

Missouri's Model Transit Bus Safety and Security Program

SECURITY

System Security and Emergency Preparedness Plan (SSEPP)

SECTION FOUR

THIS DOCUMENT IS BASED ON:

Ohio Department of Transportation- System Security and Emergency Preparedness Plan (SSEPP).
Template is available on the CUTR website at: www.cutr.usf.edu/bussafety/core/security.htm

**MISSOURI DEPARTMENT OF TRANSPORTATION
(MoDOT)
TRANSIT SECTION**

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UNIT ONE – INTRODUCTION TO SYSTEM SECURITY AND EMERGENCY PREPAREDNESS

This section is presented as a sample policy and procedures manual that may be adopted by a transit agency.

1.1 Background

To establish the importance of security and emergency preparedness in all aspects of our organization, [NAME OF TRANSIT AGENCY] has developed this System Security and Emergency Preparedness (SSEP) Program Plan. This SSEP Program Plan outlines the process to be used by [NAME OF TRANSIT AGENCY] to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, [NAME OF TRANSIT AGENCY] hopes to achieve not only an effective physical security program, but also to enhance our coordination with the local public safety agencies in our service area. Improved communication will increase their awareness of our resources and capabilities, and improve our readiness to support their efforts to manage community-wide emergencies.

In order to be effective, the activities documented in this SSEP Program Plan focus on establishing responsibilities for security and emergency preparedness, identifying our methodology for documenting and analyzing potential security and emergency preparedness issues, and developing the management system through which we can track monitor our progress in resolving these issues.

1.2 Authority

The authority for implementing the SSEP Program Plan resides with the [NAME OF TRANSIT AGENCY] Executive Director and the [NAME OF COUNTY TRANSIT BOARD] OR [INSERT OTHER ORGANIZATION].

This SSEP Program Plan has been developed by the Missouri Safety Center in cooperation with the Missouri Department of Transportation (MDOT); This Program supports our efforts to address requests from the Federal Transit Administration (FTA) to review our current levels of protection and to integrate security and emergency preparedness more fully into our operations.

1.3 Purpose, Goals and Objectives of SSEP Program

This Program demonstrates our process for addressing *system security and emergency preparedness*:

System Security – The application of operating, technical, and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.

Emergency Preparedness – A uniform basis for operating policies and procedures for mobilizing transit agency and other public safety resources to assure rapid, controlled, and predictable responses to various types of transit and community emergencies.

The SSEP Program will support [NAME OF TRANSIT AGENCY]'s efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents – may include accidents, natural disasters, crimes, terrorism, sabotage, civil unrest, hazardous materials spills and other events that require emergency response. Critical incidents require swift, decisive action from multiple organizations, often under stressful conditions. Critical incidents must be stabilized prior to the resumption of regular service or activities.

Critical incidents often result from emergencies and disasters, but can be caused by any number of circumstances or events. Successful resolution of critical incidents requires the cooperative efforts of both public transportation and community emergency planning and public safety agencies.

[NAME OF TRANSIT AGENCY] has established criteria for a critical incident:

Element of Definition	Agency Threshold
Service Interruption	Inability to provide service
Duration of Interruption	2 hours (system-wide) 24 hours (single route)
Injuries and Fatalities	2 or more injuries requiring hospitalization 1 or more fatalities
Dollar Amount of Property Damage	> \$10,000

□ 1.3.1 Purpose

The overall purpose of [NAME OF TRANSIT AGENCY]'s SSEP Program is to optimize; within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to [NAME OF TRANSIT AGENCY]'s passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

□ 1.3.2 Goals

The SSEP Program provides [NAME OF TRANSIT AGENCY] with a security and emergency preparedness capability that will:

1. Ensure security and emergency preparedness are addressed during all phases of system operation, including the hiring and training of agency personnel; the procurement and maintenance of agency equipment; the development agency policies, rules, and procedures; and coordination with local public safety and community emergency planning agencies
2. Promote analysis tools and methodologies to encourage safe system operation through the identification, evaluation and resolution of threats and vulnerabilities, and the on-going assessment of agency capabilities and readiness
3. Create a culture that supports employee safety and security and safe system operation (during normal and emergency conditions) through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment

□ 1.3.3 Objectives

In this new environment, every threat cannot be identified and resolved, but [NAME OF TRANSIT AGENCY] can take steps to be more aware, to better protect passengers, employees, facilities and equipment, and to stand ready to support community needs in response to a major event. To this end, our SSEP Program has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation
2. Increase and strengthen community involvement and participation in the safety and security of our system
3. Develop and implement a vulnerability assessment program, and based on the results of this program, establish a course of action for improving physical security measures and emergency response capabilities
4. Expand our training program for employees, volunteers and contractors to address security awareness and emergency management issues
5. Enhance our coordination with local and state emergency management plans

1.4 Scope

[NAME OF TRANSIT AGENCY]'s SSEP Program Plan is applicable to all aspects of current service, ensuring that our operations, training, coordination with local public safety agencies, and general security and emergency preparedness planning address concerns resulting from heightened threat levels. Key elements of the SCOPE of our SSEP Program Plan include:

1. An evaluation of our current capabilities to identify and prevent security incidents that may occur on our property
2. Development of a Vulnerability Assessment Program to identify our weaknesses and guide planning activities
3. Improved Physical Security
4. Review and expansion of our training program for security and emergency response
5. Enhanced emergency planning and procedures development
6. Improved coordination with the Public Safety Agencies in our service area.

UNIT TWO – TRANSIT SYSTEM DESCRIPTION

2.1 Organizational Structure

[Insert org chart if available]

[Identify Name(s), Title(s) and placement within the organization for management and other personnel and identify the structure of the agency, including employees, volunteers, and contractors]

2.2 Operating Characteristics and Service

2.2.1 Service Area

[Describe service area, including geographic boundaries and unique features]

2.2.2 Service Design

[Identify type(s) of service* provided]

*for example:

- Fixed Route
- Demand Response
- Route Deviation
- Checkpoint Service
- Zone Service

- Vanpooling
- Carpooling/Rideshare
- Taxi Service
- Days of the week transit service is operated
- Times of day transit service is offered
- Special mobility services operated
- Other

2.3 Vehicles and Facilities

[Identify and describe vehicles and facilities (system elements) used by transit agency to provide service. Include number of vehicles that are accessible for people with disabilities.]

[In addition to the description of service vehicles and facilities, provide information regarding internal and external security attributes of the identified system elements (e.g., silent alarm buttons, fencing, lighting, burglar and intrusion detection systems, CCTV, etc.)

2.4 Measures of Service

[Identify key measures* of service for agency]

*for example:

- Mode of Service: Demand Response
- Total Vehicles: 6
- Total Trips: 30,693
- Total Expenses: \$150,929
- Revenue Vehicle Miles: 92,021
- Revenue Vehicle Hours: 7,119
- Cost per Trip: \$6.09
- Cost per Mile: \$2.36
- Cost per Hour: \$25.80
- Passengers per Revenue Mile: 0.49
- Passengers per Revenue Hour: 5.02

Measure of Service	Indicator

UNIT THREE – SSEP PROGRAM ROLES AND RESPONSIBILITIES

3.1 Philosophy

[NAME OF TRANSIT AGENCY] hopes to ensure that, if confronted with a security event or major emergency, [NAME OF TRANSIT AGENCY] personnel will respond effectively, using good judgment, ensuring due diligence, and building on best practices identified in drills, training, rules and procedures.

This level of proficiency requires the establishment of formal mechanisms to be used by all [NAME OF TRANSIT AGENCY] personnel to identify security threats and vulnerabilities associated with [NAME OF TRANSIT AGENCY]'s operations, and to develop controls to eliminate or minimize them. The SSEP Program also requires [NAME OF TRANSIT AGENCY]'s process for:

1. Coordinating with local law enforcement and other public safety agencies to manage response to an incident that occurs on a transit vehicle or affects transit operations, and
2. Identifying a process for integrating [NAME OF TRANSIT AGENCY]'s resources and capabilities into the community response effort to support management of a major event affecting the community.

[NAME OF TRANSIT AGENCY] management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEP Program.

3.2 Division of Responsibilities

□ 3.2.1 All Personnel

[NAME OF TRANSIT AGENCY] personnel must understand and adopt their specific roles and responsibilities, as identified in the SSEP Program, thereby increasing their own personal safety and the safety of their passengers, during normal operations and in emergency conditions.

To ensure the success of the SSEP Program, the following functions must be performed by [NAME OF TRANSIT AGENCY] personnel:

1. Immediately reporting all suspicious activity, no matter how insignificant it may seem, to the Executive Director or his/her designee;
2. Immediately reporting all security incidents
3. Using proper judgment when managing disruptive passengers and potentially volatile situations

4. Participation in all security and emergency preparedness training, including drills and exercises
5. Becoming familiar with, and operating within, all security and emergency preparedness procedures for the assigned work activity
6. Notifying the Executive Director or his/her designee when a physical or mental condition, or required medications or therapies, may impair the ability to perform security or emergency preparedness functions
7. Accurately completing “Employee Statements” on appropriate reports

□ **3.2.2 Executive Director**

Under the authority of the [NAME OF TRANSIT AGENCY]’s Board of Directors, the Executive Director has the overall authority to develop and execute the agency’s SSEP Program. Ultimate accountability for implementation of the SSEP Program rests with the [NAME OF AGENCY] Executive Director. In addition, the Executive Director is responsible for the following specific activities:

1. Ensuring sufficient resources and attention are devoted to the SSEP Program, including:
 - Development of standard operating procedures related to employee security duties
 - Development and enforcement of safety and security regulations;
 - Development emergency operating procedures to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents;
 - Provision of proper training and equipment to employees to allow an effective response to security incidents and emergencies
2. Development of an effective notification and reporting system for security incidents and emergencies
3. Designating a Point of Contact (POC) to manage the SSEP Program
4. Communicating security and emergency preparedness as top priorities to all employees
5. Developing relationships with outside organizations that contribute to the SEPP Program, including local public safety and emergency planning agencies

□ **3.2.3 SSEP Program Point of Contact (POC)**

To ensure coordinated development and implementation of the SSEP Program, the Executive Director has designated [INSERT TITLE] as the Security and Emergency Preparedness Point of Contact (POC) for development and implementation of the SSEP Program.

The POC, who reports directly to the Executive Director, has been granted the authority to utilize [NAME OF AGENCY] resources to develop the SSEP Program and Plan, to monitor its implementation, and to ensure attainment of security and emergency preparedness goals and objectives.

The [INSERT TITLE] has the responsibility for overseeing the SEPP Program on a daily basis. The [INSERT TITLE] will be the direct liaison with the agency's operators and dispatchers, regarding the Program. The [INSERT TITLE] will also serve as the [NAME OF AGENCY]'s primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the [INSERT TITLE] will serve as the lead liaison for the agency. The [INSERT TITLE] will also be responsible for the security-related agenda items for Safety/Vehicle Accident Prevention Committee meetings and actions.

In managing this Program, the POC will:

1. Be responsible for successfully administering the SSEP Program and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives
2. Review current agency safety, security and emergency policies, procedures, and plans, and identify needed improvements
3. Develop and implement plans for addressing identified improvements
4. Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees
5. Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness
6. Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness
7. Review new agency purchases to identify security related impacts
8. Ensure performance of at least one emergency exercise annually

3.2.4 Vehicle Accident Prevention Committee (VAP)

Given the nature and scope of [NAME OF AGENCY] operations, it has been determined that a separate Security Committee is unnecessary. As a continuing responsibility of the Vehicle Accident Prevention (VAP)/Safety Committee, there will be a permanent agenda oriented toward security and emergency preparedness matters, ranging from comments on the management of the SSEP Program Plan to liaison with public agencies and feedback from employees. It will also be an ongoing part of the security agenda to determine the level of compliance with agency policies, rules, regulations, standards, codes, procedures, and to identify changes or new challenges as a result of incidents or other operating experience.

The [SSEP PROGRAM POC] will be responsible for MANAGING the security agenda during the VAP Committee meetings. When appropriate, members of local fire and police departments will be invited to participate in the security portion of the VAP Committee meetings.

The VAP Committee provides the primary mechanism through which the agency:

1. Identifies security conditions and problems at the agency
2. Organizes incident investigations and develops and evaluates corrective actions to address findings
3. Obtains data on agency security performance
4. Develops strategies for addressing agency security problems
5. Coordinates the sharing of security responsibilities and information
6. Manages the integration of security initiatives and policies in agency operations
7. Evaluates the effectiveness of the security program
8. Ensures document reviews and configuration management
9. Manages the development and revising of agency policies, procedures, and rulebook
10. Coordinates interaction with external agencies

The Committee also ensures that all agency employees, volunteers and contractors:

1. Have a full knowledge of the security program and emergency preparedness programs
2. Make security and emergency preparedness a primary concern while on the job
3. Cooperate fully with the agency regarding any incident investigation
4. Raise security and emergency preparedness concerns

□ **3.2.5 Supervisors**

Supervisors are responsible for communicating the transit agency's security policies to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to [NAME OF TRANSIT AGENCY] operations personnel in a manner that encourages them to incorporate SSEP practices into their everyday work. The specific responsibilities of supervisors include the following.

1. Having full knowledge of all standard and emergency operating procedures.
2. Ensuring that personnel make security and emergency preparedness a primary concern when on the job.
3. Cooperating fully with the SSEP Program regarding any accident investigations as well as listening and acting upon any security concerns raised by the drivers.
4. Immediately reporting security concerns to the [INSERT TITLE].

In addition, when supporting response to an incident, supervisors are expected to:

1. Provide leadership and direction to employees during security incidents;
2. Handle minor non-threatening rule violations;

3. Defuse minor arguments;
4. Determine when to call for assistance;
5. Make decisions regarding the continuance of operations;
6. Respond to fare disputes and service complaints;
7. Respond to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance;
8. Complete necessary security related reports;
9. Take photographs of damage and injuries;
10. Coordinate with all outside agencies at incident scenes

□ **3.2.6 Drivers**

In addition to the general responsibilities identified for ALL PERSONNEL, drivers (including volunteers and contractors) are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Each driver will:

1. Take charge of a security incident scene until the arrival of supervisory or emergency personnel
2. Collect fares in accordance with agency policy (if applicable)
3. Attempt to handle minor non-threatening rule violations
4. Respond verbally to complaints
5. Attempt to defuse minor arguments
6. Determine when to call for assistance
7. Maintain control of the vehicle
8. Report all security incidents to agency dispatch
9. Complete all necessary security related reports
10. Support community emergency response activities as directed by [*NAME OF TRANSIT AGENCY*] policies and procedures

□ **3.2.7 Other Personnel**

Other personnel who support [*NAME OF TRANSIT AGENCY*] also have responsibilities for the SSEP Program.

Dispatchers are expected to:

- Receive calls for assistance
- Dispatch supervisors and emergency response personnel
- Coordinate with law enforcement and emergency medical service communications centers
- Notify supervisory and management staff of serious incidents
- Establish on-scene communication
- Complete any required security related reports
- Provide direction to on-scene personnel

Mechanics (including volunteers and contractors) are expected to:

- Report vandalism
- Report threats and vulnerabilities of vehicle storage facilities
- Provide priority response to safety and security critical items such as lighting
- Maintain facility alarm systems

Human Resources personnel are responsible for:

- Ensuring all pre-employment screening processes are carried out effectively
- Notifying the Executive Director of employee disciplinary action that may result in the affected employee becoming a risk to [NAME OF TRANSIT AGENCY] facilities, systems, passengers, employees or other assets
- Educating employees on employee ID policy and procedure

Communications (Marketing-Customer Service-Community Relations) are responsible for:

- Requesting assistance from transit public safety resources as needed for special events
- Providing insight into potential threats and vulnerabilities through feedback from customer focus groups and other information sources
- Designating a Public Information Officer (PIO) for media contact regarding security incidents and issues
- Coordinating community oriented policing efforts and programs with officers assigned to community oriented policing duties by the Public Safety and Security Administrator

3.3 Responsibility Matrices

The operation and maintenance of [NAME OF TRANSIT AGENCY] requires a continual emphasis on security, from the procurement of new systems and equipment, through the hiring and training of employees, to the management of the agency and the provision of service, to the rehabilitation and disposal of existing equipment and facilities. The security function must be supported by an effective capability for emergency response, both to support resolution of those incidents that occur on transit property and those events that affect the surrounding community served by [NAME OF TRANSIT AGENCY].

Tasks have been identified to provide direction in implementation of this SSEP Program. These tasks are ongoing and are considered minimum requirements. Tasks are identified in the matrices below. Also, organizational/participant responsibilities for each task are identified, as designated by the following code:

- P** **Primary Task Responsibility.** The identified participant(s) is responsible for the preparation of the specified documentation.
- S** **Secondary or Support Responsibility.** The identified participant(s) is to provide the necessary support to accomplish and document the task.
- R** **Review/Comment Responsibility.** The identified participant(s) is to review and provide comment on the task or requirement.
- A** **Approval Responsibility.** The identified participant(s) is to review, comment and subsequently approve the task or requirement.

□ **3.3.1 System Security Matrix**

[A security task matrix should be presented showing interfaces with other units and the key activities required, including the frequency of those activities]

Frequency: Daily (D); Monthly (M); Quarterly (Q); Yearly (Y); As Required (AR)

System Security Tasks	Exec Dir	POC	VAP	Ops & Maint	Hum Res	Finance	Frequency
<i>Conduct criminal background investigations of employment applicants</i>	<i>R</i>	<i>S</i>	<i>S</i>		<i>P</i>		<i>AR</i>

3.4 Existing SSEP Capabilities and Practices

[Summarize methods and procedures, devices, and systems utilized by the transit agency to minimize and respond to security incidents and emergencies*]

*A summary of the existing proactive methods, procedures, and actions to prevent, deter, or minimize security incidents includes:

- Emphasis on agency personnel awareness
- Participation in MoDOT training
- Review of MoDOT materials
- Analysis of security incidences and suspicious activity to determine a proper course of action including:
 - Identifying potential and existing problem areas
 - Developing action plans
 - Implementing the plans
 - Measuring results
- Hosting an annual meeting with local law enforcement
- Participating in an annual meeting with local emergency management agency
- Review of local and transit agency emergency plans
- Review of FTA documentation on system security and emergency preparedness

A summary of other existing proactive actions and systems to prevent, deter or minimize security incidences includes*:

- Conducting security surveys with local law enforcement as a formal threat and vulnerability analysis process
- Local police notification/participation in employee discharge and/or discipline process as needed
- Evaluation of security/emergency response procedures for completeness and accuracy
- Participation by local law enforcement in training of new drivers as requested to increase awareness in security matters
- Presentations by local police and transit agency personnel to employees, the public or other groups interested in transit security matters
- Development and distribution of crime prevention information on agency brochure for passengers and the public

3.5 Training and Exercising

[Transit agency should formulate SSEP Program training and exercising plan taking into account the considerations identified below]

1. This section should describe basic and refresher security- and emergency-related training programs for personnel with associated responsibilities

2. Description of all security-related training including refresher for non-security staff provided, including content, duration, grading standards, and maintaining course content for each training class.
3. Description of the process used to identify security-related training needs, to develop and present training classes, and to determine qualifications for instructors.
4. This section should explain how the transit agency determines what training to offer and ensures that all individuals are trained appropriately. This should include a discussion of the required qualifications for instructors

3.6 Coordination with Local Public Safety Agencies

[Identify (by name and contact number) the local law enforcement, fire services, emergency medical services, and emergency planning agencies within the transit agency's service area]

To support improved emergency and incident preparedness and response, [*NAME OF TRANSIT AGENCY*] will participate in, at a minimum, one exercise or drill with local public safety organizations in order to:

- Review current plans and policies
- Identify current security and emergency considerations*
- Develop procedures (if necessary)
- Establish and maintain ongoing communication

3.7 Coordination with Other Transit Agencies

[Identify (by name and contact number) transit agencies within your county or neighboring counties that may need to be contacted in the event of a critical incident]

UNIT FOUR – THREAT AND VULNERABILITY RESOLUTION PROCESS

Threat and vulnerability assessment offers [*NAME OF TRANSIT AGENCY*] the ability to identify critical assets and their vulnerabilities to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness. This analysis is guided by clear investigation of three critical questions:

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

4.1 Threat and Vulnerability Identification

The [NAME OF TRANSIT AGENCY] utilizes two primary methods to identify the threats to the transit system and the vulnerabilities of the system; first, the periodic inspection of facilities; second, the collection of incident reports submitted by drivers and supervisors and information provided by local law enforcement and contractors.

All agency facilities will be regularly inspected to assess security vulnerabilities and evaluate potential threats.

- a. At least annually (preferably semi-annually) the director, or his/her designated representative, will arrange for local law enforcement personnel to conduct a security assessment of each agency facility (this will include out of service vehicle storage and when practical, procedures for securing in-service vehicles). The intent is to provide input to agency staff on the level of security exercised in the agency, identify areas of concern, and identify potential corrective actions. The agency conducting the assessment will provide a written report to the agency director.
- b. Monthly the director, or his/her designated representative, will conduct a walk through inspection of all agency facilities. The purpose of this inspection is to conduct a cursory review of agency security operations. At a minimum the individual(s) conducting the inspection will:
 - Assess the use of id badges (if issued)
 - Assess the enforcement of limited access policies to sensitive areas
 - Assess whether or not sensitive file cabinets and document storage are kept locked and secured.
 - Assess whether or not agency vehicles are kept secured when unattended
 - Assess whether or not general access policies to work areas are being enforced
 - Other issues as identified by management.

A written summary of each inspection will be circulated to staff noting strengths and weaknesses identified. A record of inspections will be maintained in the director's office.

- c. On a weekly basis agency supervisors will conduct a security assessment of their assigned area. The intent of these inspections is to provide a cursory review of conditions in all agency work areas looking for anything out of place. These inspections will not follow a prescribed routine but should focus on the general safety and security of each agency work space. Discrepancies noted will be reported in writing through the agency chain of command. A log of inspections will be maintained and submitted as requested by the director or his/her designated representative.

The security information noted above will be collected and assessed based on the following informational resources:

- Operator incident reports
- Risk management reports
- Bus maintenance reports
- Marketing surveys
- Passengers' letters and telephone calls
- Management's written concerns
- Staff meeting notes
- Statistical reports
- Special requests
- Type of incidents
 - Crimes against persons
 - Crimes against property
 - General incidents
- Disposition of incidents (same as disposition of call for service)

The VAP Committee will review security information resources and determine if additional methods should be used to identify system threats and vulnerabilities such as a formal evaluation program to ensure security procedures are maintained and security systems are operable.

Security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection include the following three-phase approach:

- Equipment preparedness - to ensure security equipment is operable and in the location where it belongs
- Employee proficiency - To ensure employees know how and when to use security equipment
- System effectiveness - To evaluate security by employing security system exercises.

4.2 Threat and Vulnerability Assessment

The threats that are most likely to occur include the following disruptive incidents:

- Drunkenness
- Disorderly conduct
- Disputes
- Minor assaults

Other potential occurrences include:

- Fare evasion
- Loud radios
- Inappropriate behavior
- Smoking
- Littering
- Eating/drinking

[Note: the list should be detailed, for example each bus route or each garage. The 'Threats' heading should list all crimes that have occurred or may occur on the system] for threat and vulnerability resolution and prevention of incidents the VAP Committee will review current methods of threat resolution to determine if additional means can be identified to address security risks through three possible alternative approaches:

1. Eliminate
2. Mitigate
3. Accept

Each approach will be investigated by the VAP Committee to determine and develop a course of action acceptable by [NAME OF TRANSIT AGENCY] management.

UNIT FIVE – EVALUATION AND MODIFICATION OF THE SSEP

5.1 Evaluation

5.1.1 Internal

The SSEPP is a “living document” and needs to address issues associated with system security and emergency preparedness on a timely and proactive basis. It is incumbent upon all appropriate personnel of the [NAME OF TRANSIT AGENCY] to constantly evaluate the effectiveness of the SSEPP as well as implementation. The SSEPP POC [ENTER TITLE] will work with the VAP to ensure that the SSEPP is evaluated for effectiveness [ENTER TIME FRAME].

5.1.2 External

The SSEPP POC [ENTER TITLE] will also serve as the agency liaison with external agencies involved in the auditing of existing procedures associated with the SSEPP. [liability insurers may want to audit the implementation of the SSEPP]

5.2 Modification and Update

If during the internal or external evaluations, or based upon SSEP Program findings and activities, the [NAME OF TRANSIT AGENCY] will revise its SSEPP and supporting documentation and training to reflect new practices, policies, and procedures. The VAP is responsible for screening changes and modifications to facilitate ongoing revisions to keep the SSEPP current.

APPENDIX - SECURITY

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APPENDIX A – VEHICLE SAFETY PROGRAM IMPLICATION

This appendix shows how to add security and emergency planning/response responsibilities to existing transit agency safety management structures. Most agencies have a “Vehicle Safety Program Plan.” The security and emergency planning/response functions can be blended into this plan structure with a minimum of disruption to existing agency organizational activities. In larger agencies it is probably desirable to create a separate management structure to address security and emergency planning/response functions but smaller agencies will likely lack the necessary resources to do this. Thus, integrating security and emergency planning/response functions with safety functions is the only sensible approach.

Guidelines for Rural and Small Urban Vehicles Safety Program Plans

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
1	MANAGEMENT COMMITMENT	<ul style="list-style-type: none"> ➤ Safety Policy Statement 	<ul style="list-style-type: none"> ➤ MEMORANDUM AUTHORIZING SYSTEM SECURITY AND EMERGENCY PREPAREDNESS (SSEP) PROGRAM
2	COMPLIANCE RESPONSIBILITIES	<ul style="list-style-type: none"> ➤ Executive Director ➤ Drivers, mechanics and others operating agency vehicles (and volunteers) ➤ Vehicle Accident Prevention (VAP) Committee ➤ Safety incentive program(s) 	<ul style="list-style-type: none"> ➤ EXPANDED TO ADDRESS SSEP PROGRAM ➤ CREATION OF SSEP PROGRAM POINT OF CONTACT (POC) ➤ NEW RESPONSIBILITIES FOR VAP COMMITTEE ➤ SSEP PROGRAM AGENDA FOR QUARTERLY VAP COMMITTEE MEETINGS
3	DRIVERS – INITIAL HIRE	<ul style="list-style-type: none"> ➤ Qualifications ➤ Initial Training 	<ul style="list-style-type: none"> ➤ COMMITMENT TO ADDRESS SSEP ISSUES IN HIRING

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
	QUALIFICATIONS	<ul style="list-style-type: none"> ➤ Application ➤ Interviews ➤ Physical Requirements ➤ Age ➤ Knowledge of English ➤ Driver Licensing ➤ Operating Skills ➤ Criminal Record Checks ➤ Ability to perform simple math ➤ Reasonable knowledge of the service area and ability to read basic maps ➤ A road test given by a designated Agency Supervisor is required ➤ A written driving skills test is required 	<ul style="list-style-type: none"> ➤ EXPANSION OF NEW HIRE BACKGROUND CHECK ➤ EXPANSION OF NEW HIRE APPLICATION PROCESS TO EMPHASIZE IMPORTANCE OF SAFETY, SECURITY AND EMERGENCY PROCEDURES

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
	INITIAL TRAINING	<ul style="list-style-type: none"> ➤ Agency Policies and Procedures ➤ Federal and State Guidelines and Regulations ➤ Pre and Post Trip Inspections ➤ Vehicle Familiarization ➤ Basic Operations and Maneuvering ➤ Special Driving Conditions ➤ Backing ➤ Bad Weather ➤ Boarding and Alighting Passengers ➤ Defensive Driving Course (DDC) ➤ Passenger Assistance Training – DRIVE Training ➤ On Road 	<ul style="list-style-type: none"> ➤ ADDITIONAL TRAINING TO ADDRESS SECURITY AWARENESS, REPORTING SUSPICIOUS ACTIVITY, REPORTS AND DOCUMENTATION, AND PRE AND POST TRIP INSPECTIONS

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
4	DRIVERS – ONGOING SUPERVISION AND TRAINING	<ul style="list-style-type: none"> ➤ Training - refresher/retraining ➤ Evaluation and supervision ➤ Motor vehicle record checks ➤ Annual physical examination ➤ Safety meetings ➤ Seat-belt usage ➤ Discipline/recognition ➤ Preventable accidents/injuries 	<ul style="list-style-type: none"> ➤ ADDITIONAL REFRESHER TRAINING AND “PROFICIENCY TESTS” FOR KNOWLEDGE OF EMERGENCY PROCEDURES ➤ ADDITIONAL RESPONSIBILITIES FOR SUPERVISION
5	EMERGENCY DRIVING PROCEDURES	<ul style="list-style-type: none"> ➤ Emergency driving procedures ➤ Accident causes <ul style="list-style-type: none"> ○ Slippery road surfaces ○ Driving at night ○ Driving through water ○ Winter driving ○ Driving in very hot weather ➤ Vehicle breakdowns and unavoidable stops ➤ Vehicle fire/evacuation ➤ Hold up/robbery ➤ Natural disasters 	<ul style="list-style-type: none"> ➤ EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE ADDITIONAL SECURITY AND EMERGENCY CONDITIONS ➤ EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE SUPPORT OF COMMUNITY RESPONSE TO A MAJOR EVENT OR EMERGENCY ➤ EMERGENCY TRAINING AND EXERCISING

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
		<ul style="list-style-type: none"> ○ Tornado ○ Flood procedures - vehicle 	
6	PASSENGER SAFETY	<ul style="list-style-type: none"> ➤ General guidelines ➤ Seat-belts ➤ Child safety seats ➤ Mobility device securement and passenger restraint systems ➤ Difficult passengers ➤ Medical condition ➤ First aid ➤ Blood borne pathogens/infection control 	<ul style="list-style-type: none"> ➤ EXPANSION OF PROCEDURES FOR MANAGING DIFFICULT PASSENGERS ➤ CLARIFICATIONS REGARDING FIRST AID AND BLOODBORNE PATHOGENS/INFECTION CONTROL
7	VEHICLES & EQUIPMENT	<ul style="list-style-type: none"> ➤ Vehicles & equipment ➤ Preventive maintenance ➤ Program development ➤ Preventive maintenance needs ➤ Preventive maintenance program ➤ Format for preventive maintenance program for transit vehicles ➤ Master vehicle service and repair record – maintenance 	<ul style="list-style-type: none"> ➤ EXPANSION OF VEHICLE SECURITY PROCEDURES ➤ EXPANSION OF MAINTENANCE PROCEDURES FOR IDENTIFYING AND REPORTING VANDALISM, SUSPICIOUS SUBSTANCES, OR VEHICLE TAMPERING ➤ EXPANSION OF VEHICLE PROCUREMENT PROCEDURES

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
		<ul style="list-style-type: none"> history ➤ Preventive maintenance intervals <ul style="list-style-type: none"> ○ A Level Inspection ○ B Level Inspection ○ C Level Inspection ➤ Pre & post trip inspections ➤ Emergency equipment on vehicles and usage ➤ Use of emergency equipment on vehicles ➤ Vehicle procurement <ul style="list-style-type: none"> ○ Exterior ○ Visibility ○ Interior ➤ Vehicle security ➤ Vehicle safety in and around the shop or yard 	TO ADDRESS SECURITY TECHNOLOGY
8	ACCIDENT MANAGEMENT	<ul style="list-style-type: none"> ➤ Accident documentation packet ➤ Accident notification procedures – driver responsibility ➤ Accident investigation – management responsibility 	<ul style="list-style-type: none"> ➤ ADDITIONAL TOOLS FOR ACCIDENT DOCUMENT PACKET TO ADDRESS SECURITY ➤ ADDITIONAL TOOLS FOR MEDIA RELATIONS

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
		<ul style="list-style-type: none"> ➤ Accident investigation kit ➤ Reconstruction & analysis ➤ Drug and alcohol tests ➤ Media relations and crises communication after an accident 	
9	INSURANCE CLAIMS AND LITIGATION MANAGEMENT	<ul style="list-style-type: none"> ➤ Dealing with adjusters ➤ Dealing with attorneys – ours/theirs 	➤ ADDITIONAL CONSIDERATIONS FOR COVERAGE
10	DAY TO DAY OPERATIONS – MONITORING FOR SAFETY	<ul style="list-style-type: none"> ➤ Record keeping ➤ Keeping informed <ul style="list-style-type: none"> ○ Websites ○ Publications 	➤ ADDITIONAL REPORTS FOR SECURITY-RELATED INCIDENTS

APPENDIX B – EVALUATION, ASSESSMENT AND DATA COLLECTION EMERGENCY RESPONSE, PLANNING AND COORDINATION

1. Evaluation of Likely Security Threats and Emergency/Disaster Response Situations

Before an agency can actually begin emergency response planning it must understand the likely security threats it faces and the disaster/emergency situations it might be involved in. The discussion of this process will be divided into two sections Security and Emergency/Disaster Response.

A. Security

The agency should begin by establishing liaison with local law enforcement (local police department and local sheriff's office). Liaison should not be limited to local agencies but should also include, at a minimum, the Missouri State Highway Patrol Troop in whose jurisdiction the transit agency operates. These law enforcement agencies can assist the transit agency with a physical security assessment of the transit agency's facilities and vehicles and routes. An evaluation of the external threats (including terrorism) should also be included in this initial evaluation. This information becomes the basis for initial security planning and adjustment of transit agency operating procedures to meet potential threats.

As part of the liaison arrangement the transit agency should negotiate a process for regularly up-dating the threat assessment (at least quarterly), and for up-dating the physical security assessment at least annually. Factors to be considered in this security assessment include, but are not limited to:

1. Has a Security Plan been established that addresses all operations modes and contracted services?
2. Are systems security responsibilities and duties established?
3. Does the transit agency provide personal safety awareness/education programs for passengers and employees?
4. Is security equipment issued to security personnel regularly inspected, maintained and functionally tested (i.e. clothing, special tools, weapons, detection devices)?
5. Have contingency SOPs been developed and are drills and table-top exercises conducted for extraordinary circumstances:
 - a. Terrorism (including chemical/ biological agents/ weapons of mass destruction)
 - b. Riot/Domestic unrest
 - c. Catastrophic natural events
 - d. System-wide communications failure

6. Are planning, coordination, training and mutual aid agreements with external agencies (state, local police, FBI and other federal agencies) in place, and are they regularly reviewed and up-dated?
7. Are Security SOPs reviewed on a regular basis and updates made as needed to the Security Plan?
8. Is security equipment at facilities and on vehicles, inspected, and maintained to monitor trespass activities?
9. Is data collection established for all security issues/incidents, analysis performed and recommendations made, document control established, including follow-up?
10. Are security risk/vulnerability assessments conducted, documented and reviewed?
11. Are contingency plans for loss of electrical power and radio or phone communications in place, and are they exercised regularly to ensure they work?
12. Do Standard Operating Procedures for critical incident command, control, and service continuation/restoration exist? Are they regularly reviewed and up-dated?
13. Is security training provided to all staff levels (from front-line “eyes and ears” concept to professional level security training)?
14. Are background checks on employees and contractors (where applicable) carried out?
15. Are regular assessments of employee security proficiencies conducted?
16. Are emergency contacts list developed, kept current and responsibilities for call-outs identified?
17. Are visitor, deliveries and contractor facility access procedures developed and actually utilized?
18. Are concepts of crime prevention through environmental design (CPTED) applied in reviews of facilities and in new design and modifications?
19. Are security checklists developed and regularly used for verifying status of physical infrastructure and security procedures?
20. Are agency employees identifiable by visible identification and/or uniform?
21. Are policies and procedures in place for facilities and vehicle key control?
(These points are intended to only guide the physical security and external threat assessment process. It is important that agency staff and board members be aware of their operational environment, this will facilitate understanding of and preparation for the likely security risks to the agency.)

B. Emergency/Disaster Response Planning and Coordination

The transit agency should be prepared to respond to a variety of emergency situations within its service area. The transit agency should not take on a first responder role, unless the emergency/disaster involves agency vehicles or facilities and then the first responder role is limited to that time before emergency agencies arrive on scene. However, there are a variety of situations and scenarios where emergency response agencies may need transit agency assets. Procedures should be worked out in advance for requesting and deploying those assets. Toward that end the transit agency should establish liaison with the local emergency management agency (probably at county level); local fire departments within the transit agency's service area; local emergency medical service providers (may be the fire department or may be separate); local law enforcement agencies (police and sheriff); private non-profit agencies (Red Cross, Salvation Army, etc). Factors to consider when establishing these relationships and planning for these contingencies include, but are not limited to:

1. Is emergency response planning, coordination, and training formalized and documented?
2. Are responsibilities of employees identified by function?
3. Has a service continuation, restoration/recovery plan been developed? Has it been tested? Is it regularly up-dated to reflect changes in agency (or local) conditions?
4. Are emergency drills and table-top exercises scheduled and conducted on a regular basis?
5. Has coordination and training with outside agencies taking place? Do those outside agencies, at a minimum, include?
 - a. fire
 - b. rescue units
 - c. hospitals
 - d. emergency medical providers
 - e. law enforcement
 - f. hazardous materials response/environmental agencies
 - g. local office of emergency management
 - h. non-governmental agencies
 - i. school districts
 - j. nursing homes
6. Have media relations/information control procedures and policies been established (internal and external to agency)?
7. Is there documentation of drills, training and exercises? Is there evidence the transit agency applies lessons learned?

8. Are emergency procedures reviewed by management on a regular basis and updated as needed?
9. Are procedure revisions and updates incorporated into evacuation procedures; SOPs developed for signature(s) and distribution?
10. Are regular assessments of employee proficiency conducted?
11. Are emergency contacts list developed, kept current and is responsibility for call-outs identified?
12. Is emergency evacuation routing for transit vehicles developed and practiced?
13. Are employees issued quick reference guidelines for emergency situations?
14. Are support systems developed to provide post-incident support to passengers and employees?
15. Is there regular functional testing/inspection of emergency support equipment and systems?
16. Has there been a pre-determination of factors that would require partial or full service shut-down? Is a response to these factors practiced at least annually?
17. Do contingency plans exist for loss of electrical power and radio or phone communications? Are these plans practiced at least annually?

As implied throughout this appendix the planning and coordination of security and emergency/disaster response functions is really a two step process.

1. Initially the agency has to evaluate what the potential security threats and potential emergency/disaster response scenarios are. As noted, this is done primarily through consultation with outside agencies familiar with these issues in the local area. The results of this initial consultation should be submitted to the agency board in both a briefing and written format. The purpose is to stimulate discussion and result in the board setting priorities for the director and staff. The board should establish a cycle for periodic review/up-date of threats and response contingencies.
2. Based on this initial assessment the transit agency must begin developing plans and procedures to meet likely threats and contingencies. Development of plans can be based on priorities set by the board and be phased in over time (assuming only limited plans and procedures exist when this process starts). The guiding factor would be the most likely threats and emergency/disaster contingencies.

If starting from a very limited, or non-existent, preparation base this assessment and planning phase could take several years. Growing out of this process should be an on-going assessment and planning cycle customized to the transit agencies specific needs and responsibilities.

APPENDIX C – BOMB THREAT CHECKLIST AND PROCEDURES

Exact time and date of call: _____

Exact words of caller: _____

Voice	Accent	Manner	Background Noise
<input type="checkbox"/> Loud	<input type="checkbox"/> Local	<input type="checkbox"/> Calm	<input type="checkbox"/> Factory Machines
<input type="checkbox"/> High Pitched	<input type="checkbox"/> Foreign	<input type="checkbox"/> Rational	<input type="checkbox"/> Bedlam
<input type="checkbox"/> Raspy	<input type="checkbox"/> Race	<input type="checkbox"/> Coherent	<input type="checkbox"/> Music
<input type="checkbox"/> Intoxicated	<input type="checkbox"/> Not Local	<input type="checkbox"/> Deliberate	<input type="checkbox"/> Office Machines
<input type="checkbox"/> Soft	<input type="checkbox"/> Region	<input type="checkbox"/> Righteous	<input type="checkbox"/> Mixed
<input type="checkbox"/> Deep		<input type="checkbox"/> Angry	<input type="checkbox"/> Street Traffic
<input type="checkbox"/> Pleasant	<input type="checkbox"/> Local	<input type="checkbox"/> Irrational	<input type="checkbox"/> Trains
<input type="checkbox"/> Other	<input type="checkbox"/> Foreign	<input type="checkbox"/> Incoherent	<input type="checkbox"/> Animals
<input type="checkbox"/> Raspy	<input type="checkbox"/> Race	<input type="checkbox"/> Emotional	<input type="checkbox"/> Quiet
<input type="checkbox"/> High Pitched	<input type="checkbox"/> Not Local	<input type="checkbox"/> Laughing	<input type="checkbox"/> Voices
<input type="checkbox"/> Loud	<input type="checkbox"/> Region		<input type="checkbox"/> Airplanes
			<input type="checkbox"/> Party Atmosphere

Language	Speech	Familiarity with Threatened Facility
<input type="checkbox"/> Excellent	<input type="checkbox"/> Fast	<input type="checkbox"/> Much
<input type="checkbox"/> Fair	<input type="checkbox"/> Distinct	<input type="checkbox"/> Some
<input type="checkbox"/> Foul	<input type="checkbox"/> Stutter	<input type="checkbox"/> None
<input type="checkbox"/> Good	<input type="checkbox"/> Slurred	
<input type="checkbox"/> Poor	<input type="checkbox"/> Slow	
<input type="checkbox"/> Other	<input type="checkbox"/> Distorted	
<input type="checkbox"/> Pleasant	<input type="checkbox"/> Nasal	
<input type="checkbox"/> Other	<input type="checkbox"/> Lisp	
<input type="checkbox"/> Raspy	<input type="checkbox"/> Other	

Questions to Ask the Caller

When is the bomb going to explode?

Where is the bomb?

What does it look like?

What kind of bomb is it?

What will cause it to explode?

Did you place the bomb?

Why did you place the bomb?

Where are you calling from?

What is your address?

What is your name?

Observations

If the voice is familiar, whom did it sound like?

Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

Bomb Threat Procedures

In recent years the use and threatened use of explosives in our society has increased at an alarming rate. Organizations must prepare a plan of action to respond effectively. This brief provides guidelines that will assist transit agencies in developing a procedure specific to their particular environment.

Steps to Be Considered

When faced with a bomb threat, the primary concern must always be the safety of passengers, employees, and emergency responders. Many transit agencies already have a disaster or emergency procedure for responding to smoke, fire, or medical emergencies in stations, administrative facilities, and shops/yards. Several aspects of these procedures remain viable in a bomb threat procedure.

However, new problems must be addressed when a bomb threat is received. For example, in the instance of a fire, effort is directed at evacuating the occupants in a quick and orderly manner. In the case of a bomb threat, if evacuation is initiated, the exit routes and assembly areas should be searched prior to vacating the premises. The potential hazard remains when a building is evacuated before a search has been made. Personnel cannot safely re-occupy the building and resume normal activities until a search has been conducted. Such problems require a procedure with 7 logical steps:

- Step 1: Threat Reception
- Step 2: Threat Evaluation
- Step 3: Search Procedure
- Step 4: Locating Unidentified Suspicious Objects
- Step 5: Evacuation Procedure
- Step 6: Re-occupation of Building
- Step 7: Training of Essential Personnel

Each of these steps is discussed below:

Step 1: Threat Reception

Threats are transmitted in several ways:

Telephone Threats (threat to detonate explosive is phoned into system)

- Caller is the person who placed the device
- Caller has knowledge of who placed the device
- Caller wants to disrupt system operation

Written Threats (threat to detonate explosive is written in system)

- May be more serious than phoned-in threats
- Written threats are generally more difficult to trace than phone threats

Letter and Package Threats (suspicious package or letter is delivered to agency)

- These threats serve a variety of purposes, but, generally, they are directed at specific system personnel rather than at the system as a whole.
- The personal motivations of the criminal may be more important in these types of threats

Bomb threats are normally transmitted by phone. The person receiving the call should be prepared to obtain precise information, including:

- The time the call was received and on which telephone number or extension
- The exact words of the person making the threat should be recorded
- Indicate whether it was a male or female voice and an approximate age
- Note any accent or speech impediment or slurring of speech that could indicate intoxication or an unbalanced condition
- Listen for the presence of any background noises such as traffic, music, or other voices
- Decide if the voice is familiar
- The person receiving the threatening call should be prepared to ask the caller certain questions if the information has not been volunteered.
- Where is the bomb?
- When is it going to explode?
- What does it look like?
- What kind of bomb is it?
- Why did you place the bomb?
- What is your name?

The caller may provide specific information by answering these questions. Often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively. Any additional information obtained will be helpful to police and explosive technicians. To assist the person receiving the call, it is suggested a printed form be readily available. A sample is provided in Appendix A. Typically, this checklist is kept readily available to the transit dispatcher or administrative personnel most likely to receive such a threat.

Written and Letter/Package Threats should be treated as “suspicious objects” (see Step 4).

Step 2: Threat Evaluation

Two basic descriptions of threats can be identified:

- Non-specific threat: This is the most common type of threat, usually with little information given other than, "There is a bomb in your building."
- Specific threat: This threat is given in more detail. Reference is often made to the exact location of the device, or the time it will detonate.

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored. A policy must be developed to respond effectively to both threat levels.

Certain actions should be taken regardless of the threat category:

- Notify law enforcement (whether internal transit police and/or security or local law enforcement)
- Notify management personnel
- Initiate the search procedure
- Search before evacuation of personnel (employee search)
- Search after evacuation of personnel (volunteer search)

Notification to internal and/or external law enforcement, security and management personnel should be prompt, and include as much detail as possible. The person who received the threatening call should be available immediately for interviewing. Copies of the completed threat checklist should be readily available to all who may need it.

The appropriate search procedure should be initiated. Searches in the transit environment – as in many other environments – have two major constraints:

- Radio communication cannot be used (it may detonate the device)
- The environment is specialized, therefore, it cannot be searched effectively by outsiders

To address these concerns, personnel who work in a particular area, or who are responsible for an area, should be used. Not only will these personnel provide a much more thorough search than outside responders, but they are knowledgeable concerning station or facility emergency communication systems, and can access “land line” telephones to manage communications more effectively during the search. A system that utilizes the employees – after evacuations have been ordered -- should always use volunteers only.

The following criteria help determine what immediate action to take:

Factors favoring a search before the movement of personnel (occupant search):

- There is a high incidence of hoax telephone threats
- Effective security arrangements have been established
- Information in the warning is imprecise or incorrect
- The caller sounded intoxicated, amused, or very young
- The prevailing threat of terrorist activity is low

Factors favoring movement of personnel before searching (volunteer search):

- The area is comparatively open
- Information in the warning is precise as to the matters of location, a description of the device, the timing, and the motive for the attack
- A prevailing threat of terrorist activity is high

Step 3: Search Procedure

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel – familiar with the zone or section –

identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be “crossed off” the plan as it is searched.

Areas that are accessible to the public require special attention during a search, and may be vitally important if an evacuation is to be conducted. The level of the search should be commensurate with the perceived threat level:

- ❑ An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.
- ❑ The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at risk. Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.
- ❑ During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be search.

Historically, the following areas have been used to conceal explosive or hoax devices in the transit environment:

Outside Station Areas	Inside Stations
<ul style="list-style-type: none"> • Trash cans • Dumpsters • Mailboxes • Bushes • Street drainage systems • Storage areas • Parked cars • Shrubbery • Newspaper Stands 	<ul style="list-style-type: none"> • Ceilings with removable panels • Overhead nooks • Areas behind artwork, sculptures and benches • Recently repaired/patched segments of walls, floors, or ceilings • Elevator shafts • Restrooms • Behind access doors • In crawl spaces • Behind electrical fixtures • In storage areas and utility rooms • Trash receptacles • Mail rooms • Fire hose racks

Depending on the nature of the threat, searches may expand to include transit vehicles. In extremely rare instances, dispatchers have instructed operators on certain bus routes or rail lines to immediately bring their vehicles to a safe location, unload passengers, and walk-through the vehicle – looking for unidentified packages. In other instances, evacuated vehicles have been met by law enforcement officers, who actually conduct the search, including the vehicle undercarriage and rooftop areas.

Step 4: Locating an Unidentified Suspicious Package

If an unidentified or suspicious object is found, all personnel should be instructed (1) not to move it and (2) to report it to central dispatch or the search team leader immediately. The following information is essential:

- Location of the object
- Reason(s) suspected
- Description of the object
- Any other useful information – how difficult to secure area, evacuate, nearest emergency exits, etc.

Based on this information, decisions will be made regarding the following:

- Removal of persons at risk
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object
- Activities to establish ownership of the object. (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called)
- Continue implementation of search procedure until all areas have reported to the central control, as there may be more than one unidentified object

While volunteers and public safety personnel are conducting the search, and particularly while they are managing response to a suspicious package, they should keep in mind the following information. Improvised Explosive Devices (IEDs) and other types of bombs inflict casualties in a variety of ways, including the following:

- Blast over pressure (a crushing action on vital components of the body; eardrums are the most vulnerable).
- Falling structural material.
- Flying debris (especially glass).
- Asphyxiation (lack of oxygen).
- Sudden body translation against rigid barriers or objects (being picked up and thrown by a pressure wave).
- Bomb fragments.
- Burns from incendiary devices or fires resulting from blast damage.
- Inhalation of toxic fumes resulting from fires.

The following are four general rules to follow to avoid injury from an IED:

- Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion
- Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation
- Keep away from glass windows or other materials that could become flying debris
- Remain alert for additional or secondary explosive devices in the immediate area, especially if the existence of a bomb-threat evacuation assembly area has been highly publicized

Historically, perpetrators of bombings in the transit environment (in foreign countries such as Israel, France, India, and England) have used two tactics that intensify the magnitude of casualties inflicted by detonation of an explosive device:

- Perpetrators have detonated a small device to bring public safety personnel to the site; a larger, more deadly device has detonated some time after the first device, thereby inflicting a large number of casualties on the first responder community.
- Perpetrators have used a real or simulated device to force the evacuation of a facility only to detonate a much more substantial device in identified bomb-threat evacuation assembly areas. These attacks are especially harmful because the evacuation assembly areas often concentrate transit personnel and passengers more densely than would otherwise be the case.

Step 5: Evacuation Procedure

If an unidentified object is found, a quiet and systematic evacuation from the area should be conducted. Prior to evacuation, all areas used in the evacuation route must be searched: stairwells, corridors, elevators, and doorways. When these areas have been checked, volunteer personnel should be assigned to direct other personnel along the searched exit routes.

As a general guideline, evacuation should be to a minimum distance of 300 feet in all directions from the suspicious package, including the area above and below the site, giving regard to the type of building construction (thin walls, glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area. Attention should be paid to the need for special transportation requirements of persons with disabilities.

The essential task in evacuation procedures is to direct people to quietly leave the premises, using tact and power of suggestion, in an effort to maintain control and avoid panic. Once a complete or partial evacuation has taken place, there must be some form of accounting for all personnel. This may be a difficult task, but a necessary one to ensure the safety of all personnel.

Assembly areas should be pre-selected and well known to personnel. Establish a clearly defined procedure for controlling, marshalling, and checking personnel within the

assembly area. If possible, for major transit stations, assembly areas should be coordinated with local police in advance. Assembly areas are selected using the following criteria:

- Locate assembly areas at least 300 feet from the likely target or building (if possible).
- Locate assembly areas in areas where there is little chance of an IED being hidden. Open spaces are best. Avoid parking areas because IEDs can be easily hidden in vehicles.
- Select alternate assembly areas to reduce the likelihood of ambush with a second device or small-arms fire. If possible, search the assembly area before personnel occupy the space.
- Avoid locating assembly areas near expanses of plate glass or windows. Blast effects can cause windows to be sucked outward rather than blown inward.
- Select multiple assembly areas (if possible) to reduce the concentration of key personnel. Drill and exercise personnel to go to different assembly areas to avoid developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

Step 6: Re-Occupation of Station/Facility/Vehicle

Re-occupation of the station/facility/vehicle is a decision that must be made by an appropriate transit agency or law enforcement official. If the evacuation was made without a search, the premises should be searched before re-occupation.

Step 7: Training

Any effective threat procedure must be accompanied by an adequate training program. Training the essential personnel should encompass both the preventative and operational aspects of the procedure. Prevention can be accomplished through employee awareness, developing good housekeeping habits, and being on the alert for suspicious items and persons.

Operational training may include lectures by transit police and security instructional staff or guest speakers, in-service training classes, and practical training exercises. Evacuation and search drills should be performed periodically under the supervision of transit police or local law enforcement. Coordination with local law enforcement is particularly important for those small agencies with no internal security.

Conclusion

Considering recent events, it is advisable to consider all threats serious. A well-prepared and rehearsed plan will ensure an effective, quick search with minimal disruption of normal operation. Panic and possible tragedy can be avoided. Appropriate security, heightened employee and passenger awareness, and good housekeeping controls will identify many potential problems.

APPENDIX D – SAMPLE EMERGENCY TELEPHONE DIRECTORY

YUBA COUNTY:

Emergency Services (OES):	741-6254/6255
Sheriff/Coroner:	911/741-6331
Marysville Police:	741-6621
Wheatland Police:	633-2821
Health Dept.:	741-6366
Animal Control:	741-6478
Mental Health Services	822-7200
Crisis Line:	673-8255

SUTTER COUNTY:

Emergency Services (OES)	822-7370
Sheriff/Coroner:	911/822-7307
Yuba City Police:	822-4661
Health Dept.:	822-7225
Animal Shelter:	822-7375
Mental Health Services	822-7200
Crisis Line:	673-8255

MEDICAL CENTERS:

Rideout Emergency:	749-4511/4300
Peachtree Clinic:	749-3242
Sutter Co. Med. Clinic:	822-7215
DelNorte Clinic:	743-4611
Mental Health Services:	822-7200
Crisis Line:	673-9255

APPENDIX E – SECURITY AND EMERGENCY RESPONSE TRAINING AND EXERCISES

Experience has shown, exercises are the most practical, efficient, and cost-effective way to prepare for disasters and crises. The aim for any transit agency should be to develop a progressive exercise program, a long-term approach in which exercises are planned, conducted, and evaluated as building blocks to competency in crisis management.

There are two principal benefits of such a program. First, people practice their roles and gain proficiency in crisis management. Second, the coordination among transit providers and local emergency response agencies is improved. These benefits arise not from exercising alone, but from evaluating the exercise and acting upon those results. An exercise has value only when it leads to individual and/or collective improvement.

Key terms used in the development of exercises include the following:

- **Progressive Exercise Program:** A commitment from the transit provider and community public safety agencies to plan and conduct increasingly more challenging exercises over a period of time, to achieve and maintain competency in executing the local crisis management plan.
- **Objective:** A goal expressed in simple, clear, specific, and measurable terms serves as the foundation of all exercise planning.
- **Scenario:** The overall outline of how an exercise will be conducted. It includes the narrative, major/detailed sequence of events, problems or messages, and expected actions. Often used interchangeably with the term narrative.
- **Narrative:** A word “picture” that includes all essential elements of information concerning the incident used to initiate an exercise.

Types of exercises include the following:

- **Drill:** Supervised activities that test, develop, or maintain skills in a single response procedure (such as: communications, notification, lockdown, fire) and the possible or probable interaction with local government agency functions (such as: incident command posts, rescue squad entry, police perimeter control) that will involve actual field response. A drill helps prepare for more complex exercises in which several functions are coordinated and tested.
- **Exercise:** An activity designed to promote emergency preparedness; test or evaluate emergency operations, policies, plans, procedures or facilities; train personnel in emergency duties; and demonstrate operational capabilities.

- Full-Scale Exercise: Evaluates the operational capability of emergency response management systems in an interactive manner, including the mobilization of emergency personnel and resources required to demonstrate coordination and response capability. Total response capability is tested as closely to a real emergency as possible.
- Functional Exercise: A fully simulated interactive exercise that tests one or more functions in a time-pressured realistic simulation; focuses on policies, procedures, roles, and responsibilities.
- Orientation Seminar: An informal discussion designed to familiarize participants with roles, plans, and procedures, and resolve questions of coordination and assignment of responsibilities.
- Tabletop Exercise: Simulates an emergency situation in an informal, stress-free environment. It is designed to elicit discussion as participants examine and resolve problems based on existing crisis management plans.

The transit agency should establish liaison with the local office of emergency management and Local Emergency Planning Committee (LEPC). The latter usually operates as an ancillary (volunteer/advisory) component of the former. Both routinely plan and carry out disaster exercises and the transit agency should become involved in this cycle.

In addition the transit agency, depending on size and resources, may institute its own internal exercise and training program. The agency may send staff, or volunteers, to training conducted by the Missouri State Emergency Management Agency (<http://sema.dps.mo.gov/trn.htm>). In addition the agency may have staff complete distance education courses through the Emergency Management Institute, the training element of the U.S. Department of Homeland Security (<http://www.training.fema.gov/emiweb/>).

Both assets are free and representative ways to develop training an exercise expertise within the transit agency.

Regardless of size, the transit agency should regularly exercise its security and emergency management procedures. The transit agency should have posted to the agency calendar a schedule of training and exercise activities and should document these activities with written records and evaluations as appropriate.

APPENDIX F – REPORTING CRIMINAL ACTIVITY

If you observe a crime in progress or behavior you suspect is criminal, immediately notify [dispatch or local police]. Report as much information as possible including:

Activity: What is happening? (In plain language and with as few assumptions as possible)

Description of Involved People: For each involved person, provide: ***(sometimes it is easier for employees to remember to describe people from “top to bottom” or “head to toe”)***

- Height
- Weight
- Gender
- Weapons
- Distinguishing characteristics
 - Hair (color and style)
 - Shirt, sweater, jacket, coat (color and style)
 - Pants (color and style)
 - Shoes (color and style)

Location: Describe exactly where the criminal activity is occurring. If the activity is “moving,” describe the direction of travel.

Vehicle: If a vehicle is involved, please provide the following ***(musical acronym: CYMBAL helps to remember this)***:

- . • Color
- . • Year
- . • Make
- . • Body and
- . • License

DO NOT APPROACH OR ATTEMPT TO APPREHEND THE PERSON(S) INVOLVED.

Stay on the telephone with the police dispatcher and provide additional information as changes in the situation occur, until the first police officer arrives at your location.

APPENDIX G – EMERGENCY ACTION PLAN

COMPANY:

ADDRESS:

I. EMERGENCY PLAN COORDINATOR

NAME :

TITLE:

DEPARTMENT:

TELEPHONE NO:

II. PREFERRED MEANS OF REPORTING FIRES AND OTHER EMERGENCIES

Type of Emergency:

Reported By:

Fire

Explosion

Tornado/Weather

Bomb Threat

Chemical Spill/Leak

Violence

Medical

Other

ELEMENTS

A. Emergency Escape Procedures and Routes

Emergency escape procedures and route assignments have been posted in each work area, and all employees have been trained by designated supervisors in the correct procedures to follow. New employees are trained when assigned to a work area. A sample escape procedure and escape route sheet of the type posted in work areas should be developed. (Identify and attach floor plan and escape route).

B. Procedure for Employees Who Remain to Operate Critical Operations Before They Evacuate:

A single procedure should be developed that describes operations, procedures, and personnel required for critical operations to be performed before the assigned personnel evacuate during emergency situations. A description of the special training provided should also be included.

C. Employee Accountability Procedures after Evacuations

Each supervisor is responsible for accounting for all assigned employees, personally or through a designee, by having all such employees report to a predetermined designated rally point and conducting a head count. Each assigned employee must be accounted for by name. All supervisors are required to report their head count (by name) to the Emergency Evacuation Coordinator.

D. Rescue and Medical Duties

Specific rescue and medical duties have been assigned to designated individuals. These personnel have received special training and instructions for properly carrying out these assignments.

E. Alarm System

Alarm systems for notifying all employees in case of an emergency are: When so required by specific OSHA Standards, the organization will comply with OSHA Standard 1910.165, Employee Alarm Systems.

F. Training

The following personnel have been trained to assist in the safe and orderly emergency evacuation of other employees. (See also Appendix B-identify)

Name	Title	Work Area	Special Assignment
<hr/>			
<hr/>			

1. Training is provided for employees when:
2. The plan was initiated
3. Responsibilities change
4. New employees are hired or transferred

III. EMERGENCY SHUTDOWN PROCEDURES

During some emergency situations, it will be necessary for some specifically assigned and properly trained employees to remain in work areas that are being evacuated long enough to perform critical operations. These assignments are necessary to ensure proper emergency control.

Work Area	Name	Assignments	
		Job Title	Description of Assignment

IV. SPECIAL TRAINING

The preceding individuals have received special instructions and training by their immediate supervisors to ensure their safety in carrying out the designated assignments. A training record describing the instructions provided and the detailed procedures to be followed is maintained in the Emergency Plan and Fire Protection Plan Coordinator's Office.

Emergency and Fire Protection Plan Coordinator:

Name: _____

Date: _____

V. EMPLOYEE ACCOUNTABILITY PROCEDURES FOLLOWING AN EMERGENCY EVACUATION

Each supervisor is responsible for accounting for each assigned employee following an emergency evacuation. This will be accomplished by performing the established procedures.

VI. EMPLOYEE ACCOUNTABILITY

1. Assembly points have been established for all evacuation routes and procedures. These points are designated on each posted work area escape route.

2. All work area supervisors and employees must report to their designated assembly points immediately following an evacuation.
3. Each employee is responsible for reporting to his or her supervisor so that an accurate head count can be made. Supervisors will check off the names of all those reporting and will report those not checked off as missing to the Emergency Evacuation Coordinator.
4. The Emergency Evacuation Coordinator will be located at one of the following locations:
 - A. Primary Location:
 - B. Secondary Location:
5. The Emergency Evacuation Coordinator will determine the method to be utilized to locate missing personnel.

VII. RESCUE AND MEDICAL DUTIES

It may become necessary in an emergency to rescue personnel and perform some specified medical duties, including first-aid treatment. All employees assigned to perform such duties will have been properly trained and equipped to carry out their assigned responsibilities properly and safely.

Assignments

Name	Location	Special Assignment	Special Training Provided

Special Instructions and Procedures

All personnel performing emergency rescue and medical duties must follow these instructions:

APPENDIX H – EMERGENCY PLANNING, RESPONSE AND SECURITY PROCEDURES

ENVIRONMENTAL EMERGENCIES

EXTREME HEAT

If a heat wave is predicted or happening, please adhere as much as possible to the following guidelines:

1. Slow down and try to avoid strenuous activity.
2. Stay in air conditioning as much as possible, either in your vehicle or in a building.
3. Wear lightweight, light-colored clothing that reflects away heat.
4. Drink plenty of water regularly and often. Drink plenty of fluids even if you do not feel thirsty.
5. Avoid drinks with caffeine since they heighten the heat's effects on the body.
6. Eat small meals and eat more often. Large meals and food high in protein actually increase metabolic heat.

THUNDERSTORMS

1. Dispatcher will notify vehicles with radios of any watches or warnings.
2. Keep your radio tuned to local news and weather for advisories and information.
3. Keep an eye on the sky. Look for darkening skies, lightning or increased wind. If you can hear thunder, you are close enough to the storm to be struck by lightning.
4. If severe storm happens, find shelter in a building or vehicle. Keep car windows closed. A building is much preferred if you can safely get to one.
5. After storm passes, keep tuned to local radio stations and avoid any potentially damaged areas.
6. Check in with dispatcher, if possible, for further instructions.

FLASH FLOODS

If it has been raining hard for several hours, or steadily raining for several days, be alert to the possibility of a flood.

- A flood WATCH means a flood is possible.
- A flood WARNING means flooding has already started or will be occurring soon.

Please follow these guidelines for a flood watch or warning:

1. If a flood Watch is issued, you will be notified by the Dispatcher. Listen to local radio and if told to evacuate a certain area, do so as soon as possible, making every effort to protect yourself and any passengers you may have with you.
2. If a flood Warning is issued, dispatcher will advise you to return to base immediately, if safe to do so.
3. If there is no time to return to base, move to higher ground away from rivers, streams, creeks and storm drains.
4. Do not drive around barricades since they have been placed to keep you out of a hazardous area.
5. If your vehicle stalls in rapidly rising water, abandon it immediately and climb to higher ground, again making every effort to protect yourself and any passengers you may have with you.
6. Do not drive through floodwaters. They may look shallow, but looks can be deceptive. The swift current of even a few inches of water can sweep your vehicle away and turn it over on its side or top, trapping you and any passengers inside.

TORNADOES

1. When a tornado watch is issued, stay tuned to local news and weather and keep in touch with base dispatcher.
2. Be alert to any changing weather conditions.
3. When tornado warning is issued:
 - a. Go to lowest floor at the nearest inside shelter, if possible. If there is no basement, go to center hallway, away from windows or into a bathroom.
 - b. Do NOT stay in your vehicle. During tornadoes, your vehicle is one of the worse places you could be. If there is no building available and you are outside, go to a low-lying area and lie flat. If others are in your vehicle, assist them first.
4. After storm is over, watch out for fallen power lines and avoid damaged areas.
5. Establish communication with base for further instructions.

WINTER STORMS

1. Stay tuned to local news on radio and keep in touch with base dispatcher.
2. Be alert to changing weather conditions.
3. Wearing several layers of lightweight clothing will keep you warmer. Wear gloves or mittens and something on your head, which will prevent loss of body heat. Cover your mouth when it is cold to protect your lungs.
4. A winter storm WATCH means a winter storm is possible in the area. Let the Transportation Office know if you are uncomfortable driving with an issued storm watch. If you do drive, keep your vehicle radio, and/or cell phone on for dispatcher's instructions. Keep your radio tuned to local and regional weather.

5. A winter storm WARNING means a winter storm is on the way. If you are driving out of town, please check with dispatcher to see if your run is still scheduled. If you are driving people in town, stay tuned for changing conditions and possible cancellations of your pick-ups and deliveries.
 - a. If you get stuck in your vehicle, stay with your car and wait for help. DO NOT try to walk to safety unless you are in town and see an open business you can easily get to.
 - b. As wind increases, so does the possibility of hypothermia. Be sure and cover any exposed skin when out in cold weather.
 - c. Make sure your gas tank is full.
6. A blizzard WARNING means strong winds, blinding wind-driven snow, and dangerous wind chills are expected.

EARTHQUAKES

Although unlikely, earthquakes can happen almost anywhere and there is a fault that runs through **Missouri – the New Madrid Fault**. In the event of an earthquake, please follow these guidelines.

1. If you are in a vehicle, slow down and drive to a place that is clear of buildings, trees and power lines. Stay inside vehicle until shaking stops.
2. If you are inside a building, choose a safe place, such as under a sturdy table or desk or against an inside wall where nothing can fall on you. Protect your eyes by pressing your face against your arm. Stay indoors and away from windows until the shaking stops and it is safe to exit.
3. If you are outside, find a clear spot away from power lines, buildings or trees and drop to the ground.
4. When quake is over, check yourself and others for injuries. Watch for downed power lines or unsafe areas. Listen to local stations for further general instructions.
5. Contact the agency dispatcher/administrative office as soon as possible.

CHEMICAL EMERGENCIES

A major chemical emergency is an accident where hazardous amounts of chemicals are released into the air or water. These can happen underground, on railroad tracks or highways or at manufacturing plants. In the event of a chemical emergency, follow these guidelines:

1. Listen to the radio and follow the instructions. If you have a radio linked to base, the dispatcher will issue instructions.
2. Get as far from the accident as possible and if necessary, find a safe place to take shelter.
3. If an area of the city needs to be evacuated, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base.

- Follow the evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.
4. If you have passengers, follow the procedures that will keep both yourself and your passengers safe.
 5. Keep windows of vehicle closed and turn off all vents, heating and air conditioning systems.
 6. Some of the symptoms of chemical poisoning, whether by swallowing, touching, or inhaling are: difficulty breathing; changes in skin color; headache or blurred vision; dizziness; irritated eyes, skin, throat; unusual behavior; clumsiness or lack of coordination; stomach cramps or diarrhea. If you think you have been exposed to a toxic chemical, call the poison control center, EMS, 9-1-1, or dispatch at base, whichever applies to you.
 7. If you see or smell something that you think may be dangerous, or find someone who has been overcome with toxic vapors, your first job is to make sure that you and your passengers do not become victims. If you remain in a dangerous area and become ill or unconscious, you cannot help yourself or any others. Report the situation to 9-1-1 or call dispatch on the radio.

SECURITY INCIDENTS

POSSIBLE OR CONFIRMED TERRORIST ATTACK

1. Remain calm and be patient. Follow the advice of local emergency officials and listen to your radio for news and instructions. If possible, get in touch through your vehicle radio or cell phone with the dispatcher.
2. If a disaster occurs near you, check for injuries. Give first aid if possible and get help for seriously injured people. Remember to avoid direct contact with blood and other body fluids. Each vehicle should have a bag with disposable gloves, first aid kit and other items.
3. If time allows, contact your family and let them know where you are.
4. If there is terrorist activity that is an immediate threat, go to a public building and take shelter as quickly as possible. Public schools and hospitals are some of the best places to go.
5. If you have passengers with you, assist them into a shelter.
6. If you are told to evacuate the area or the city, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.
7. For large emergencies like these, you may hear a siren or the tone on the radio that you usually hear as emergency testing. Please keep your radio tuned to that station for information.

UNATTENDED ARTICLES

1. If you find a bag, container, letter or package in the vehicle that cannot be identified as belonging to the transit agency, yourself, or one of your passengers, exit the vehicle immediately.
2. Stay calm.
3. Call 9-1-1.
4. Do not touch, shake or empty the contents.
5. Keep hands away from mouth, nose and eyes.
6. Lock the vehicle and wait until emergency responders arrive.
7. Wash hands well with soap and water as soon as possible.
8. Contact Transportation Office staff as soon as possible.

We certainly hope that none of the above emergency procedures have to be initiated. We know that as a transit agency employee you will do your utmost to protect yourself and those you are responsible for, whether at home with family, or at work helping us carry out our mission. Remember, the most important instruction for any emergency is to stay clam.

BLOODBORNE PATHOGENS

Bloodborne pathogens are viruses or other infectious agents that are carried by the blood. Two especially dangerous examples are HIV – Human Immune Deficiency Virus, and Hepatitis B virus. Infections from these blood borne agents can be prevented by avoiding all contact with blood and other bodily fluids. If you do come into contact with blood or other bodily fluids, report the incident immediately to staff in the transportation office.

Documentation of the circumstances under which your exposure or contact occurred must be completed. The most important safe guard against any possible exposure is to remember. **DO NOT TOUCH BLOOD OR OTHER BODILY FLUIDS.**

- If you have a passenger who starts to bleed and you have been properly trained, administer first aid and transport the person to a medical facility as soon as possible.
- If there is blood or other bodily fluids that have gotten in or on your vehicle, again report it immediately to dispatcher/transit agency operations. For staff safety and the safety of others using the vehicle, you **MUST** make sure to tell them **BEFORE** they touch the vehicle that such a spill has occurred. The dispatcher/transit agency operations should make immediate arrangements to have the vehicle decontaminated.
- Prevention, Protections, Containment, Proper Clean Up and Documentation are absolutely essential to protect the health of you and others. Be proactive in practicing safety in this area.

PRE-OPERATION/POST-OPERATION VEHICLE SECURITY CHECKS

Prior to being placed in operation and prior to being taken out of operation for a shift/activity all agency vehicles will be given a security inspection by the vehicle operator. This inspection will consist of:

Vehicle Exterior:

1. A walk around by the operator checking for signs of forced entry, vandalism, and anything else the operator might deem unusual.
2. A visual inspection of the area underneath the vehicle looking for unusual fluid loss and indications of unusual activity.
3. A visual inspection of all vehicle compartments that can be accessed from the outside looking for signs of forced entry, tampering or other unusual indications.

Vehicle Interior:

1. A walk through of the vehicle checking for unattended articles, persons, or evidence of unauthorized access.
2. A visual examination of all on-board emergency equipment (fire extinguishers, first aid kits, etc.) to insure usability.

Prior to starting the vehicle: inspect gauges and instruments for correct operation. Any deficiencies should be noted by the operator and immediately reported to the transportation supervisor.

THREATS AND ASSAULTS

Threats and assaults directed both at agency staff and passengers may occur at anytime. Agency staff in the field may operate in isolated circumstances without ready access to support and assistance. Consequently, agency staff should respond using the following guidelines:

REMAIN CALM.

Your life and general safety are more important than agency property.

1. Use physical force only if physically attacked.
2. If an incident occurs outside the vehicle remain on board your vehicle, keep the passenger door closed and, if possible attempt to move away from the incident.
3. If an incident occurs on the vehicle while it is moving contact the dispatcher and request assistance and stop the vehicle as soon as it is safe to do so. Once the vehicle is stopped, open the passenger door(s), attempt to get any passengers off the vehicle and to a safe location nearby. Do not re-board the vehicle but wait for help to arrive.
4. During the incident be observant; try to remember details that might help police identify those involved.

5. As you operate the vehicle be generally observant of passengers. Note anyone that seems unduly agitated, hostile or combative.
6. If you become concerned that a passenger might present a threat to you or other passengers do not attempt to confront the person yourself.
 - a. Contact the dispatcher and ask for assistance
 - b. If necessary take the vehicle to an agency facility and ask for help. If this is impractical take the vehicle to a police or fire station or public place.

VEHICLE HIJACKING

Vehicle hijacking, as part of a terrorist event or other criminal activity, presents a special challenge. Again, agency vehicles are particularly vulnerable because they operate in isolated circumstances without access to immediate support. If a vehicle is hijacked we will respond according to the following general guidelines:

- The vehicle operator should remain calm.
- Do not confront or physically threaten the hijacker(s).
- Attempt to notify agency dispatch.
- Attempt to comply with hijacker(s) demands.
- All such incidents will be turned over immediately to local law enforcement and all agency personnel will follow the directions from local law enforcement personnel.

EMPLOYEE BACKGROUND CHECKS

New Hires

All newly hire personnel will undergo a background records check. Based on the results of this initial check the director may, at his/her discretion, conduct a more in-depth investigation of a potential employee's background.

Initial background checks can be relatively simple and may only involve checking employee references and/or doing an internet search for evidence of past behavior. Agencies may elect to do a more in depth check depending on the potential employees' anticipated placement. In this case a criminal background check involving finger prints may be necessary.

The transit agency should:

1. Consult legal counsel to determine the extent to which the transit agency must do background checks on employees. The necessity of criminal background checks should be identified as a separate issue.
2. Establish liaison with local law enforcement to determine if that agency will fingerprint prospective job applicants and actually conduct record checks. Often local law enforcement agencies will do fingerprinting but it is rare that they will actually conduct record checks.

3. The transit agency may consult on this issue with local medical providers and the school district to determine how these agencies conduct background checks.
4. The transit agency should establish procedures to insure that employee background check information is treated as confidential material. The records should be kept in secured facilities in the agency administrative office with access controlled by the director or his/her designated representative.

SERVING AGENCY EMPLOYEES

Current employees are expected to report to the director any criminal incidents in which they may be involved that occur outside work. The director, at this/her discretion may then follow up to determine the nature of the incident and determine whether or not the individual should continue as an agency employee. Failure by an employee to notify the director of such an incident will be grounds for immediate discharge. Such notification must take place within 24hrs of the employees' involvement in the incident or as soon there after as practical.

STORAGE of FLAMMABLES and FUELS

No fuels or flammable materials will be carried on agency vehicles. Flammable materials in the agency maintenance facility will be stored in fire resistant containers and when not in use will be kept in a fire resistant /explosive resistant cabinet. Cabinets and containers will be appropriately marked in accordance with National Fire Protection Association standards.

Areas of the vehicle maintenance facility where fuels and flammable materials are stored will be appropriately marked in accordance with National Fire Protection Association standards. Cleaning materials and any flammable materials kept at the agency administrative offices will be stored in fire resistant/explosion resistant cabinets marked in accordance with National Fire Protection Association standards. Bulk fuels and flammable materials will not be kept in agency facilities.

COMMUNICATION SECURITY

Many agency vehicles are equipped with public service band radios for dispatching and control purposes. When operating these radios all personnel must keep in mind that the public may be listening and that anything said may well be repeated. All agency personnel will adhere to the following guidelines:

- Always use assigned call signs and designators.
- Use the radios only for agency business.
- Never discuss details of a criminal or security incident over the radio.
- Never give the names of passengers or staff involved in such incidents over the radio.
- Never use profanity.
- Keep transmissions short and to the point (we only have one radio frequency).

- In the event of a system wide emergency dispatch becomes net control and will assign priority to radio traffic.

FILE and RECORD SECURITY and OFF-SITE FILE STORAGE

The agency director, in consultation with the board of directors, will specify files, by type, to be regarded as sensitive. At a minimum this should include personnel files and files on criminal and security incidents, business continuity files such as financial records, records of purchase orders, personnel benefits files, and other files as designated by the director and the board of directors.

Paper sensitive files will be kept in the agency administrative office in a locked filing cabinet(s). Access to files will be strictly controlled. The director, or his/her designee will determine if an individual staff member needs access. All files will be signed out to the user by the director, or his/her designee. Files will not be removed from the agency premises and may not be copied. No files may be held overnight by a user and files signed out must be signed back in at the end of the work day. Records of file use will be maintained in the director's office for two years.

Electronic sensitive files will be stored on CD disks or jump drives (as determined by the director) and will be kept secured in a locked file cabinet in the agency administrative office. The director, or his/her designee will determine if an individual staff member needs access. All files will be signed out to the user by the director, or his/her designee. Files will not be removed from the agency premises. Electronic sensitive files will be up-dated at the end of the work day prior to being returned to the secure file. No files may be held overnight by a user, any files signed out must be signed back in at the end of the work day. Records of file use will be maintained in the director's office for 2 years.

At his/her discretion the director may allow working copies of agency sensitive electronic files to be maintained on specific computers in the agency administrative office. Such computers will be specifically identified by serial number. These computers will be password protected as designated by the director and the password will be changed monthly under the supervision of the director, or his/her designee.

Off-site File Storage: The director, in consultation with the board of directors, may identify the need to store sensitive files off-site. This is desirable in the event of catastrophic destruction of the agency administrative office or of limited access to the administrative office. Storing sensitive files off-site will facilitate continuation/restoration of agency operations.

Factors to consider in off-site storage:

1. Files must be in an easily transportable form (jump drive, CD, DVD, or portable hard drive).

2. Files must be clearly identified.
3. Files stored off site must be up-dated regularly (minimum weekly).
4. Off-site storage must be easily accessible in the event of a disaster/emergency.
5. Items stored there must be safe from man-made and natural disasters.
6. access to file storage must be carefully controlled.
7. equipment must be available to use the files (the agency must have hardware available to utilize the files stored in the secure facility; this means the agency should store a computer, key board, monitor, etc (with operating system software for the sensitive files).

An ideal local facility to support this activity is a bank or credit union vault. There will probably be a charge to the transit agency for storing the sensitive material.

FACILITY ACCESS and KEY CONTROL

Agency administrative offices will be regarded essentially as open access. Offices will be organized so persons entering will pass by a reception point where they can be greeted and announced to the director and other senior staff. During normal business hours facilities will be lighted as needed to transact business. Access points will be secured in accordance with local fire codes. After business hours adequate security lighting will be maintained inside and outside and all access points will be locked

Agency vehicle storage and repair facilities will be regarded as controlled access, only agency personnel and individuals with specific authorized business will be allowed to enter.

Where practical, these facilities will be fenced with one primary entry point. Where practical, the entry point should be through a structure that is staffed by at least one individual.

This entry point will maintain a sign-in and sign-out roster for all non-agency personnel entering the facility.

Personnel should verify that visitors have business at the site before admittance to secure areas.

Supervisors should verify that agency personnel have reason to be in any secured area.

If the access point also serves as the dispatching point, personnel will ensure that all agency vehicles departing the site have been properly dispatched in accordance with agency dispatching procedures.

If practical, the facility will have security lighting sufficient to allow observation of the site from the fenced perimeter.

If the facility is operated after normal business hours access will be restricted to agency personnel and controlled by key access.

The agency will establish a serialized inventory of both facility and vehicle keys.

The agency director, or his/her designated representative, will inventory all agency keys quarterly.

Facility keys may be signed out to employees on a permanent basis at the discretion of the agency director.

Vehicle keys will be signed out on an operational period basis.

All vehicle keys will be turned in by the operator at the end of each operational period.

All facility keys not in use will be secured in the agency administrative office in a locked storage box.

All not in use vehicle keys will be secured in the agency dispatch site in a locked storage box.

The agency director will establish liaison with local law enforcement regarding patrolling of the facility. The agency director will also provide local law enforcement agencies with up-to-date after business hours contact information.

SECURING IN-SERVICE and OUT OF SERVICE VEHICLES

When not attended by an employee licensed to operate the vehicle all agency vehicles will be secured in accordance with the following guidelines:

In-service Vehicles:

(These procedures will not apply in total to paratransit operations where the nature of the service requires the operator to leave the vehicle unattended with passengers on board to board assist other passengers with boarding)

In-service vehicles will not normally be left unattended.

If the vehicle must be left unattended the operator will:

- a. If possible, move the vehicle to a location where it will not interfere with the normal flow of vehicle traffic or present a safety hazard.
- b. Inspect the interior of the vehicle to insure that all passengers have left the vehicle.
- c. Inspect the interior of the vehicle to insure that no unattended articles have been left on board

If passengers are still on board the vehicle, they will be asked to leave. If they refuse to leave the operator will contact the dispatcher for assistance. This will apply to fixed route bus operations when a vehicle is at an outer line transfer station. Para-transit operations, by their nature, require the operator to leave the vehicle unattended for short periods with passengers on board.

If unattended articles are found on board the operator will secure the vehicle and contact dispatch for assistance.

Once the vehicle is safely positioned and cleared the operator will insure that the vehicle is shutdown and secured for unauthorized intrusion.

These guidelines will be followed when it is anticipated the vehicle will need to be secured for less than 30 minutes.

Out of Service Vehicles

Vehicles will be normally stored out of service for two reasons:

The vehicle is at the end of its operational shift.

The vehicle is being held for maintenance.

1. Securing at the end of an operational shift.
 - a. The vehicle will be taken to the agency's designated vehicle parking area.
 - b. The operator will conduct a post-operation inspection as designated in agency procedures.
 - c. The operator will complete dispatch documents and the vehicle log book.
 - d. The operator will inspect the interior of the vehicle for unattended articles and passengers. If anything unusual is found the operator will immediately notify the dispatcher.
 - e. The operator will secure the vehicle and turn in the vehicle keys and dispatch paper work to the agency dispatcher.
2. Securing for maintenance
 - a. The vehicle will be taken to the agency's vehicle maintenance facility.

- b. The operator will conduct an inspection of the interior to insure no unattended articles are present. If any are found, the operator will notify the maintenance supervisor.
- c. The operator will record the trip in the vehicle log book.
- d. The operator will lock the vehicle and turn the keys, log book and maintenance request form into to the maintenance.

MASS CASUALTY PROCEDURES

The transit agency must establish procedures to address mass casualty situations involving agency vehicles and facilities. At a minimum these procedures should address the following issues:

Facilities (see Appendix G “Emergency Response Plan”):

1. Identify agency facilities where mass casualty events might occur.
2. Develop facility specific emergency plans.
 - a. Prepare guidelines for staff to follow in determining whether or not to evacuate a facility (these may not be all inclusive but they will provide the staff criteria for assessing the gravity of the situation).
 - b. Provide training for selected staff in basic triage and first aid and movement of injured persons.
 - c. Identify evacuation routes out of the facility
 - d. Identify assembly points outside the facility where staff and passengers can be taken to await evacuation.
 - e. Designate staff (primary and alternates) to oversee the evacuation
 - f. Insure that first aid supplies are strategically located in facilities so as to be accessible in an emergency.
 - g. Identify alternate means of communications for notifying emergency services and the transit agency management of the disaster/emergency.
 - h. Identify staff (primary and alternates) that is responsible for guiding emergency responders to assembly areas.
3. Establish liaison with local emergency response agencies and provide them with information on facility emergency plans.
4. Train on facility emergency plans with the cooperation of first response agencies.

Vehicles:

1. Vehicle operators are trained in basic first aid and triage.
2. As quickly as possible after an incident/accident, the vehicle operator notifies 911 and the transit agency operations.
3. Vehicle operators are responsible for assessing whether to evacuate the vehicle or remain on board and wait for first responders.

4. If vehicle is to be evacuated:
 - a. Vehicle operator determines where to evacuate and directs ambulatory passengers to that point.
 - b. Vehicle operator does a hasty triage on remaining passengers and attempts to move any that are alive to the evacuation point (he/she may request assistance for uninjured passengers).
 - c. Once at the evacuation point the vehicle operator attempts to make survivors as comfortable as possible and waits for first responders.

5. If vehicle is not to be evacuated:
 - a. Vehicle operator provides first aid to victims.
 - b. Vehicle operator provides aid and comfort to passengers and waits for arrival of first responders.
 - c. Upon arrival of first responders the vehicle operator turns over control of the scene to them.

MASS EVACUATION PROCEDURES

The transit agency's major contribution to emergency management is to provide assets to support a mass evacuation. The need for such an evacuation will be determined by emergency management personnel and the transit agency will be asked to provide assets to the emergency management agency to be deployed as needed by the emergency management agency. Such support will be carried out according to the following guidelines:

- a. The transit agency and the emergency management agency will establish written agreements detailing those transit agency assets that are available to support a mass evacuation.
 1. The availability of these assets will be governed by a variety of factors (need to sustain regular service, availability of trained personnel to operate vehicles, logistical ability of the transit agency to support sustained operations, operational status of agency equipment).
 2. The assets will be deployed only when requested by the emergency management agency.
 3. The assets will remain under control of the transit agency but will be used as directed by the emergency management agency.

- b. The transit agency will develop procedures for call back of qualified vehicle operators when emergency incidents arise during periods of non-operation or limited operation.

- c. The transit agency will establish command procedures clearly designating the individual in charge of the deployed assets and the chain of command for transit agency personnel to follow while on deployment.

- d. The transit agency will participate in pre-incident planning to identify likely assembly points for evacuees, evacuation routes (primary and alternate) and reception centers.
- e. The transit agency will provide a representative to the incident command post who will serve as the person in charge of the transit agency deployment. This representative will direct dispatch of agency vehicles and will monitor operational status during the deployment.

INCIDENT COMMAND SYSTEM

The transit agency will implement the Incident Command System as part of its emergency procedures. At a minimum, supervisory personnel will complete ICS-100 (Introduction to Incident Command) and ICS-200 (Intermediate Incident Command) and non-supervisory personnel will complete ICS-100. The purpose is to prepare transit agency employees to integrate smoothly into the command structure used by emergency management on a large scale incident. Both classes are available on-line from the Emergency Management Institute, the training unit of the US Department of Homeland Security (URL: <http://www.training.fema.gov/emiweb/>)

CONTINUITY OF OPERATIONS

The transit agency should have established procedures for continuing operations regardless of its size or complexity.

At a minimum the procedures should:

1. Identify, to the extent possible, the events that could cause business/operations disruption.
2. Identify the consequences/impact on served populations caused by each identified possible disruption
3. Set priorities, under each scenario, for continuation of services.
4. Identify those resources necessary to continue the identified services.
5. Identify personnel responsible for managing and carrying out the continuation services.
6. Identify sources for emergency re-supply of the agency during continuation operations.
7. What external agencies need to be notified that the agency has suspended normal operation? Who's responsible for the notification?

The purpose of continuity operations is to sustain critical agency functions in an emergency. These functions include services to staff and employees as well as transportation operations.

RECOVERY OPERATIONS

Separate from continuation, but related in function, are recovery operations. The transit agency must also have in place procedures necessary to facilitate recovery from a disaster and resumption of normal service operations. These activities are related to continuation operations in that they take place virtually at the same time and must be coordinated so as to complement each other rather than interfere with each other.

Factors to consider when developing recovery procedures include, but are not limited to:

1. Identify the “recovery team” by position title
2. Identify “recovery team” responsibilities; what do you want them to do?
3. Identify those agency operations and services not sustained under continuation operations that need to be recovered.
4. Identify resources necessary for recovery of non-critical and critical services and operations.
5. Identify priority for restoration of agency services (Are you going to bring them all back at once or in phases)?
6. Identify employee call back schedule (who will you need first)?
7. Establish operations restoration checklists for each agency service area/department.
8. What constituencies need to be notified as the agency brings services back into operation?
9. What is the priority for re-establishing vendor contracts and delivery of services?
10. Set a target date for phase out of continuation operations and resumption of normal services.

Recovery planning is concerned with bringing the agency back to full service after a shut down. The goal is to bring service back quickly and efficiently and safely.

FACILITY LOSS

Regardless of size the agency must plan for loss of one or more (if appropriate) of its facilities. When determining what to do if access to a facility is lost, the agency should consider the following:

1. What key facilities does the agency have? (maintenance shop; dispatch center; vehicle storage site, administrative office)
2. What are the consequences to the agency if one or more of these facilities is unusable for more than 48 hours?
3. What are the consequences to the agency if the facility is unusable for more than 48 hours?
4. What is needed to partially replace the facility (i.e. shift operations to an alternate site for a limited period of time)?
5. What is needed to permanently replace the facility (i.e. establish a semi-permanent operation elsewhere until the agency's facility can be re-built/made habitable)?
6. Does the agency have the resources to undertake the actions required for recovery?
7. What constituencies need to be notified the agency is establishing operations at an alternative site?
8. How does a move to an alternative operations site, for any agency function, impact employees and service constituencies?

APPENDIX I – Draft Memorandum of Understanding

LOCAL TRANSIT AGENCY AND COMMUNITY FIRST RESPONDERS (as part of a local government Critical Incident Response Plan)

Purpose: To establish specific agreement between transit agency staff and Community First Responders in the event of a community incident/emergency or an incident/emergency on board a transit vehicle or on transit agency property.

Policy/Authority: This Memorandum of Understanding is established by (XXX CITY/COUNTY) and is agreed to by the following agencies: (POLICE, FIRE, EMERGENCY MANAGEMENT, ETC.).

Authority of Command:

1. The authority of command at any incident/emergency will lie with the first officer on the scene until such time as the officer assigned to the call arrives at the scene. At that point, the assigned officer is in command unless relieved by a supervisor or the (*CHIEF MARSHAL*), or if the officer relinquishes command to another officer because of specialized skills or assignment.
2. Whenever the (*CHIEF MARSHAL*) is not available, the SUCCESSION STANDARD applies.

Definitions:

1. *Incident Command System (ICS)* – A standard organizational system for the management of emergencies. The purpose of the ICS is to bring people, communications, and information together to manage emergency situations. ICS provides common terminology and procedures to ensure effective coordination among a variety of agencies.
2. *Incident Commander* – The person who is responsible for the overall direction and control of a disaster or other emergency.
3. *Inner Perimeter* – The immediate areas of a disaster site or police emergency.
4. *Outer Perimeter* – The demarcation of the area subject to controlled access. Areas outside the Outer Perimeter are deemed safe and open to the public. The areas inside the Outer perimeter are deemed unstable or dangerous.
5. *Operations Commander* – The person(s) in charge of any operation unit handling an emergency. The operations commanders include the police supervisor, fire supervisor, medical director or public service coordinator. These individuals are under the direction of the Incident Commander.
6. *Safety Officer* – The officer assigned responsibility for assessing hazardous or unsafe situations and developing measures for assuring personnel safety. Although the safety officer may exercise emergency authority to take immediate action to address critical safety issues, he/she normally works through the Incident or Operations Commanders.
7. *Staging Area* – Location away from the site for congregation of equipment and personnel.
8. *Temporary Morgue* – A facility established to temporarily store, process and identify the deceased at the scene of a disaster.

General Procedures:

1. The initial response to, and the containment of, the scene is the responsibility of the on-duty patrol officer. The assigned officer takes initial command of the scene and safely directs other responding units. The first officer's priorities are to request the proper resources and secure the inner perimeter.
2. The officer assuming command of an incident will identify his/her self as the Incident Commander (IC) to dispatch other responding units. The Incident Commander is responsible for:
 - Request for fire, rescue, or ambulance service
 - Evacuation of injured victims and bystanders
 - Establishment of an outer perimeter around the scene
 - Establishment of a command post and incident command.
 - Coordination and communication with other agencies
 - Selection of a primary and alternate staging area along with temporary morgue if needed.
 - Initial determination of how and where equipment and personnel should be distributed.
 - Arrange for special transportation needs that may be required.
 - Authorization for news media access and news media policy.
3. Transfer of command will be face to face whenever possible. Transfer of command will occur when another agency has primary responsibility for the emergency, (such as fire, hazmat, etc.). Transfer may also occur if the supervisor or chief elect to assume command after arriving at the scene. Dispatch will be notified immediately.
4. The Incident Commander (IC) will implement the Incident Command System (ICS) to the extent needed to effectively manage the incident.
5. The Incident Commander will make use of a unified Command whenever the incident spans multiple jurisdictions unless the agency commanders agree to a single Incident Commander.
6. The Town (*or County*) of (XXX) Incident Response Plan will be used for major emergencies occurring in the Town/County.

Interface/Coordination with Transit Agency:

1. In the event of an incident/emergency on board a transit vehicle or on transit agency property, the (XXX) Transit Agency will follow the following protocols:
 - Vehicle accident -• Personal injury to a passenger or pedestrian -• Violent passenger, driver, other employee, other -
 - Vehicle fire -• Other -
2. In the event of a **community incident/emergency** (such as flood, tornado, blizzard, fire, civil disturbance, terrorist attack, other disturbance) the XXX Transit Agency is available to assist as needed. This could include:

- Assisting in the evacuation of citizens in the affected area,
 - Transporting First Responders to and from the scene
 - Using transit vehicles in the staging area as a protected environment for First Responders or victims of the incident/emergency
 - Evacuating the elderly and/or persons with disabilities to or from nursing homes, or other care facilities
 - Other, as determined by agency management and/or the Incident Commander (IC).
3. The determination of the transit agency's response will be made by the Incident Commander in conjunction with the agency director or his/her designee.
 4. Other

APPENDIX J – PHYSICAL SECURITY OF COMPUTERS

Physical Security

The agency director or his/her designated alternate will maintain a serial numbered inventory of all agency computers. At a minimum the list will include the serial number for all portable/laptop computers and the serial number of the CPU for all desk top computers. Other items of data management equipment may be added to the inventory at the discretion of the director.

All agency computers will be marked with an agency property identification tag.

The agency director, or his/her designee, will conduct a quarterly serial number inventory of all items on the computer serial numbered inventory list. A stolen property report will be filed on any equipment that cannot be located.

Agency desk top computers cannot be removed from agency facilities unless authorized in writing by the agency director or his/her designee.

Electronic Security

1. All agency computers will be password protected.
2. All passwords will be changed at least quarterly. Password changes will be reported to the agency director or his/her designated representative by the agency employee assigned to the computer concerned.
3. The agency director, or his/her designate representative, will check computers when an employee leaves the agency, regardless of the circumstances, to ensure that the password has been changed.
4. The director, or his/her designated representative, will maintain a list of computer passwords in a secure location off site. The location of the site will be approved by the Board of Directors.
5. Under no circumstance will an agency employee share his/her password with anyone, other than the agency director or his/her designated representative, without the specific written permission of the director, or his/her designated representative.
6. If the agency establishes a wireless network that network will be secure.

APPENDIX K – Crime Prevention

Crime Prevention

Crime prevention covers a broad array of issues. Safety is a component; security is a component; emergency awareness is a component; and it involves transit agency employees, agency volunteers, riders, and the general public (even people who do not routinely use the transit system). The intent is to take a proactive approach and try to prevent incidents before they happen by being alert to signs of trouble. The United State Department of Transportation, Federal Transit Administration has a program called “Transit Watch” that provides a structure for accomplishing these tasks.

This program can be tailored to fit an agency’s specific needs. It focuses on the following message:

Be observant, alert, watchful and aware.
If something does not look quite right, report it to the authorities.
Take the initiative and become the community’s transit eyes and ears.
We can all count on a safe ride if we look out for each other.

Using education and awareness building the program seeks to create a public consciousness aimed at identify and reporting suspicious activity. From the agency’s perspective the program is primarily passive in that the agency provides awareness training and puts up posters and publicity material and then relies on riders, employees and the general public to be watchful and take action.

Because the program literature is readily available on the internet it can easily be implemented by agencies of varying sizes and resources. The transit agency can tailor the program to meet the agency’s specific needs.

This program by itself will probably not make the agency less vulnerable to crime. The transit agency also has to implement the security measures advocated throughout this document. Those measures include, but are not necessarily limited to:

1. Ensure agency vehicle storage areas are adequately lit and secured.
2. Ensure access to agency facilities are appropriately controlled.
3. Ensure keys to agency vehicles and facilities are appropriately controlled.
4. Ensure vehicle operators are appropriately securing vehicles when in operation and left unattended.
5. Ensure vehicle operators are appropriately securing out of service vehicles.
6. Ensure agency property is serial numbered and inventoried on a regular basis.

7. Ensure agency vehicles (including any administrative use vehicles) are appropriately dispatched and that utilization records are appropriately maintained.
8. Ensure that agency cash income is appropriately accounted for and secured if left overnight on the agency site.
9. Ensure that cash income is deposited in the bank as soon as practical after acquisition and ensure that a “two person rule” is implemented with respect to handling cash.
10. Ensure that agency purchase records and financial transaction records are appropriately reconciled on a by-weekly or monthly basis.
11. Other actions as deemed appropriate.

APPENDIX L – MISSOURI HOME LAND SECURITY THREAT WARNING SYSTEM

Missouri has essentially adopted the United State Department of Homeland Security's threat level advisory system. Missouri will raise the state threat level upon notification of a general threat increase by the United State Department of Home Land Security. The Governor of Missouri may also raise the threat level in the state at his/her discretion based on information from the Department of Public Safety or other credible sources.

Risk of Attack	Recommended Actions
<div style="background-color: #4CAF50; color: white; padding: 10px; text-align: center;"> Low Condition Green </div>	<p>Low risk of terrorist attacks – <i>The following Protective Measures may be applied:</i></p> <ul style="list-style-type: none"> • Refining and exercising preplanned Protective Measures; • Ensuring personnel receive training on HSAS, departmental; or agency-specific Protective Measures; and • Regularly assessing facilities for vulnerabilities and taking measures to reduce them.
<div style="background-color: #2196F3; color: white; padding: 10px; text-align: center;"> Guarded Condition Blue </div>	<p>General risk of terrorist attacks – <i>In addition to the previously outlined Protective Measures, the following may be applied:</i></p> <ul style="list-style-type: none"> • Checking communications with designated emergency response or command locations; • Reviewing and updating emergency response procedures; and • Providing the public with necessary information.
<div style="background-color: #FFEB3B; color: black; padding: 10px; text-align: center;"> Elevated Condition Yellow </div>	<p>Significant risk of terrorist attacks – <i>In addition to the previously outlined Protective Measures, the following may be applied:</i></p> <ul style="list-style-type: none"> • Increasing surveillance of critical locations; • Coordinating emergency plans with nearby jurisdictions; • Assessing further refinement of Protective Measures within the context of the current threat information; and • Implementing, as appropriate, contingency and emergency response plans.
<div style="background-color: #FF9800; color: white; padding: 10px; text-align: center;"> High Condition Orange </div>	<p>High risk of terrorist attacks – <i>In addition to the previously outlined Protective Measures, the following may be applied:</i></p> <ul style="list-style-type: none"> • Coordinating necessary security efforts with armed forces or law enforcement agencies; • Taking additional precautions at public events; • Preparing to work at an alternate site or with a dispersed workforce; and • Restricting access to essential personnel only.
<div style="background-color: #F44336; color: white; padding: 10px; text-align: center;"> Severe Condition Red </div>	<p>Sever risk of terrorist attacks – <i>In addition to the previously outlined Protective Measures, the following may be applied:</i></p> <ul style="list-style-type: none"> • Assigning emergency response personnel and pre-positioning specially trained teams; • Monitoring, redirecting or constraining transportation systems; • Closing public and governmental facilities; and • Increasing or redirecting personnel to address critical emergency needs.

GLOSSARY OF TERMS - SECURITY

- Emergency:** A situation that is life threatening to passengers, employees, or other interested citizens or that causes damage to any transit vehicle or facility or results in the significant theft of services and reduces the ability of the system to fulfill its mission.
- Fatality:** A transit-caused death that occurs within 30 days of the transit incident.
- Injury:** Any physical damage or harm to a person that requires immediate medical attention and hospitalization.
- Safety:** Freedom from danger.
- Security:** Freedom from intentional danger
- Security breach:** An unforeseen event or occurrence that endangers life or property and may result in the loss of services or system equipment.
- Security incident:** An unforeseen event or occurrence that does not necessarily result in death, injury, or significant property damage but may result in minor loss of revenue.
- Security threat:** Any source that may result in a security breach, such as vandalism or a disgruntled employee's actions; such as an assault, intrusion, fire, etc.
- System:** A composite of people (employees, passengers, others), property (facilities and equipment), environment (physical, social, institutional), and procedures (standard operating, emergency operating, and training) that are integrated to perform a specific operational function in a specific environment.
- System security:** The application of operating, technical, and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.
- System security management:** An element of management that defines the system security requirements and ensures the planning, implementation, and accomplishments of system security tasks and activities.

System security Program: The combined tasks and activities of system security management and system security analysis that enhance operational effectiveness by satisfying the security requirements in a timely and cost-effective manner through all phases of a system life cycle.

Threat: Any real or potential condition that can cause injury or death to passengers or employees or damage to or loss of transit equipment, property, and/or facilities.

Threat analysis: A systematic analysis of a system operation performed to identify threats and make recommendations for their elimination or mitigation during all revenue and non revenue operation.

Threat probability: The probability a threat will occur during the plan's life. Threat probability may be expressed in quantitative or qualitative terms. An example of a threat-probability ranking system is as follows: (a) frequent, (b) probable, (c) occasional, (d) remote, (e) improbable, and (f) impossible.

Threat resolution: The analysis and subsequent action taken to reduce the risks associated with an identified threat to the lowest practical level.

Threat severity: A qualitative measure of the worst possible consequences of a specific threat:

- **Category 1 - Catastrophic.** May cause death or loss of a significant component of the transit system, or significant financial loss.
- **Category 2 - Critical.** May cause severe injury, severe illness, major transit system damage, or major financial loss.
- **Category 3 - Marginal.** May cause minor injury or transit system damage, or financial loss.
- **Category 4 - Negligible.** Will not result in injury, system damage, or financial loss.

Unsafe condition or act: Any condition or act that endangers life or property.

Vulnerability: Characteristics of passengers, employees, vehicles, and/or facilities that increase the probability of a security breach.