County Public Information Officer, through the media, will instruct the public to limit personal carry-on items during evacuation transport, and will advise that drivers will not be able to assist with carry-on items.
- Provisions will be made to transport small pets in carriers, or dogs that are securely leashed and muzzled, so long as the pet does not present a nuisance or a safety or health hazard to other riders.
- Service animals for people with disabilities will be transported, consistent with normal transportation provider policy.
- People with disabilities will be allowed to transport their durable medical equipment, such as oxygen concentrators, oxygen bottles, mobility aids, medical supplies, etc.
- Transportation service providers will endeavor to accommodate all passengers who need evacuation assistance; however, individuals with medical conditions or injuries who cannot be transported safely on transit vehicles or an accessible school bus will be referred to public safety or public health officials for ambulance or alternative medical transport.

- After evacuation is deemed complete, or curtailed due to safety concerns, all transportation personnel will proceed to their designated staging area unless instructed otherwise. They are to remain at the staging area until the evacuee tracking process is complete and verified.
- Re-entry operations will commence when Incident Command determines it is safe for citizens to return to their homes.
- If structures have sustained damage or utility services are not fully restored, the DOC will coordinate with the County EOC and public safety and public health officials on a case-by-case basis to determine if re-entry is feasible for passengers with disabilities or other functional needs.

#### 6.4.2 Requests for Aid

Should local resources prove to be inadequate during an emergency, requests for assistance from neighboring jurisdictions and agencies will be made in accordance with existing or negotiated mutual aid agreements and understandings. Such assistance may take the form of equipment, supplies, personnel or other available capabilities. Requests for local, state or federal assistance, including the California National Guard or other Department of Defense (DOD) services will be made through and by the County OES coordinator or the County EOC to the California Emergency Management Agency (CalEMA).

If the local transportation providers are unable to sustain operations due to lack of critical resources including fuel, vehicles or personnel, transportation will seek guidance from the IC/OES to request aid through existing mutual aid agreements with neighboring jurisdictions, and/or through CalEMA support.

#### 6.5 American Red Cross / Human Services Agency

The local chapter of the American Red Cross (ARC) is the lead agency for sheltering, feeding and caring for the population temporarily or permanently displaced by a community disaster. The local Red Cross is supported by the County Human Services Agency, when requested, in sheltering responsibilities when the event dictates. For more information, refer to the County EOP, located on the County website, [www.tuolumnecounty.ca.gov](http://www.tuolumnecounty.ca.gov) under Emergency Services.



In events requiring mass evacuation, emergency transportation and shelter operations work hand in hand. Evacuee tracking and accountability play a major role for each type of operation. It is recommended that the transportation ERT group begin to establish a practical working relationship now with the local ARC shelter management group in order to develop a strong system of evacuee accountability and 'hand off' responsibility

for each agency.

### **6.5.1 Shelter for Transportation Provider Employees**

Transportation provider personnel who have been displaced will check in with their respective chain of command to report their status.

Essential transportation provider personnel will be offered food and shelter at the designated facility, or an assigned shelter location for the duration of the incident. Shelter locations may vary, depending upon location and size of the emergency.

Mobilizing transportation personnel to and from emergency shelters after their shifts will be coordinated through IC/OES operations and provided by oncoming shift emergency transportation providers

### **6.5.2 Pandemic Illness**

A pandemic illness is a public health emergency that can impact effective delivery of goods and services due to inadequate staffing caused by employee illness or absenteeism. Absenteeism could be directly related to employee illness, or a secondary impact caused by employees needing to stay home to care for sick family members. During a pandemic, absenteeism could also be driven by employees' concerns for their own health and safety.

While there is concern that terrorists could introduce a biological agent as a means of initiating a deliberate attack, it is more likely that a naturally-occurring organism, such as influenza, will be the cause of a pandemic.

In response to a pandemic, local transportation providers may need to consider the following response actions:

- Intelligence sharing between the transportation ERT, County OES and the County Public Health Department for the duration of the crisis
- Modifying or suspending transportation services based on public health and safety concerns or directives continually communicating about transportation service availability and service modifications with internal and external partners
- Restoring service as the crisis subsides, following the lead of the OES Coordinator, the EOC and/or the County Health Officer

For more complete information on the County's response to pandemic illnesses, refer to Tuolumne County's Health Emergency Preparedness and Response Plan (HePREP) located on the County's website under the Public Health Department, [www.tuolumnecounty.ca.gov](http://www.tuolumnecounty.ca.gov).

## **6.6 Serving the Disabled and Populations with Access and Functional Needs**

When disaster strikes residents may need to evacuate to a safer area. Many citizens will jump in their vehicles and self-evacuate when directed to do so. Unfortunately, due to physical or mental disabilities, or the lack of reliable transportation, some people are at

risk of being left behind. This can include people in congregate care facilities (assisted living, convalescent homes, adult daycare, etc.); people with disabilities who live independently; residents of hospitals and other medical care facilities; and others with access and functional needs (AFN).

According to the Federal Highway Administration, nearly 40 percent of the country's transit-dependent populations live in rural areas like Tuolumne County. Yet due to the limited nature of transportation options, rural residents are more dependent on automobiles than their urban counterparts. When an evacuation takes place, rural communities are therefore at higher risk and are difficult to evacuate in a timely manner due to large geographical areas, low population densities and limited resources.

The 2010 US Census calculated that there are about 1,100 households out of 22,192 occupied housing units in Tuolumne County without their own form of private transportation. In the 2008-2010 American Community Survey for Tuolumne County (posted on the US Census Bureau website), it was estimated that out of a total civilian non-institutionalized population of 51,379, 8,338 citizens (or 16.2 percent) have some form of disability. The disabilities considered in this survey were hearing, vision, cognitive, ambulatory and self-care difficulties. Although there may be some overlap between the households without transportation and those persons with disabilities, it can be safely estimated that at least 16 percent of the population in the County will have some level of difficulty self-evacuating when disaster strikes. For this sector of the population, and others who suddenly find themselves unable to drive, emergency transportation plays an essential role.

## Tuolumne County Congregate Care Facilities

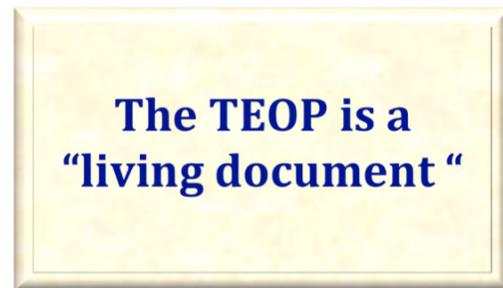
NAME	ADDRESS	CITY	STATE	ZIPCODE	PHONE
Skyline Place Senior Living - LifeStyles, LLC	12877 Sylva Lane	Sonora	CA	95370	209-588-0373
Avalon Care Center	19929 Greenley Road	Sonora	CA	95370	209-533-2500
Casa Viejos Assisted Living	18760 Chabroullian Road	Jamestown	CA	95327	209-984-5124
Oak Terrace Memory Care	20420 Rafferty	Soulsbyville	CA	95372	209-533-4822
Meadowview Manor	19227 South Court	Sonora	CA	95370	209-533-0935
Sierra Foothills Residential Care	20470 Bay Meadow Drive	Sonora	CA	95370	209-533-3708
WATCH Resources, Inc	12801 Cabezut Road	Sonora	CA	95370	209-533-0510
SRMC Skilled Nursing Unit 6	179 Fairview Lane	Sonora	CA	95370	209-536-3850
Country Lane Estate Residential Home	22008 Sawmill Flat Rd.	Sonora	CA	95370	209-536-9956
Sonora Community Estate	455 Bonanza Court	Sonora	CA	95370	209-532-6535
CAN Supportive Living Svc	83 S. Stewart St	Sonora	CA	95370	209-588-2828
CAN Supportive Living Svc	19411 Susan Way	Sonora	CA	95370	209-588-2828
Circle Home	15301 Tuolumne Road	Sonora	CA	95370	209-532-5411
Valley Mountain Regional Center	52 Main St	San Andreas	CA	95249	209-754-1871
IHSS (Dept of Social Services)	20075 Cedar Rd North	Sonora	CA	95370	209-533-5711
Hospice Of the Sierra	20100 Cedar Rd	Sonora	CA	95370	(209) 536-5685
Crystal Falls Family Care Home	17192 Nile River Drive	Sonora	CA	95370	(209) 586-1667
Seniority Lifecare At Home	11 South Washington Street	Sonora	CA	95249	(209) 532-4500
Country Oaks Assisted Living	18441 Old Wards Ferry Road	Sonora	CA	95370	(866) 661-1794
Heart 2 Heart Home Health Service	19412 Village Drive	Sonora	CA	95370	209-532-1118
Community Home Care	4 S Forest Road	Sonora	CA	95370	209-536-3800
Helping Hands Home Services	15000 Jenness Rd	Sonora	CA	95370	209-536-1660
Luke Place Senior Independent Living Home	20360 Luke Court	Sonora	CA	95370	Jamie Kiel 743-7824 or Chuck Kiel 743-4255
Mountain Vista Senior Independent Living	19065 Berg Court	Sonora	CA	95370	Art Maxey 206-1270 or Vina Maxey 536-4092

## 7 TEOP Development, Updating and Maintenance

This TEOP is organized according to guidance provided in *Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0*, by the Federal Emergency Management Agency (FEMA). For subsequent TEOP updates, refer to the most recent version of the CPG.

This plan is specific to emergency transportation operations and is intended to complement and support the Tuolumne County Office of Emergency Services EOP as an annex to the document. The TEOP including its appendices, is to be submitted to the County OES upon completion and acceptance of the document by the Transit Agency

The TEOP is a “living document,” which means that its maintenance is critical to the continued usefulness that it offers. Priorities can and do change over time. Therefore, careful review, updating and training regarding the TEOP is imperative for the success of the emergency transportation program in Tuolumne County.



After the TEOP’s adoption by the Tuolumne County Transit Agency, here are the next steps:

1. Incorporate TEOP and all appendices into the County EOP as the Emergency Transportation Annex
2. Disseminate the plan to all partner agencies and personnel. This includes affiliate transportation agencies as well as any organization that keeps a copy of the County EOP
3. Fully execute MOUs developed through the TEOP project process
4. Train on the contents of the TEOP and its appendices, so that transportation personnel understand what is expected of them in an emergency
5. Conduct exercises: Start with a tabletop exercise, then graduate to conducting various drills to exercise specific capabilities and finally, execute a functional or full-scale exercise with transportation personnel and all other first responders; specific knowledge, skills and abilities needed during a crisis are not gained by reading the plan, but through routine practice and exercise of the plan
6. Hold meetings with all emergency transportation providers at least twice a year to review the TEOP, submit changes and/or recommendations to the ERT, update contact and resource information, and maintain the most up-to-date version of the TEOP
7. Review the Congruency Report for gaps in the Emergency Transportation program that have not been addressed and develop plans to rectify deficiencies
8. Acquire necessary supplies that might be needed in an evacuation event

## TEOP

9. Develop a Transportation Communications Plan whereby all emergency transportation providers have a way of communicating with each other
10. On an ongoing basis invite representatives from agencies that provide transportation services, sheltering services, or provide services to the elderly, disabled and/or people with AFN to participate in TEOP updates, meetings, trainings and exercises; request that those who express interest become signatories to this plan

This plan should be regularly updated based on outcomes from bi-annual reviews, ERT meetings, exercises and real-world emergencies. Recommended changes in procedures, policies or plans should be captured in writing as soon after an exercise or incident as possible, and evaluated by the ERT. Curative actions could involve the revision of plan elements, or additional training to ensure that transportation personnel have the knowledge and skills to effectively execute the plan.

Plan updating and maintenance is a continuous process and does not cease once the TEOP is published. TCTA, as the lead agency for emergency transportation in Tuolumne County, welcomes feedback and contributions at any time to improve this plan and foster better communication, coordination and cooperation among our respective organizations.

- Each signatory agency will review the TEOP annually (at a minimum) or semi-annually (optimally) and submit change recommendations to the ERT.
- Emergency transportation agencies are advised to review this plan after any one of the following events:
  - A major incident, event or activation of the EOC
  - Important exercises
  - A change in operational resources, such as personnel, equipment or organizational structure
  - A change in the area's demographics or hazard/threat profile
  - The enactment of new laws, ordinances or planning guidance that affect the plan
- TCTA will update the TEOP on a regular basis, with input from the ERT.
- TEOP updates will be set to coincide with the Tuolumne County Operational Area bi-annual pre-fire (April) and pre-winter (November) meetings so that the wider emergency response community can be informed of notable changes and updates to this plan.
- The Record of Changes table in Section 1.3 will be maintained by the executive director of the TCTA, or his/her designee, in the original copy of the final and approved version of the plan.
- The executive director of the TCTA, or his/her designee, will maintain the Record of Distribution in Section 1.4 of the TEOP.

## **7.1 Training and Exercises**

Emergency preparedness training and exercises for emergency transportation personnel to support the TEOP will follow the Office for Domestic Preparedness (ODP), U.S. Department of Homeland Security (DHS) and the Homeland Security Exercise and Evaluation Program (HSEEP), in concert with the County OES Coordinator and the County EOP. HSEEP is a threat-and performance-based exercise program that provides doctrine and policy for planning, conducting and evaluating exercises.

TCTA will reach out to local and state organizations to foster coordination and participation in scheduled training events with the goal of involving multiple agencies and jurisdictions to participate. TCTA will assist in scheduling shared support resources, developing exercise scenarios, planning and evaluating exercises, disseminating action items, and calling attention to lessons learned.

A viable exercise program is an essential component of any effort to fully train emergency personnel on their duties and responsibilities when a disaster occurs. It is crucial that individuals responding to emergencies "experience" a disaster under conditions as realistic as possible before any actual event. The purpose of exercising is to improve the preparedness posture of the organizations involved. Such preparedness will aid in reducing the loss of life and property when a disaster occurs.

To improve the capability to respond, and to exercise plans, it is recommended that the following types of emergency exercise activities be planned and conducted by TCTA for all local transportation agencies.

### **7.1.1 Seminars**

Seminars provide an overview of authorities, strategies, plans, policies, procedures, response protocols and available resources. Seminars employ lectures, multimedia presentations, panel discussions, case studies and decision making in a low-stress learning environment to facilitate awareness about essential plan elements.

### **7.1.2 Workshops**

Workshops are similar to seminars, but designed to create a work product such as developing exercise scenarios or refining standard operating procedures based on the TEOP. Workshops are ideal for collecting or sharing information; testing new ideas, processes, or procedures; training groups in coordinated activities; problem solving complex issues; obtaining consensus; and team building.

### **7.1.3 Drills**

Drills are used to practice a single activity such as the evacuation of a vehicle or a building, or the activation of a DOC or a resource mobilization. It is normally used to develop and maintain skills, provide training on new equipment, or develop or test policies and procedures. Drills should be performed in a realistic environment, focused and measured against established standards and provide immediate feedback on performance.

#### **7.1.4 Tabletop Exercises (TTXs)**

Tabletop exercises involve key personnel in an informal setting to discuss emergency scenarios. Tabletops can be used to assess plans, policies and procedures, and to trigger “what if” thinking and problem solving.

TTXs are divided into two categories: basic and advanced. In a basic TTX, the scenario is described as an event in simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator. The problems are discussed as a group, and resolution is generally agreed on and summarized by the leader.

In advanced TTXs, the exercise revolves around delivery of pre-scripted messages to players that alter the original scenario. The exercise controller (moderator) usually introduces problems one at a time, in the form of a written message, simulated phone call, videotape or other means. Participants discuss the issues raised by the problem using appropriate plans and procedures.

#### **7.1.5 Functional Exercises (FE)**

Functional exercises require the understanding of roles, responsibilities and operations, and require extensive workgroup preparation and a team approach for conduct and evaluation. They also involve direction and control functions, and some degree of DOC or EOC activation. The objective of a FE is to execute specific plans and procedures under simulated crisis conditions. A FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment.

#### **7.1.6 Full-Scale Exercises (FSE)**

Full-scale exercises require extensive preparation and exercise team training. They are usually time sensitive and stressful. A FSE includes EOC activation and involves mobilized field response units. This type of exercise is the ultimate activity for preparing all elements to function in a real emergency or disaster. A FSE focuses on implementing and analyzing the plans, policies and procedures that have been developed in previous seminars, workshops, tabletops and functional exercises. They also provide an opportunity to execute mutual aid agreements. Full-scale exercises will be coordinated with and under the direction of the OES Coordinator.

## 8 List of Acronyms/Initializations

<b>AAR</b>	After-Action Report
<b>AFN</b>	Access and Functional Needs
<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear and High-Yield Explosive
<b>CONOPS</b>	Concept of Operations
<b>CPG</b>	Comprehensive Preparedness Guide
<b>DOC</b>	Department Emergency Operations Center
<b>DHS</b>	U.S. Department of Homeland Security
<b>EAS</b>	Emergency Alert System
<b>EMS</b>	Emergency Medical Services
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	County Emergency Operations Plan
<b>ESF</b>	Emergency Support Function (Federal classifications)
<b>FEMA</b>	Federal Emergency Management Agency
<b>HAZMAT</b>	Hazardous Material(s)
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>MAA</b>	Mutual Aid Agreement
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NIMS</b>	National Incident Management System
<b>NRF</b>	National Response Framework
<b>OA</b>	Operational Area
<b>OES</b>	Office of Emergency Services
<b>P.L.</b>	Public Law
<b>SEMS</b>	Standardized Emergency Management System
<b>SOP</b>	Standard Operating Procedure
<b>TCTA</b>	Tuolumne County Transit Agency
<b>TCTC</b>	Tuolumne County Transportation Council
<b>TEOP</b>	Transportation Emergency Operations Plan
<b>UC</b>	Unified Command
<b>U.S.C.</b>	United States Code

## 9 Glossary of Terms

### ***Access and Functional Needs (AFN)***

This term describes mobility and communication-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act, as amended. These may include limitations with basic life functions like walking, talking, hearing and seeing, or limitations in learning or cognitive ability.

Accommodating people with access and functional needs may include modifications to programs, policies, procedures, architecture, equipment, services, supplies and communication methods. Examples of AFN services may include but not be limited to:

- An exception for service animals in an emergency shelter where there is a no-pets policy
- The provision of way-finding assistance to someone who is blind to orient to new surroundings
- The provision of toileting assistance to an individual with a mobility disability
- The provision of an interpreter to a deaf person filling out paperwork for public benefits

### ***Basic Life Support (BLS)***

BLS refers to basic pre-hospital care to maintain a person's circulation, airway, breathing and circulation (ABC). Medical response personnel or citizens who have been trained can provide BLS.

### ***Caltrans***

The California Department of Transportation is the agency responsible for maintenance and repair of state and federal highways and related infrastructure (bridges, tunnels, traffic signs and signals, etc.).

### ***Checklist***

A written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

### ***Citizen Corps***

A community-based program, administered by FEMA, which includes Citizen Corps councils and other programs that bring government and nongovernmental entities together to conduct all-hazards emergency preparedness and operations. Through its network of state, territorial, tribal and local councils, Citizen Corps increases community preparedness and response capabilities through collaborative planning, public education, outreach, training and volunteer service. Additionally, programs like the Community Emergency Response Team Program train members of the public in basic disaster response skills, such as fire safety, light search and rescue, team organization and disaster medical operations.

### ***Cold Zone***

This term describes an area located near the incident site that has not been impacted by the incident(s), or hot zone(s).

### ***Community***

Community has more than one definition. Each use depends on the context:

- A political or geographical entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each state defines its own political subdivisions and forms of government.
- A group of individuals (community of interest) who have a religion, a lifestyle, activity interests, an interest in volunteer organizations, or other characteristics in common. These communities may belong to more than one geographic community. Examples include faith-based and social organizations; nongovernmental and volunteer organizations; private service providers; critical infrastructure operators; and local and regional corporations.

### ***Containment***

Procedures that are taken to keep a hazardous material in its container or from further spreading or dispersing under inadvertent release situations.

### ***Contingency Plan***

A document developed to identify and catalog all elements required to respond to an emergency. This plan defines responsibilities and tasks and serves as a response guide.

### ***Damage Assessment***

This process is used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities and transportation networks) resulting from a human-caused or natural disaster.

### ***Department of Transportation (DOT)***

The DOT is a federal agency that, among other responsibilities, controls overland transportation of all hazardous materials and is a source of information for hazardous materials incidents.

### ***Director of the DOC***

This individual is responsible for directing the activities of a departmental emergency operations center (DOC) during an emergency response scenario. In the case of the transportation DOC, the director would most likely be the executive director of TCTA or his/her designee.

### ***Disability***

According to the Americans with Disabilities Act, the term “individual with a disability” refers to “a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is regarded by others as having such an impairment.” The term “disability” has the same meaning as that used in the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, as incorporated into the Americans with Disabilities Act. See <http://www.ada.gov/pubs/ada.htm> for the definition and specific changes to the text of the Americans with Disabilities Act. State laws and local ordinances may also include individuals outside the federal definition.

### ***Disaster***

An occurrence of a natural catastrophe, technological accident, or human-caused incident that results in severe property damage, deaths and/or multiple injuries. As used in this EOP, a “large-scale disaster” is one that exceeds the response capability of the local jurisdiction and requires state, and potentially federal, involvement.

As used in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), a “major disaster” is “any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby” (Stafford Act, Sec. 102(2), 42 U.S.C. 5122(2)).

### ***Emergency***

Any incident, whether natural or human-caused, that causes loss of life, human suffering, property damage both public and private or severe economic and social disruption that requires responsive action to protect life or property.

Under the Stafford Act, an emergency “means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States” (Stafford Act, Sec. 102(1), 42 U.S.C. 5122(1)).

### ***Emergency Assistance***

According to the National Response Framework, emergency assistance is “assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional ‘mass care’ services provided at the local level are addressed. These services include:

- Support to evacuations (including registration and tracking of evacuees)
- Reunification of families
- Provision of aid and services to special needs populations
- Evacuation, sheltering and other emergency services for household pets and

service animals

- Support to specialized shelters
- Support to medical shelters
- Nonconventional shelter management
- Coordination of donated goods and services
- Coordination of voluntary agency assistance.”

### ***Emergency Medical Services (EMS)***

These are services, including personnel, facilities and equipment, required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition. This includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead. Further, emergency medical services specifically include those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

### ***Emergency Operations Center (EOC)***

An EOC is the physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., federal, state, tribal, regional, city, county), or by some combination thereof.

### ***Emergency Operations Center Staff***

The EOC staff is the group of individuals from different organizations designated to support the director of the EOC. The EOC staff positions may include Safety Officer, Liaison Officer, Public Information Officer, Operations Chief, Planning Team Leader, Logistics Team Leader, and Finance and Administration Team Leader.

On-scene ICs report to the Operations Chief in the EOC. The Operations Chief reports to the EOC Director.

### ***County Emergency Operations Plan (EOP)***

An EOP is an ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies and other resources available; and outlines how all actions will be coordinated.

### ***Emergency Response Leadership Team (ERT)***

A general definition of an ERT is a cadre of trained personnel responsible for the initial response to the scene of an emergency incident.

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As applied in this document, the ERT is the leadership group composed of the executive director of the TCTA and a senior operations manager from each of the signatory transportation agencies. This group provides collective leadership and oversight for the local area's emergency transportation management program including preparedness, prevention, response and recovery.

### ***Emergency Support Function (ESF or in California, EF)***

ESFs and EFs are used by the federal government and many state governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. They also use standardized resource management concepts such as typing, inventorying and tracking to facilitate the dispatch, deployment and recovery of resources before, during and after an incident. ESF-1 is Transportation.

### ***Evacuation***

This term describes the organized, phased and supervised withdrawal, dispersal or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

- A spontaneous evacuation occurs when residents or citizens in threatened areas observe an incident or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means and direction of travel are unorganized and unsupervised.
- A voluntary evacuation is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are not required to evacuate; however, it would be to their advantage to do so.
- A directed evacuation is a warning to persons within a designated area that an imminent threat to life and property exists and individuals must evacuate in accordance with the instructions of local officials.

See Tuolumne County's Evacuation Guidelines located in Appendix C: Evacuee Tracking, for specific levels of evacuation.

### ***Evacuees***

Evacuees are all persons removed or moving from areas threatened or struck by a disaster.

### ***Facility Manager***

This term describes the person(s) designated for each individual facility who is familiar with the physical layout and all operations at the facility, including the location and characteristics of any hazardous materials, procedures for utility and other service shut-offs, procedures to activate back-up power generators, and the location of critical records.

### ***Flood***

A flood is a general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

### ***Hazard***

This term describes a natural, technological, or human-caused source or cause of harm or difficulty.

### ***Hazardous Material (HAZMAT)***

A HAZMAT substance is any material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins and corrosive materials.

### ***Hazardous Material Response Team or HAZMAT Team***

A HAZMAT team is a group of trained response personnel operating under an emergency plan and appropriate standard operating procedures to control or otherwise minimize or eliminate the hazards to personnel, property and/or the environment from a spilled hazardous material.

### ***Household Pet***

According to FEMA Disaster Assistance Policy 9253.19, “[a] domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle, that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.” This definition is used by FEMA to determine reimbursable expense assistance where household pets are concerned.

### ***Incident***

An incident is an occurrence or event—natural, technological, or human-caused—that requires a response to protect life, property and/or the environment (e.g., major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response).

### ***Incident Command Post (ICP)***

The on-scene Incident Command Post is located near the incident, clearly marked and within the cold zone, if communication requirements can be met. In the event of multiple incidents, there may be multiple on-scene Incident Command Posts.

### ***Incident Command System (ICS)***

ICS is a standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure and designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small, as well as large and complex, incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

### ***Incident Commander (IC)***

The IC is the person responsible for all decisions relating to the management of an incident. The Incident Commander is in charge at the incident. The fire chief or the highest-ranking officer from fire services will normally be the Incident Commander in a fire event. A law enforcement or security incident warrants security or law enforcement command.

### ***Joint Information Center***

This center is a facility, separate from the EOC, established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies may locate at the Joint Information Center.

### ***Jurisdiction***

Jurisdiction has more than one definition. Its use depends on the context:

- A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g. city, county, tribal, state, or federal boundary lines) or functional (e.g., law enforcement, public health).
- A political subdivision (e.g. federal, state, county, parish, municipality) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

### ***Key Personnel***

Key personnel describes officials of local government and other agencies and organizations who have primary functional responsibilities.

### ***Liaison Officer***

In the EOC there will frequently be a Liaison Officer, whose job it is to coordinate with representatives from all the supporting agencies. This is a span of control issue that keeps the Incident Commander from becoming overwhelmed. There could also be a Liaison Officer at an Incident Command Post but that is less common. The Liaison Officer is part of the Command Staff.

### ***Logistics Section***

This section is the group that coordinates support for the Incident Commander to control the incident. There is also a Logistics Section located in an active EOC or DOC.

### ***Limited English Proficiency***

This term describes persons who do not speak English as their primary language and who have a limited ability to read, speak, write or understand English.

### ***Major Disaster***

This term describes any natural catastrophe (including hurricane, tornado, storm, flood, high water, wind-driven water, tidal water, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm or drought), or regardless of cause, any fire, flood or explosion, in any part of the United States or its territories which, in the determination of the president, causes damage of sufficient severity and magnitude to warrant major disaster assistance. This assistance comes under Public Law 93-288 as amended by P.L. 100-700, to supplement the efforts and available resources of states, local governments and disaster relief organizations in alleviating the damage, loss, hardship or suffering caused thereby.

### ***Mass Care***

Mass care describes actions that are taken to protect evacuees and other disaster victims from the effects of a disaster. Activities include mass evacuation, mass sheltering, mass feeding, access and functional needs support, and household pet and service animal coordination.

### ***Mass Casualty Incident (MCI)***

An MCI is any single-site multiple-casualty incident that overwhelms the capability of the initial response units. For further instruction on MCI events, refer to the County EOP annex devoted to this subject.

### ***Mitigation***

This term describes activities that provide a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

### ***Mutual Aid Agreement (MAA)***

These are arrangements between organizations, either public or private, for reciprocal aid and assistance in case of disasters too great to be dealt with unassisted.

### ***National Incident Management System (NIMS)***

NIMS is a set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector

to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

### ***National Response Framework (NRF)***

This document establishes a comprehensive, national, all-hazards approach to domestic incident response. It serves as a guide to enable responders at all levels of government and beyond to provide a unified national response to a disaster. It defines the key principles, roles and structures that organize the way U.S. jurisdictions plan and respond.

### ***Natural Disaster***

This term describes an act of nature, such as a flood, earthquake, tornado, etc.

### ***Nongovernmental Organization (NGO)***

An NGO is an entity with an association that is based on the interests of its members, individuals or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose and are not for private benefit. Examples of non-governmental organizations include faith-based charity organizations (FBO) and the American Red Cross.

### ***Operations Section***

This section is the group that performs all the operations directly applicable to mitigate an incident. This team consists of security/law enforcement, search and rescue, emergency medical services, fire, facilities management, etc. There is also a corresponding Operations Section in an EOC or DOC.

### ***Planning Section***

The Planning Section is responsible for determining the need of application of resources and determining the methods of obtaining and committing these resources to fill operational needs. A Planning Section is part of the Incident Command System and can be found in an EOC or DOC.

### ***Preparedness***

Preparedness describes the actions that involve a combination of planning, resources, training, exercising and organizing to build, sustain and improve operational capabilities. Preparedness is the process of identifying the personnel, training and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

### ***Prevention***

This term describes actions made to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved

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surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

### ***Protected Group***

This is a group of people qualified for special protection by a law, policy or similar authority. For example, Title VI of the Civil Rights Act of 1964 protects against discrimination on the grounds of race, color or national origin.

### ***Protection***

Protection describes actions to reduce or eliminate a threat to people, property and the environment. Primarily focused on adversarial incidents, the protection of critical infrastructure and key resources is vital to local jurisdictions, national security, public health and safety, and economic vitality. Protective actions may occur before, during or after an incident and may prevent, minimize or contain the impact of an incident.

### ***Recovery***

Recovery concerns the development, coordination and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

### ***Resource List***

This term describes the current list of all resources (equipment, personnel, supplies) that can be used by emergency services in response to local disasters/emergencies. For the purpose of this TEOP, this list identifies transportation vehicles and emergency transportation personnel from each signatory agency that would be responding in a transportation-oriented emergency.

### ***Resource Management***

This is a system for identifying available resources at all jurisdictional levels to enable timely, efficient and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual aid and assistance agreements; the use of special federal, state, territorial, tribal, and local teams; and resource mobilization protocols.

### ***Response***

Response involves immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.

### ***Risk Identification***

This is the process of finding, recognizing and describing potential risks.

### ***Risk Management***

This term describes the process of identifying, analyzing, assessing and communicating risk and accepting, avoiding, transferring or controlling it to an acceptable level at an acceptable cost.

### ***Safety Officer***

The Safety Officer reports to the Incident Commander on all matters related to the safety of those involved in the incident response. Each separate incident should have an "on-scene assistant safety officer" familiar with that type of operation. The emergency Operations Center and a Departmental Operations Center may also have an assigned Safety Officer, separate and apart from the Incident Command Safety Officer.

### ***Scenario-based Planning***

This is a planning approach that uses a hazard vulnerability assessment to assess the hazard's impact on an organization on the basis of various threats that the organization could encounter. These threats (e.g., wildfire, terrorist attack) become the basis of the scenario.

### ***Service Animal***

This term describes any guide dog, signal dog, or other animal individually trained to assist an individual with a disability. Service animals' jobs include, but are not limited to:

- Guiding individuals with impaired vision
- Alerting individuals with impaired hearing (to intruders or sounds such as a baby's cry, the doorbell and fire alarms)
- Wheelchair assistance
- Retrieving dropped items
- Alerting people of impending seizures
- Assisting people who have mobility disabilities with balance or stability

### ***Shelter in Place***

This term describes the recommendation for persons to remain indoors with doors and windows closed and heaters or air conditioners turned off.

### ***Staging Area (SA)***

An SA is a pre-selected location having large parking areas and covers for equipment, vehicle operators and other personnel; SAs can be a major shopping area, school, etc. The SA provides a base for coordinated emergency operations, assembly of persons to be moved by public transportation to reception jurisdictions, a rally point for mutual aid or a debarking area for returning evacuees.

### ***Standard Operating Procedure/Guideline (SOP)***

This term describes a reference document or operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

### ***State of Disaster***

This term is an executive order or proclamation by the local operational area that describes the nature of the disaster, designates the area threatened and the conditions that have brought about the state of disaster, and date of termination.

### ***Strike Team (for Transportation)***

When requests come from Incident Command or the Emergency Operations Center to transportation for evacuation vehicles or any emergency transportation resources, they are usually requested in terms of “strike teams.” A transportation strike team is composed of 5 buses. The requesting party will specify the size of the vehicles and number of passengers (seated, standing and/or number of spots for mobile devices). Strike teams may be created with vehicles from multiple transportation agencies. Once the vehicles and their drivers are dispatched to the appointed assembly or staging area, they become the responsibility of the strike team leader. In most cases, the strike team leader is from law enforcement, but can also be a member of the fire response team or from Caltrans.

### ***Technological Disaster***

This describes a disaster by other than natural causes (i.e., man-made).

### ***Termination***

Termination is the portion of incident management in which personnel are involved in documenting safety procedures, site operations, hazards faced and lessons learned from the incident. Termination is divided into three phases: debriefing the incident, post-incident analysis and critiquing the incident.

### ***Terrorism***

Terrorism is an activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

### ***Tornado***

A tornado is a local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds

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rotating about a hollow cavity or funnel. Winds can be as low as 65 miles per hour, but may reach 300 miles per hour or higher.

### ***Traffic Control Points***

These are places along evacuation routes that are staffed by law enforcement officials to direct and control movement to and from the area being evacuated.

### ***Transportation Agency Representative***

An Agency Rep assists the EOC (or, as mentioned, sometimes the ICP) as a representative for his or her agency. The rep's job is to help Incident Command understand what resources and capabilities they have, and what resources they need, in order to help support incident objectives. An Agency Rep also has the authority to allocate resources and personnel from their respective agency without having to go through channels. An Agency Rep is not part of Command Staff, but rather a special advisor to Command Staff typically through the agency Liaison.

### ***Transportation On-Scene Commander***

An On-Scene Commander is in charge of a particular resource - in the case of the TEOP, transportation resources. The Transportation On-Scene Commander would typically head the Departmental Emergency Operations Center (DOC) as the DOC Director, where the diversity of transportation-related agencies in Tuolumne County would work together to identify and dispatch the optimal resource(s) in response to mission assignments coming from the EOC.

### ***Vulnerability (or Risk)***

This describes the degree to which people, property, the environment, or social and economic activity—in short, all elements at risk—are susceptible to injury, damage, disruption or loss of life.

### ***Warning***

Warning is the alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.

## **10 Forms**

**ICS 214: Activity Log**

**ICS 218: Support Vehicle Inventory**

**ICS 205: Radio Communications Plan**







# **Appendix A**

## **Transportation Contact and Resources Inventory by Agency**

## Introduction

In evacuation situations, buses offer a vital service by moving large numbers of people to safer areas. Additionally, transit vehicles provide the opportunity to transport first responders and first responder resources to disaster sites and can provide other services, such as mobile heating or cooling stations for first responders or evacuees.

Having up-to-date transportation contact and resource lists is critical in times of crisis, be it an advance-notice emergency such as a slow-rise flood, a limited-notice event such as a wildfire, or a no-notice event such as an earthquake. In each of these cases, having a mobilization plan with transportation contact information and a reliable resource inventory makes all the difference.

When transportation is asked to support an evacuation, the contact information and transportation assets contained herein become invaluable tools from which to plan and initiate emergency transportation efforts. Therefore, it cannot be stated strongly enough that these sheets are to be updated every April and November to coincide with pre-fire and pre-winter preparedness activities.

The following contact and resource lists are confidential and therefore are to be distributed on a need-to-know basis. Until otherwise amended, these lists will be kept by:

- The designated Transportation On-Scene Commander or his/her designee
- The designated Transportation Agency Representative
- The TCTA Dispatch Office
- The OES Coordinator/County Administrator's Office/EOC
- A central location for ERT members
- The County Sheriff Dispatch

These lists are not to be shared more broadly without approval from the TCTA executive director or his/her designee.

**Confidential “Transportation Contact  
and Resource Lists” to be placed here**

## **Appendix B**

# **Tuolumne County Emergency Transportation Communications**

## Introduction

A key challenge facing emergency responders, including transportation providers, is interagency communication and coordination. The answer lies partially in an effective plan supporting interoperable communication - between responding transportation agencies and across disciplines and jurisdictions.

Whether communication systems are voice or data, public or private, wired or wireless, most emergency response agencies utilize more than one type of communication device during the course of a crisis. Transportation providers, for instance, have at their disposal two-way radios and cell phones for voice and data in certain areas while transportation dispatch centers use hardwired or wireless Internet communications, landline phones and cell phones. Integration of all forms of communication plays a vital role in determining transportation providers' success during an emergency event.

### **Emergency communications consists of three essential elements:**

1. **Operability:** The ability of emergency responders, such as emergency transportation personnel, to establish and sustain communication amongst themselves in support of a mission, such as evacuations.
2. **Interoperability:** According to the California Emergency Management Agency (Cal EMA), interoperability is "the ability of public safety emergency responders to communicate with whom they need to, when they need to, as authorized." This means that Incident Command personnel can communicate with all agencies responding to an event, which includes various emergency transportation providers.
3. **Continuity of Communications:** This is the ability of emergency response agencies to maintain communications in the event of damage to or destruction of primary communications infrastructure.

## Purpose

This document first intends to bring about greater awareness to transportation providers as to the many forms of communication available in times of emergency. Secondly, the focus shifts to moving toward radio communication operability. This appendix is intended to form a basis from which transportation providers come together to:

- Strategize
- Develop a plan for operability
- Form agreements and
- Find funding to accomplish operability goals

This appendix is intended to encourage transportation providers to begin thinking about alternative forms of communication, how they might operate in times of crisis, and what equipment enhancements may be needed including communication capabilities that would be beneficial to have on hand in times of disaster.

### Scope

The scope of this appendix is to provide transportation agency personnel with:

- An awareness of all the various forms of emergency communications that currently exist within the County
- A starting point from which to create transportation communications operability
- An understanding about mandates for interoperability, P25 compliance, narrow banding and what factors must be considered when moving toward interoperability
- A list of interoperability solutions

Communication resources detailed in this document include:

- Phones – Landline, Cell, Local Cellular Carriers, COW, Satellite, VoIP
- Interpretation Services
- Community Information Lines
- Citizen Phone Lines
- Changeable Message Sign Boards and Highway Advisory Radio
- Transportation Emergency Contact List
- The County’s Emergency Notification System: CityWatch
- TCTA GPS Tracking System
- Local Amateur Radio Volunteers (RACES, ARES)
- Local Radio Stations
- Other Communication (Internet-based) Resources
- Two-way Mobile or Hand-held Radio
- Moving Toward Operability and Interoperability

## 1 Phones – Landline, Cell, Local Cellular Carriers, COW, Satellite, VoIP

The telephone has been an important component in emergency response for many years, whether it is landline, cellular, satellite, voice or data-based.

Landlines provide dedicated service to areas that are geographically challenging for cell phones. They are also currently the only type of phone that the County's Emergency Notification System (ENS) can reach. Landlines are more vulnerable to weather-related events (heavy snow, wind, rain, flooding) and fires or earthquakes, due to their above-ground infrastructure in Tuolumne County.

Because most modern-day landline systems require electricity and power often fails during disasters, it is essential that each transportation provider have a simple rotary phone that can be plugged in when necessary. In this way, transportation can continue to send and receive landline calls when the electricity goes out, as long as the phone transmission lines themselves are still intact.

Cell phones provide mobility of service. However, in our mountainous region there are areas known as dead zones where cell coverage does not exist. Sometimes cell coverage is better than mobile radio and other times two-way radio works best. Having both types of communication devices available gives greater flexibility in sending and receiving communications in an emergency situation.

Additionally, cell services do “go down” when overloaded. This is a common challenge during emergency events. Another challenge of cell phones is recharging cell phone batteries during prolonged electrical outages. Therefore, having a battery-operated cell charger or a generator back-up system for each transportation provider's office becomes a vital resource in times of crisis.

Cell providers Local cellular carriers in the Tuolumne County area include AT&T, Golden State Cellular and Verizon (which roams on Golden State Cellular). Which cell carrier a transportation agency chooses should be based, at least in part, on the quality and quantity of coverage for the transportation agency's service area. Cell tower placement in our area is critical to optimal coverage. It is important to remain current on cell provider coverage because this does change over time with new placements or relocations of cell towers that could positively or negatively impact the ability to communicate effectively.

COW stands for “Cell tower On Wheels” and is a service of Golden Gate Cellular during emergencies or disasters. The COW is a portable cell tower that can be mobilized to any local area needing service such as at a downed cell tower location, at a no-cell service area, or where more surge capacity is required so first responders can use cell phones in an emergency situation. The Incident Commander and/or EOC director are instrumental in requesting this service from Golden State Cellular.

Satellite phones, mobile phones that connect to orbiting satellites instead of cell towers, offer another form of communication that may be effective for transportation providers during an emergency. These phones may be especially useful in times of natural disaster

## TEOP

when landline or cell phone infrastructure is damaged. Satellite phones provide similar voice and data services as cell phones. This type of phone has a connector for external antennas that can be mounted on a transportation vehicle such as a bus or on buildings such as a dispatch office. Spikes in call volume, which typically occur in emergency situations, can and do overload satellite phone networks.

Two different types of satellite services are currently available: Low Earth Orbit (LEO) and Geostationary Orbit. Geostationary Orbit offers a fixed position in the sky, utilizing only three to four satellites orbiting at an altitude of 22,000 miles above the earth. Mountainous areas and forests may block the signal for this type of satellite phone. LEO offers a much lower orbit to the earth by a constellation of many satellites to maintain coverage. However, calls may still be dropped when line of sight is lost.

Although the cost of either type of satellite phone has been greatly reduced over the past few years, they are still fairly expensive, with handsets costing between \$200 and \$1,000 each. These handsets are also proprietary, meaning that they are engineered to work only for a specific satellite network.

Voice over Internet Protocol (VoIP) is the delivery of voice communications and multimedia sessions over the Internet. With VoIP, voice, data and fax information can be sent and received via Internet rather than the standard copperwire landline telephone network. VoIP is also now available on many smart phones.

Many businesses are now opting for VoIP service because of the cost advantage – it is substantially lower than traditional landline phone service. But there are many reliability challenges in using this type of phone system that can be particularly acute in times of crisis. Transportation agencies are therefore warned of the shortcomings of this type of phone service.

Basically, VoIP is more susceptible to power failures and cyber attacks than traditional landline telecommunications. Network failure can isolate users from phone communication altogether. It is also a challenge to route calls through networked firewalls. There are often latency issues, (or lag time for sound to travel from one point to another) and the sound quality can become degraded with overloaded use. With congestion or system overload come problems where data can be lost. In times of emergency, it is difficult to locate VoIP callers geographically, and, as a result, route them to the nearest emergency call center.

Transportation providers are encouraged to choose phone systems wisely, keeping in mind everyday communication needs and also crisis communication requirements. The best choices are ones that give the widest array of options along with the least number of challenges.

## 2 Interpretation Services

Every transportation provider, at some point in time, has a need for interpretation or translation services for people with limited English-language proficiency and people with hearing impairments. Not having a service available could occasionally present life-safety concerns, and could also open an agency to civil rights lawsuits. As such, interpretive services are recommended for Tuolumne County transportation providers.

Many services are available via phone. Some provide service by charging a monthly contract amount, which is usually more cost effective for heavy users. Others only charge when services are rendered, typically in a three-way call between the transportation provider, the rider and the translator. These services are usually billed by the minute, which is more cost-effective for infrequent users.

People with limited English-language proficiency are well served by phone interpreter services such as Tele-Interpreters and Language Line. However, hearing impaired individuals may require live or video-remote sign language interpreters.

In times of emergency, Tuolumne County Department of Social Services (DSS) supports the American Red Cross in opening shelters. DSS has access to individuals in the community who can serve as sign language communicators. Other suggestions include training transportation staff to make use of other methods of communications such as pictograms for limited English proficiency (LEP) or having access to pen and paper for the hearing impaired.

## 3 Community Information Lines

When a crisis or emergency event is unfolding, the County often puts recorded messages up to five minutes long on their multi-call capacity Community Information Line at 533-6392. This helps keep emergency call lines such as the Sheriff Dispatch line, open for emergency responders to communicate with each other.

Evacuation information is one type of emergency event where the County would utilize the Community Information Line. Community members wanting emergency information can call this line to get timely updated information. Transportation providers can access this line to get the most current information, and can also work with the County to provide essential emergency transportation information. It is recommended that transportation providers post this phone number in conspicuous areas such as dispatch and onboard vehicles, after confirming that it has been activated.

## 4 Citizen Phone Lines

Citizen phone lines are set up in the County Emergency Operations Center (EOC) specifically to take on the extra call volume when an emergency event is unfolding or continuing. Phone lines are set up to take calls from concerned citizens wanting more information in a two-way conversation. The phone numbers are given out over the local radio stations at the time of the event, after the phone lines have been established.

Typically, the Community Services Unit, a volunteer group from the sheriff's office and/or by the local volunteer amateur ham radio operators, run the citizen phone lines. These volunteer phone operators provide only authorized information to the community and are supervised by the Public Information Officer (PIO) assigned to the event. Transportation providers can provide essential emergency transportation information by working through the County PIO.

## **5 Changeable Message Sign Boards and Highway Advisory Radio**

Caltrans and the California Highway Patrol (CHP) have two ways of providing advisory or emergency notification to drivers on state highways: through changeable message sign boards (CMS) and through highway advisory radio (HAR).

CMS Boards are electronic traffic signs used on highways to give travelers information about unusual events that may be weather or emergency-related. In Tuolumne County, these signs are located at the following points:

- On Highway 49 at Moccasin
- On Highway 120/108 at the Yosemite Junction
- On Highway 120 at Buck Meadows
- On Highway 108 at Soulsbyville

HAR stations are often placed near CMS boards. These radio stations are licensed AM radio stations designed to provide bulletins to travelers regarding traffic or weather-related advisories.

## **6 Transportation Emergency Contact List**

TCTC executive staff, County Office of Emergency Services (OES) staff and sheriff dispatch staff are the designated recipients of the confidential transportation emergency contact list. This list is to be updated twice per year, at a minimum: in April, before fire season and in November, before winter.

## **7 The County's Emergency Notification System: CityWatch**

CityWatch is the proprietary name of the emergency notification system (ENS) used by the County. When a crisis emerges such as a wildfire that threatens a populated area, either OES staff or the sheriff's office authorizes launching the ENS.

There are two different ways to launch this system: through mapping or through lists. Mapping enables the County to notify all residents and businesses with landline phones in a specific geographic area about the situation at hand. The list can also be used to notify first responders, including transportation providers, of when and where to report. For both types of uses – mapping or call out lists – the ENS works rapidly, utilizing many phone lines to get the word out quickly for events such as evacuations and tactical mobilization.

To utilize the mobilization function, phone and email lists are organized on a specialized Excel spreadsheet. These lists, categorized by agency and function, are given to the OES

coordinator to upload into the system. The Transportation ERT should contact the OES coordinator for more specific direction about having agency personnel notified via CityWatch for transportation call out.

## **8 TCTA GPS Tracking System**

TCTA is in the process of acquiring a GPS-capable tracking system for its buses. This satellite tracking technology and advanced computer modeling will allow TCTA to track vehicles on their routes.

In addition to supporting day-to-day operations, this technology will give emergency managers the ability to ascertain the exact location of any vehicle equipped with this technology.

## **9 Local Amateur Radio Volunteers (RACES, ARES)**

Tuolumne County has a fairly active amateur ham radio club that volunteers in times of disaster and during emergency drills. When all other communication systems fail, ham radio is there to fill in the gap. Volunteer ham radios are used to communicate with the outside world and operators are also deployed with two-way hand-held radios to shadow emergency responders should their communication systems fail. This group trains often and is well equipped to lend their support in emergency communications when called upon. Their contribution to effective emergency communications is significant.

## **10 Local Radio Stations**

Some of the most helpful and reliable emergency communications are transmitted via the following local radio stations:

- KVML AM 1450
- KKBN FM 93.5
- KZSQ FM 92.7
- KOSO FM 92.9 (Modesto - also the local EAS station)

Radio stations can provide information ensuring that the public understands what emergency transportation is available and how to access it. Whenever possible, emergency transportation information provided to radio stations should be coordinated through the Transportation DOC and the County PIO to ensure consistency and accuracy of messages.

During emergencies, radio stations can also be an important source of information for essential transportation personnel. As such, the ability to tune into a local radio station from either dispatch or a vehicle is essential. On-board emergency kits and transportation dispatch offices should therefore be equipped with battery-operated AM/FM radios, along with replacement batteries.

## 11 Other Communication (California Internet-based) Resources

Resource	URL
<b>Emergency Text Message Alerts</b>	California does not currently support Emergency Text Message Alerts.
<b>Twitter – Cal EMA</b>	<a href="http://www.twitter.com/calema">http://www.twitter.com/calema</a>
<b>RSS Feeds</b>	<a href="http://feeds.feedburner.com/CdphNewsRoom">http://feeds.feedburner.com/CdphNewsRoom</a>
<b>Facebook - TCTC</b>	<a href="https://www.facebook.com/TuolumneCountyTrans">https://www.facebook.com/TuolumneCountyTrans</a>
<b>Facebook - Cal EMA</b>	<a href="http://www.facebook.com/californiaema">http://www.facebook.com/californiaema</a>
<b>NOAA Weather Radio for California</b>	<a href="http://www.nws.noaa.gov/nwr/Maps">http://www.nws.noaa.gov/nwr/Maps</a>
<b>National Weather Service Watches, Warnings and Advisories</b>	<a href="http://www.weather.gov/alerts-beta/ca.php?x=1">http://www.weather.gov/alerts-beta/ca.php?x=1</a>
<b>California Emergency Management Agency</b>	<a href="http://www.oes.ca.gov">http://www.oes.ca.gov</a>
<b>Situation Report</b>	California does not currently support Situation Reports.

## 12 Two-Way Mobile or Hand-Held Radios

Most transportation providers operating in the County carry two-way mobile or hand-held radios on board, which allows for communication between the vehicle and agency dispatch. It is not currently known if communication is possible between the various transportation providers when there is a need to do so, such as during times of disaster or an emergency event.

Lack of interoperability between transportation providers can be the result of outdated equipment, limited availability of radio frequencies, and/or a lack of interagency planning and coordination. In an effort to address this issue, Project 25 (P25) was established in North America to tackle the need for common digital public safety radio communications standards for emergency response personnel. The goal of P25 is to enable emergency responders to communicate with each other to achieve enhanced coordination, a more timely response and effective use of communications equipment.

P25 compliant radio systems:

- Are being adopted and deployed in many types of agencies and levels of emergency response: local, regional, state and federal
- Is a desired goal, but not necessarily required, when radios are funded through Homeland Security grants

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Can communicate in analog mode (with legacy radios) or digital mode  
Utilize the proprietary improved multi-band excitation (IMBE) and advanced multi-band excitation (ambe+2) to encode or decode analog audio signals  
May be used in conventional mode where two radios communicate through a repeater or base station; where traffic is automatically assigned to one or more voice channels by a repeater or base station; or in “talk around” mode between two radios without any intervening equipment

For more information on P25 radios and compliance, go to:  
[http://www.p25.com/images/pdf/p25\\_training\\_guide.pdf](http://www.p25.com/images/pdf/p25_training_guide.pdf)

Another effort addressing interoperability is two-way radio narrowbanding. This refers to a Federal Communications Commission (FCC) Order 04-292A1 issued in 2004 requiring all private land mobile radio services (VHF 150-174 MHz and UHF 421-512 MHz) licensees operating legacy wideband (25 kHz bandwidth) voice or data systems to migrate to narrowband (12.5 KHz bandwidth) systems by Jan. 1, 2013. After this deadline, the FCC will not grant applications for new voice operations or applications to expand the authorized contour of existing stations that use 25 kHz channels. Only narrowband authorizations will be granted. Also, the FCC will prohibit the manufacture or importation of new equipment that operates on 25 kHz channels. This will reduce the availability of new equipment for legacy radio systems and will affect how agencies maintain and upgrade older systems.

For a resource guide on narrowbanding go to: <http://www.narrowband.us>

Operability, like interoperability, is not achieved in a vacuum. It requires effective governance; standardized operating procedures; common planning, cooperation and coordination; and appropriate exercise and training on communication devices.

### **13 Moving Toward Operability and Interoperability**

To become interoperable, the first task is to determine the types of equipment utilized by transportation agencies. Since most all transportation providers in Tuolumne County utilize Columbia Communications, Inc. to install and maintain their radio equipment, this company’s expertise and advise was sought to address the matter. To begin, here is a description, by organization, of the various types of radio systems employed in this County.

#### **Tuolumne County Transit**

The County’s Transit Agency uses a narrow banded system called Moto-TRBO, a Motorola digitally formatted VHF system that is time division multiple access (TDMA). TDMA is a channel access method for shared medium networks. It allows several users to share the same frequency channel by dividing the signal into different time slots. The users transmit in rapid succession, one after the other, each using its own time slot. This allows multiple stations to share the same transmission medium (e.g. radio frequency channel) while using only a part of its channel capacity. This is the good news.

## **TEOP**

The bad news is that others can't talk on this system unless they, too, have TDMA. However, these radios can have other analog frequencies (or subscriber units) programmed into them, allowing for both sending and receiving. To accomplish this, there has to be specific permissions given and then a couple of hours of programming for the opportunity to monitor or talk back on these frequencies.

Columbia Communications, Inc. maintains the County transit's radio system.

### **The County's Kindergarten through 12<sup>th</sup> grade schools**

The schools are currently in transition. They are in the process of migration to narrow banding. Most all schools will be using narrow banded UHF by the end of 2012 due to changes in FCC regulations. The schools utilize a trunk system known as logic trunk system (LTR), which allows them to be independently operated, yet also permits for them to be able to communicate as a group.

Summerville Elementary is the only school that operates a simplex signal from one radio to another, without the use of towers. It is unknown when they will complete an upgrade to their system.

All K-12 schools in the County employ Columbia Communications, Inc. to upgrade and maintain their radio systems.

### **WATCH Resources, Inc.**

The WATCH program uses a UHF LTR trunking system that is managed by Columbia Communications.

### **Tuolumne Band of Me-Wuk Indians/Black Oak Casino**

The Black Oak Casino buses also use a UHF LTR trunking system, but it is not managed by Columbia Communications.

### **Tuolumne County Ambulance**

Currently, the County ambulance operates on a UHF and VHF analog system, but they are in transition. In 2013, the ambulance may migrate to using only VHF. However, right now, with a couple of hours worth of programming work, transit bus drivers could have two-way communication through the ambulance VHF Med Net radio.

### **Columbia Community College**

The community college has no radio installed in their shuttle bus. There are currently some old UHF two-way radios available for use. College security is working on acquiring two programmable Bendix King VHF radios, which are the same type that CalFire uses. Also, they hope to secure a call sign for the college from CalFire so they can be notified by CalFire dispatch in times of fire-related emergencies.

### **Operability Solutions for Transportation Providers**

Transportation providers in the County use a mixture of VHF and UHF frequencies. The following are some options that should be thoroughly vetted with the ERT and all transportation providers before moving forward.

**Solution 1:** A “bridge” can be employed to link VHF and UHF frequencies. The County owns one of these and it belongs to the sheriff’s department. It is a portable radio unit, usually only deployed in emergency situations. Known as a JPS Ratheon portable interoperability box, it is housed in a trailer that can be moved to a mountaintop that best suits the situation for communications. This bridge would have to be programmed in advance to link all the frequencies in a way where the transportation agencies could all speak to one another. If there is interest in utilizing this option, it will also be necessary to gain approval from and work with the sheriff in all planning and programming efforts.

**Solution 2:** If the sheriff’s portable bridge is not available as an option, transit agencies could combine their resources (or find grant funding) to purchase a new portable interoperability box and either mount it in a trailer or mount it on a mountaintop near an existing radio tower.

**Solution 3:** For the schools to become interoperable with each other, they will need to reprogram their radios to add other schools or other UHF frequencies like the WATCH program or casino buses. A specific new frequency can be leased for a nominal flat monthly fee from Columbia Communications, to be used only in times of emergency. There is also a cost for adding this emergency frequency to each school bus. If this option is of interest, a fully itemized quote should be obtained, detailing all costs involved. A decision would also have to be made outlining who pays for the monthly emergency frequency costs.

**Solution 4:** A UHF LTR bay station could be purchased and installed for each of the two TCTA dispatch operators to be used in times of emergency. These bay stations would then be programmed with the same emergency frequency as provided for the schools (in Solution 3). In this way the transit dispatch could communicate with the schools and any other transportation provider with the UHF pre-programmed emergency frequency. Transit dispatch personnel would then have to relay information by communicating with transit bus drivers on their VHF frequency.

**Solution 5:** Another option lies in each transportation provider obtaining a hand-held two-way radio for each vehicle that can be programmed with a common VHF frequency tactical channel from which all transportation providers can tune to in times of emergency. This solution could become costly for those organizations that have large fleets.

## **TEOP**

The complexity and variety of radio systems utilized by transportation providers in the County makes emergency transportation communications a challenge, but not an impossibility. All transportation providers can one day communicate in times of disaster if they take the time now to strategize together, work with a communications firm that will provide practical solutions at an affordable cost, and obtain funding to accomplish the goal of interoperability.

# Appendix C

## Evacuee Tracking

## Introduction

During disasters, people with disabilities, older adults, and others with access and functional needs (AFN) suffer disproportionately. This appendix to the Tuolumne County Transportation Emergency Operations Plan (TEOP) serves as a guidance tool for transportation agencies in developing roles and responsibilities to track evacuees transported as part of a coordinated response to an emergency.

## Purpose

The Evacuee Tracking Appendix provides a method of maintaining accountability for evacuees transported by public transportation systems during an emergency evacuation. This appendix will be used in conjunction with the TEOP as well as the County EOP when an evacuation order is issued.

## Scope

The scope of this appendix is to:

- Establish the criteria under which the TEOP transportation agencies will respond to an evacuation order
- Establish a tracking system to ensure accountability for all evacuees transported on public conveyance

## Roles/Responsibilities

Following an official evacuation order, TEOP transportation provider agencies will assist local emergency managers and law enforcement in the safe and orderly movement of:

- People to and from pre-determined assembly points and/or shelter locations
- People, who must have minimal baggage including animals that must be in enclosed carriers
- Vehicles and supplies to needed points as directed by Incident Command (IC)

Following are common evacuation roles and responsibilities for each transportation position (these lists are illustrative, not exhaustive, and should be expanded through drills and exercises):

Transportation managers:

- Determine if there is a need to suspend normal service and take necessary steps to communicate decisions to staff, passengers and media
- Initiate staff call out for the purpose of surge capacity, when necessary
- Communicate to staff their responsibilities and the expectation of the organization

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- Assign transportation emergency response positions according to ICS i.e. Safety, Public Information Officer (for transportation), Planning, Logistics and Operations
- Develop staffing plans to sustain operations

### Transportation Dispatchers:

- Maintain communications with vehicle operators, sharing information such as road conditions, road closures and evacuation routes established by Incident Command staff
- Provide periodic situational updates to the DOC Director/Transportation On Scene Commander
- Ensure vehicles are inspected, fueled and ready for service

### Transportation Drivers:

- Ensure vehicles are inspected and fueled
- Provide safe transportation of evacuees following normal operational procedures
- Maintain records of evacuees transported, and mileage from origin to destination (unless there is a transportation monitor aboard)
- Communicate to dispatch:
  - Road conditions
  - Assessments of surroundings including all potentially dangerous conditions
  - Any route deviations required by law enforcement/first responders on the ground

### Transportation Monitors:

- Maintain records of evacuees transported, and mileage from origin to destination
- Assists evacuees with boarding and deboarding, securement of personal belongings, service animals and or pets
- Provide a safe environment inside the vehicle, e.g. no tripping hazards in aisle, packages are secured properly
- Respond to requests from driver and/or evacuees
- Ensure a calm orderly environment onboard the vehicle by keeping noise to a minimum
- Encourage all passengers to stay seated and secured while the vehicle is in motion

## Operations: Evacuation

Tuolumne County has three types of evacuation warnings. Implementation of each one is dependent upon the actual or potential danger to the affected population as determined by the EOC. The flow of evacuation information is to follow chain of command, and will be passed to the Transportation On-Scene Commander by the Law Branch/Evacuation Group (as noted in the 2012 Co EOP, in the event that mass evacuations are necessary.

### **In Tuolumne County, the three types of evacuation are:**

**1. Evacuation Advisory:**

Issued to the media to alert the public to potential evacuation orders. The advisory will contain general information on how to prepare for an evacuation.

**2. Evacuation Warning:**

Issued when an evacuation order is imminent. It includes the specific geographic area that may be evacuated and procedures to be followed.

**3. Evacuation Order:**

Issued when there is an immediate threat to life and/or property. The evacuation order identifies the specific geographic area to be evacuated and procedures to be followed.

During evacuations, the safety of drivers and passengers is a first priority. At all times, drivers and dispatchers are to be aware of roadway closures and restrictions resulting from hazardous conditions. This can be addressed through normal agency procedures as well as intelligence provided to the Transportation DOC by the County EOC, drivers and other channels.

Dispatchers are responsible for continuous status updates on a wide variety of situations: roadway conditions, weather updates, and/or other emergency information that will protect drivers and passengers from disaster hazards. Particular attention is to be given to electric and other utility outages, since persons with disabilities may be dependent on the availability of these services for daily medical needs. The dissemination of these updates is to be conveyed through channels to the County Office of Emergency Services per DOC protocols.

Field checklists placed in each vehicle should be used to guide the evacuation process. Many of these items can be included in advance with transportation agency accident packets. Checklist items may include, but are not limited to, the following:

- Driver identification (ID)—name, contact information—and credentials
- Location of staging areas

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- Location of vehicle keys and back-up keys
- Emergency contact for drivers and format, e.g. citizens' band (CB) radio, push-to-talk radio, and emergency frequencies for radio communication
- Dispatch contact information and alternate mode of communication identified should normal communications go down
- Route maps and alternate route maps (if available)
- An evacuee list template for each vehicle that can be completed by an onboard monitor assigned to each vehicle. See the two evacuee tracking forms located at the end of this appendix. One is to be used for "No Notice" evacuations and the other is to be utilized for planned evacuations
- Onboard monitors should be identified and trained prior to using their valuable services. Personnel from human service-oriented organizations such as: Drail, Area 12 Agency on Aging, County Social Service Disaster Service Workers, Red Cross, faith-based organizations and other volunteer agencies make great partners to accompany the drivers as onboard monitors
- Shelter locations and types, e.g. general population, which includes people with disabilities and access and functional needs populations, medically fragile, pet-friendly)
- A pad of paper and pen(s) to use to communicate with deaf or hearing impaired evacuees
- Specialized equipment required, e.g. wheelchair lifts, foreign language information and universal graphic signage soon to be available through the National Academy of Sciences Transportation Research Board
- Fuel locations
- Instructions for breaks and shift changes
- Local information sources, e.g. highway advisory radio (HAR)
- Point-of-contact for rumor control (to verify road closures or shelter changes that may be announced by the media or purported by evacuees)

### **Evacuation Staging Areas**

The staging areas as listed in the County EOP are:

- MotherLode Fairgrounds, Sonora
- Black Oak Elementary School, Twain Harte
- Belleview Elementary School, Cedar Ridge
- Wal-Mart parking lot, Sonora

In addition to the staging areas listed in the County EOP, here are some other suggested areas that may lend greater opportunity for large vehicle space, and outreach to a wider segment of the population in outlying communities:

- Don Pedro – Hacienda
- Standard Park or Sierra Bible Church parking lot
- Mary Laveroni Park in Groveland
- Townsite of Tuolumne – Memorial Park area
- Columbia Airport parking lot
- Dodge Ridge parking lot (non-winter seasons)

Refer to Appendix G: SOP for Managers for a group worksheet which may prove helpful in identifying up to ten or more staging areas in the County.

### **Transportation Vehicle Video Systems**

Most school district buses and Tuolumne County Transit Agency vehicles have onboard video systems. These can be used to track and identify all passengers who are being evacuated to a shelter or who are being returned home or to another identified location. They are supplemental to the onboard monitor paperwork used to track all evacuees, and add a visual, physical component to assist in identifying who was evacuated, if the need ever arises.

- TCTA drivers will need to activate their system manually
- Area school buses have a policy for continuous recording

### **Hearing Impaired Passenger Assistance**

Besides utilizing a pad of paper and a pen to communicate event specific instructions with hearing impaired evacuees, transportation providers may want to equip their buses with universal signs for emergencies.

FEMA is currently working on a project that will produce universal signage, using only graphics, which can be understood by most cultures no matter what language is spoken. These signs should become available in early 2013.

Dawn Sign Press, publisher of American Sign Language materials, has also published a very helpful pamphlet entitled: 100 Signs for Emergencies (ISBN: 978-1-58121-094-1). These are available for purchase on their website: <http://www.dawnsign.com> for a nominal cost of \$20 for 50 copies.

### **Evacuation Policies to Consider and Institute**

There are numerous considerations that emergency transportation providers will encounter in the face of an evacuation. Many of these can be discussed and decided upon through the group process before a crisis takes place. Most of the following considerations can be meted out and instituted as protocol/policy well in advance:

- 1) Durable medical equipment: What can/will be carried on emergency vehicles? Detail how will this be done safely.
- 2) Pet policy: Which types of pets will be allowed onboard during an evacuation and how will they be transported? (e.g., on leash, crated, muzzled, etc.)
- 3) Pet Policy: Which types of pets will not be allowed onboard during an evacuation?
- 4) Service Animals: What direction would you give those who require service animals? Which types of animals meet the test of a bona-fide service animal and what are some of the examples of animals that don't meet the criteria?
- 5) Onboard Monitors: Will transportation providers identify and train a cadre of monitors in advance, or will they volunteer and be trained as the emergency arises?
- 6) Call out strategies to mobilize staff: Will the ERT use various phone trees provided by the transportation providers, or will they request annual uploading of emergency contact lists to the County's Emergency Notification System through the OES Coordinator?
- 7) Evacuee Accountability: When dropping off evacuees to the shelter(s), what policy can be instituted to assure shelter personnel assume responsibility for all persons received through the mass transportation evacuation process?

### **Tracking Methods Utilized by Others**

There are many different types of evacuee tracking systems on the open market, from very basic to high tech. The primary purpose of an evacuee tracking system is to monitor the movements of people who require evacuation assistance so that every person is transported to a safe and appropriate location without anyone slipping through the cracks. Some of the more sophisticated systems are similar to those used by overnight package delivery services whereby "packages" are uniquely identified, bar-coded and their whereabouts reported to the central database each time they are moved. The same idea is behind some of the more elaborate evacuee tracking systems.

However, people are more difficult to track than packages. They may leave a shelter on their own initiative without letting anyone know, they might insist on waiting in a certain location where they know family members will be gathering, they could remove their identifying tags or they may suddenly go from a safe shelter to being in urgent need of medical care.

For an example of a high tech bar-coding evacuee management system, go to Disaster Management Systems, Inc. at <http://www.triagetags.com>.

## TEOP

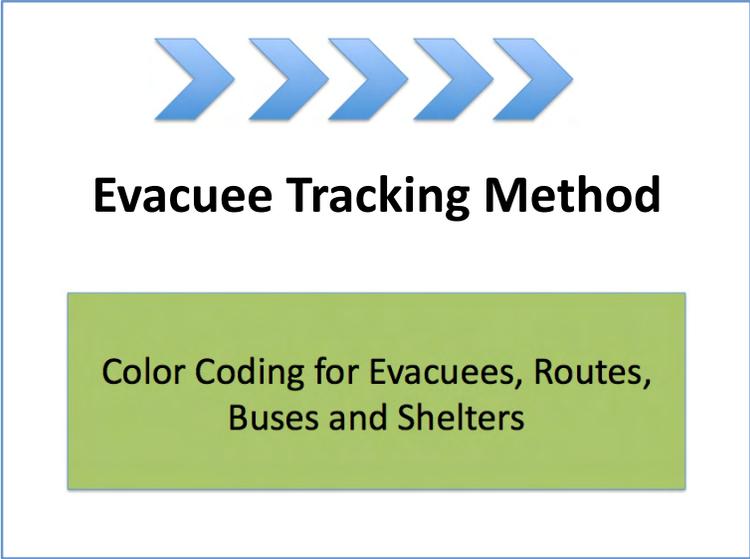
Additionally, an excellent five-minute video explains how this system works on YouTube at <http://www.youtube.com/watch?v=UMGVAEcR9B8>.

Even the simplest evacuee tracking system is better than no system at all. Here is a low-tech system that can be employed until funding and consensus is reached for a more refined system.

In an emergency event, as County OES identifies evacuation routes and shelter locations and communicates those to emergency transportation providers, evacuee tracking forms are distributed to evacuees (see a sample at the end of this appendix). These forms will be printed on colored paper, with each form corresponding to an assigned evacuation route, and that same color matched to bus and shelter locations. Corresponding colored construction paper (or even water-based paint), is to be placed inside bus windows, near the passenger-boarding door and on each side of a vehicle provide easy recognition.

Evacuees will be issued colored wristbands to coordinate with color-coding of evacuation routes, buses and shelter locations. Matching colored construction paper posted at shelter locations to direct passengers during the shelter registration process will aid in keeping evacuees close to their neighbors during their stay at the assigned shelter location.. It provides a level of comfort and familiarity for evacuees during shelter stays. This method may also aid shelter staff and transportation officials to better manage the demands of re-entry.

**Illustration of Evacuee Tracking Method**



**Evacuation Route Signage**





## Evacuee Accountability

(Example of wristband)



### Evacuee Assembly Point

At the point of origin, whether it be a residence or a general population assembly point, an evacuee is issued a colored wrist band upon the boarding of the vehicle. This color wristband corresponds with the route color and shelter location color. This method is pre-determined during the planning process before evacuations are executed.

Wristband vendors:

<http://www.nationalticket.com/wristbands/Plastic-Wristbands.asp>

<http://www.wristbandexpress.com/>

3

## Evacuee Bus Assignment

Evacuee wristband



Corresponding colored construction paper placed on vehicle for identification

# Evacuee Shelter Identification

Evacuee wristband



# Putting it All Together



- Evacuee wristband



### Evacuee Tracking Form for a "No Notice" Evacuation

Pick-Up Address: \_\_\_\_\_  
\_\_\_\_\_

Odometer Reading: \_\_\_\_\_

# Of Passengers: \_\_\_\_\_ (total)

Drop Off Address: \_\_\_\_\_  
\_\_\_\_\_

Receiving Party Name \_\_\_\_\_

Odometer Reading: \_\_\_\_\_

First Name: \_\_\_\_\_  
Last Name: \_\_\_\_\_  
DOB \_\_\_\_\_

## Evacuee Tracking Form For Planned Evacuations (Side One)

**Personal Information:**

Name: \_\_\_\_\_

Address: \_\_\_\_\_ City \_\_\_\_\_

DOB: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Outside Contact: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Male  Female

Under 18  Guardian Name: \_\_\_\_\_

**Comments:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Disabilities:**

HEARING IMPAIRED  VISUALLY IMPAIRED  COGNITIVE

MOBILITY IMPAIRED  DURABLE MED EQUIP  \_\_\_\_\_

PET (circle)? Y/N SERVICE ANIMAL (circle)? Y/N CARRIER (circle)? Y/N

If yes circles – Give description (e.g., Black Lab dog) \_\_\_\_\_

---

**Personal Belongings (list):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Vehicle (circle) :** BUS - SCHOOL/TCTA/CASINO TAXI AMBULANCE OTHER: \_\_\_\_\_

**Vehicle Operator/Driver Info:**

Name: \_\_\_\_\_

Agency Name: \_\_\_\_\_

**Evacuee Tracking Form  
For Planned Evacuations (Side Two)**

**Name of Evacuee:** \_\_\_\_\_

**Destination:** Red Cross Shelter  Other  \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Facility Name:** \_\_\_\_\_

**Shelter Person Receiving Evacuee:**

**Name (print)** \_\_\_\_\_

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

**Time:** \_\_\_\_\_ **AM/PM**    **Date: (Month/Day/Year)** \_\_\_\_\_

**Address of Shelter:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Phone Number:(\_\_\_\_\_)** \_\_\_\_\_

**Contact Info:** \_\_\_\_\_

**PHOTO of EVACUEE (if available):**

## Emergency Transportation Evacuation Field Check List

Driver Name: \_\_\_\_\_

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

Address: \_\_\_\_\_

Home Phone:(\_\_\_\_\_) \_\_\_\_\_ Cell: (\_\_\_\_\_) \_\_\_\_\_

**Staging Areas:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

Location Of Vehicle Keys: \_\_\_\_\_

Location Of Back-Up Keys: \_\_\_\_\_

Emergency Contact For Drivers: (Ex. 800 #, Cell, Ham Etc.)

---

**Fuel Locations:**

Vendor Name	Vendor Address	Phone #	After Hrs. #	Avail. Fuel Types

Dispatch Point Of Contact: \_\_\_\_\_

Alt. POC For Dispatch: \_\_\_\_\_

Local Information Sources: \_\_\_\_\_

**Radio Stations:**

- KVML AM 1450
- KKBN FM 93.5
- KZSQ FM 92.7
- KOSO FM 92.9 (Modesto - Also local EAS station)

# **Appendix D**

## **Evacuee Re-entry**

## Introduction

When evacuation orders are lifted, evacuees are anxious to return home. This TEOP appendix offers an overview of roles and responsibilities for Tuolumne County-area transportation during re-entry.

## Purpose

This appendix is designed to support an inclusive and orderly return to evacuated areas once Incident Command has determined that re-entry is safe.

## Scope

This plan serves to guide Tuolumne County transportation agencies during re-entry including the following essential roles and responsibilities:

- Facilitate the safe and orderly movement of evacuees back to their homes or to alternate housing
- Provide accountability for all evacuees transported on public conveyance
- Properly document costs so that emergency transportation agencies may be eligible for disaster relief assistance

Since it is such an interdisciplinary concern, the transportation ERT will coordinate with Tuolumne County Office of Emergency Services, the American Red Cross, Tuolumne County Human Services Agency, law enforcement, and other responding agencies on re-entry planning and exercises.

## Roles/Responsibilities

Once Incident Command determines that re-entry is safe, Tuolumne County transportation agencies will assist in the safe and orderly movement of people back to their places of residence or to temporary shelters.

Here are some examples of typical roles and responsibilities for essential transportation positions (this list is illustrative, not exhaustive, so should be assessed and augmented through exercises):

### Transportation managers

- Obtain details via Incident Command about re-entry
- Send transportation staff out for a visual inspection of re-entry areas
- Coordinate with shelter management regarding logistics and systems for re-entry, etc
- Acquiring copies of evacuee sign-up sheets for re-entry from shelters
- Communicate to staff their respective responsibilities and expectations of the organization

## TEOP

- Communicate re-entry service level status to media, passengers and staff

### Transportation dispatch personnel

- Maintain communications with vehicle operators, sharing information such as road conditions, road closures and re-entry routes established by Incident Command
- Maintain communication with the DOC/On Scene Commander regarding response operations
- Ensure vehicles are inspected, fueled and ready for service

### Transportation drivers

- Ensure vehicles are inspected and fueled
- Provide safe transportation to people returning to evacuated areas
- Maintain records of people transported, mileage, and locations
- Communicate to dispatch:
  - Road conditions
  - Assessments of surroundings, communicating all potentially dangerous conditions
  - Any evacuation route deviations by law enforcement or first responders on the ground

## **Issues to be Addressed Before Re-entry**

Conduct or collect daily situation status updates on road conditions, shelter locations, congregate residential care facilities (CRCFs) and movement of evacuees. This information can be obtained through the EOC. Bear in mind:

1. **Road Conditions:** Road conditions can change often. While emergency road operations usually push debris to the roadside, all roads will not necessarily remain open nor should they be used. Damage may have occurred to roads, bridges, and overpasses. Damage assessment processes may be ongoing for some time and transportation agencies should be part of the information flow from the responsible agencies handling road conditions. These agencies include the public works division of the County, Community Resources Agency, California Department of Transportation (Caltrans), CHP via dispatch to Caltrans and/or the County engineering department.
2. **Shelter Locations:** Shelters can close rapidly and often consolidate their populations. Transportation agencies may be called upon to transfer evacuees from one site to another. Close coordination between transportation and shelter operations is essential. Mapping shelter locations can be very helpful, and such maps may also be available from the shelter branch of the County EOC.
3. **People with Disabilities and others with Access and Functional Needs (AFN):** Shelter and CRCF managers will give periodic updates to the EOC. These updates will include the number of shelter residents and the number and kinds of

disabilities that require special accommodation. This information enables transportation agencies to plan for which types of vehicles to service and deploy to assist with re-entry.

4. **Transportation Agency Representative:** This rep should conduct periodic telephone briefings with shelter and CRCF managers hosting displaced populations in order to accurately prepare for re-entry.

During the period between the opening and closing of a shelter, transportation providers may undertake a number of tasks including:

Debriefing with staff regarding their evacuation experiences and recommendations for improving re-entry procedures

Participating in briefings with staff representing shelters, CRCFs and other locations hosting evacuees to identify issues/concerns

Encouraging staff to rest and recover from what may have been long work hours and develop staffing plans to support re-entry

Cleaning and servicing vehicles including decontamination procedures as needed

Repairing damaged vehicles and/or conducting routine maintenance

Re-stocking key supplies and equipment for transportation including tires, gasoline, and communication materials, and replacing batteries for flashlights, strobes, medical equipment and other safety items

Checking the first-aid kit and replacing materials that were used

Monitoring and tracking changes in the number and kinds of transportation requests; retaining this information for post-disaster assessments and revisions to the TEOP and County EOP

Communicating closely with CRCFs to coordinate the return of people, which may also include their support network, medical equipment, etc.

### **Operations: Re-entry**

There are many operational considerations once re-entry has been authorized. These include the availability of reliable transit routes, affected utilities, water, availability of fuel, and disaster-caused debris.

Routes may be impacted by events. To avoid problems during transportation operations, dispatchers should maintain contact with the Transportation Agency Rep and also with drivers and individuals responsible for reporting road conditions. Real-time knowledge of roadway conditions enables dispatchers to better support drivers and Incident Command.

## TEOP

Because there is always the potential for unforeseen circumstances during re-entry, emergency transportation drivers are advised to carry additional supplies such as flashlights, water, spare tires, temporary flat-tire fixative, a shovel and heavy-duty gloves.

Re-entry routes are to be determined by law enforcement and emergency management personnel in compliance with public safety and security requirements. Transportation will not be permitted to return individuals until it officials deem that it is safe and appropriate to do so.

Re-entry routes may be planned in advance. If transit is able to utilize the same routes for evacuation and re-entry it may help reduce confusion among dispatchers, drivers, and evacuees. However, every disaster is unique and may require flexibility and adaptation.

Re-entry route maps, if available, should be placed in each emergency transportation vehicle. It is suggested that these maps also be posted at shelters to help people who need transportation assistance to find their best option. Note that curb-to-curb transportation may be appropriate for re-entry even if evacuation was conducted using single collection points, such as a school or a community center.

As with evacuation procedures, re-entry procedures demand that dispatchers track:

- Driver names and contact information

- Vehicle information, e.g. bus number, type, capacity, and assignment

- Route information/assignment

- Location of fuel and emergency repair facilities

- Contact information for interpreters and translators

- Evacuee information if available

- Names and contact information for essential personnel, e.g., mechanics, personnel at fuel depots, staging area workers, assistants traveling with vehicles

Driver checklists for re-entry should mirror those used during evacuation, to include:

- Driver ID (name, contact information) and credentials

- Location of collection points and staging areas

- Location of vehicle keys and back-up keys

- Emergency contact for drivers and format of communication used by the drivers e.g. CB radio, push-to-talk, radio frequencies, etc.

- Dispatch contact and alternate contacts

- Route maps and alternate route maps

- Lists of evacuees per vehicle with their contact information

- Pad of paper and pen to communicate with hearing impaired people

Shelter locations and types, e.g., general population shelters which include populations with disabilities and those with AFN, medically fragile, pet-friendly

Specialized equipment required, e.g. wheelchair lifts

Fuel locations

Instructions for breaks and shift changes

Local information sources, e.g., local radio stations, Internet, etc.

Public Information Officer's contact information for point-of-contact for rumor control (to verify road closures or shelter changes that may be announced by the media or reported by evacuees)

It is recommended that each agency develop procedures to return property and personnel to normal operational mode, such as procedures for checking in vehicles, post-event maintenance checks and accounting for all personnel.

## Communication

Transportation agencies are to maintain contact with shelter and facility managers through their Agency Rep. When the decision is made by the American Red Cross (in conjunction with OES staff) to close the shelter(s) there may be re-entry transportation needed for those who were not able to self-evacuate.

Smooth re-entry operations involve timely and precise communication between transportation, the shelter staff and those waiting to be returned home from the shelter. Coordination is essential so that the re-entry plan is cohesive and clearly understood by all parties.

Many evacuees end up going to the homes of family, friends or other hosts. As a result, it can be difficult to predict transportation demand. While the Transportation Agency Rep should be able to track transportation needs through the shelter branch at the EOC, it may also be advisable for transportation to visit shelters locations prior to re-entry. This helps to identify potential transportation challenges, and can foster better interagency coordination.

Re-entry communication strategies may include:

- Ask shelter managers to provide information (written, verbal, and/or graphic) to their residents regarding transportation options

- Posting signs in accessible formats regarding re-entry transportation procedures for shelter residents

- Sending transportation messages out via TTY, websites, email, text messaging, pagers, and other devices used within the local community

- Transportation PIO coordinating with the County PIO regarding re-entry

## TEOP

notification and the role of transportation.

The Transportation PIO may be requested to assist the incident PIO by developing PSAs or other types of messages with the following information:

Locations for pick-ups and the types of accommodations being made (wheelchairs, service animals)

Times for pick-ups

Where to get additional information

How to schedule individual pick-ups outside of collection points

Transportation drivers are advised to maintain communications while en route regarding road conditions, passenger disposition, and other issues of concern. Drivers should be prepared to make safety-related decisions and to implement emergency procedures in accordance with agency policies, procedures and common sense. Additionally, drivers should maintain geographic awareness during re-entry bearing in mind the location of the nearby medical facility, incident facilities, and potential safety zones.

# **Appendix E**

## **Standard Operating Procedures Driver Checklist**

## Introduction

The following checklists are designed to help transportation drivers in Tuolumne County perform emergency duties with maximum skill and efficiency. These checklists are not all-inclusive, but do provide a reference for keeping focused during times of crisis.

**Keep these materials handy, and refer to them periodically.** This will help you perform when an emergency arises. But remember: your brain is the most important piece of safety equipment you operate!

### Contents

For easy reference, this document is broken into six sections:

1. Emergency Guidance-Drivers	E-3
2. The Six Steps of Crisis Management	E-4
3. Vehicle Collision or Breakdown	E-7
4. Triage/First Aid	E-12
5. Natural and Technological Disasters	E-16
6. Difficult Passengers/Defusing Hostility	E-21
7. Evacuee Tracking and the Role of the Transportation Monitor	E-23

The first two sections, Emergency Guidance and The Six Steps of Crisis Management, provide the fundamentals that can be applied in all emergency situations. Specific circumstances are covered in Sections 3-6: Vehicle Collision or Breakdown, Triage/First Aid, Natural and Technological Disasters, and Diffusing Hostility. Section 7: Evacuee Tracking and the Role of the Transportation Monitor reviews material found in Appendix C: Evacuee Tracking.

## 1) Emergency Guidance - Drivers

### Priorities:

- Life safety (protect yourself, passengers, staff, public)
- Operate with due caution and continue only if safe to do so
- Be alert for hazards or conditions that could endanger you or your passengers, threaten public safety, damage property or the environment
- Respond to transportation requests as directed by your dispatcher/supervisor

### Critical concerns:

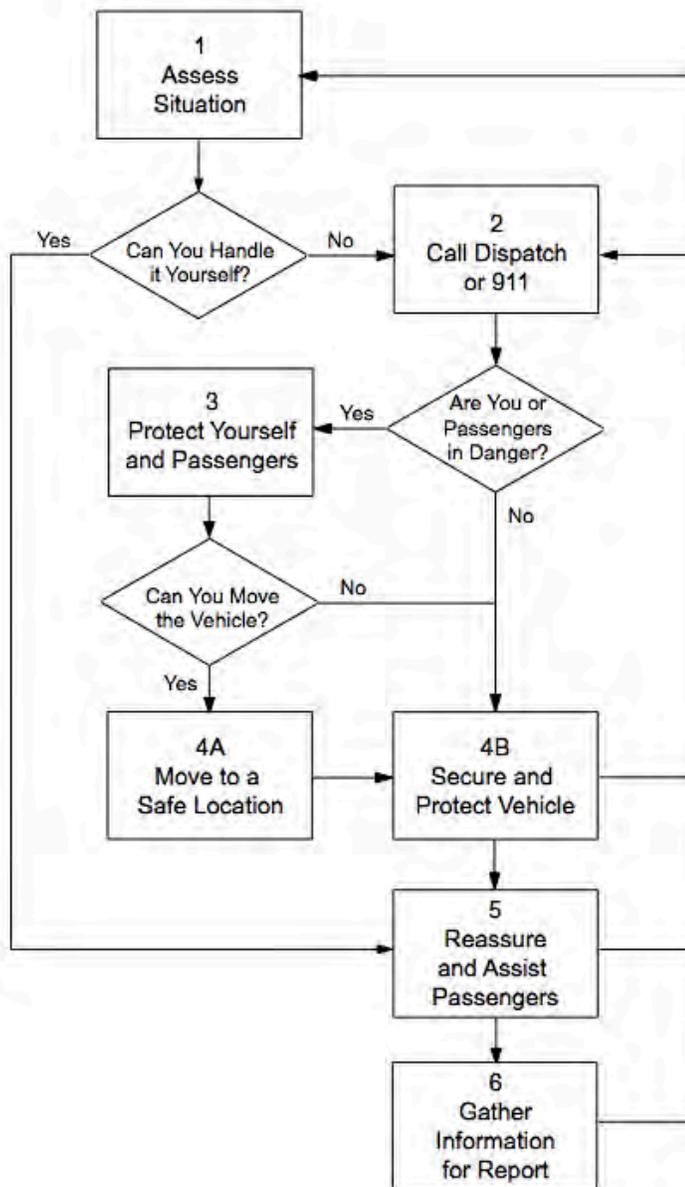
- Nature, location and magnitude of incident
- Establish and maintain communication with dispatcher
  - Report number and severity of injuries
  - Provide hazard identification, threat assessment, and situational updates
- Dispatcher will call sheriff dispatch (533-5815 from a cell phone; 911 from a landline) for immediate life safety issues
- If unable to contact your dispatcher, call sheriff dispatch yourself, or ask a bystander/witness to call sheriff dispatch
- Transfer command and brief supervisor(s) or first responder(s) when they arrive on scene
- Document response actions (for liability and cost recovery)
  - Maintain incident log (list times and activities)
  - Track names, phone numbers, addresses and destinations for each passenger transported (if not recorded on regular trip manifest)
  - Prepare required accident/incident reports

### Demeanor:

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

## 2) The Six Steps of Crisis Management

- 1) Assess the situation
- 2) Notify dispatcher / request aid
- 3) Protect yourself and passengers
- 4) Move to a safe location / secure and protect the vehicle
- 5) Reassure and assist passengers
- 6) Gather information for accident/incident reports



## 1 — Assess the Situation

- Self-check: Are you injured or incapacitated?
- Verify your location (be specific: highway mile-marker, major intersections and/or physical address).
- Identify hazardous conditions/threats to safety (e.g., downed power lines, inability to move vehicle to a safe location, etc.)
- Assess passengers: Any injuries? How severe? (See Triage/First Aid)
- Is your vehicle damaged or disabled? Leaking fuel or fluids? Safe to operate?

## 2 — Call Dispatcher or Sheriff Dispatch / Request Aid

- Identify yourself, and vehicle number (School bus drivers call CHP)
- Exact location / cross-streets
- Type of emergency and *brief* description of what occurred
- Type of help needed from law enforcement, fire and emergency medical services (EMS)
- Whether you are blocking traffic and if the vehicle can be moved safely
- Number of passengers, number of passengers using mobility aids and nature and severity of any injuries
- Monitor the radio and provide status updates to dispatch

## 3 — Protect Yourself and Passengers

- Act as On-Scene Commander until relieved by an emergency responder or a qualified transportation official
- If in danger, take steps to remove yourself and passengers from the threat
- Evacuate if it is dangerous to remain on the vehicle (see Vehicle Evacuation)
- Shelter in place, keeping passengers onboard the vehicle, if it is safe to do so.

## 4A — Move to a Safe Location

- Relocate: If the hazard or threat is from outside the vehicle, and it is safe to do so, drive away from the source of danger.

## 4B — Secure and Protect Vehicle

- Turn on the four-way flashers
- If on a grade, turn the front wheels against the curb to prevent rollaway

- Put the transmission in park or neutral, depending on type of vehicle; set the brakes and shut the engine off
- Use wheel chock (if available) to block the rear wheels
- Set safety (reflective) triangles to warn approaching motorists (see Safety Triangles)

## 5 — Reassure and Assist Passengers

- Keep passengers informed and updated frequently:
  - The nature of the delay / problem
  - How long the delay is expected to last
  - What is being done to respond or correct the problem
- Provide assistance to injured passengers (See Triage/First Aid)
- Keep passengers comfortable and protected from extreme temperatures (see Disabled / Stranded Vehicle)

## 6 — Gather Information for Report

Provide incident facts to your dispatcher, and gather additional information:

- Incident log — list of times and response actions you or others took
- Passenger information (names, addresses, phone numbers)
- Others involved (names, addresses, phone numbers, driver's license numbers, insurance companies and policy numbers)
- Other vehicle information (license plate, year, make, model, color)
- Witnesses (names, addresses, phone numbers)
- Unit or badge numbers and names of law enforcement, fire, ambulance, supervisory, maintenance, or other personnel responding
- Description of perpetrators/suspects (for criminal incidents)
- Do not talk about the incident with anyone other than public safety officers conducting an official investigation or authorized transportation management
- Refer any inquiries from the media, passengers or other citizens to authorized transportation management or public safety officials

### 3) Vehicle Collision or Breakdown

#### Damaged in a Collision

If a vehicle collision or personal injury accident occurs, follow the *Six Steps of Crisis Management* and:

- DO NOT move your vehicle unless:
  - Instructed to do so by law enforcement, fire rescue, or a transportation official
  - Leaving the vehicle exposes passengers to greater harm (for example, fire danger, or stopped on a blind curve)

#### If your vehicle is leaking fuel:

- Shut off engine and secure the vehicle
- Evacuate passengers a safe distance away

#### Vehicle Fire

- Evacuate vehicle before attempting to put out the fire
- Approach vehicle from upwind, if possible
- Do not use water; it will spread and intensify burning fuel
- Carbon dioxide (CO<sub>2</sub>) and dry chemical extinguishers can smother fuel fires by cutting off the air supply
- Use the PASS method for a fire extinguisher:
  - Pull the pin
  - Aim at the base of the fire
  - Squeeze the trigger
  - Sweep from side to side
- If in doubt, don't try to fight the fire
- Be ready to retreat to safety if the fire fighting attempt fails
- If a vehicle fire spreads to become a grass fire, do not stand between the flames and unburned grass; a grass fire can change direction without warning and can be deadly; safe refuge may be found inside the previously blackened (already burned) area

#### Breakdown/Stranded Vehicle

- Choose a safe location that, if possible:
  - Is off the roadway or out of the flow of traffic

Has a good line-of-sight, not blocked by a curve or crest of a hill

Allows for access by emergency response or service vehicles

Has space for passengers using mobility devices to exit the vehicle

Is close to support services (street lighting or retail establishments)

- Secure the vehicle (see Step 4B – Secure and Protect the Vehicle)
- Stay with the vehicle, and keep passengers on the vehicle provided it is safe to do so
- If needed for passenger comfort/climate control, start the engine and run the heater or air conditioning 10 or 15 minutes each hour

### Transferring Passengers from One Vehicle to Another

- Ensure there is a clear path between the vehicles
- If it is dark, use a flashlight from the emergency kit or your vehicle's headlights to light a path
- Inform passengers that changing to another vehicle is necessary; use voice and hand gestures to show and tell passengers where to go after leaving the vehicle
- Stand at the door to assist passengers. Offer an apology for the delay (see Vehicle Evacuation)

### Vehicle Evacuation

If your vehicle is in a dangerous situation and can't be moved, evacuate, but recognize that evacuation is an action of last resort.

Once the decision is made to evacuate:

- Hang the radio handset out the window so you can reach it from the outside, or take a cell phone with you
- Identify a safe refuge location for evacuated passengers  
Note: For a suspected explosive device, it should be at least 800 - 1000 feet away. **Do not use any communication device within 800-1000 feet of the suspected explosive device**
- Announce that evacuation is necessary; use voice and hand gestures to show and tell passengers where to gather after leaving the vehicle
- Ask able-bodied passengers to aid others who need assistance
- Evacuate ambulatory passengers first, then those using mobility devices

## TEOP

- Once passengers are clear of the vehicle, guide passengers to the designated safe area and assess their condition
- Update dispatcher and emergency personnel

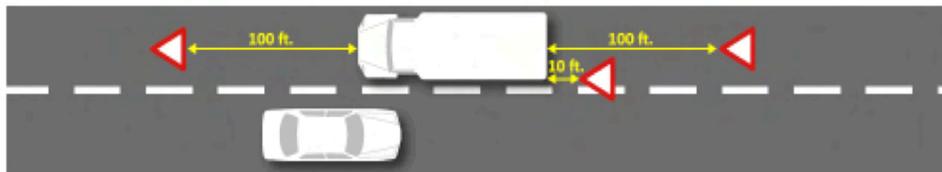
## Safety Triangles

Once parked, set safety (reflective) triangles. Placement will depend on the road, traffic and visibility, but the following general guidelines apply. These guidelines are from the Federal Transportation Agency's (FTA's) National Rural Transportation Assistance Program.

**Note:** If the guidelines your transportation agency falls under are more stringent, then those guidelines shall apply.

### Two-lane road:

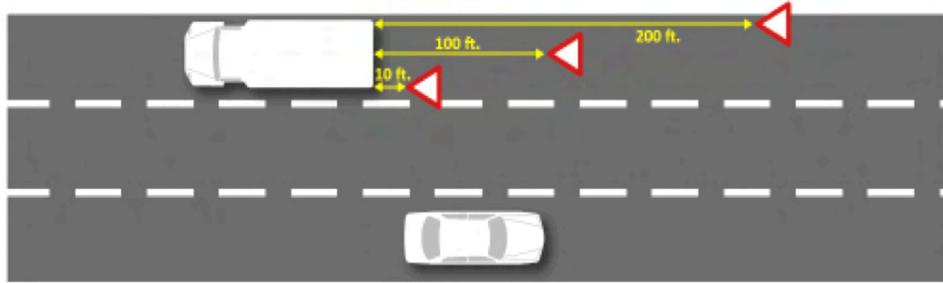
- Place triangle 100 feet behind the vehicle in the center of the obstructed lane.
- Place second triangle 10 feet behind and along the left side of the vehicle.
- Place third triangle 100 feet ahead of the vehicle in the center of the lane.



### Divided highway

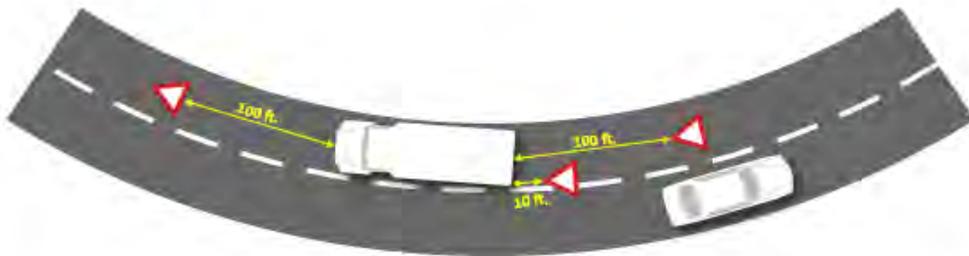
- Place one triangle 200 feet behind near the right edge of the obstructed lane
- Place another triangle 100 feet behind in the center of the obstructed lane
- Place third triangle 10 feet behind and near the left side of the vehicle

TEOP



**On a curve or hill:**

- Place safety triangles to warn oncoming and overtaking traffic, consistent with guidelines above and appropriate for weather conditions, line of sight and/or posted speed call for additional distance for maximum visibility.



**Note:** School bus drivers follow the Department of Education guidelines which place triangles 100-500' to the rear

## 4) Triage / First Aid

Triage prioritizes care for the injured by separating those who need immediate attention from those who can wait. Here is a rapid assessment, as per FTA guidelines that puts the injured into three categories following the acronym KID:

- K** – Killed (no pulse, no breathing)
- I** – Immediate aid required (unconscious or non-responsive)
- D** – Delayed treatment possible (conscious and responsive)

Focus efforts on individuals who can be saved by immediate intervention.

### Focus on the ABCs: Airway, Breathing and Circulation

A person who is not breathing or losing a lot of blood needs quick intervention to remain viable. Focus on:

- Clearing air passages
- Blood-borne pathogen protection (see Blood-Borne Pathogens)
- Controlling bleeding (applying direct pressure to wound, elevating limbs above heart, squeezing pressure points to constrict blood vessels between wound and heart)
- Handling shock (see Shock Recognition and Treatment)
- Reacting to seizures (see Seizures)

In a mass casualty incident, conduct a quick assessment of injuries and ask able-bodied passengers to assist with the injured who require immediate intervention. As soon as possible notify dispatcher giving your location, number and severity of injuries and other essential incident details.

- Regularly check vital signs of the injured: pulse and respiration. Note changes over time
- DO NOT give food, drink or medication unless medical warning tags instruct to do so
- DO NOT provide first aid or CPR unless you have the equipment, skills and training to do so

## Shock Recognition and Treatment

Shock can result from severe trauma. Be alert for shock symptoms, including:

- Pale, clammy skin (cool and sweaty to the touch) or blue-tinged skin, lips and/or fingernails (more visible on people with light skin)
- Nervousness, agitation, disorientation or confusion, dizziness or fainting
- Rapid breathing; weak, rapid pulse
- Nausea or vomiting

**The sooner you begin treatment, the less likely a person is to go into shock.**

- Look for bleeding you may be able to stop or control
- Check breathing and pulse regularly
- Do not move someone with significant injuries to the neck, head or spine unless you must do so to restore breathing
- If the victim vomits or is weak or unconscious, roll the person on his/her side in a semi-curved position; try to clear the mouth and keep the airway open
- If the victim is conscious, keep the victim talking and responsive, and reassure them that help is coming
- Have the victim lie on his/her back, and elevate the legs about a foot so the legs are higher than the heart
- Maintain normal body temperature; use blankets, jackets, etc. to warm the victim if cold, and get out of the sun and remove heavy clothing if it is too hot

## Seizures

Seizures are often related to epilepsy, but can be caused by other conditions. Simple partial seizures last only a few minutes and do not require an emergency medical call. However, a long-lasting convulsive seizure (called tonic-clonic status epilepticus) is a medical emergency. It may injure the person having the seizure or those around them. Indications of convulsive seizures include:

- Loss of concentration or consciousness
- Dazed expression
- Falling to the floor
- Spastic and uncontrolled muscular motions
- Urine incontinence

**For a convulsive seizure, guidance includes the following:**

- Do not try to keep the individual from moving; movements can't be stopped, and you are likely to hurt yourself and/or the passenger
- Do not put anything in the person's mouth or try to hold his/her tongue
- Keep others away
- Remove any hard objects within reach and cushion his/her head; remove eyeglasses as appropriate
- Vomiting may occur during the seizure; as in treating shock, turn the individual's head (and body if possible) on one side to keep the airway clear

If a seizure lasts longer than two or three minutes, advise your dispatcher and request immediate medical help.

When conscious again, the person may be disoriented and embarrassed. Do your best to keep him/her calm and reassured, and try to keep other passengers away to allow some privacy.

**Heart Attacks/-strokes**

Heart attacks and strokes are different conditions, but with similar warning signs:

- Disorientation
- Pain in arms or chest
- Pale, clammy skin
- Difficulty breathing and speaking

Often, the person will deny having a problem. It is best to err on the side of caution and request medical response because of the health risk.

- Contact the dispatcher and request emergency medical response
- Assist passenger to a comfortable position and keep still and relaxed
- Keep other passengers calm and seated away from the victim
- Watch the passenger closely until help arrives
- If the passenger loses consciousness or stops breathing, administer CPR if certified to do so

## Blood-Borne Pathogens

If the scene involves exposure to bodily fluids – blood, vomit, urine, excrement, and saliva, which can transmit blood-borne pathogens such as Hepatitis B, HIV and other pathogens, the following actions should be implemented:

- Contact dispatcher and describe the situation
- Avoid touching, stepping in or splattering the spill (yourself or others)
- Locate the biohazard kit on your vehicle and:
  - Put on disposable gloves
  - Cover the spill area with absorbent powder
  - Use the scoop to place contaminated material in the biohazard bag
  - Apply disinfectant to the spill area if available
  - Pick up broken glass or sharp objects only with tongs or other tools
  - Dispose of “sharps” in the puncture and leak-proof “sharps” container
  - Discard all cleanup materials, including gloves, in the biohazard bag
  - Double bag the biohazard bag to prevent any possibility of rupture
- Thoroughly wash hands with soap and hot running water as soon as possible
- Ensure that all biohazard materials are placed in the appropriate depository upon return to the yard

## 5) Natural and Technological Disasters

### Earthquake

Earthquakes occur without warning and range from a minor tremors to catastrophic events. Protect yourself and others when an earthquake is felt.

#### Indoors:

- Drop** – Drop to the ground to prevent being thrown to the ground
- Cover** – Take cover under a desk or other sturdy object; avoid objects that may fall or topple over, and stay away from windows or other large glass objects
- Hold On** – Hang on with one hand, and cover your head with the other

#### Outdoors:

- Move away from trees, buildings, walls, light poles and power lines
- Drop** – Drop to the ground to prevent being thrown to the ground
- Cover** – Get into a fetal position, close your eyes and cross your arms over the back of your neck for protection
- Hold On** – Remain in position until shaking has stopped

#### On or in vehicle:

- Gradually decrease speed
- Pull to the side of the road when it is safe to do so
- Do not stop on or under overpasses or bridges
- Avoid stopping near tall trees, tall buildings, walls, power poles, etc.
- Set parking brake, shift to “park” or “neutral” and shut off engine
- Stay in your seat and keep the seat belt fastened until the shaking stops
- Determine if there are injuries, and assist injured (see Triage/First Aid)

#### If widespread damage is evident:

- Be alert for:
  - Structural damage to buildings and facilities
  - Indicators of ruptured water, sewer or natural gas lines
  - Downed power poles or utility lines
  - Mudslides and rockslides
- Do not drive further unless you are sure it is safe to do so

- Do not drive over or under any bridges or overpasses until authorities have conducted a damage assessment and confirm it is safe to do so

### **Severe Storms/Rain/High Winds**

- Heavy rain or sustained rainfall — be alert for flooding situations
- In high winds, it may be necessary to suspend service; winds over 40 miles per hour may overturn a vehicle
- In a lightning storm, stay inside (a building) or on the vehicle; avoid contact with structures or devices that may be able to conduct an electrical charge

### **Floods/Flash Floods**

A flood watch means flooding is possible. A flood warning means flooding is imminent, and you should move to higher ground. In heavy rain, flash floods can strike with little or no warning. If there are flash flood warnings, be aware that overpasses, bridges and even roads can be swept away without warning. Stay in direct contact with dispatch use the utmost caution during these times. Be especially cautious at night, because it's harder to recognize flood dangers.

- Watch streams, storm drains, ditches or culverts for signs of flooding
- If floodwaters are seen, stop and call the dispatcher; advise the dispatcher if you are blocked by flood conditions
- When driving through standing water, proceed with caution; plowing through standing water at high speed can cause loss of vehicle control
- Do not drive through water more than six inches deep\*; the underlying road surface may be washed away, and moving water can sweep a vehicle off the roadway
- Do not drive across flooded bridges — they may be washed out or have structural damage
- If the vehicle stalls due to high water, evacuate and seek higher ground, if feasible, or call dispatcher for fire and rescue assistance

\*A good rule of thumb is that if the water is nearing tailpipe height do not proceed.

### **Downed or Damaged Utility/Power Lines**

- Be alert for low hanging or downed trees, power poles or utility lines during major weather events, wildfires or an earthquake
- Maintain a distance of at least three power poles away from the last downed power line
- Assume downed utility or power lines are “hot”

## TEOP

- If a power line contacts your vehicle, keep passengers in the vehicle and carefully drive or back away from contact with the line
- If unable to move safely away from contact with a utility line, stay on or in the vehicle until qualified help arrives (vehicle body could be energized)

### **Power Outage, Communications Failure**

If you notice a widespread power outage:

- Notify dispatcher
- Treat non-operating traffic signals as four-way stops
- Proceed with caution

If you lose communication with dispatcher:

- Check radio equipment when vehicle is fully stopped and secured
- Notify dispatcher by cell phone or landline phone if feasible
- Barring other hazards or threats, continue on route as assigned

### **Mudslides/Rockslides/Landslides**

Areas likely to experience landslides or mudslides:

- Where landslides have occurred before
- Where fires or excavation have destroyed vegetation
- Slopes of 30% grade or more and areas at the bottom of slopes
- Slopes that have been altered for constructing buildings or roads
- Channels along streams or rivers

Indicators of a landslide or debris flow:

- Any sudden increase or decrease in water flow in a stream or creek; a decrease in flow could be caused by debris that dams a creek, creating conditions for flash flooding
- Look for tilted trees, telephone poles, fences or walls and for new bare spots on hillsides

If a landslide, mudslide or rockslide occurs:

- Drive away from the immediate path of danger and debris flow
- Evacuation is a last resort; only evacuate your vehicle if it is trapped in the path of a slide (see Vehicle Evacuation)
- Be on the lookout for injured or trapped people in the affected area

## TEOP

- Report damaged utility lines, pipelines, sewer lines, etc. to dispatch, so the authorities can be notified

### **Forest Fire/Wildfire**

When threatened by wildfire:

- Fire spreads most rapidly uphill and downwind, so never operate a vehicle along a roadway above an active wildfire
- Turn around or detour away from a wildfire area if blocked or threatened, then report to dispatcher

### **Hazardous Materials**

Many toxic industrial chemicals (TIC) and hazardous materials are moved by truck and rail. Some can be dangerous if touched or inhaled. If a spill occurs, situational assessment is critical.

**Signs of a Toxic Chemical Release:**

- A cloud, vapor, mist, fog, fine powder, dust, or liquid with or without an odor or explainable source
- Two or more people experiencing difficulty breathing, uncontrollable coughing, collapse, seizure, nausea, blurred vision or disorientation

**If a chemical release occurs outside your vehicle:**

- Stay inside the vehicle
- Shut vehicle windows, turn off vents, heat, or air conditioning
- If the vehicle can be safely moved, drive uphill and upwind from the source
- Immediately report events and locations to dispatcher/appropriate authorities

**If a chemical release occurs inside your vehicle:**

- Pull over to a safe location, preferably away from people
- If possible, shut off the vehicle and close windows
- Evacuate passengers, upwind from the vehicle
- Tell passers-by to stay away from the vehicle
- Call dispatcher by cell phone (vehicle radio not available)
- When requesting or waiting for assistance, do not re-enter the vehicle

### **Community or Area Evacuation**

- Tuolumne County transportation providers will support community evacuation at the direction of local emergency management
- Your agency may work under a departmental emergency operations center (DOC) instead of your regular dispatcher
- Notify dispatcher/supervisor of your status and availability
- Passengers on your vehicle may need to go directly to their destinations or to transportation assembly points, as directed by dispatch
- You may be dispatched to a staging area to support the evacuation
- Check in with the person in charge (emergency responder or transit official) on arrival at the staging area
- List name, address, phone number, and destination of each passenger transported for evacuation (or make sure this information is being collected by an authorized emergency responder or transit official)
- Rest, refuel and eat when possible
- If personal fatigue becomes a safety issue, notify dispatcher/supervisor

## 6) Difficult Passengers/Defusing Hostility

Difficult passengers can become dangerous and it's important that drivers are prepared to defuse conflict, and recognize warning signs of escalating violence.

❑ **Recommended tactics for drivers dealing with difficult passengers are summarized briefly below:**

Stay calm and maintain self-control. Behave in a non-threatening manner in body language, speech and tone of voice

Acknowledge the difficult person's feelings of anger or frustration

Ask open-ended questions to find out the reason for the anger, assess the problem, and keep the difficult person thinking and talking

Paraphrase the difficult person's concern to show empathy and demonstrate interest in resolving the problem

Place no blame and do not make excuses

Encourage the difficult person to suggest a solution to the problem

Offer problem solving options, or a referral to customer service, the dispatcher or a supervisor to help resolve the problem

Present consequences for continued negative behavior, and a positive outcome for positive behavior; be friendly and fair, but firm, especially on safety-related issues

### Assault/Altercation/Fight on Bus

1. Alert dispatch immediately when there is an altercation or assault on your vehicle. Dispatch will notify law enforcement and transportation management as soon as you report an assault on a passenger and/or the presence of a concealed weapon.
2. Drivers may contact dispatch using a predetermined distress signal: "Bus # \_\_\_\_\_ for location check. With a time check of \_\_\_\_\_ (current time) traveling \_\_\_\_\_ (location and direction)."

The driver is then to provide the following information:

Vehicle ID and location

Nature of the incident

If it is a life safety issue, be clear about the threat and the need for intervention

Description of perpetrator(s) or threatening individual(s)

Description of weapons, if suspected or evident

## **TEOP**

Drivers who are physically assaulted are permitted to defend themselves by law, but can only use the amount of force necessary to discourage the assailant and stop the assault

## 7.) Evacuee Tracking and the Role of the Transportation Monitor

In the event of a call for evacuation, drivers with passengers aboard will be directed by the Incident Command as to where to take passengers currently in transit. Drivers will then be directed as to when and where to report.

In advance notice evacuations, onboard monitors may be assigned to each evacuation vehicle. Transportation monitors fulfill many helpful functions in an emergency evacuation.

They:

- Maintain records of evacuees transported, and mileage from origin to destination
- Assist evacuees with boarding and deboarding, securement of personal belongings, service animals and or pets
- Provide a safe environment inside the vehicle, e.g. no tripping hazards in aisle, packages are secured properly
- Respond to requests from driver and/or evacuees
- Ensure a calm orderly environment onboard the vehicle by keeping noise to a minimum
- Encourage all passengers to stay seated and secured while the vehicle is in motion

Monitors are responsible to fill out an “Evacuee Tracking Form for Planned Evacuations” for each evacuee. These forms are included at the end of this document and can also be found aboard the transportation vehicle in the emergency kit.

In no warning situations, there may not be time to assemble and assign an onboard monitor to each evacuation vehicle. In this case, it is the driver’s responsibility to fill out the “Evacuee Tracking Form for a No Notice Evacuation.” These forms are included at the end of this document, and can also be found aboard the transportation vehicle in the emergency kit.

Drivers are to use the “Emergency Transportation Evacuation Field Checklist” to assist them in completing the necessary recordkeeping during the course of the evacuation and re-entry process. This form may be also be found at the end of this document and aboard the vehicle in the emergency kit.

**Evacuee Tracking Form  
For a "No Notice" Evacuation**

**Pick-Up Address:** \_\_\_\_\_  
\_\_\_\_\_

**Odometer Reading:** \_\_\_\_\_

**# of Passengers:** \_\_\_\_\_ (total)

**Drop Off Address:** \_\_\_\_\_  
\_\_\_\_\_

**Receiving Party Name:** \_\_\_\_\_

**Odometer Reading:** \_\_\_\_\_

**First Name:** \_\_\_\_\_

**Last Name:** \_\_\_\_\_

**DOB** \_\_\_\_\_

## Evacuee Tracking Form For Planned Evacuations (Side One)

**Personal Information:**

Name: \_\_\_\_\_

Address: \_\_\_\_\_ City \_\_\_\_\_

DOB: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Outside Contact: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Male  Female

Under 18  Guardian Name: \_\_\_\_\_

**Comments:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Disabilities:**

Hearing Impaired  Visually Impaired  Cognitive

Mobility Impaired  Durable Medical Equipment  \_\_\_\_\_

Pet (circle)? Y/N Service Animal (circle)? Y/N Carrier (circle)? Y/N

If yes – Descriptions (e.g. Black Lab dog) \_\_\_\_\_

\_\_\_\_\_

**Personal Belongings (list):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Vehicle** (circle) : BUS - SCHOOL/TCTA/CASINO TAXI AMBULANCE OTHER

**Vehicle Operator/Driver Info:**

Name: \_\_\_\_\_

Agency Name: \_\_\_\_\_

## Evacuee Tracking Form For Planned Evacuations (Side Two)

**Name of**

**Evacuee:** \_\_\_\_\_

**Destination:** Red Cross Shelter  Other  \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Facility Name:** \_\_\_\_\_

**Shelter Person Receiving Evacuee:**

**Name: (PRINT)** \_\_\_\_\_

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

**Time:** \_\_\_\_\_ **AM/PM** **Date: (Day/Month/Year)** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Phone Number: (\_\_\_\_\_)** \_\_\_\_\_

**Contact Info:** \_\_\_\_\_

**PHOTO of EVACUEE (if available):**

**Emergency Transportation Evacuation  
Field Checklist**

**Driver Name:** \_\_\_\_\_

**Contact Info:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Home Phone:** (\_\_\_\_) \_\_\_\_\_ **Cell:** (\_\_\_\_) \_\_\_\_\_

**Staging Areas:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

**Location Of Vehicle Keys:** \_\_\_\_\_

**Location Of Back-Up Keys:** \_\_\_\_\_

**Emergency Contact For Drivers: (Ex. 800 #, Cell, Ham Etc.)** \_\_\_\_\_

**Fuel Locations:**

Vendor Name	Vendor Address	Phone #	After Hrs. #	Avail. Fuel Types

**Dispatch Point Of Contact:** \_\_\_\_\_

**Alt. POC For Dispatch:** \_\_\_\_\_

**Local Information Sources:** \_\_\_\_\_

**Radio Stations:**

- KVML AM 1450
- KKBN FM 93.5
- KZSQ FM 92.7
- KOSO FM 92.9 (Modesto - Also local EAS station)

## **Appendix F**

# **Standard Operating Procedures Dispatch Checklist**

## Introduction

The following checklists are designed to help transportation dispatchers in Tuolumne County perform emergency duties with maximum skill and efficiency. These checklists are not all-inclusive, but do provide a reference for keeping focused during times of crisis.

**Keep these materials handy, and refer to them periodically.** This will help you perform when an emergency arises. But remember: your brain is the most important piece of safety equipment you operate!

### Contents

For easy reference, this document is broken into seven sections:

1. General Guidance	F-3
2. Accidents and Incidents	F-7
3. Acts of Nature	F-15
4. Hazardous Materials	F-20
5. Loss of Critical Infrastructure (Power, Communications)	F-22
6. Difficult Passengers/Defusing Hostility	F-23
7. Evacuee Tracking and the Role of the Transportation Monitor	F-26

Also included in this appendix is a contact list for your agency to complete for dispatch to use in emergency situations.

## 1) General Guidance

### Radio Usage

To ensure the safety of all drivers and passengers, and to enhance the performance of operations, transportation employees are to be familiar with two-way radio operations. Staff will follow Federal Communications (FCC) standards of use, as follows:

#### Basic procedures

- Dispatch and vehicle communications units shall be tuned to the appropriate assigned frequency at all times
- All transmissions will be short and concise
- All transmissions are to be conducted in plain language
- Staff will initiate communications by first stating who they are calling, and then state their own names. At the completion of the transmission, both parties will indicate that the transmission is complete by stating their call signs, which will be determined by the incident name. Example: “Me-Wuk Incident, Strike Team Green, Bus # 5”.
- Except in the event of an emergency, all staff will listen for five seconds before transmitting to ensure there are no transmissions in progress; other units’ transmissions will not be interrupted unless it is an emergency
- When a transportation emergency has been declared, all non-emergency transmissions will cease until dispatch announces the emergency clear
- When contacted with an emergency communication, instruct driver to switch to the secondary frequency
- To facilitate response resource requests, obtain:
  - Driver name, vehicle number and location
  - Nature of the incident
  - Assistance needed
  - Number of passengers
  - Number and severity of injuries

After initial contact, emergency communications may also take place between a supervisor and the unit, or between dispatch and a supervisor.

## **Incident Management Priorities**

### **Response objectives**

- Life safety (driver, passengers)
- Protection of property
- Collection of incident details
- Determination of response requirements
- Notification of internal and external response units

### **Critical concerns**

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

### **Demeanor**

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

### **Priority response actions**

- Contact sheriff dispatch (533-5815 if calling by cell, otherwise 911)
- Notify internal units
- Dispatch appropriate transportation support resources
- Maintain communication with affected driver(s)
- Expedite agency response actions as needed
  - Service or tow truck
  - Replacement driver and vehicle
  - Incident management/investigation team
  - Service cancellations or route adjustments
  - Customer service updates
  - Information and service requests by Incident Command
- Document response actions

Maintain dispatch log and incident timeline

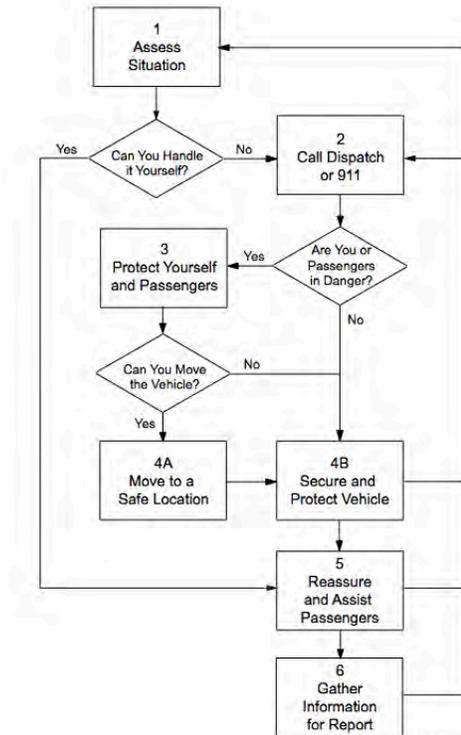
Track resources deployed

Prepare incident reports

## Six Steps of Crisis Management

Your drivers have been trained to:

- 1) Assess the situation
- 2) Notify dispatch / request aid
- 3) Protect themselves/their passengers
- 4) Secure the vehicle
- 5) Reassure and assist passengers
- 6) Gather information for post-incident reports



## Aborting or Changing Route Due to a Hazard

**For: Lead dispatch in an emergency event**

After being notified of a hazard or threat that may warrant aborting or deviating from a pre-planned emergency route, the lead dispatcher will:

- Provide clear direction to the drivers on what action(s) to take (or avoid)
- Immediately notify the lead transportation manager in charge (small event) or the Transportation ERT Leader, (larger event) as soon as field conditions exist that may allow for service restoration within the constraints of resource availability and safety considerations

## Facility Evacuation

### Evacuation from the dispatch building

- Notify personnel of the evacuation order
- Walk, do not run
- Do not use elevators. (They may shut down automatically if a fire alarm sounds)
- Gather at pre-designated safe area
- Account for all personnel

## TEOP

- Wait for official instructions, or an “all clear” before returning to the building

### **If unable to evacuate - shelter in place**

In some instances it may not be possible to leave a building (e.g., smoke or fire is immediately outside your room, live electrical wires block exits, etc.)

- If safe to do so, go to the nearest stairwell and tell someone who is evacuating to notify emergency personnel of your location and that you are unable to evacuate the building
- Call sheriff dispatch (911 from a landline or 533-5815 from a cell phone) and report your name, your location, that you are unable to evacuate the building, and why; follow directions of the sheriff dispatch

## **Community Evacuation**

- At the direction of Incident Command (IC) or local emergency management (OES), transportation will support community evacuation
- It is anticipated that mission assignments for transportation will be to move evacuees (unable to self-evacuate) from specified assembly points to shelters that have been established by the local chapter of the American Red Cross
- If vehicles are requested for evacuation, available resources should be directed immediately to transportation staging areas designated by the IC
- Transportation should sustain whatever level of normal service is feasible, with priority given to medical and life-safety transport
- Depending upon the severity of the incident, transportation management may also ask dispatch to direct in-service vehicles to divert to identified transportation assembly points
- When dispatching vehicles to the transportation staging areas, ensure that they are directed around possible hazards or threats
- Carefully monitor fleet operations to ensure appropriate rest and rotation of drivers, refueling and repair

## 2) Accidents and Incidents

### Vehicle Accident

#### Assess the Situation

- Obtain details regarding vehicle location(s), number and severity of injuries, and the nature of the incident (in that order)
- Obtain details regarding persistence of initial or secondary hazards.
- Instruct the driver(s) to shelter in place, relocate or evacuate, as is appropriate

#### Request Aid

- Call Sheriff Dispatch (County roads) or CHP (State highway) to request aid. No matter which road the accident occurs upon, CHP will be contacted as a requirement of law when a bus is involved. If Sheriff Dispatch is contacted, they will notify the CHP.
- Provide the following information:
  - Location and nature of the emergency
  - Type of help needed from law enforcement, fire and/or EMS
  - Driver name and bus number
  - Your name and phone number
- Contact maintenance to request aid (if appropriate)
- Dispatch additional vehicle(s) as needed for continuity of operations
- Contact transportation management in case of:
  - Incident with damages rendering the vehicle unsafe to operate
  - Incident requiring medical response
  - Incident involving a fatality
  - Any situation forcing suspension of regular transit service for more than 30 minutes

### Blood-Borne Pathogens

#### Assess the Situation

- Obtain details regarding vehicle location and the nature of the incident (vomit, blood, excrement, etc.)
- Instruct the driver to take precautions to prevent them or their passengers from exposure to possible pathogens

#### Request Aid

- Contact maintenance to request aid (if appropriate)
- Dispatch additional vehicle(s) as needed for continuity of operations

## Breakdown/Stranded Vehicle

### Assess the situation

- Obtain details regarding vehicle location, number of passengers on board, and the nature of the break down
- Unless the vehicle has been in an accident (in which case the vehicle should not be moved except for safety reasons), instruct the driver to move the vehicle off the roadway to a safe location, secure the vehicle and await assistance

### Request aid

- Contact maintenance to request aid/tow service
- Dispatch additional vehicle(s) as needed for continuity of operations
- Notify transportation management if service delays are expected to exceed 30 minutes

## Triangles/Flares

Once a vehicle is parked, the driver must protect the vehicle with flares or triangles. Exact placement will depend on the road, traffic, and visibility, but following are useful guidelines: Remind driver of details regarding triangle/flare placement and personal safety concerns during the process. These guidelines are from the Federal Transportation Agency's (FTA's) National Rural Transportation Assistance Program.

**Note:** If the guidelines your transportation agency falls under are more stringent, then those guidelines shall apply.

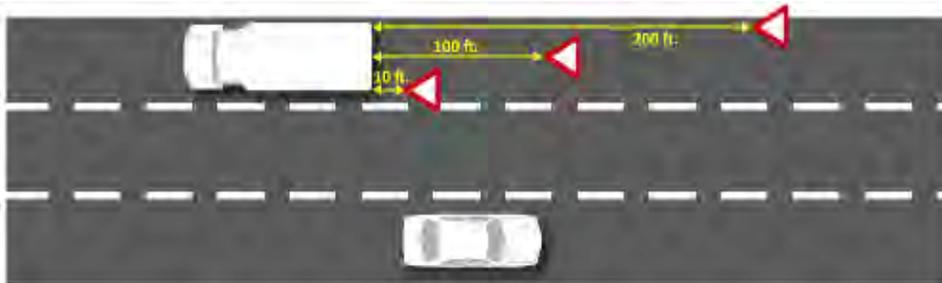
### Two-lane road

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



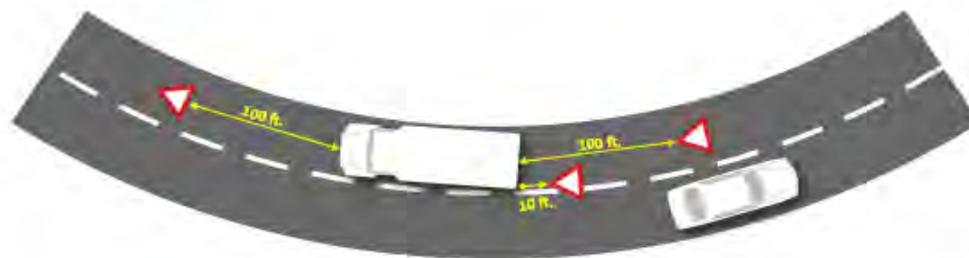
### Divided highway

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



### On a curve or hill

- Place flares and or triangles where they will provide adequate warning to oncoming and overtaking traffic, consistent with guidelines above



**Note:** School bus dispatch to remind their drivers follow the Department of Education guidelines which place triangles 100-500' to the rear

## Vehicle Evacuation

There are risks involved in an evacuation because of the potential to place passengers in harm's way. Evacuation is recommended only when the risks of staying on board the vehicle are greater than the risks involved in moving the passengers off the vehicle.

**Note:** In the event of a vehicle evacuation due to a suspicious package onboard, dispatch shall NOT initiate contact with the driver, as use of communication devices can trigger an explosion.

### **Evacuation would typically be appropriate in any of the following situations:**

- The vehicle is in a dangerous location and cannot be moved
- The driver sees fire or sees or smells smoke
- The driver sees leaking fuel coming from or underneath the vehicle
- The driver sees a security threat such as a suspicious package, suspicious substance or an explosive device.  
**(See important note above)**
- Any other conditions that would make it safer for the passengers to evacuate the vehicle

Once the decision is made to evacuate the vehicle, it is essential the driver execute quickly, especially if fire is a threat.

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

- Identify a safe location where the evacuated passengers should be taken at least 800 - 1000 feet away
- Request the assistance of able-bodied passengers to aid in the evacuation of passengers with assistance needs
- Communicate calmly with passengers that evacuation is necessary, indicating which exits they are to use and where they are to gather after leaving the vehicle
- Secure the vehicle, open the operator's window and hang the radio out the window so it is accessible from the outside, and proceed to evacuate passengers
- Evacuate all ambulatory passengers first
- Once all passengers are clear of the vehicle, calmly guide passengers to the designated safe area and assess their condition; ensure that dispatch and emergency personnel have been contacted

## **Transferring Passengers from One Bus to Another**

Transferring passengers is common following a vehicle breakdown, or accident. Ensure that drivers follow proper safety protocol including:

- Identifying that there is a clear path between the vehicles
- Providing clear instructions to passengers while providing passenger assistance

## **Injuries/Triage/First Aid**

Triage is a process of prioritizing care for injured persons based on the severity of their condition and their needs. It is a means of taking inventory of who needs attention immediately and who can wait. The goal is to stabilize patients until emergency medical (EMS) personnel arrive on scene. Dispatch may provide aid in the form of reminders to drivers.

**Here is a rapid assessment, as per FTA guidelines that puts the injured into three categories following the acronym KID:**

- K** (killed),
- I** (immediate aid required)
- D** (delayed treatment possible)

Focus efforts on individuals who can be saved by immediate intervention. Ensure that drivers follow proper safety protocol including:

### **The ABCs: Airway, Breathing and Circulation**

A person whose airway is blocked or obstructed or whose heart has stopped beating, or who is bleeding excessively requires a quick intervention.

#### **Focus the drivers on:**

- Blood-borne pathogen protection
- Clearing air passages
- Controlling bleeding (direct pressure to wound, elevate limbs above heart, squeeze pressure points to constrict blood vessels between wound and heart)
- Handling shock victims (see Shock, Recognition and Treatment)
- Reacting to seizures (see Seizures)

The number and severity of injuries will determine what kind of aid you request.

## Shock Recognition and Treatment

### Shock can be caused by:

- Blood loss
- Severe infections
- Heart failure
- Severe burns
- Severe trauma
- Dehydration
- Severe allergic reaction to drugs, foods, insect stings or snakebites

### Be alert for shock symptoms, including:

- Pale, clammy skin (cool and sweaty to the touch) or blue-tinged skin (especially lips) or fingernails
- Nervousness, agitation, disorientation or confusion, dizziness or fainting
- Rapid breathing; weak, rapid pulse
- Nausea or vomiting
- Thirst

### The sooner treatment begins the less likely a person is to go into shock.

- Ask the driver to look for bleeding that they may be able to stop or control
- Remind driver to check breathing and pulse regularly
- Driver should have the victim lie on his/her back and elevate their legs about a foot, so the legs are higher than the heart; note: Driver is not to move someone with significant injuries to the legs, neck, head or spine
- Driver should lay a weak or unconscious person on his/her side, in a semi-curling position; this allows the mouth to drain in case of vomiting and keeps the airway open
- Driver should also attempt to maintain a person's normal body temperature using blankets, jackets, etc. to warm the victim if cold, and by moving the victim out of the sun and removing restrictive clothing if it is too hot
- If the victim vomits, the driver needs to roll the person on his/her side to clear the airway

Note: If the victim is conscious, instruct driver to keep the victim talking and responsive, and reassure them that help is coming. Remind the driver to keep the victim warm and comfortable until medical help arrives.

## Seizures

Seizures are generally related to epilepsy, but they can be caused by other conditions. Simple partial seizures are minor and ordinarily will not require any action on the driver's part.

A long-lasting convulsive seizure (called tonic-clonic status epilepticus) is a medical emergency. It involves some risk of injury to both the person having the seizure and to those around them.

### Typical indications of seizures include:

- Loss of concentration or consciousness
- Dazed expression
- Falling to the floor
- Spastic and convulsive motions
- Urine incontinence

### In case of seizure, dispatch should guide driver on what NOT to do:

- Driver should **not** try to keep the individual from moving; there is no way the movement can be stopped, and both the driver and passenger can be injured
- Driver should **not** put anything in the person's mouth or try to hold his/her tongue

### In case of seizure, dispatch should guide the driver to:

- Keep the other passengers away
- Remove any hard objects within reach and cushion the victim's head; remove eyeglasses as appropriate
- In the case of vomiting, immediately turn the individual's head (and body if possible) on one side, to keep the airway clear since if the vomit is not expelled there is a possibility of choking

The goal is to prevent the passenger from self-injury or from injuring others. A seizure rarely lasts more than two or three minutes. If it lasts longer, the dispatcher should call for immediate medical help.

## Heart Attacks/-strokes

Heart attacks and strokes are very different conditions, but they often have similar warning signs:

- Disorientation
- Pain in arms or chest
- Pale, clammy skin
- Difficulty breathing/speaking

Often, the person experiencing a heart attack or stroke will deny having a problem. It is best for drivers to err on the side of caution and request medical attention because of the risk of serious injury or death. Upon notification of a possible heart attack or stroke, the dispatcher should immediately request emergency medical response.

Dispatch can coach the driver in assisting a passenger possibly suffering a heart attack or stroke by suggesting he or she:

- Assists the passenger into a comfortable position and keeps them still and relaxed
- Keep the other passengers calm and seated away from the victim
- Watch the passenger closely until help arrives
- If the passenger loses consciousness or stops breathing, dispatch can remind the driver to administer CPR (if certified), and also remind him or her to take universal precautions to prevent exposure to blood-borne pathogens

Dispatch should monitor the situation until EMS personnel arrive on scene, and then give driver further instruction to the driver, appropriate to the circumstances.

### 3) Acts of Nature

#### Weather Watches and Warnings

When impending weather fronts are advancing into the area, dispatch is to:

- Monitor National Weather Service warnings, forecasts and advisories available at [www.weather.gov](http://www.weather.gov) for real-time hazardous weather information
- Notify drivers of watches and warnings including:
  - High wind
  - Ice/snow/freezing rain
  - Severe storm
  - Winter storm
  - Severe heat
  - Flood

**Note: A weather warning is more severe than a weather watch.**

- Provide guidance on strategies to reduce vulnerability to the hazard, and relay information on the agency's thresholds for service suspension

#### Severe Storms/Rain/High Winds

Dispatch shall inform drivers to watch for high winds and flooding, and to report any conditions that may warrant service suspension.

#### High Wind/Tornado

Though rare in Tuolumne County, tornados are possible. Hurricane force winds are not uncommon.

#### If advising a driver on wind conditions:

- In a tornado, the least desirable place to be is in a motor vehicle. The vehicle may be flipped and carried by powerful winds
- Seek a substantial structure for cover (public building, store, school, etc.) The safest places are large inner rooms on the lowest floor, away from windows
- If leaving the vehicle, the driver should guide passengers to shelter
- If no structure is available and a tornado is coming, driver should lay flat in a ditch or low-lying area
- If sheltering inside the bus, driver should assume a fetal position, protect head with arms and instruct passengers to do the same if able
- If passengers are unable to assume a fetal position and/or protect their head due to limited mobility, and the vehicle is equipped with a lift

cover, the driver should place the lift cover or other item such as a seat cushion over the passenger to protect passenger's head, neck and torso

### Indicators of a tornado:

- A dark or green-colored sky
- A large, dark, low-lying cloud
- A funnel
- Large hail
- A loud roar that sounds like a freight train

### Floods/Flash Floods

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

In heavy rain, flash floods can strike with little or no warning. If there are flash flood warnings, remind drivers to be aware that overpasses, bridges and even roads can be swept away without warning. Stay in direct contact with drivers during times of flash flood warnings and take direction from transportation management regarding route safety. Remind drivers to be especially cautious at night, because it's harder to recognize flood dangers.

A **flood watch** means that flooding is possible. A **flood warning** means flooding has been reported or is imminent, and dispatchers are to advise drivers to move to and remain on higher ground.

- Inform drivers to watch streams, storm drains, ditches, ravines and culverts for signs of flooding. Six inches of moving water can sweep a vehicle away. A road surface obscured by floodwater may be washed away under floodwaters
- If a driver encounters floodwaters, direct them to proceed with extreme caution and moderate speed. They should not drive through water more than six inches deep. Re-route them around the hazard, if at all possible
- Remind drivers never cross a flooded bridge. Structural supports may be washed out
- If a driver's vehicle stalls due to high water, shelter in place and call for assistance from local law enforcement or fire if they cannot move to higher ground

## Downed or Damaged Utility/Power Lines

Advise drivers to be alert for low hanging or downed trees, power poles or utility lines during major weather events, particularly high winds, heavy rain or freezing rain.

### If a there is a report of a downed power line, dispatchers are to remind drivers that:

- Downed power lines in the vicinity of water or hidden in water may still be “hot” and could pose an electrocution hazard
- If a power line falls on or contacts a vehicle, drivers are to keep passengers in the vehicle and should carefully drive or back away from contact with the line
- If the engine stalls, the driver should not turn off the ignition and should warn passengers to avoid touching the vehicle; chassis and metal parts as they could be energized
- The driver and passengers should remain in the vehicle until qualified help arrives
- The driver should maintain a distance of at least three power poles away from any visible downed power lines

## Earthquake

Earthquakes occur without warning and may range from a minor tremor to a catastrophic event. Although Tuolumne County is not known as an earthquake-prone region, new earthquake activity is showing up in unexpected places across the United States.

Dispatch is to advise drivers to follow these guidelines for self-protection and the protection of passengers when an earthquake is felt.

### Dispatch office:

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

### Outdoors:

- Drop** – Drop to the ground to prevent being thrown to the ground

## TEOP

- Cover** – Move to an area away from trees, buildings, walls, light poles, and power lines; get into a fetal position and cross your arms over the back of your neck for protection
- Hold On** – Remain in position until shaking has stopped

### **Drivers should be told to:**

- Gradually decrease speed
- Pull to the side of the road when it is safe to do so
- Do not stop on or under overpasses or bridges
- Avoid stopping near tall trees, tall buildings, walls, power poles, etc.
- Set parking brake, shift to “park” or “neutral” and shut off engine
- Stay in your seat and keep the seat belt fastened until the shaking stops
- Determine if there are injuries, and assist injured (See Triage/First aid)

### **After the shaking stops**

- Tune to the following radio stations for emergency alert announcements:
  - KVML AM 1450
  - KKBN FM 93.5
  - KZSQ FM 92.7
- Advise drivers on how to proceed

### **Tell your drivers to:**

- Notify dispatch of their location and condition
- Proceed to a pre-determined staging area and await further instruction
- Not drive over any bridges or overpasses, or under structures that appear to be damaged
- Beware of aftershocks, mudslides and rockslides
- Notify management for guidance on continuity of operations
- Be prepared to notify off-duty staff to report to a staging/assembly area
- Be prepared to evacuate if instructed to do so (the decision to evacuate will be based on the severity of the earthquake and damage to buildings)

## **Mudslides/Rockslides/Landslides**

Some areas are more likely to experience landslides or mudslides, including:

- Areas where fires or human modification of the land have destroyed vegetation
- Areas where landslides have occurred before

## TEOP

- Slopes that have been altered for construction of buildings and roads
- Slopes of 30% grade or more and areas at the bottom of slopes or canyons
- Channels along streams or rivers
- Areas where surface runoff is directed

If a driver encounters a mudslide, advise them to:

- Drive away from the immediate path of danger and debris flow to higher ground, if possible
- Be on the lookout for injured or trapped people near the affected area
- Report damaged utility lines, pipelines, sewer lines, etc. so the appropriate authorities can be notified
- Remain in the vehicle with their passengers unless the vehicle is trapped in the path of a slide
- If the vehicle must be abandoned due to a slide, the driver is to evacuate the vehicle beginning with the most able-bodied first (enlisting their aid in getting the less able-bodied to safety)

## Forest Fire / Wildfire

If a driver reports a wildfire:

- Advise the driver that fire spreads most rapidly uphill and downwind, so not to operate vehicle along a roadway above an active wildfire
- Determine and communicate scope of fire in order to make continuity of operations decisions
- Call sheriff dispatch (911 by landline or 533-5815 by cell phone) to report the fire and obtain hazard information with which to make continuity of operations decisions
- Contact the transportation manager to discuss continuity of operations
- Identify alternate routes and advise affected drivers

## 4) Hazardous Materials

### Chemical Release

A variety of toxic industrial chemicals (TIC) and other hazardous materials are moved by truck and rail. Some chemicals can be dangerous if touched or inhaled. Different strategies should be implemented depending on where the spill occurs, so situational assessment is very important. Depending upon the severity of the hazardous material, and what roadway is affected (state highway or county roadway) either Caltrans or Tuolumne County Environmental Health may be contacted via sheriff dispatch.

#### Signs of a toxic chemical release:

- A cloud, mist, fog, fine powder, dust, liquid or oily residue with no explainable source
- Items emitting an unexplainable or pungent odor or vapor
- Abandoned or out-of-place aerosol or manual spray devices
- Two or more people experiencing difficulty breathing, uncontrollable coughing, collapse, seizure, nausea, blurred vision or disorientation

If a chemical release is reported, ask the driver to provide the precise location of the vehicle.

#### If there is a report of a chemical release that has occurred outside a vehicle, advise the driver to:

- Stay inside the vehicle
- Shut all vehicle windows; turn off all vents, and HVAC systems
- Drive as far uphill and upwind as possible, if the vehicle can be safely moved

#### If there is a report of a chemical release that has occurred inside a vehicle, advise the driver to:

- Immediately pull over to a safe location, preferably in an area not crowded with people, if the vehicle is in motion
- Shut off the vehicle, including HVAC and close all windows
- Evacuate passengers a minimum of 1,500 feet away from the vehicle, upwind
- Warn passers-by to stay away from the vehicle
- Not re-enter the vehicle while waiting for assistance

## Fuel Related Events

A flammable liquid fire (gasoline or diesel fuel) burns at the surface of the material as it is vaporized by the fire or ambient heat. Applying water spreads the flaming liquid over a wider area, where it vaporizes more rapidly intensifying the fire.

The best way to put out such a fire is to cut off its air supply. The smothering agents commonly used for petroleum fires are carbon dioxide (CO<sub>2</sub>) and dry chemical powder extinguishers. Both are effective for flammable liquids, but dry chemical is better for outdoor use because it is less subject to wind, has a longer range and can extinguish pressurized leaks of gas and liquid.

Any type of fuel fire or fuel leak should be reported to emergency responders immediately.

### **If a fuel fire is reported outside a vehicle, advise the driver to:**

- Move vehicle a safe distance away from the fire, 1,500 feet or more
- Keep passengers inside the vehicle

### **If a vehicle is reported to be leaking fuel, advise the driver to:**

- Shut off the vehicle
- Immediately evacuate passengers and relocate a safe distance away 1,500 feet or more
- Radio dispatch to contact emergency responders and provide location and description of situation

## 5) Loss of Critical Infrastructure

### Power Outage, Communications Failure

#### Power outage

If severe weather is approaching, turn off and unplug all unused electrical equipment such as printers or workstations. If working on a computer, save frequently to prevent data loss due to power failure.

Critical computer systems such as servers should be equipped with battery backup units or uninterruptible power supplies (UPS) to enable them to function through brief power losses, or to enable them to be shut down safely in the event of long power outage. In a power outage take the following actions:

- Locate and turn on battery-powered lighting and flashlights (or have them ready for hours of darkness)
- Turn off and unplug all electrical equipment (including computers, whether or not connected to APC/UPS systems) and turn off light switches
- Do not light candles or other type of flame for lighting
- Only trained and qualified personnel may operate a backup power generator; misuse or incorrect connections to electrical lines may seriously injure or cause death
- In a warm environment, be aware and ready to react to the risk of heat exhaustion or heat stroke
- In cold environments, be aware and ready to react to symptoms of hypothermia
- Call PG&E and get an estimate of duration of outage and area covered:
  - 1) Report to PG&E on the 'Report an Outage Line' #: (800) 743-5000
  - 2) Then call the PG&E Status Line #: (800) 743-5002 for updates on the anticipated time the power will be restored

Your agency's maintenance phone # \_\_\_\_\_

And maintenance after-hours phone# \_\_\_\_\_

#### If you lose radio communication with your drivers:

- Continue to seek contact over regular communication channels while also trying alternate communications:
  - Their cell phone
  - SMS/Text messaging - While it takes longer to type than to speak it, SMS has proven to be a reliable method of communication, even when cell service is overwhelmed, or for hard-to-serve areas
  - Email – With the advent of smart phones and PDAs you may be able to reach drivers on-the-go via email.

## 6) Difficult Passengers/Defusing Hostility

Difficult passengers can become dangerous and it's important that dispatchers are prepared to assist drivers in defusing conflict, and in recognizing warning signs of escalating violence.

**❑ Recommended tactics for drivers dealing with difficult passengers are summarized briefly below:**

Stay calm and maintain self-control; behave in a non-threatening manner in body language, speech and tone of voice

Acknowledge the difficult person's feelings of anger or frustration

Ask open-ended questions to find out the reason for the anger, assess the problem, and keep the difficult person thinking and talking

Paraphrase the difficult person's concern to show empathy and demonstrate interest in resolving the problem

Place no blame and do not make excuses

Encourage the difficult person to suggest a solution to the problem

Offer problem solving options, or a referral to customer service, the dispatcher or a supervisor to help resolve the problem

Present consequences for continued negative behavior, and a positive outcome for positive behavior; be friendly and fair, but firm, especially on safety-related issues

### Assault/Altercation/Fight on Bus

- ❑ Alert law enforcement and transportation management as soon as a driver reports an assault and/or a passenger with a concealed weapon. A driver may contact dispatch using a predetermined distress signal: "Bus # \_\_\_ for location check. With a time check of \_\_\_\_\_ (current time) traveling \_\_\_\_\_ (location and direction)."
- ❑ Ask the driver to provide the following information:
  - Vehicle ID and location
  - Nature of the incident
  - If it is a life safety issue, be clear about the threat and the need for intervention
  - Description of perpetrator(s) or threatening individual(s)
  - Description of weapons, if suspected or evident
- ❑ Drivers who are physically assaulted are permitted to defend themselves by law, but can only use the amount of force necessary to discourage the assailant and stop the assault



**HOTLINES and Other Useful Telephone Numbers**

**Tuolumne County Sheriff's Office (209) 533-5815 Dispatch**

**California Emergency Management Agency (Cal EMA)** – Emergency chemical, oil or Hazmat spill notification (Toll Free) 1-800-852-7550

**National Response Center** – Report chemical, oil spills and chemical/biological terrorism (Toll Free) 1-800-424-8802  
HAZMAT Incident in facility – MSDS on Demand at 1-800-360-3220  
or \_\_\_\_\_

**National Suicide Crisis Hotline** (Toll Free) 1-800-SUICIDE or 1-800-784-2433

**National Poison Control Center** (Toll Free) 1-800-222-1222  
**California Missing Persons Clearinghouse** (Toll Free) 1-800-222-FIND (1-800-222-3463)

**California State Fire Marshall** – Duty Chief: (916) 323-7390.

**Facility or Utility Problems / Useful Telephone Numbers**  
For these types of problems contact the person/section/agency specified.

Electric Company/ Phone # \_\_\_\_\_

Gas Company / Phone # \_\_\_\_\_

Facilities Maintenance / Phone # \_\_\_\_\_

Phone Company/ Phone # \_\_\_\_\_

Cellular Phone Company/ Phone # \_\_\_\_\_

Information Technology / Computer or network / Phone # \_\_\_\_\_

Internet Service Provider/ Phone # \_\_\_\_\_

Water District/ Phone # \_\_\_\_\_

Plumbing Contractor/ Phone # \_\_\_\_\_

Heating, Ventilation, and Air Conditioning (HVAC) / Phone # \_\_\_\_\_

Fueling / Petroleum Products/ Phone # \_\_\_\_\_

## 7.) Evacuee Tracking and the Role of the Transportation Monitor

In the event of a call for evacuation, drivers with passengers aboard will be directed by the Incident Command as to where to take passengers currently in transit. Drivers will then be directed as to when and where to report.

In advance notice evacuations, onboard monitors may be assigned to each evacuation vehicle. Transportation monitors fulfill many helpful functions in an emergency evacuation.

They:

- Maintain records of evacuees transported, and mileage from origin to destination
- Assist evacuees with boarding and deboarding, securement of personal belongings, service animals and or pets
- Provide a safe environment inside the vehicle, e.g. no tripping hazards in aisle, packages are secured properly
- Respond to requests from driver and/or evacuees
- Ensure a calm orderly environment onboard the vehicle by keeping noise to a minimum
- Encourage all passengers to stay seated and secured while the vehicle is in motion

These monitors are responsible to fill out an “Evacuee Tracking Form for Planned Evacuations” for each evacuee. These forms are included at the end of this document and can also be found aboard the transportation vehicle in the emergency kit.

In no warning situations, there may not be time to assemble and assign an onboard monitor to each evacuation vehicle. In this case, it is the driver’s responsibility to fill out the “Evacuee Tracking Form for a No Notice Evacuation.” These forms are included at the end of this document, and can also be found aboard the transportation vehicle in the emergency kit.

Drivers are to use the “Emergency Transportation Evacuation Field Checklist” to assist them in completing the necessary recordkeeping during the course of the evacuation and re-entry process. This form may also be found at the end of this document and aboard the vehicle in the emergency kit.

### Vehicle Operator Evacuee Tracking Form I

PICK-UP ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

ODOMETER READING: \_\_\_\_\_

# OF PASSENGERS: \_\_\_\_\_

DROP OFF ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

ODOMETER READING: \_\_\_\_\_

FIRST NAME: \_\_\_\_\_  
LAST NAME: \_\_\_\_\_  
DOB \_\_\_\_\_

## Evacuee Tracking Form For Planned Evacuations (Side One)

**Personal Information:**

Name: \_\_\_\_\_

Address: \_\_\_\_\_ City \_\_\_\_\_

DOB: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Outside Contact: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Male  Female

Under 18  Guardian Name: \_\_\_\_\_

**Comments:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Disabilities:**

Hearing Impaired  Visually Impaired  Cognitive

Mobility Impaired  Durable Medical Equipment  \_\_\_\_\_

Pet (circle)? Y/N Service Animal (circle)? Y/N Carrier (circle)? Y/N

If yes – Descriptions (e.g. Black Lab dog) \_\_\_\_\_

\_\_\_\_\_

**Personal Belongings (list):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Vehicle (circle) :** BUS - SCHOOL/TCTA/CASINO TAXI AMBULANCE OTHER

**Vehicle Operator/Driver Info:**

Name: \_\_\_\_\_

Agency Name: \_\_\_\_\_

## Evacuee Tracking Form For Planned Evacuations (Side Two)

**Name of Evacuee:** \_\_\_\_\_

**Destination:** Red Cross Shelter  Other  \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Facility Name:** \_\_\_\_\_

**Shelter Person Receiving Evacuee:**

**Name: (PRINT)** \_\_\_\_\_

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

**Time:** \_\_\_\_\_ **AM/PM** **Date: (Day/Month/Year)** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Phone Number: (\_\_\_\_\_)** \_\_\_\_\_

**Contact Info:** \_\_\_\_\_

**PHOTO of EVACUEE (if available):**

**Emergency Transportation Evacuation  
Field Checklist**

**Driver Name:** \_\_\_\_\_

**Contact Info:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Home Phone:** (\_\_\_\_) \_\_\_\_\_ **Cell:** (\_\_\_\_) \_\_\_\_\_

**Staging Areas:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

**Location Of Vehicle Keys:** \_\_\_\_\_

**Location Of Back-Up Keys:** \_\_\_\_\_

**Emergency Contact For Drivers: (Ex. 800 #, Cell, Ham Etc.)** \_\_\_\_\_

**Fuel Locations:**

Vendor Name	Vendor Address	Phone #	After Hrs. #	Avail. Fuel Types

**Dispatch Point Of Contact:** \_\_\_\_\_

**Alt. POC For Dispatch:** \_\_\_\_\_

**Local Information Sources:** \_\_\_\_\_

**Radio Stations:**

- KVML AM 1450
- KKBN FM 93.5
- KZSQ FM 92.7
- KOSO FM 92.9 (Modesto - Also local EAS station)

# **Appendix G**

## **Standard Operating Procedures Transportation Manager Checklist**

## Introduction

The following checklists are designed to help transportation managers and supervisors perform emergency duties with maximum skill and efficiency. These checklists are not all-inclusive, but do provide a reference for keeping focused during times of crisis.

**Keep these materials handy, and refer to them periodically.** These will help you perform when an emergency arises. But remember: your brain is the most important piece of safety equipment you operate!

### Contents:

For easy reference, this document is broken into seven sections:

- |   |      |
|---|------|
| 1. General Guidance   | G-3  |
| 2. Accidents and Incidents  | G-13 |
| 3. Acts of Nature   | G-15 |
| 4. Hazardous Materials  | G-17 |
| 5. Loss of Critical Infrastructure (Power, Communications)        | G-18 |
| 6. Difficult Passengers/Defusing Hostility                        | G-20 |
| 7. Evacuation Tracking and the Role of the Transportation Monitor | G-21 |

### **Note for transportation managers:**

You will be provided with a confidential emergency contact list, which is to be placed at the end of this appendix. It should be updated periodically, but no less than twice a year, preferably in April and November to coincide with the County's pre-fire and pre-winter activities.

## 1) General Guidance

### Incident Management Priorities

#### Response objectives:

- Life safety (drivers, passengers, staff)
- Protection of property
- Collection of incident details
- Establishment of response objectives
- Notification/mobilization of resources/response units to meet incident objectives

#### Critical concerns:

- Nature and location of incident
- Number and severity of casualties
- Impact on service delivery/continuity of operations
- Notifications and communication requirements based on incident type

#### Demeanor:

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

#### Priority response actions:

- Sheriff dispatch notification (911 via landline, 533-5815 via cell phone)
- Notify internal notification
- Dispatch appropriate response resources
- Maintain communication with affected driver(s)
- Expedite agency response actions and resources as needed
  - Service cancellations or route adjustments
  - Customer service updates
  - Replacement driver and bus
  - Service or tow truck
  - Support information and service requests by Incident Commander
- Document response actions
  - Maintain incident log
  - Track resources deployed
  - Prepare incident reports



**Critical concerns:**

- Personal safety
- Employee accountability
- Passenger safety/accountability
- Establishment of communications between and amongst all transportation providers
- Establishment of communications between transportation and the EOC
- Protection of critical assets
- Preservation of vital records
- Seamless transition from daily operations to emergency operations
- Seamless unification of dispatch operations
- Documentation (for liability and cost recovery)
- Incident updates received and disseminated in timely fashion
- Property and environmental conservation
- Restoration of service

**Your drivers have been trained to:**

- Assess the situation
- Notify dispatch/request aid
- Protect themselves
- Protect their passengers
- Secure the vehicle
- Gather incident information
- Complete post-incident reports

**Your dispatchers should notify you of:**

- Fatality accident or incident
- Accident requiring medical response
- Accident with damages rendering the vehicle unsafe to operate
- Any situation forcing service suspension for more than 30 minutes
- Use of equipment to support public safety, such as an evacuation

**You should notify key officials/stakeholders in case of:**

- Fatality accident or incident
- Accident requiring medical response
- Accident with damages rendering the vehicle unsafe to operate
- Any situation forcing service suspension for more than 30 minutes
- Use of equipment to support public safety, such as an evacuation

## TEOP

If a driver is injured, management should inform the driver's family of the incident and the location of the medical treatment facility where the driver has been transported.

### **Continuity of Operations**

As a transportation manager, your goal is to maintain normal transportation operations as long as safety and resources will allow. It is ultimately on your authority that transportation services be suspended, typically for safety concerns. When events conspire to threaten normal operations, consider what resources you may need to pre-position to effectively respond to and recover from impending emergencies.

#### **When suspending normal operations:**

- Notify key officials and stakeholders
- Ensure that passengers, media, or other key audiences are alerted
- Relocate to the Department Operation Center (DOC), if one is established
- Be prepared to send a trained staff person to the Emergency Operations Center (EOC) as an Agency Representative for your agency, if requested
- Resume normal service delivery as soon as it is practical to do so

### **Employee Support**

Since the employees who rely on you for support during and after an emergency are your most valuable assets, consider the range of services that you could provide or arrange for, including:

- Cash advances
- Salary continuation
- Flexible work hours
- Reduced work hours
- Crisis counseling
- Food and shelter for staff and their families
- Day care so staff can continue to perform their essential work functions

## Emergency Operations

### Emergency Declaration

When transportation services cannot be maintained with normal day-to-day resources, or when the County requests additional resources to support emergency evacuations, a State of Emergency may be declared. At such times, transportation providers will act as a unified body, under the direction of the Incident Commander (IC). Transportation may be asked to send an Agency Rep to the EOC or Incident Command Post (ICP).

Here are protocols for transportation emergencies.

### **Within 15 minutes of any emergency declaration, and at the request of the IC or OES Coordinator, the DOC Director will:**

- Take proactive steps to protect life and property (e.g. staff and agency assets)
- Activate employee notification system/family notification system
- Contact other Tuolumne County transportation providers to establish a unified response
- Deploy emergency response equipment
  - Personal Protective Equipment (PPE)
  - Handheld radios
  - Go bags
  - Backup drives
  - Other essential equipment
- Evacuate and secure facility (and advise other transportation agencies to do likewise, if appropriate)
  - Shut down gas, electrical, and water sources
  - Lock and secure building
  - Move rolling stock to safety as time, resources and safety permit
- Proceed to the location identified by the ICP (e.g. staging or assembly area)

## Evacuation Procedures

The mission of emergency transportation providers is to provide evacuation and transportation support to the County EOC or Incident Command Post.

### Concept of Operations

- Transportation drivers will get out of the hazard area and proceed to the nearest transportation assembly point or staging area, check in with dispatch and wait for further instructions
- School bus drivers with students will check in with dispatch, and maintain control of their passengers and proceed to a receiving shelter as identified by Incident Command, where parents are authorized to reunify with their children
- Maintenance personnel will assist with relocation of critical assets to alternate facility(s) as necessary
- Off duty personnel will check in by phone or other means, and proceed to staging area, as directed by management
- Dispatch will direct drivers as appropriate to the incident, following direction given by those in charge of evacuation procedures, typically law enforcement

## Recovery

### Resuming Operations

After the emergency declaration is rescinded, transportation managers are to:

- Notify staff, stakeholders and clients of the return to normal operations
- Initiate business recovery plan
- Establish a recovery team, if appropriate
- Establish priorities for resuming operations
- Assess remaining hazards/threats
- Conduct an employee debriefing
- Coordinate actions with appropriate government agencies
- Notify appropriate government agencies if return to normal operations is not achievable within a reasonable time period (less than 48 hours)
- Take photographs of or videotape damages
- Account for all incident-related costs
- Assemble all paperwork related to purchases and repair work conducted during incident
- Notify insurance carriers of losses
- Send prioritized damage assessment and status reports to the County OES Coordinator and internal stakeholders
- Identify short and long term capital replacement needs

## TEOP

- Coordinate funding and other transportation system restoration needs with Tuolumne County Public Works Department (part of the Community Resource Agency) and with Caltrans
- Attend and support community briefing
- Participate in After-Action meetings held by the County
- Complete After Action Reports (AARs)
- Institute recommended improvement actions

## Facility Evacuation

Fire, flooding, earthquakes and hazmat spills are incidents that could force a facility evacuation. Be prepared. Identify all appropriate evacuation routes and safety zones for your facilities. Consider the needs of people with disabilities and others with access and functional needs. Establish protocol for accommodating everyone in an evacuation particularly if your facility is a multi-story building.

### Evacuation from building:

- Notify staff of the evacuation order and designated safety zone
- Walk, do not run
- Do not use elevators
- If safe to do so, assist people with access and functional needs
- Gather in pre-designated area
- Account for all personnel
- Wait for official instructions, or an “all clear” before returning to the building

### If unable to evacuate - shelter in place

In some instances it may not be possible to leave a building, (e.g. smoke or fire is immediately outside your office, live electrical wires bar access to the exit, individuals using mobility devices are above or below ground floors, etc.).

- Call sheriff dispatch (911 from a landline or 533-5815 from a cell phone) and report your name, your location, that you are unable to evacuate, the building, and why. Follow directions of the emergency dispatcher.

## Community Evacuation

- Transportation will support community evacuation at the request of the Incident Commander (IC) or Tuolumne County Office of Emergency Services (OES).
- If so requested, gather pertinent information about the evacuation:
  - Areas to be evacuated
  - Hazards and/or threats within the evacuation zone
  - Estimated number of evacuees anticipated

## TEOP

Estimated number of evacuees with disabilities or others with access and functional needs

Special considerations, such as turning radius requirements, that might dictate use of one vehicle over another

Timeframe for mobilization/evacuation orders

Staging location(s)

Assembly point(s)

Shelter location(s)

- Activate essential personnel as needed to operate and maintain fleet, and provide supervision
- Transportation should sustain whatever level of normal service is feasible, with priority given to medical and life safety transport
- Management may decide to suspend service temporarily
- Provide transportation resources, as requested under mission assignment, to identified staging areas or collection points
- Depending upon severity and anticipated length of the incident, transportation may direct in-service vehicles to staging areas
- A transportation manager may send a supervisor to a staging area to help facilitate transportation dispatch and control
- An Agency Rep may be sent to the EOC when requested
- Carefully monitor fleet operations to ensure appropriate rest, rotation of drivers, refueling, and repair
- Review community evacuation progress and make decision on when to resume normal service
- Participate in post-incident debriefing with emergency management personnel

### Staging Areas, Assembly Areas, Shelters

- Staging areas: Locations where resources, like buses, committed to the response await mission assignments
- Identified staging areas suggested for use in evacuations –Agreements with property owners to follow, after identification and group concurrence on sites

1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____

- Assembly points: An area used for the temporary gathering of evacuees that will be moved to a shelter location
- Suggested assembly points to be used during the evacuation –Agreements with property owners to follow, after identification and group concurrence on sites

1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____

- Shelter sites to be determined by County OES in conjunction with the local chapter of the American Red Cross and conveyed to transportation

## 2) Accidents and Incidents

### Vehicle Accident

#### Assess the Situation - Supervisor

- Supervisor should go to the scene of the accident and check in with driver and law enforcement to assess situation and assist passengers
- Report (confirm) vehicle location, number and severity of injuries, and the nature of the incident (in that order) to dispatch
- Obtain details regarding persistence of initial or secondary hazards
- Take driver for required drug/alcohol testing if the accident meets agency policy threshold

#### Request aid - Supervisor

- Contact maintenance to request aid (if appropriate)
- Request additional vehicle(s) from dispatch as needed for continuity of operations
- Contact transportation management in case of:
  - Incident with damages rendering the vehicle unsafe to operate
  - Incident requiring medical response
  - Incident involving a fatality
  - Any situation forcing suspension of regular service for more than 30 minutes

#### Response - Management

- Inform key officials and stakeholders
- Notify family of staff injured in an accident, and provide location of medical treatment facility
- Do not go to medical treatment facility and do not make any public statements without legal consultation
- Participate in development of media strategy including timing and content of public statements

### Vehicle Evacuation

There are risks involved in an evacuation because of the potential to place passengers in harm's way. Management is to recommend vehicle evacuation only when the risks of staying on board the vehicle are greater than the risks involved in moving the passengers off the vehicle. Evacuation would typically be appropriate when:

- The vehicle is in a dangerous location and cannot be moved
- The driver sees fire or sees or smells smoke on board
- The driver sees leaking fuel coming from or underneath the vehicle

## TEOP

The driver sees a security threat such as a suspicious package, suspicious substance, or an explosive device **Note: Do not use communication devices if an explosive device is suspected!**

- Any other conditions that would make it unsafe to remain on the vehicle

## Supervisor

### Assess the Situation

- Supervisor should go to the scene and check in with driver and law enforcement to assess situation and assist passengers
- Report (confirm) vehicle location, number and severity of injuries, and the nature of the incident (in that order) to dispatch
- Obtain details regarding persistence of initial or secondary hazards

### Request Aid

- Contact maintenance to request aid, as appropriate
- Request additional vehicle(s) from dispatch as needed for continuity of operations
- Contact transportation management in case of:
  - Incident with damages rendering the vehicle unsafe to operate
  - Incident requiring medical response
  - Incident involving a fatality
  - Any situation forcing suspension of regular transit service for more than 30 minutes

## Management

### Response

- Ensure that proper steps are taken to document the evacuation and assess performance
- Inform key officials and stakeholders
- Participate in development of media strategy including timing and content of public information statements

### Recovery

- Ensure that appropriate medical attention is or was rendered
- Review investigation documentation, and order further investigation if necessary
- Discuss corrective actions needed
- Make sure corrective actions (controls) are instituted
- Monitor the effectiveness of the controls and make changes as necessary
- Periodically review efforts to identify trends or patterns

### 3) Acts of Nature

#### Weather Watches and Warnings

- Ensure that dispatchers are monitoring National Weather Service warnings, forecasts and advisories available at [www.weather.gov](http://www.weather.gov) for real-time hazardous weather information
- Ensure dispatch informs supervisors and drivers of watches and warnings including:
  - High wind
  - Ice/snow/freezing rain
  - Severe storm
  - Winter storm
  - Severe heat
  - Flood and flash flooding
  - Red Flag warning (high fire danger) – more severe than a weather watch.
- Management/supervisors are to provide guidance on strategies to reduce vulnerability to the hazard
- Management/supervisors are to also provide guidance on thresholds for service suspension

#### Earthquake

Earthquakes occur without warning and range from a minor tremors to a catastrophic event. Ensure your staff is knowledgeable in the following techniques during or directly after an earthquake.

Protect yourself and others when an earthquake is felt.

##### Indoors:

- Drop** – Drop to the ground to prevent being thrown to the ground
- Cover** – Take cover under a desk or other sturdy object; avoid objects that may fall or topple over, and stay away from windows or other large glass objects
- Hold On** – Hang on with one hand, and cover your head with the other

##### Outdoors:

- Move** away from trees, buildings, walls, light poles and power lines
- Drop** – Drop to the ground to prevent being thrown to the ground
- Cover** – Get into a fetal position, close your eyes and cross your arms over the back of your neck for protection
- Hold On** – Remain in position until shaking has stopped

**Advising those on vehicle:**

- Gradually decrease speed
- Pull to the side of the road when it is safe to do so
- Do not stop on or under overpasses or bridges
- Avoid stopping near tall trees, tall buildings, walls, power poles, etc.
- Set parking brake, shift to “park” or “neutral” and shut off engine
- Stay in your seat and keep the seat belt fastened until the shaking stops
- Determine if there are injuries, and assist injured (See Triage/First Aid)

**If widespread damage is evident, advise staff to:**

- Be alert for:
  - Structural damage to buildings and facilities
  - Indicators of ruptured water, sewer, or natural gas lines
  - Downed power poles or utility lines
  - Mudslides and rockslides
- Not drive any further unless you are sure it is safe to do so
- Not drive over or under any bridges or overpasses until authorities have conducted a damage assessment and confirm it is safe to do so

## 4) Hazardous Materials (Hazmat)

### Chemical Release

A variety of toxic industrial chemicals (TIC) and other hazardous materials are moved by truck and rail. Some chemicals can be dangerous if touched or inhaled. Situational assessment is very important. Managers are to ensure their staff understands the following about hazmat incidents:

#### Signs of a toxic chemical release:

- A cloud, mist, fog, fine powder, dust, liquid or oily residue with no explainable source
- Items emitting an unexplainable or pungent odor or vapor
- Abandoned or out-of-place aerosol or manual spray devices
- Two or more people experiencing difficulty breathing, uncontrollable coughing, collapse, seizure, nausea, blurred vision or disorientation

#### If a chemical release occurs inside your facility:

- Order staff to evacuate the facility
- Notify Sheriff Dispatch (911 from a landline or 533-5815 from a cell phone) of a possible hazmat release, and seek further instructions

#### If a chemical release is suspected outside your facility:

- Stay inside and move to a room in the center of the facility, close doors/windows and seal gaps to prevent air flow
- Shut down the HVAC systems to avoid pulling vapors indoors
- Notify sheriff dispatch of a possible hazmat release, and seek further instructions

#### If an evacuation order is called for the area:

- Shut down the HVAC systems to avoid pulling vapors indoors
- Contact sheriff dispatch for specific instructions
- Evacuate the facility following the business relocation protocol, as appropriate to the situation

### Fuel Related Events

#### If management is advised of a fuel spill:

- Follow agency notification procedures
- Provide required resources for appropriate clean up and restoration  
What are your current procedures and protocols for spill cleanups?

## 5) Loss of Critical Infrastructure

### Communications Failure

Managers are to ensure their staff is trained for communication failures.

#### 1. Communications for an emergency event using resources from only one transportation provider:

If drivers lose communication with their agency's dispatch, drivers should be trained to:

- Check radio equipment when fully stopped and vehicle is secured
- Notify dispatch of communications problems via telephone or cell phone if possible
- Barring other hazards or threats, continue on route as assigned

If dispatch loses communication with drivers, dispatchers are trained to:

- Continue to seek contact over regular communication channels while also trying alternate communications:

Cell phone

SMS - While it takes longer to type than to speak, SMS requires less bandwidth so has proven to be a reliable method of communication when regular cell service is overwhelmed, or for low service areas.

Email – With the advent of smart phones and PDAs, dispatchers may be able to reach drivers via email.

Contact the next scheduled stop on the manifest

#### 2. Communications for an emergency event with a multi-agency transportation response:

In times of mass evacuation, vehicles and drivers from multiple transportation provider agencies will meet at designated assembly or staging areas to form strike teams (of 5 buses to a team). In these cases, the drivers no longer communicate with their respective agency dispatch operators, but with their strike team leader. Within each strike team, if there is no inter-agency mobile radio interoperability, handheld two-way radios may be issued, for line of sight communication. Until released from service, the emergency transportation vehicle driver will remain within visual contact with his or her strike team at all times.

## Power outage

Management is to ensure that staff knows what to do if severe weather is approaching. They are to turn off and unplug all unused electrical equipment such as printers or workstations. If working on a computer, they are to save frequently to prevent data loss due to power failure.

Critical computer systems such as servers should be equipped with battery backup units uninterruptable power supplies (UPS) to enable them to function through brief power losses, or to enable them to be shut down safely in the event of long power outage.

In a power outage staff should know how to take the following actions:

- Locate and turn on battery-powered lighting and flashlights (or have ready for hours of darkness)
- Turn off and unplug all electrical equipment (including computers, whether or not connected to APC/UPS systems) and turn off light switches
- Do **not** light candles or other type of flame for lighting
- Only trained and qualified personnel may operate a backup power generator (misuse or incorrect connections to electrical lines may seriously injure or cause death)
- In a warm environment, be aware and ready to react to the risk of heat exhaustion or heat stroke
- In cold environments, be aware and ready to react to symptoms of hypothermia
- Call PG&E and get an estimate of duration of outage and area covered
  - 1) Report to PG&E on the 'Report an Outage Line' #: (800) 743-5000
  - 2) Then call the PG&E Status Line #: (800) 743-5002 for updates on the anticipated time the power will be restored

Your agency's maintenance phone # \_\_\_\_\_

And maintenance after-hours phone# \_\_\_\_\_

## 6) Difficult Passengers/Defusing Hostility

Difficult passengers can become dangerous and it's important that your dispatchers are prepared to assist drivers in defusing conflict, and in recognizing warning signs of escalating violence. Drivers are to follow recommended tactics and protocol outlined in Appendix E: SOP for Drivers, Section 6: Difficult Passengers/Diffusing Hostility

### Assault/Altercation/Fight on Bus

If one of your drivers is threatened by a person who seems capable of violence, has assaulted someone onboard or who is armed with a weapon, management should:

- Determine if vehicles need to be moved away from the vehicle in question (e.g. if incident were to occur at a transfer station)
- Notify sheriff dispatch (911 via landline or 533-5815 via cell phone) with the location and direction of the bus
- Provide any additional information available regarding the situation and degree of credible threat to your driver and passengers
- Determine whether or not to send a backup vehicle or other resources to the location of the vehicle in question
- Maintain contact with first responders about the situation
- Be prepared to provide crisis counseling (EAP) to your driver or others; even staff not directly involved may be traumatized.

## 7.) Evacuee Tracking and the Role of the Transportation Monitor

In the event of a call for evacuation, drivers with passengers aboard will be directed by the Incident Command as to where to take passengers currently in transit. Drivers will then be directed as to when and where to report.

In advance notice evacuations, onboard monitors may be assigned to each evacuation vehicle. Transportation monitors fulfill many helpful functions in an emergency evacuation.

They:

- Maintain records of evacuees transported, and mileage from origin to destination
- Assist evacuees with boarding and debarking, securement of personal belongings, service animals and or pets
- Provide a safe environment inside the vehicle, e.g. no tripping hazards in aisle, packages are secured properly
- Respond to requests from driver and/or evacuees
- Ensure a calm orderly environment onboard the vehicle by keeping noise to a minimum
- Encourage all passengers to stay seated and secured while the vehicle is in motion

These monitors are responsible to fill out an “Evacuee Tracking Form for Planned Evacuations” for each evacuee. These forms are included at the end of this document and can also be found aboard the transportation vehicle in the emergency kit.

In no warning situations, there may not be time to assemble and assign an onboard monitor to each evacuation vehicle. In this case, it is the driver’s responsibility to fill out the “Evacuee Tracking Form for a No Notice Evacuation.” These forms are included at the end of this document, and can also be found aboard the transportation vehicle in the emergency kit.

Drivers are to use the “Emergency Transportation Evacuation Field Checklist” to assist them in completing the necessary recordkeeping during the course of the evacuation and re-entry process. This form may be also found at the end of this document and aboard the vehicle in the emergency kit.

**Evacuee Tracking Form  
For a "No Notice" Evacuation**

Pick-Up Address: \_\_\_\_\_  
\_\_\_\_\_

Odometer Reading: \_\_\_\_\_

# of Passengers: \_\_\_\_\_ (total)

Drop Off Address: \_\_\_\_\_  
\_\_\_\_\_

Receiving Party Name: \_\_\_\_\_

Odometer Reading: \_\_\_\_\_

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

DOB \_\_\_\_\_

## Evacuee Tracking Form For Planned Evacuations (Side One)

**Personal Information:**

Name: \_\_\_\_\_

Address: \_\_\_\_\_ City \_\_\_\_\_

DOB: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Outside Contact: \_\_\_\_\_ Phone Number: (\_\_\_\_) \_\_\_\_\_

Male          Female

Under 18    Guardian Name: \_\_\_\_\_

**Comments:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Disabilities:**

Hearing Impaired          Visually Impaired          Cognitive

Mobility Impaired        Durable Medical Equipment     \_\_\_\_\_

Pet (circle)?    Y/N    Service Animal (circle)?    Y/N    Carrier (circle)?    Y/N

If yes – Descriptions (e.g. Black Lab dog) \_\_\_\_\_

\_\_\_\_\_

**Personal Belongings (list):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Vehicle (circle) :** BUS - SCHOOL/TCTA/CASINO    TAXI    AMBULANCE    OTHER

**Vehicle Operator/Driver Info:**

Name: \_\_\_\_\_

Agency Name: \_\_\_\_\_

## Evacuee Tracking Form For Planned Evacuations (Side Two)

**Name of Evacuee:** \_\_\_\_\_

**Destination:** Red Cross Shelter  Other  \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Facility Name:** \_\_\_\_\_

**Shelter Person Receiving Evacuee:**

**Name: (PRINT)** \_\_\_\_\_

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

**Time:** \_\_\_\_\_ **AM/PM** **Date: (Day/Month/Year)** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **Phone Number: (\_\_\_\_\_)** \_\_\_\_\_

**Contact Info:** \_\_\_\_\_

**PHOTO of EVACUEE (if available):**

## Emergency Transportation Evacuation Field Checklist

Driver Name: \_\_\_\_\_

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

Address: \_\_\_\_\_

Home Phone: (\_\_\_\_) \_\_\_\_\_ Cell: (\_\_\_\_) \_\_\_\_\_

**Staging Areas:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

Location Of Vehicle Keys: \_\_\_\_\_

Location Of Back-Up Keys: \_\_\_\_\_

**Emergency Contact For Drivers: (Ex. 800 #, Cell, Ham Etc.)** \_\_\_\_\_

**Fuel Locations:**

Vendor Name	Vendor Address	Phone #	After Hrs. #	Avail. Fuel Types

Dispatch Point Of Contact: \_\_\_\_\_

Alt. POC For Dispatch: \_\_\_\_\_

Local Information Sources: \_\_\_\_\_

**Radio Stations:**

KVML AM 1450

KKBN FM 93.5

KZSQ FM 92.7

KOSO FM 92.9 (Modesto - Also local EAS station)

**HOTLINES and Other Useful Telephone Numbers**

**California Office of Emergency Services (OES)** — Emergency chemical, oil or Hazmat spill notification (Toll Free) 1-800-852-7550

**National Response Center** — Report chemical, oil spills and chemical/biological terrorism (Toll Free) 1-800-424-8802

**HAZMAT** Incident in facility — MSDS on Demand at 1-800-360-3220  
or \_\_\_\_\_

**National Suicide Crisis Hotline** (Toll Free) 1-800-SUICIDE or 1-800-784-2433

**National Poison Control Center** (Toll Free) 1-800-222-1222

**California Missing Persons Clearinghouse** (Toll Free) 1-800-222-FIND (1-800-222-3463)

**California State Fire Marshall** — Duty Chief: (916) 323-7390.

**Facility or Utility Problems / Useful Telephone Numbers**

If the following occurs, contact the person/section/agency specified.

PG&E/ Phone # \_\_\_\_\_

Propane Company: \_\_\_\_\_ / Phone # \_\_\_\_\_

Facilities Maintenance: \_\_\_\_\_ / Phone # \_\_\_\_\_

Phone Company: \_\_\_\_\_ / Phone # \_\_\_\_\_

Cellular Phone Company: \_\_\_\_\_ / Phone # \_\_\_\_\_

Information Technology / Computer or network / Phone # \_\_\_\_\_

Internet Service Provider: \_\_\_\_\_ / Phone # \_\_\_\_\_

Water District: \_\_\_\_\_ / Phone # \_\_\_\_\_

Sewer District: \_\_\_\_\_ / Phone # \_\_\_\_\_

Plumbing Contractor: \_\_\_\_\_ / Phone # \_\_\_\_\_

HVAC Contractor: \_\_\_\_\_ / Phone # \_\_\_\_\_

Fueling-Petroleum Products Vendor: \_\_\_\_\_ Phone # \_\_\_\_\_

**Managers' confidential External Contact List  
to be placed here**

## **Appendix H**

# **Transportation Needs Assessment Review & Congruency Report**

# **TCTC/TCTA Emergency Management and Operations Plan**

## **Transportation Needs Assessment Review and Congruency Report**

Submitted to:  
Mr. Darin Grossi, Executive Director  
Tuolumne County Transportation Council  
2 South Green Street  
Sonora, California, 95370

Submitted by:  
Kathleen Haff, Project Manager  
Nusura, Inc

## Introduction

In June of 2012, Tuolumne County Transportation Council (TCTC) and Tuolumne County Transit Agency (TCTA) hired Nusura, Inc. to develop a Transportation Emergency Operations Plan (TEOP) in order to improve transportation emergency response and recovery capabilities.

One of the first steps in this project was for Nusura to conduct a gap analysis to identify areas in which local policies and procedures are consistent with state and federal guidance and industry best-practices. To conduct this gap analysis Nusura utilized two gap analysis tools. One of these tools focuses on emergency transportation plans for people with disabilities and others with access and functional needs (AFN), based on guidance from the California Emergency Management Agency (Cal EMA). The other gap analysis tool is based on planning guidance from the California Department of Transportation (Caltrans) Division of Mass Transit, the Federal Transit Administration, and the National Academy of Sciences Transportation Research Board (TRB).

Nusura reviewed existing emergency plans, including the recently completed Tuolumne County Emergency Operations Plan (EOP), supplemented by interviews with key staff from TCTC and TCTA. This review was conducted to help establish priorities for development of the TEOP, and to ensure that there be no conflicts, areas of overlap, or unnecessary redundancies between the TEOP and the county EOP.

Included in this report are:

- Findings
- Conclusions
- Transportation Gap Analysis Checklist
- AFN Gap Analysis Checklist
- County EOP Review Notes

It is anticipated that this report will support the creation of the TEOP and other future planning efforts to enhance Tuolumne County's emergency transportation program. As such, Nusura would like to acknowledge TCTC/TCTA staff, and the Emergency Transportation Management and Operations Plan Working Group, for their assistance in reviewing this document for accuracy and functionality.

## Findings

This report provides a baseline of current emergency transportation practices, and documents areas for improvement that the TEOP will seek to address. These findings are broken into two sections – transportation policies and procedures as reported by TCTA staff and documented in existing TCTC safety/security plans; and emergency plans detailed in the county EOP. Transportation-related findings have been identified numerically. Findings from our review of the county EOP have been identified alphabetically. Not surprisingly, there are commonalities and differences between these two data sets.

### Transportation and AFN Gap Analysis Findings

**Finding #1:** Emergency transportation planning has basically just begun with this TEOP project. Although TCTA has identified transportation assets and resources, there is no comprehensive list of *all* emergency transportation resources and assets within the county, which includes those resources from the various school districts, Tuolumne County Ambulance, Black Oak Casino, the Veterans Administration and others.

**Finding #2:** Likewise, there is no comprehensive local interagency transportation guidance for a mass evacuation situation currently in place in Tuolumne County, with or without input from people with disabilities or populations with AFN.

**Finding #3:** Contract language and specific wording in transportation-related job descriptions need to be clearly defined for all transportation personnel – transportation drivers, dispatch, and management – regarding their roles and responsibilities in emergencies. Additionally, essential transportation staff needs to be identified, defined and documented for all public and school transportation providers located within the county.

**Finding #4:** Develop emergency family preparedness plan training for transportation provider personnel expected to be active in times of disaster and evacuation, and programs designed to educate AFN customers about personal emergency preparedness planning.

**Finding #5:** Interagency Memorandum of Understanding documents do not yet exist to implement emergency transportation actions when disaster strikes and evacuations need to take place.

**Finding #6:** There is no record of essential NIMS-compliance training for TCTC in the last two years. Training in the National Incident Management System (NIMS) is a requirement of the U.S. Department of Homeland Security for agencies responding to emergency events. It is unknown whether other agencies and organizations that provide transportation in the county have this required training.

**Finding #7:** Exercises of any kind (drill, tabletop, functional, full-scale) have not been utilized to practice and improve mass emergency transportation plans for transportation personnel, the American Red Cross, people with AFN, or any other groups or agencies.

**Finding #8:** Transportation staff liability issues (in an emergency) for TCTC and TCTA are currently unknown.

**Finding #9:** Outreach to the county's transportation ridership has not been conducted regarding personal emergency preparedness versus transportation providers' responsibilities in emergency situations.

**Finding #10:** Policies have yet to be established for transporting durable medical equipment, such as wheelchairs and oxygen bottles.

**Finding #11:** Interoperable communication systems amongst various transportation agencies, emergency responders and county emergency management have yet to be instituted.

**Finding #12:** Clear guidance on coordinating with the Tuolumne County Emergency Operations Center (EOC) or within a transportation Departmental Emergency Operations Center (DOC) has yet to be written and practiced.

**Finding #13:** Time estimates and protocol have not been established for executing moderate or large-scale emergency evacuations.

**Finding #14:** There are no current guidelines for service or business continuity planning, such as when to suspend regular transportation services, what to do with 'in service' customers, when to back up power, communications and dispatch systems, and when to alternate facilities, etc. when disaster strikes.

**Finding #15:** There is currently no system in place to identify customers who may need evacuation assistance such as people with disabilities or others with access and functional needs; to identify ambulance use versus public transit services designed to accommodate people with disabilities or other with access and functional needs in evacuations;

**Finding # 16:** There is currently no system in place to rapidly mobilize emergency transportation support staff, such as drivers, maintenance, and dispatch personnel

**Finding #17:** There is currently no system in place to reposition or quickly move transportation resources out of disaster impact zones.

**Finding #18:** There is currently no definition or plan for reception centers, which would be utilized in staging and moving large numbers of people.

**Finding #19:** There are no plans noted to address the movement of service animals or pets

**Finding #20:** Currently, there is no surge capacity planning in place when the needs of an evacuation event exceed local resources.

**Finding #21:** There are no 'trigger points' established to determine when to mobilize or demobilize transportation equipment; no established policies for checking in or checking out transportation personnel.

**Finding #22:** There is no "reconstitution" plan that identifies essential transportation services – for either maintaining them or bringing them back on line.

**Finding #23:** There are no current policies, documentation nor exercises to support either 'evacuee tracking' or 're-entry' following an evacuation for able-bodied populations or for those with disabilities and AFN.

**Finding #24:** Systems, policies and procedures need to be put in place for the recovery of transportation personnel such as post-crisis counseling, a system to document damages to equipment and facilities, and a clearer understanding of record-keeping and cost-tracking responsibilities.

**Finding #25:** Action and improvement plans have yet to be instituted as part of emergency transportation planning, training, and an emergency response/recovery program.

## **Tuolumne County EOP Findings**

**Finding A:** There is very little emergency transportation-related information in the new county EOP basic plan or its annexes. When transportation is mentioned, it is under the purview of law enforcement, fire or the county's emergency services office. In the Basic Elements of Emergency Response section of the basic plan, there is no mention of evacuations.

**Finding B:** Although there is mention of an evacuation policy in Part III of the county's EOP, Nusura has been advised that it has not been developed yet. The same is true for a list of facilities and equipment, which was also indicated to be included in Part III.

**Finding C:** The community profile in the EOP does not provide demographics or percentages for disabled populations nor those with AFN within Tuolumne County.

**Finding D:** The Operational Area Committee does not include a required representative from transportation.

**Finding E:** Displaced citizens or the homeless are categorized together and implied as able-bodied, or able to self-evacuate. Although the disabled and AFN populations are mentioned in the annexes, the document only advises

to include “those with expertise in dealing with the logistical requirements and resources necessary to set up and operate a general population shelter that includes (those) with and without disabilities who have access and functional needs.” There is no mention of how this population would access a shelter or be evacuated if necessary.

**Finding F:** There were no mentions or definitions for reception center(s) in the EOP documents. Reception centers are distinct from shelters in that they provide a transfer point outside of high-risk areas in order to register and sort evacuees.

**Finding G:** In the Protective Action Mission Responsibility Matrix of each annex, mass evacuations is not fully addressed. Mention is made in this matrix that law enforcement and fire will conduct evacuation operations, but addresses only those who are self evacuating. The section does not address which mass evacuation vehicles will be utilized nor the means by which they will be coordinated, nor how the disabled and other AFN populations will be evacuated.

**Finding H:** In this matrix, under the Public/Private School Disruptions, a reference to providing available school facilities and buses for emergency operations is made, but it does not speak to how this will be organized or coordinated in advance.

**Finding I:** It is unclear if the four multi-purpose staging areas noted in the annexes could also be used for staging areas for emergency transportation and mass evacuations.

**Finding J:** Evacuations are mentioned in the flood plan annex, but large-scale evacuations are “not a consideration due to the county’s steep topography, and (because)...most people residing in flood prone areas will self-evacuate.” Public safety is noted as the designated entity to help those with special needs on a limited basis. There are no details as to how public safety will carry this out.

**Finding K:** The logistics section of the Emergency Operations Center is identified as the section responsible for managing transportation, but

there is no indication as to how, or through what agencies, this will be accomplished.

Findings from our analysis of the recently updated Tuolumne County EOP as well as transportation policies and procedures lead to a common conclusion: There are many opportunities for improving evacuation capabilities through this transportation emergency planning effort, and little risk of duplication or redundancy. The greater challenge may be in setting priorities addressing the gaps identified through this analysis.

## **Conclusion**

This analysis of the emergency response capabilities of Tuolumne County reveals significant gaps in current transportation plans, policies and procedures. TCTC, TCTA and the transportation community in Tuolumne County are to be congratulated for their vision and determination in addressing these concerns. It is anticipated that this Transportation Emergency Operations Plan project will significantly enhance the transportation element of the county's emergency response program.

The work that is to be accomplished in the following months will go a long way toward findings: 1, 2, 5, 12, 19, 21, 23; A, E, F, G, H, and I. It should be noted, however, that some findings in this Congruency Report are beyond the scope of Nusura's current technical assistance contract. While the TEOP working group will ultimately be charged with setting priorities for such additional training and exercises, Nusura has identified the following issues of concerns, based on our experience in the field.

### ***Urgent Priorities***

- Determine if transportation agencies face uninsured or underinsured liability issues during incident response
- Conduct a tabletop exercises to validate the plan
- Train essential transportation personnel on the TEOP
- Complete written interagency agreements addressing the role of transportation in emergencies
- Develop contract language and specific job descriptions addressing emergency response expectations for transportation personnel

### ***Secondary Priorities***

- Train transportation personnel on issues of personal/family emergency preparedness (increasing the probability that they report to work during incident response)
- Provide NIMS compliance for all essential transportation personnel
- Establish written policies about transport of medical equipment and mobility devices on transportation assets utilized during emergencies
- Establish written policies about transport of animals during emergencies

More clearly define roles and communication strategies for transportation in the county EOC  
Host periodic functional exercises to assess transportation response capabilities

### ***Tertiary Priorities***

Identify strategies to manage surge demand for drivers, equipment and other essential transportation resources during extended response and recovery efforts

Identify strategies for post-disaster crisis counseling for transportation personnel

Develop and maintain a transportation Continuity Of Operations Plan (COOP)

Conduct outreach programs to transportation customers regarding their roles and responsibilities during emergencies

Provide training to transportation personnel on development of written after action reports and improvement plans

### **Next Steps**

1. Accept this Transportation Needs Assessment Review and Congruency Report, authorizing Nusura to move forward with completion of the draft TEOP.
2. Assess priorities suggested by the consultant, and make modifications as necessary/appropriate, setting the course for additional/ongoing transportation preparedness efforts
3. Determine which of these priorities can be handled internally, and which would be better addressed with specialized assistance from an outside contractor
4. Identify what grant opportunities may be available to help fund ongoing preparedness needs

## nusura Tuolumne Transportation Gap Analysis

### TCTC/TCTA Transportation Gap Analysis Checklist

Preparedness	+++		~		---		unsure	Comments
<b>Planning</b>								
<b>a) Resource Capabilities Assessment</b>								
o We have identified the County's critical transportation assets - personnel and vehicles – and assessed their capabilities and limitations	A	B	C	D	F			Only for Co Transit, not for rest of transportation assets in the county.
o We have shared our capabilities assessment with emergency management/first responders (inter-agency coordination)	A	B	C	D	F			Not yet
<b>b) ESF-1 Coordination</b>								
o We have developed a plan for coordinating paratransit, public transit, school bus transportation and private sector transportation resources to support evacuation needs	A	B	C	D	F			No, but this is the goal of the Nusura project.
<b>c) Interagency Coordination</b>								
o We participate in Local Emergency Planning Committee (OA) meetings	A	B	C	D	F			Participating
o We participate in Urban Area Strategic Initiative (UASI) meetings	A	B	C	D	F	N/A		Doesn't apply. No UASI here.
<b>d) Essential Material Supply</b>								
o We have developed contingency plans for emergency fuel, power, and other materials essential to continuity of operations	A	B	C	D	F			No
<b>e) Duplication of Emergency Service Obligations</b>								
o We have a system to prioritize response to simultaneous requests for evacuation assistance	A	B	C	D	F			No
<b>f) Emergency Operations Plans</b>								
o We have a current System Safety Program Plan (identification of safety hazards and procedure)	A	B	C	D	F		?	Storer may have, Tyler will research
o We have a current Transportation Security Plan (identification of threats and procedure)	A	B	C	D	F			No
o We have a current Transportation Emergency Operations Plan	A	B	C	D	F			Under development; projected date of adoption December, 2012
o We have Standard Operation Procedures (e.g. emergency checklists) for drivers, dispatchers, managers, and other essential personnel	A	B	C	D	F		?	Under development. Storer may have something. Tyler to investigate.

### Tuolumne Transportation Gap Analysis

<b>g) Surge Capacity</b>								
○ We have written agreements with essential transportation personnel regarding emergency responsibilities (folding it into their job description)	A	B	C	D	F			Not at this time
○ We have contract language with all transportation contractors regarding their role in emergencies	A	B	C	D	F		2	Tyler to check contract. Unknown for other trans providers.
○ We have a plan for sustained (e.g. 24/7) emergency response operations as it pertains to transportation (ie: A shift, B shift/12 hr shifts)	A	B	C	D	F			Not at this time
○ We have contingency plans (interagency agreements for mutual aid, neighboring transportation agencies, etc) to augment driving staff to maximize emergency response capacity	A	B	C	D	F			Not at this time, but could do so with Storer resources.
○ We have resolved implications of having first responders commandeer/operate our vehicles (Allow law enforcement and fire to commandeer trans vehicles? Or we provide transportation under their direction?)	A	B	C	D	F			Not yet
○ We have a plan to orient emergency personnel regarding safe operation of equipment, proper wheelchair securement, etc., including training for those involved in emergency transportation	A	B	C	D	F			Not at this time for all transportation personnel in the area. Regular and relief drivers are trained.
<b>▪ Training</b>								
<b>a) NIMS Compliance</b>								
○ Essential transportation personnel have been trained on the Incident Command System (ICS)	A	B	C	D	F			Not for the last 2 years for TCTC personnel. Unknown for other transportation provider staff.
○ Essential transportation personnel have been trained on the Standardized Emergency Management System (SEMS)	A	B	C	D	F			Not for the last 2 years for TCTC personnel. Unknown for other transportation provider staff.
○ Essential transportation personnel have been trained on the National Incident Management System (NIMS)	A	B	C	D	F			Not for the last 2 years for TCTC personnel. Unknown for other transportation provider staff.
<b>b) Emergency Preparedness Training</b>								

### Tuolumne Transportation Gap Analysis

○ Essential transportation personnel have been trained on their role in emergency response plans and procedures (the TEOP)	A	B	C	D	F			No
<b>c) Personal and Family Preparedness</b>								
○ Essential transportation personnel have been trained in personal and family emergency preparedness	A	B	C	D	F			No
<b>▪ Exercises</b>								
<b>a) Discussion-based Exercises</b>								
○ We have held tabletop exercises to assess and validate emergency transportation plans and protocols	A	B	C	D	F			None
<b>b) Operational Exercises</b>								
○ We regularly run drills and exercises to boost emergency transportation response capabilities of our staff	A	B	C	D	F			
○ We regularly participate in disaster exercises to boost emergency response capabilities of our agency	A	B	C	D	F			
<b>c) Inclusion of People with Access and Functional Needs</b>								
○ People with disabilities are included in our disaster drills and exercises	A	B	C	D	F			
○ TCTC/TA has an ADA Advisory Board	A	B	C	D	F			
<b>Prevention</b>								
<b>▪ Risk Assessment</b>								
<b>a) Threat and Vulnerability Assessment</b>								
○ We have assessed safety hazards and security threats as they pertain to transportation to determine likelihood and severity of disaster events	A	B	C	D	F			No
○ Our hazard and threat assessment drives our agency's emergency management priorities	A	B	C	D	F			No

### Tuolumne Transportation Gap Analysis

<b>b) Interagency Communication and Coordination</b>									
<ul style="list-style-type: none"> <li>We have coordinated with local emergency management regarding our hazard, threat and vulnerability assessment</li> </ul>	A	B	C	D	F				Participated in the development of the new County EOP that included hazards, threats and vulnerabilities for the County...but the role of transportation specifically
<b>Liability Management</b>									
<b>a) Insurance Limitations</b>									
<ul style="list-style-type: none"> <li>We have signed liability coverage issues for staff and equipment utilized during emergency response</li> </ul>	A	B	C	D	F				No. Unknown status with regard to DSW (Disaster Service Worker). Tyler to check with Legal Counsel or CalEMA and the OES Coordinator
<b>b) Memorandum of Understanding/Mutual Aid</b>									
<ul style="list-style-type: none"> <li>We have signed agreements defining roles, responsibilities and reimbursement arrangements for transportation resources utilized in disaster response</li> </ul>	A	B	C	D	F				Not yet. In process.
<b>Education/Outreach</b>									
<b>a) Customer Preparedness</b>									
<ul style="list-style-type: none"> <li>We have conducted outreach with our customers regarding personal emergency preparedness, such as brochures, in-bus ads, intake process for para-transit customers, etc.</li> </ul>	A	B	C	D	F				None yet
<ul style="list-style-type: none"> <li>We have communicated with our customers regarding what to expect from us during emergencies (What we do vs. the responsibility of the customer)</li> </ul>	A	B	C	D	F				No
<b>b) Adaptive Technologies</b>									
<ul style="list-style-type: none"> <li>We have established policies about transporting wheelchairs, oxygen bottles, and other durable medical equipment during evacuations</li> </ul>	A	B	C	D	F				No
<b>Response</b>									
<b>Communication</b>									
<b>a) Interoperability</b>									

### Tuolumne Transportation Gap Analysis

○ Our communication system provides interoperability with other transportation agencies in the region	A	B	CC	D	F		Unknown and it has not been tested yet.
○ Our communication system provides interoperability with local first responders	A	B	C	D	FF		Untested. Told that there is a way. Will clarify with Heidi at Columbia Communications.
<b>b) Client Communications Regarding Service Continuity</b>							
○ We have a system to notify clients and caregivers when service must be suspended or altered	A	B	C	D	F		Working on this as part of the satellite tracking process. It will provide a communication link through the phones for updates to the customers on problems and a way of tracking where the busses are. Nothing in place as yet.
<b>▪ Coordination</b>							
<b>a) Emergency Operations Center/Incident Command Post</b>							
○ We have a formal role within the local Emergency Operations Center (EOC) during emergency response	A	B	C	D			In logistics section – ground support unit. As per new Co EOP
○ We know how to coordinate with the EOC during emergency events	A	B	C	D	FF		Not yet. Maybe after receiving the new Co EOP.
<b>b) Departmental Emergency Operations Center(s)</b>							
○ We have clear thresholds for when to activate our Departmental Emergency Operations Center (DEOC)	A	B	CC	D	FF		No
○ We have a designated location for our DEOC	A	B	C	D	F		No
○ Our DEOC plan provides for coordinating paratransit, public transit, school district transportation and other transportation resources	A	B	C	D	FF		Not yet.
<b>c) Staging</b>							
○ We have identified potential staging locations considering local hazards and vulnerabilities, which is based upon our hazard and threat assessment	A	B	C	D	F		No
<b>d) Contracted Paratransit Service</b>							

## nusura

### Tuolumne Transportation Gap Analysis

○ Paratransit service has plans that define their roles in emergency situations	A	B	C	D	F		No
<b>■ Operations</b>							
<b>a) Service Continuity</b>							
○ We have clear thresholds for when to suspend regular transportation service	A	BB	C	D	F		No
○ We have a plan for what to do with customers who are “in system” when disaster strikes, including para-transit individuals	A	B	C	DD	F		No
<b>b) Dispatching Under Emergency Conditions</b>							
○ We have back-up power to maintain dispatch and other essential functions during a crisis	A	BB	C	D	F		Not aware of any
○ We have a redundant dispatching system we can rely on (e.g. paper) if our electronic dispatch system goes down	A	BB	C	D	F		Limited
○ We have an alternate facility we can operate out of if our primary facility were damaged or destroyed	A	BB	C	D	F		Not identified
<b>c) Identifying People Requiring Evacuation Assistance</b>							
○ We have a system in place to help emergency transportation managers identify paratransit customers who may need assistance evacuating in case of emergency	A	B	C	DD	F		No
○ Emergency transportation managers understand when it’s best to use ambulances v. paratransit for evacuations	A	B	C	DD	FF		No
<b>d) Mobilization</b>							
○ We have a system in place to rapidly mobilize staff to support emergency evacuations	A	B	C	D	FF		Phone tree
○ Emergency management knows how long it will take from the time they call till we can provide vehicles and drivers supporting evacuation	A	B	C	D	F		Not yet established
<b>e) Pre-positioning Resources</b>							
○ Transportation vehicles are stored out of likely disaster impact zones (e.g. flood plane, one road in and out locations, etc)	A	B	C	D	F		No

### Tuolumne Transportation Gap Analysis

○ We have a plan to quickly move transportation vehicles if notified of impending disaster impacts	A	B	C	D	F		No
○ We have a system in place ensuring that vehicles are fueled and prepped at the end of each shift	A	B	C	DD	F		Yes!
<b>Recovery</b>							
<b>▪ Reconstitution</b>							
○ We have a plan that identifies essential services which includes how to maintain them for as long as possible	A	B	C	D	F		No
○ We have a plan for reconstituting essential services as soon as possible after an emergency	A	B	C	D	F		No
<b>▪ Reentry</b>							
○ We have developed plans supporting reentry following evacuations	A	B	C	D	F		No, in process
○ We have discussed with emergency management how the needs of paratransit customer might vary from the general public for reentry	A	B	C	D	F		No
<b>▪ Post-Disaster Service Assessment</b>							
○ We have considered how to accommodate additional demand for transportation and paratransit services following disaster (how things change after a disaster)	A	B	C	D	F		No
<b>▪ Resource Recovery</b>							
○ We have a system to provide post-crisis counseling for staff traumatized by emergency incidents	A	B	C	D	F		No, but there are resources in the community through Behavioral Health and a trained Crisis Team. Not systemized yet.
○ We have a system to document disaster damages to equipment and facilities	A	B	C	D	F		No
○ We have a clear understanding of what sort of record keeping, reporting requirements, and cost/mile and cost/hour emergency management expects for reimbursement of emergency services	A	B	C	D	F	?	No, but the Auditor and OES Coordinator may have. Tyler to find out.

## TCTC/TCTA AFN Gap Analysis

Tuolumne Access and Functional Needs (AFN) Gap Analysis Checklist

PREPARE/PREVENT	+++		~		---		unsure	Comments
<b>Planning</b>								
Likely emergency transportation events identified and analyzed (Hazards and Threats from Co EOP)	A	B	C	D	F	n/a	?	Community collection points have been discussed
Emergency transportation assets identified and inventoried	A	B	C	D	F	n/a	?	Tuolumne Co assets (vehicles and drivers);
Location of AFN clients identified and mapped (ie: Congregate care sites)	A	B	C	D	F	n/a	?	Unknown if Larry Beil (GIS Coordinator) has added this layer to the County mapping or CityWatch. Tyler to find out.
Agencies serving elderly and disabled identified, and contact info current (PH, DSS, Area 12, etc)	A	B	C	D	F	n/a	?	CPTP: Coordinated Public Transportation Plan in 2008 for elimination of duplication of efforts specific to transportation needs for AFN services. May be out of date by now
Thresholds and protocol for emergency transportation events clearly defined	A	B	C	D	F	n/a	?	Storer may have some protocol for specific events. Tyler will f/u on this.
Time estimates exist for executing moderate- and large-scale emergency evacuations (Road capacities, mobilization of trans resources, etc)	A	B	C	D	F	n/a	?	Nothing done yet
System established to mission task emergency transportation resources	A	B	C	D	F	n/a	?	Nothing done yet
Protocol for how to prioritize transportation resources when demand exceeds availability	A	B	C	D	F	n/a	?	Nothing done yet
Emergency plans created with input from people with AFN	A	B	C	D	F	n/a	?	Nothing done yet
Roles and responsibilities clearly defined for: Trans Managers	A	B	C	D	F	n/a	?	In process with Nusura
Roles and responsibilities clearly defined for: Dispatch Personnel	A	B	C	D	F	n/a	?	In process with Nusura
Roles and responsibilities clearly defined for: Drivers	A	B	C	D	F	n/a	?	In process with Nusura

## Tuolumne Access and Functional Needs (AFN) Gap Analysis Checklist

<b>MOUs</b>								
We have shared our capabilities assessment with emergency management/first responders	A	B	C	D	F	n/a	?	Not yet
Written agreements with transportation agencies within jurisdiction	A	B	C	D	F	n/a	?	No MOUs executed at this time. Part of TEOP project goals to develop up to three.
Written agreements with transportation agencies in neighboring jurisdictions	A	B	C	D	F	n/a	?	No
Written agreements with other partner agencies within jurisdiction	A	B	C	D	F	n/a	?	No
Process in place for reviewing and updating MOUs annually	A	B	C	D	F	n/a	?	No
<b>Training</b>								
Emergency plans coordinated with transit	A	B	C	D	F	n/a	?	Not aware of any emergency plan training
Emergency plans coordinated with taxi, shuttle, private bus	A	B	C	D	F	n/a	?	Not aware of any emergency plan training
Emergency plans coordinated with elderly/disabled service providers	A	B	C	D	F	n/a	?	Not aware of any emergency plan training
Emergency plans coordinated with 211	A	B	C	D	F	n/a	?	No 211 service in Tuolumne County as yet. ATCAA has this as one of their objectives for their Central Sierra Connect Broadband projects. This grant is just now getting underway.
Essential transportation staff identified within the County	A	B	C	D	F	n/a	?	Developed an emergency call list. No definitions given for essential staff.
Essential staff trained on emergency transportation plan	A	B	C	D	F	n/a	?	No plan as yet
Essential transportation personnel have basic ICS/NIMS/SEMS training	A	B	C	D	F	n/a	?	Not in the last 2 years, since July 2010 for TCTC staff. Tyler to check with OES Coordinator to determine which NIMS training is required for transportation staff.

## Tuolumne Access and Functional Needs (AFN) Gap Analysis Checklist

								Also, it is recommended that certificates are found and gathered to see what trainings have been taken for existing staff.
Family emergency planning complete for essential transportation staff	A	B	C	D	F	n/a	?	None
Back-up drivers trained on lift equipment and wheelchair securement	A	B	C	D	F	n/a	?	
Programs educate AFN customers about personal emergency planning	A	B	C	D	F	n/a	?	None
<b>Exercises</b>								
Discussion based tabletop exercises have been conducted for AFN evacuation scenario(s)	A	B	C	D	F	n/a	?	None
People with AFN participated	A	B	C	D	F	n/a	?	
Public transit participated	A	B	C	D	F	n/a	?	
School transportation participated	A	B	C	D	F	n/a	?	
American Red Cross participated	A	B	C	D	F	n/a	?	
Functional emergency exercises have been conducted for AFN evacuation scenario(s)	A	B	C	D	F	n/a	?	
People with AFN participated	A	B	C	D	F	n/a	?	
Public transit participated	A	B	C	D	F	n/a	?	
School transportation participated	A	B	C	D	F	n/a	?	
American Red Cross participated	A	B	C	D	F	n/a	?	
Full-scale emergency exercises (or events) been conducted	A	B	C	D	F	n/a	?	
People with AFN participated	A	B	C	D	F	n/a	?	
Public transit participated	A	B	C	D	F	n/a	?	
Paratransit participated	A	B	C	D	F	n/a	?	
School transportation participated	A	B	C	D	F	n/a	?	
American Red Cross participated	A	B	C	D	F	n/a	?	

## Tuolumne Access and Functional Needs (AFN) Gap Analysis Checklist

<b>Continuity of Operations</b>								
Alternative operational facilities identified	A	B	C	D	F	n/a	?	None identified. New radios offer better portability.
Alternative power supply identified	A	B	C	D	F	n/a	?	No
Alternative fuel supply identified	A	B	C	D	F	n/a	?	Have investigated having our own tanks at Sanguinetti location. Bulk fuel contract with Breshears, but no emergency provisions. Will look at contract. 3 year contract with them began early 2012.
Continuity plan identifies business continuity strategy	A	B	C	D	F	n/a	?	No
Continuity plan identifies essential records protection and reconstitution.	A	B	C	D	F	n/a	?	No
Continuity plan identifies strategies for payroll and other financials during emergency events.	A	B	C	D	F	n/a	?	Unknown. Tyler to check with Auditor.
Continuity plan identifies strategies for staff to work remotely.	A	B	C	D	F	n/a	?	Only remote access to networked email for staff is available. No formal plan has been written.
<b>RESPONSE/RECOVERY</b>	+++		~		---		unsure	<b>Comments</b>
<b>Notification/Response</b>								
Alert notification system to communicate with staff, customers, board members, and partner agencies regarding service disruptions.	A	B	C	D	F	n/a	?	Use hand held radios. Funded for satellite tracking system, but nothing has happened yet. Have made public service announcements on the local radio station. Advisory page on website.
System for documenting/tracking evacuees is in place	A	B	C	D	F	n/a	?	No
System identifying persons needing transport assistance is in place	A	B	C	D	F	n/a	?	No

## Tuolumne Access and Functional Needs (AFN) Gap Analysis Checklist

<b>Reception Centers</b>								Reception Center for moving people (not Shelter) Will see how new EOP defines this.
Reception centers are pre-designated	A	B	C	D	F	n/a	?	No
Plan for transportation needs of reception centers and/or shelters	A	B	C	D	F	n/a	?	No
Plan for transportation info at reception centers and/or shelters	A	B	C	D	F	n/a	?	No
Plan for service animals in transit equipment	A	B	C	D	F	n/a	?	No
Plan for comfort animals in transit equipment	A	B	C	D	F	n/a	?	No
Plan for mobility devices and durable medical devices on transit equipment	A	B	C	D	F	n/a	?	No
Emergency evacuation procedures practiced at least annually	A	B	C	D	F	n/a	?	No
<b>Cost tracking and reporting procedures</b>								
Identified system for how to track hours/costs @ mutual aid	A	B	C	D	F	n/a	?	No
Identified system for tracking disaster damages.	A	B	C	D	F	n/a	?	No
Emergency cost reporting practiced at least annually	A	B	C	D	F	n/a	?	No
<b>Communication technologies</b>								
Interoperable channels of communication established between other emergency responder agencies. County OES, and transportation	A	B	C	D	F	n/a	?	Told they have interoperable radios (narrow banded) on same frequency as emergency personnel with permission. Tyler to get from Columbia Communications the frequencies they communicate on during normal ops hrs and those that they would be able to access in an emergency. Nothing formally established or in writing as yet.
Communication plan established for	A	B	C	D	F	n/a	?	Backup generators throughout Columbia

## County EOP Review Notes

### Nusura's Review and Gap Analysis of the Tuolumne County EOP

Nusura assessed the recently updated Tuolumne County EOP from the perspective of evacuation transportation, and for guidance on people with disabilities and others with access and functional needs. Following are the essential notes from this technical review and assessment. The consulting team will attempt to address these issues in development of the TEOP.

#### I. Review of the County EOP

##### Community Profile (pages 13-15)

Demographic information is included, but there's no mention of the percent of disabled or people with AFN in Tuolumne County.

##### Transportation – Airport (page 34)

The airport is the only mode noted in terms of transportation. 'Responsibility for overall mgmt of a transportation event contingent upon the type of event that has occurred and the location.' Immediate priority noted as medical care, injury-related only.

##### Basic Elements of Emergency Response (page 44)

Evacuations are not noted.

##### Emergency Equipment (pg 48)

The list of facilities, equipment and supplies are noted to be included in the Part III, which has not yet been created. These resources should include the transportation assets currently being detailed through this project.

##### Operational Area Committee (page 49)

This listing does not include a representative from transportation.

## II. County EOP Annexes

### Annex A: Extreme Weather Plan

In this annex, there is no mention in the general responsibilities section of transportation or movement of people (including AFN) when necessary.

The annex states that, “most displaced parties will make temporary living arrangements with relatives or neighbors.” Temporary shelters are mentioned, but without discussion about how the elderly, frail, or people with disabilities would reach them.

Severe winter storm weather is noted as disrupting to normal transportation systems, but no plan is identified about how to handle customers caught on transit vehicles at the time of service disruption.

#### Protective Action Mission Responsibility Matrix (pages 24-26)

In the Rescue Operations section nothing is mentioned about emergency transport for the medically injured or those who are ambulatory.

The Hospital/Acute Care Center section does not address how those who cannot provide transportation for themselves, such as individuals with AFN, will access activated medical treatment centers or hospitals. Under the Public/Private School Disruptions section, school facilities and buses are available for emergency operations but the document doesn't explain how this will be organized.

In the Major Fires section, which is the most likely hazard to occur in the county, mass evacuations are not addressed for those unable to self evacuate.

The Evacuation Operations section only identifies law enforcement and fire personnel as the agencies conducting necessary evacuation operations. This works for those who are able-bodied and can self evacuate, but does not address those who need to evacuate but cannot do so by themselves, nor does it address which evacuation vehicles will be utilized or the means by which they will be coordinated.

The Traffic Management Problems section notes that the sheriff will handle traffic management during evacuation operations but does not

address coordination will occur with transportation resources for busing those who cannot self evacuate.

The Logistical Support section notes that the EOC's logistical section will carry out priority protection action missions, which includes transportation, but provides no support documentation regarding how this will be accomplished.

The Displaced Persons/Homeless section relates most closely to the needs of the disabled and people with AFN, yet fails to address this sector of the population altogether.

### Recovery Section V (page 30)

Discusses when it is safe to allow public re-entry to an evacuated area but does not indicate how people with disabilities or AFN would be brought back to their homes. This section also does not mention the potential for people with disabilities or AFN who are unable to return due to extraordinary needs such as barriers to residence, clean-up measures requiring assistance and preventing access to functional plumbing, clean, potable water, power etc.

## **Annex B: Flood Plan**

The Fire Branch Directors are tasked with rescue. However, no mention of transportation being a resource for evacuation purposes is made during a flood.

The Logistics Section concerns transportation management, but there's no direction on how or through which agencies this occurs (page 5).

A Damaging Flood Event (page 9) is defined as, in part, one that causes a significant failure of...transportation, but there's no mention of how transportation and/or evacuations are to take place in the event of a flood.

This plan does advise movement of "critical vehicles and equipment" to high ground (page 10), but makes no mention of what kind of vehicles those are, transit or otherwise.

The Four Multi-Purpose Staging Areas need to be identified for transportation purposes. Additionally, they should be referred to for staging events and/or when the number of casualties exceeds the capacity of the local facilities (page 12).

Potential Emergencies (page 13) does list evacuations as #8, but states that “large scale evacuations (due to flooding) are not a consideration due to the steep topography.” It goes on to state that most individuals residing in flood prone areas will self-evacuate. It advises that public safety units may be required to assist special needs individuals on a limited basis (page 15).

Displaced/Homeless Citizens (page 18) in the flood plan states that after a heavy, damaging earthquake, an estimated 20 percent of displaced/homeless citizens will require public sheltering. However, there is no mention how these displaced individuals will get to shelters. A paragraph regarding AFN populations directs emergency planners and shelter managers to operate a shelter that serves the general population as well as people with disabilities and others with access and functional needs. No mention is made about transporting such populations to the shelters.

Regarding the Protective Action Mission Responsibility Matrix in Annex B: the same comments apply as already stated for this section in Annex A.

## **Annex C: Earthquake and Volcanic Disruption Plan**

Again, in this annex, transportation and/or mass evacuations are not addressed. Transportation is mentioned in the Logistics Section (page 6); the General Agency Responsibilities Table makes no mention of transportation in evacuation operations (page 9), and assigns full responsibility to the County Administrator’s Office (CAO) and sheriff’s office.

Mass injuries noted on page 16 addresses private ambulance companies and fire departments, etc., but does not advise how transportation will occur or be coordinated in these cases. The evacuation paragraph on page 18 does not address mass evacuations where local vehicles and

transportation resources need to be coordinated for those who need it, able bodied or not.

The effects on transportation systems beginning on page 19 discusses traffic management, bridge and highway failures and airport support only; displaced/homeless citizens are again mentioned beginning on page 21, which essentially contains the same information as previously noted in Annex B.

The Protective Action Mission Responsibility Matrix is the same as in other annexes.

The Re-Entry Section (page 39) makes no reference to transportation coordination for people with disabilities, including AFN.

## **Annex D: Hazardous Materials Plan**

Since these annexes are all fairly similar, the same comments apply here as in the previous annexes with the following exception:

Under Evacuation on page 22, when evacuations are necessary it is up to the law branch to implement evacuations. No mention is made regarding the other agencies involved, their coordination, or how people with disabilities and/or AFN will be evacuated.

## **Annex E: Terrorism/Civil Disturbance Plan**

This annex contains similar content to the other annexes already noted.

## **Annex F: Transportation Accident/ Mass Casualty Plan**

This annex contains similar content to the other annexes already noted.

## **Annex G: Wildland Fire Plan**

This annex contains similar content to the other annexes already noted, with the following exception:

Page 16 notes that an Evacuation Policy has been developed that can be found in Part III, Support Materials. Nusura has been advised that Part III does not yet exist