

Transit Disaster Plan

ABOUT THIS PLAN

The *Transit Disaster Plan* provides the fundamental assumptions and policies of the Transit Department in a disaster. It establishes a concept of operations to provide Transit coordination for emergencies that exceed normal field response and control, and assigns specific responsibilities for emergency support functions.

Plan Design and Maintenance

This plan is intended to be a living document. It is assumed that it will be refined and updated as it is used and exercised. The plan should be used as a basis and guideline for disasters, not to limit good judgment and experience.

It is assumed that training and exercises will be conducted on the plan. Special training will be provided on specific tasks such as search and rescue or damage assessment.

The Emergency Planner or other designated person will be responsible for overall updates (refer to Record of Changes located after title page). Transit personnel will be responsible for updating information relating to their department or section. A comment sheet is provided to facilitate this.

This plan is directed at Transit management and response personnel. It is intended to coordinate with the *Metro Emergency Response Plan* and *Base Emergency Plan*. The plan is divided into three sections:

- Overall Plan
- Emergency Support Functions (18)
- Support Annexes

See the Overall Plan for a complete description of the plan.

Reasons for Developing the Plan

There are a number of reasons for developing this *Transit Disaster Plan*, including the following:

- *Responsibility.* As a King County Department responsible for the Transit agency, Transit has a duty and responsibility to the public to provide quality service and to protect the facilities and equipment entrusted to it. This responsibility includes efforts to prepare for a disaster and to provide emergency transit services.

- *Hazard Vulnerability.* The Puget Sound region is vulnerable to many natural and man-made hazards, including earthquakes, landslides, and hazardous material spills.
- *Legal Authority.* Transit is legally authorized to carry out emergency planning and services by state and county laws. Federal, state, and local laws authorize local government agencies to call on Transit in emergencies.
- *Fulfill a Need.* Although there is an agencywide *Metro Emergency Response Plan*, an *Adverse Weather Plan*, and a *Base Emergency Plan*, there was a need to spell out the functions and responsibilities of all Transit sections, and to coordinate base plans with Transit management and support sections.
- *Insurance.* Efforts to plan for disasters and mitigate damage and loss of operations help reduce insurance premiums.
- *Liability.* Emergency plans reduce the possibility of legal action against Transit after a disaster. Local government agencies that were once protected by sovereign immunity have been successfully sued in recent years for decisions made and actions taken (or not taken) in a disaster.
- *Coordination with Government Agencies.* Transit cooperates with city, county, state, and federal agencies in emergency planning, training, exercise, response, and mutual aid. This plan helps define that cooperation.

Acknowledgments

This plan was prepared under a Federal Transportation Administration (FTA) Section 9 Grant—Preparedness Planning for Earthquakes. However, although the funding and focus of the plan are for earthquakes, an all-hazards, functional approach was adopted as currently directed by the Federal Emergency Management Agency (FEMA). This plan coordinates with and models *The Federal Response Plan*.

The plan was developed by the Metro Emergency Planner under the direction of Transit management, the Emergency Planning Committee, and with the active participation of Transit personnel. WPCD Project Management and Technical Services provided management oversight and coordinated efforts on the structural damage assessment sections.

Technical Publications provided illustrating, support, and productions services. Preparation of the plan was coordinated with other government agencies that may either assist Transit or receive assistance from Transit in the event of a disaster.

TRANSIT DISASTER PLAN

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #1
DIRECTION AND CONTROL

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #1
DIRECTION AND CONTROL

LEAD SECTION: Transit Director
Deputy Director

SUPPORT SECTIONS: Service Communications
Service Quality
Base Operations
Transit Safety

I. INTRODUCTION

A. Purpose

The purpose of ESF #1 — Direction and Control — is to provide for the effective direction, control, and coordination of Transit emergency operations, to perform disaster assistance missions, and to provide Transit services following a catastrophic earthquake, a significant natural disaster, or other event requiring Transit disaster response.

B. Scope

This ESF addresses Transit direction and control, Federal direction and coordination, and local and state government roles in disaster coordination.

II. POLICIES

- A. Transit authority to provide direction and control is legally derived from the ordinances and codes governing its formation and emergency responsibilities.
- B. The normal management structure for Transit sections and bases will establish legal decision making in a disaster.
- C. All emergency direction and control shall adhere as closely as possible to normal lines of authority.

- D. In the event normal direction and control cannot be exercised through the Service Communication Center (SCC), the Transit bases will operate under the *Base Emergency Plan*.
- E. King County Ordinance N. 3441 specifies a fifty thousand dollar limit on emergency spending without council approval.
- F. The Transit Department will cooperate and coordinate with *The Federal Emergency Response Plan*, under ESF#1 Transportation.

II. SITUATION

A. Disaster Condition

A disaster will severely damage the county transportation infrastructure. Most localized transportation activities will be hampered by lack of undamaged surface road and bridge infrastructure and disrupted communications. The demand for Transit services may be extremely high for both emergency missions and expanded service to keep commuters off damaged routes.

B. Planning Assumptions

1. The area/regional transportation infrastructure will sustain damage, which will influence the means and accessibility level for emergency response and Transit services.
2. Disaster responses that require Transit capacity will be difficult to coordinate effectively during the immediate post-disaster period.
3. In spite of a predicted 20- to 30-percent unavailability of personnel, sufficient management staff will be available to provide direction and control.
4. Sufficient equipment and personnel either from Transit or outside resources will be available to provide transit services.
5. Emergency communications will be established to support direction and control.
6. Assistance from local jurisdictions, the state, or federal government may be needed to clear debris, open roads, and supply equipment and fuel.
7. Access in disaster areas will be dependent upon the re-establishment of ground routes. In many locations debris

clearance and emergency road repairs will be given top priority to support immediate lifesaving emergency response activities.

IV. CONCEPT OF OPERATIONS

A. Transit Direction and Control

1. Upper Management and Service Communication Center

Command of an emergency situation is a function of Transit upper management through the SCC. In an emergency, SCC personnel maintain 12-hour shifts and direct expanded service operations, service reroutes, and emergency requests. Warning and notifications lists are designated in the *Adverse Weather Plan*.

Metro upper management provides overall direction, makes policy decisions, and directs contact with the media.

See Figure 1-1 for a management flow chart describing the Transit structure.

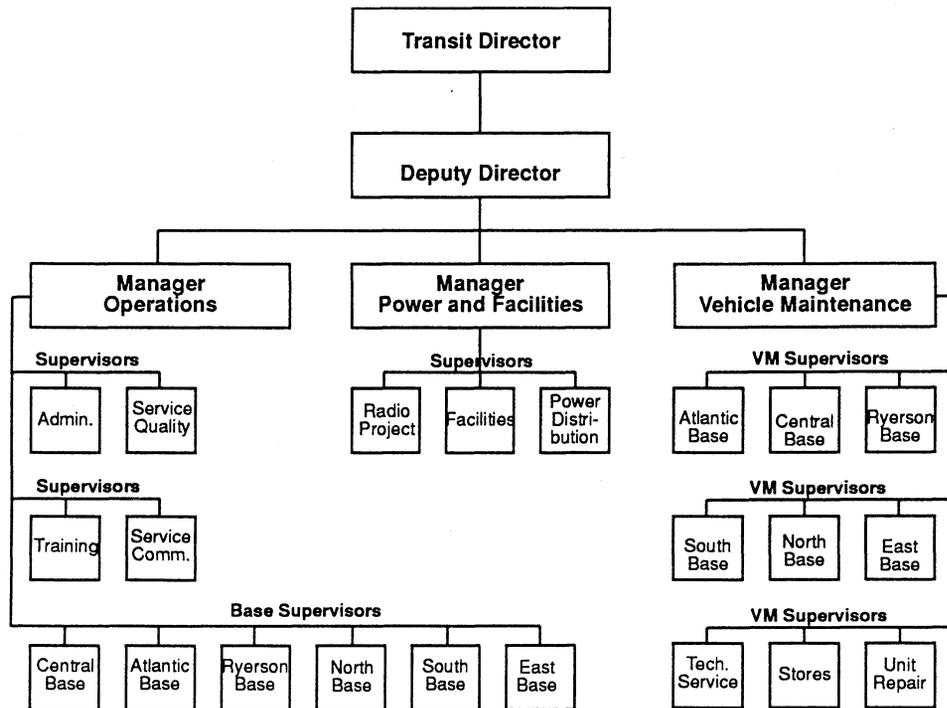


Figure 1-1. Transit Management

A Director Command Team made up of representatives from the following positions will report to the Deputy Director's office on the 9th floor of the Exchange Building:

- Deputy Director
- Director of Transit
- Director of WPCD
- Director of Finance
- Director of Technical Services

In the event that the Exchange Building is uninhabitable, the team will assemble either at the Training and Safety Center at South Base, or at the nearest safe Transit facility depending upon the circumstances.

The Deputy Executive for Metro/Executive Director will report to the County Executive and staff in the King County Courthouse. Communications will be established between the King County Emergency Operations Center, the Service Communications Center, and the Deputy Director's office. Other directors and staff will report to the Executive Director as required.

The SCC serves as the Emergency Operations Center (EOC) in the event of a major emergency or disaster. Auxiliary telephones are established adjacent to the SCC for managers. The purpose of the EOC is to allow staff to —

- Collect and manage information
- Provide legal decision making
- Direct personnel
- Allocate resources

The following personnel will report to the Transit EOC as needed to provide direction and coordinate responsibilities:

- Deputy Director of Transit
- Manager of Operations
- Manager of Vehicle Maintenance
- Manager of Power and Facilities Maintenance

2. Base Coordination Center (BCC)

If the SCC is damaged or for any reason is unable to fulfill its functions, base management will assume direction and control of base operations and emergency service zone operations by establishing a BCC. The purpose of the BCC is the same as the EOC. The BCC will make every effort to establish and maintain communications with the SCC and upper management.

As soon as the SCC is again functional, direction and control shall be returned to the SCC.

3. King County Emergency Operations Center

The King County EOC, located in the courthouse, will coordinate allocation of county resources in a disaster. A Transit representative will be sent to the King County EOC to coordinate with other King County departments.

B. Federal Coordination

1. *Federal Response Plan*

If the President declares a disaster, the *Federal Response Plan* will be activated. Under this plan, Emergency Support Function #1, Transportation, will be set up in a Disaster Field Office (DFO) and will provide direction and coordination of resources. Various Transit personnel will be required to support this effort. The Transit Director or his designee will have significant responsibilities.

2. Leadership

Federal transportation assistance efforts will be under the authority of the Department of Transportation (DOT) under the leadership of the Regional Emergency Transportation Coordinator (RETCO). In the DOT Region X the senior regional official is the Commander of the Coast Guard 13th District, located in the Federal Building. The RETCO is also responsible for coordinating transportation assistance for federal agencies with disaster mission assignments which lack sufficient transportation capabilities necessary to perform their emergency missions. All transportation requests will be submitted to ESF #1 (in the Disaster Field Office) for review and action.

3. Communications and Information

The RETCO will provide and/or establish communications with *Federal Plan*, ESF #5 Information and Planning, in order to report and receive damage information. Federal resources will be available to repair or provide communications. In Region X, federal communication mobile vans and equipment is kept at FEMA headquarters in Bothell.

ESF #1 will participate in daily press conferences, provide updated route conditions, and coordinate information to the public.

4. Primary Missions

The primary missions of the Federal response are as follows:

- a. Satisfy the requirements of Federal entities requiring transportation capacity to perform assigned disaster missions
- b. Provide Federal transportation assistance to state and local governmental entities, and voluntary organizations upon their request
- c. Facilitate both obtaining and utilizing civil transportation
- d. Provide multi-regional coordination

C. Local and State Coordination

1. Emergency Operations Center (EOC)

An EOC is a site from which civil government officials (municipal, county, state, and federal) exercise direction and control in an emergency or disaster. The purpose of an EOC is described above under Transit SCC. The state of Washington's EOC is in Olympia and is activated whenever a local jurisdiction has an emergency declaration. A list of EOCs in the Transit service area is included in the Appendix.

Those assigned to respond to EOCs are:

- Supervisor of Service Communications
- Supervisor of Service Quality

- Supervisor of Safety

In a widespread disaster, responding to EOCs may be delegated to either Service Communication or Service Quality chiefs, or Emergency Planning Committee members.

2. Incident Command System (ICS)

The ICS is used by most first responders and local jurisdictions in King County to manage an emergency incident. The ranking member of the first arriving unit assumes command until relieved. An Incident Command Post (ICP) is established as the focal point for all emergency operations. The purpose of ICS is to establish a command with a system which is recognized by all responders, using the same organization, and the same nomenclature. See the Overall Plan for a further description of ICS. This has proved to be the most effective system for handling an incident.

In a disaster, several ICS units would be established to manage the significant areas of need. All ICS units would be coordinated by the ranking Emergency Operations Center.

In a situation likely to require a major evacuation, one or more ICS units would be established and would coordinate transit operations under the Logistics Section Chief.

V. RESPONSIBILITIES

A. Transit Director

1. The Transit Director has the overall authority and responsibility for all disaster phases. The Director is responsible for all functions as described in this plan.
2. The line of succession for the Transit Director is:
 - Deputy Director
 - Manager of Operations
 - Manager of Vehicle Maintenance
 - Manager of Power and Facilities Maintenance

3. Specific responsibilities are delegated to managers and departments as described in this plan.
4. The Transit Director is responsible for coordinating with the Secretary of Transportation and the RETCO.

B. Deputy Director

1. The Deputy Director is responsible for direct management decisions affecting the conduct and operation of Transit.
2. Responsible for coordinating with managers and staff.
3. Responsible for activating and releasing all emergency personnel and providing continuous (24-hour) staffing for emergency response as required.

C. Service Communications

1. Responsible for communicating and coordinating Transit operations under the direction of management. See ESF #2 for a description of this function.
2. As requested sends a Transit representative to the King County EOC or other EOC in command of a disaster or emergency.

D. Service Quality

1. Responsible for onsite direction and control of coaches and drivers. See ESFs 3, 4, and 5 for further details.
2. As requested sends a Transit representative to the King County EOC or other EOC in command of a disaster or emergency.

E. Base Operations

Responsible for direction and control at the base level under the direction of upper management. See the *Base Emergency Plan*.

F. Transit Safety

As requested sends a Transit representative to the King County EOC or other EOC in command of a disaster or emergency.

VI. RESOURCE REQUIREMENTS

This ESF establishes direction and control for all Transit personnel, equipment, materials, and supplies. See remaining ESFs for details.

VII. REFERENCES

- A. *The Federal Response Plan, 1993*
- B. *Metro Emergency Response Plan, 1991*
- C. *Base Emergency Plan, 1994*
- D. *King County Emergency Operations Plan, 1993*
- E. *City of Seattle Disaster Readiness and Response Plan, 1994*

APPENDIXES

- A. Emergency Operations Centers

APPENDIX A

EMERGENCY OPERATION CENTERS

In an emergency, local government agencies have the responsibility and authority to coordinate emergency activities. In a single incident such as a fire or airplane crash, the responding agency sets up an Incident Command Center adjacent to the site to manage the event. In large-scale incidents, they activate their Emergency Operation Centers (EOC). These are facilities designed to coordinate the activities of many agencies and are provided with communication equipment, media centers, and personnel facilities.

Under Washington State law, when a local jurisdiction has used all their resources, aid is requested from the county and/or other cities. As those resources are used, additional resources are requested from the state. The state, in particular the governor, may request federal assistance and a President Disaster Declaration.

The primary and alternative EOCs of various government agencies (city or community, county, state, federal) are listed in Table A-1.

Table A-1. Primary and Alternative EOCs for Government Agencies		
Government Agency	Primary	Alternative
City or Community		
Auburn, including the City of Algona	Fire Station #32 1915 R St SE Phone: 931-3015	
Auburn, SE, Muckleshoot areas	Fire Station #47 34915 212 Ave SE Phone: 939-9903	
Bellevue, including Beaux Arts Village, Clyde Hill, Hunts Point, Medina, and Yarrow Point	Fire Station #3 Lower Level 16100 NE 8th Phone: 455-6946	Any city facility or temporarily established site
Black Diamond	Fire Station #171 25313 Baker St Phone: 886-2502	

Table A-1. Primary and Alternative EOCs for Government Agencies (continued)		
Government Agency	Primary	Alternative
City or Community (continued)		
Bothell	Fire Department 10726 Beardslee Blvd. Phone: 486-1678 Disaster Specialist: Capt. Ron "Ziggy"	See South Snohomish County EOC
Burien, including North Normandy Park	Fire Station #4 141 S Normandy Road Phone: 243-6667	
Des Moines, including South Normandy Park	Fire Station 15100 8th Ave SW Phone: 242-2040	
Duvall (same as King County)	King County Courthouse Building 516 3rd Avenue, Room EA46 Seattle, WA 98104 Phone: 296-3830	911 Center, 2nd Floor Public Safety Building 610 3rd Avenue Seattle, WA 98104 Phone: 296-3830
Enumclaw	Fire Station #2 35421 Veazie-Cumberland Rd Phone: 886-2904	
Issaquah	Issaquah Community Hall 180 E Sunset Way Phone: 557-3299	
Kirkland	Kirkland City Hall Peter Kirk Room Second Level 123 5th Ave Phone: 828-6403 (Normal Fire Department phone: 828-1143)	City Shops Offices 915 8th St Phone: 828-1153/1151
Lake Forest Park	Police Department 17711 Ballinger Way NE Phone: 364-7711	King County Fire Department District #16 18030 73rd Ave NE (Bothell) Phone: 486-2784
Mercer Island	City Hall/District Courts/Police Department Building 9611 SE 36th Phone: 236-3500 (Dispatch Center) 236-3576 (Emergency Preparedness)	Main Fire Department 3030 78th SE Phone: 236-3600

Table A-1. Primary and Alternative EOCs for Government Agencies (continued)

Government Agency	Primary	Alternative
City or Community (continued)		
North Bend	Main Fire Department 112 W 2nd Phone: 888-0242	U.S. Forest Service North Bend Ranger District 42404 SE North Bend Way Phone: 888-1421
Pacific	Fire Station 100 3rd SE Pacific Phone: 833-2660	
Redmond	Redmond Police Department 8701 160th Ave NE Phone: 556-2500	Redmond Fire Department Main Station 8450 161 St Ave NE Phone: 287-2200
Renton	Fire Station #11 NE 9th & Harrington Phone: 235-2643	
Renton (Southeast)	Fire Station 14810 SE Petrovitsky Rd Phone: 255-0932	
Seattle	Fire Alarm Center (Lower Level) 2318 4th Ave Phone: 233-5076	
City of SeaTac	Fire Station #2 South 176th & 37th South Phone: 824-2726	
Snoqualmie	Main Fire Dept. 210 River Rd Phone: 888-151/1591/2112 or 888-0602	Snoqualmie Valley Hospital 1505 Ethan Wade Way SE Phone: Same as fire department, when activated
Tukwila	Fire Station #54 4237 S 144th St Phone: 248-2045	
County		
King	King County Courthouse Building 516 3rd Avenue, Room EA46 Seattle, WA 98104 Phone: 296-3830	911 Center, 2nd Floor Public Safety Building 610 3rd Avenue Seattle, WA 98104 Phone: 296-3830

Table A-1. Primary and Alternative EOCs for Government Agencies (continued)		
Government Agency	Primary	Alternative
County (continued)		
Pierce	Pierce County Emergency Management Operations Center County-City Building, Room B-36 930 Tacoma Ave S Tacoma, WA Phone: 591-7470	
Snohomish	Snohomish County Emergency Management 1907 Everett Ave Everett, WA 98201 Phone: 258-6461	
South Snohomish	South Snohomish County Emergency Services Coordination Agency Emergency Operations Center 6204 215th SW Montlake Terrace, WA 98043 Phone: 774-3538	
State		
State of Washington	Washington State Department of Community Development Division of Emergency Management 4220 East Martin Way Olympia, WA 98504 Phone: 459-9191 SCAN 585-9191 (800) 562-6108	
Washington State Ferries	Washington State Ferries Colman Dock, Pier 52 Seattle, WA 98104 Phone: 464-7862	
SeaTac Airport	Seattle-Tacoma International Airport Airport Supervisor Phone: 433-5385	
Federal		
Federal Emergency Management Agency (FEMA)	130 228th Avenue SW Bothell, WA 98021 Phone: 487-4600	

Table A-1. Primary and Alternative EOCs for Government Agencies (continued)		
Government Agency	Primary	Alternative
Federal (continued)		
U.S. Department of Transportation USCG-OPS	915 2nd Avenue Seattle, WA 98174 Phone: 220-7001	

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #2
COMMUNICATIONS

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EMERGENCY SUPPORT FUNCTION #2

COMMUNICATIONS

LEAD SECTION: Service Communications

SUPPORT SECTIONS: Telecommunications
Radio Maintenance
Service Quality
Base Operations
Vehicle Maintenance

OUTSIDE SUPPORT: GTE Maintenance

I. INTRODUCTION

Communications play a critical role in any emergency response plan. Transit has a variety of communication systems to provide for day-to-day operations, direct emergency response and recovery operations, and to coordinate with city, county, state, and federal emergency response agencies.

A. Purpose

The purpose of this Emergency Support Function (ESF) is to assure the provision of communications support to all Transit operations following a declared emergency, major disaster, or catastrophic event. This ESF supplements the provisions of existing emergency plans and procedures.

B. Scope

This ESF addresses all communication assets of the Transit Department to include radio, voice and data links, telephone systems, pager systems, and cellular telephones.

II. POLICIES

- A. The Service Communications Center (SCC), located on the 12th floor of the Exchange Building, will provide direction and coordination of the fleet for field operations and emergencies except when it becomes incapacitated.

- B. The SCC will become Transit's Emergency Operations Center in a major emergency or disaster.
- C. The *Adverse Weather Plan* is the basic and most commonly used emergency response plan; all warning systems, notification lists, and directives from this plan will be followed in all emergencies unless otherwise specified. The purpose of this plan is to address disasters beyond the scope of the *Adverse Weather Plan*.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a significant natural disaster, a severe earthquake, or other incident that produces extensive damage to transit and community facilities and results in a large volume of requests for emergency transit services. Transit and community authorities will require accurate and timely information on which to base their decisions and focus their response actions. At the same time, widespread damage to radio and telecommunications facilities is likely. Just when the need for information is greatest, the capability to produce it may be seriously restricted or nonexistent. All surviving communications assets of Metro will be needed immediately to assure a proper response to emergency and service requests.

B. Planning Assumptions

1. The first concern of employees will be for their family's safety. Service Communications will support the efforts of the employees to communicate with their families and return home as needed.
2. Requests for governmental emergency services will increase 300 to 700 percent immediately after a major earthquake. This means that Metro employees must be prepared to be self-sufficient for hours or days following a disaster.
3. Service Communications may lose radio data capabilities and have to improvise voice radio capabilities.
4. Critical staff will be on 12-hour shifts and days-off will be canceled for the duration of the emergency.
5. Although 20% to 30% of personnel will be unavailable, there will be sufficient staff to support emergency operations.
6. Base facilities will be on their own for resources for the immediate future.

7. The amount of resources dedicated to assist Service Communications will be determined by the status of the Exchange Building.
8. Sufficient Radio Maintenance personnel will be available to restore radio service to as full a condition possible in the situation.

IV. CONCEPT OF OPERATIONS

A. General - Communication Systems

1. Radio System

Transit operates an extensive radio system for nine bases, the downtown Seattle Tunnel, over 1,000 buses, plus maintenance crews, and administrative personnel. This system has transmitter/receiver sites on the Columbia Center Building, Gold Mountain, and West Tiger Mountain. The hub of the radio system is the Service Communications Center on the 12th floor of the Exchange Building. The SCC provides instructions 24-hours a day for operators needing assistance and dispatches Service Quality Supervisors, shop personnel, overhead line trucks, Metro Police Agents (MPAs), police, fire, and other services necessary to keep transit service running smoothly. A digital radio tracking system monitored and controlled from the SCC provides normal communications for Transit operations. If it becomes unusable, voice-only radio will be used.

Transit radios operate on 13 channels, using eight frequencies. Six channels are on 400 MHz and two channels are on 800 MHz. The 800 MHz channels can be used to interface with police and fire department frequencies. See Figure 2-1 for a radio system overview.

2. Telephone System

Metro has an extensive telephone exchange system that connects all Transit (and other agency) facilities and allows for agencywide four-digit dialing. There are approximately 2,000 lines and 3,800 telephones. The Exchange Building is the hub of the Metro telephone system, which has 20 other locations and 7 PBXs. The system is coordinated by the Telecommunications Department; the primary provider of equipment is GTE.

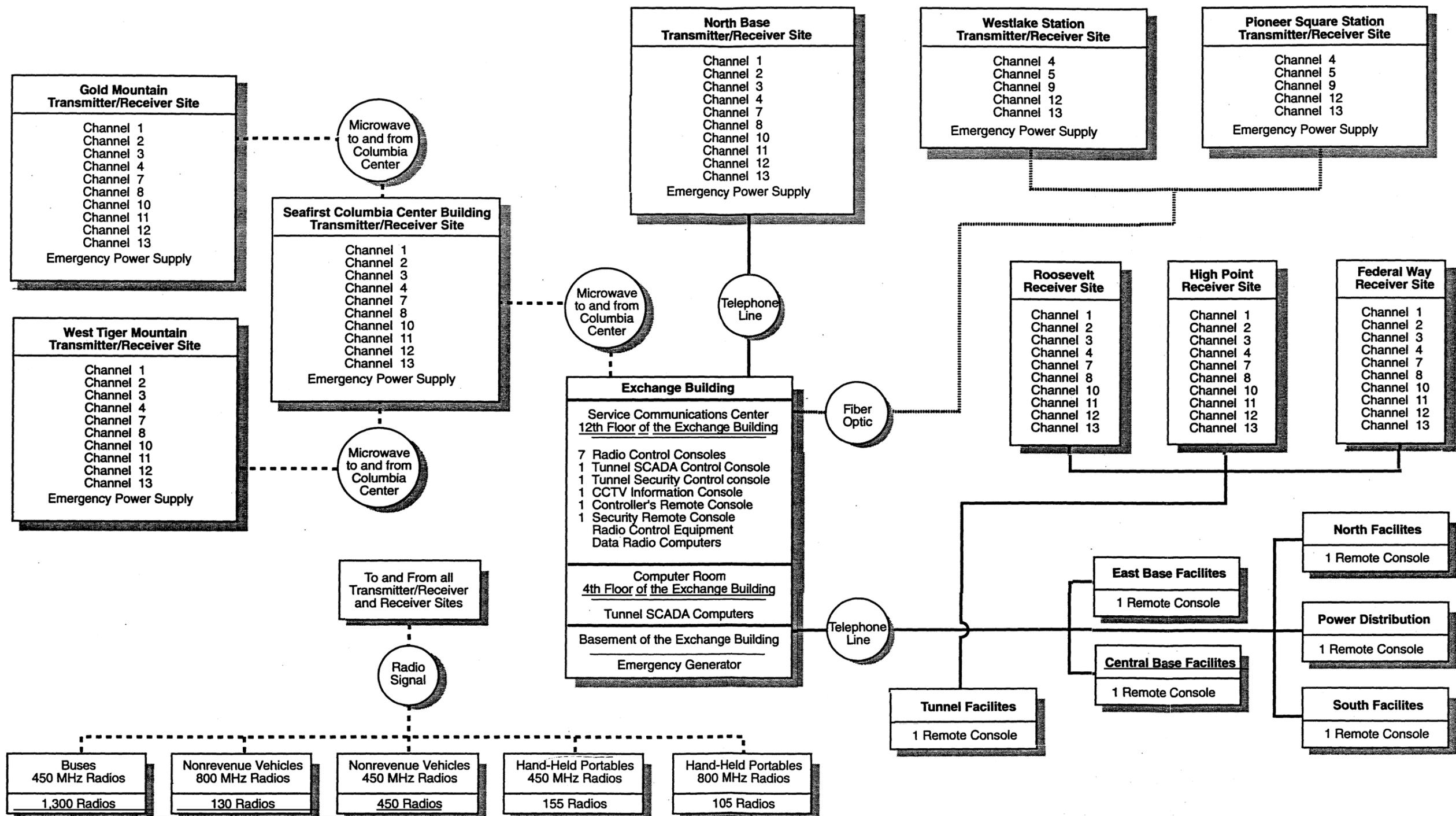


Figure 2-1. Transit Communications System

3. Tunnel Communications

The downtown Seattle Tunnel is equipped with state-of-the-art communications systems. These include telephone systems (PBX and Emergency Systems), a radio system with four channels, closed-circuit TV, and peripheral equipment. See Figure 2-2 for an overview of Tunnel communications.

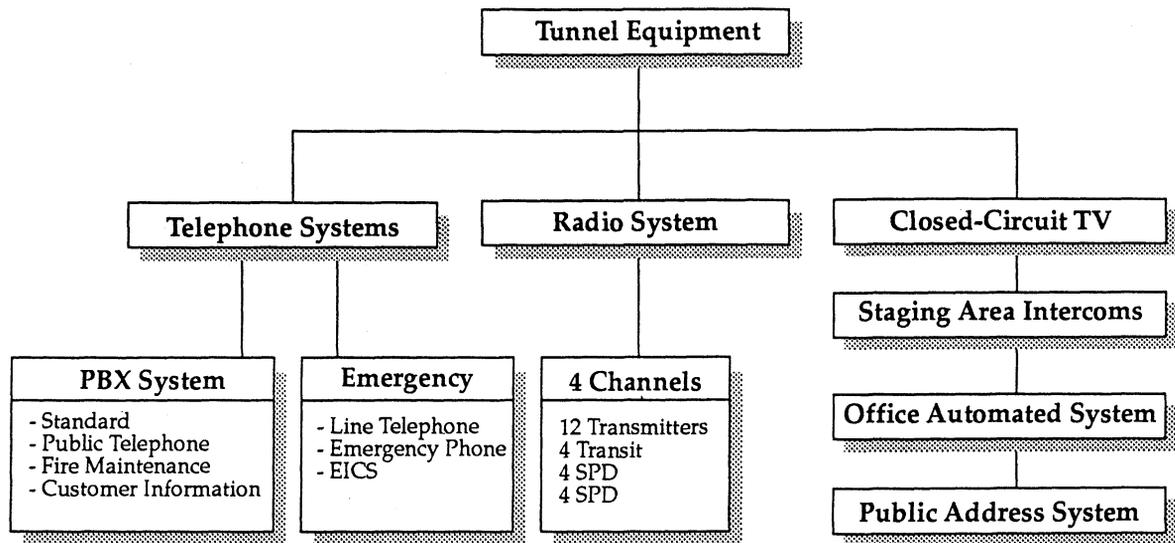


Figure 2-2. Overview, Tunnel Communications

4. Auxiliary Equipment

Metro's auxiliary communications equipment consists of ring-down lines, 333 cellular telephones, 595 Pagers, 90 facsimile machines, and pay telephones.

B. Organization

1. Service Communications Center (SCC)

Command of an emergency situation is normally a function of the SCC and Metro upper management. In a disaster, the SCC on the 12th floor of the Exchange Building will become Transit's Emergency Operations Center (EOC). The SCC is equipped with radio, telephone, and computer equipment. If the SCC is incapacitated, the alternate EOC site is the International District Station (IDS) Tunnel Facility Building. The second alternative site is the Convention Place Station. The following Transit personnel will report to the EOC as needed:

- Deputy Director

- Manager of Operations
- Manager of Vehicle Maintenance
- Manager of Power and Facilities Maintenance

The SCC will establish communications with the appropriate agency (e.g., fire department, law enforcement, emergency medical services) and local jurisdiction. If the SCC is unable to establish communications, the Base Coordination Center (BCC) will contact these authorities. In the field, First Line Supervisors will contact appropriate authorities.

The SCC will receive and disseminate information pertaining to the emergency routes and disaster situations. At the base level, information will be handled either by the Base Coordination Centers or the Operation's Window, depending on conditions.

Metro will maintain radio interface with 800 MHz Emergency Communication system, but will retain the normal 450 MHz system for service and emergency field operations.

2. Base Coordination Center (BCC)

If the SCC is unable to fulfill its function, base management will assume direction and control of base and emergency service zone operations and will establish a BCC. Communications will be established as possible using available radio, telephone, ring-down lines, cellular telephones, and pay telephones.

3. Service Quality (SQ)

District supervisors will manage emergency response in their district and will coordinate onsite with local emergency services and government authorities to determine resource needs. Requests and information will be communicated to the SCC, either directly or through a chief.

SQ will supply personnel and equipment support to Service Communications in the event the Exchange Building becomes untenable or must be evacuated. Base cars may be used to evacuate the Exchange Building.

All SQ personnel will report via telephone or in person to their primary worksite when able to do so. Work assignments will be made by SQ Chief or designee.

4. Radio Maintenance

Radio maintenance will provide the technical expertise and equipment to repair and restore the radio system.

5. Radio Communications

Following a disaster, radio communication will depend on the condition of the system. **Full Communications** will be provided if the SCC and the radio repeater sites are intact or repairable. If the microwave link on the Columbia Center Building is lost, **Limited Coverage** will be available from the West Tiger Mountain repeater site in the east and/or Gold Mountain repeater site in the west. If these sites are also damaged, **Line-of-Sight Communications** would be available from Service Quality vans to buses. If all of these fail, communications would be **Face-to-Face**.

V. RESPONSIBILITIES

A. Service Communications

1. Service Communications is the lead section for providing communications.
2. The SCC will provide close coordination between Transit management, operators, the other sections, and local authorities.
3. Information on the emergency situation, emergency service requests, damage assessments and reports will be coordinated through the SCC unless not available.
4. The SCC will provide coordination of Transit resources.

B. Telecommunications

Telecommunication will restore telephone services as rapidly as possible.

C. Radio Maintenance

1. The Radio Maintenance Chief will report to the SCC as soon as possible, to evaluate the radio system and assign technicians to activate as much of the system as possible.
2. Radio Maintenance technicians will report to the Chief as soon as they have taken care of their families.
3. A mobile command center will be set up if needed.

4. A mobile repeater will be set up as needed.

D. Service Quality

1. The Service Quality Supervisor will either be at the Service Communications Center or in direct contact with them, and will inform the Service Quality chiefs.
2. The Service Quality chiefs will take control of their respective areas and determine needs.
3. Each district supervisor is responsible for onsite district activities, and with reporting the status and damage assessment of the area to either the SCC or BCC.

E. Base Operations and Vehicle Maintenance

1. Base Operations and Vehicle Maintenance will coordinate with SCC if possible and provide information and damage assessment.
2. If the SCC is not available, Base Operations and Vehicle Maintenance will set up a BCC to coordinate communications and base activities.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Service Communication Center staff
2. Telecommunication specialists
3. GTE technician
4. Service supervisors
5. Base Coordination Center personnel
6. Tunnel facility staff

B. Equipment

1. Service Communication Center consoles and radios
2. Radios -mobiles and portables (with chargers)
3. Telephone system
4. Cellular telephone system
5. Pay telephones
6. Pagers

7. Facsimile machines
8. Generators
9. Uninterruptible power supplies (UPSs).
10. SQ vehicles

C. Materials

1. Manual reporting materials
2. Computers and networks
3. Fuel for generators
4. Pumps for fuel
5. Extension cords
6. Repair equipment and supplies
7. Life-support supplies (food, water, cots, etc.)
8. Flash lights and batteries
9. Hard hats
10. Emergency supply kits (1 in SCC and 1 at each base)

D. Facilities

1. Exchange Building
 - a. Service Control Center (12th Floor)
 - b. Telephone system PBX (4th Floor)
2. Tunnel
3. Transit bases

VII. REFERENCES

- A. *Base Emergency Plan, 1994*
- B. *Adverse Weather Plan (current issue)*
- C. *Control Center Operating Rules and Procedures Manual*
- D. *Metro Emergency Response Plan, 1991*

APPENDIXES

- A. Service Communications Center Checklist
- B. Service Quality Checklist

**APPENDIX A
SERVICE COMMUNICATIONS CENTER
DISASTER CHECKLIST**

INITIAL RESPONSE

- _____ Assess incident situation
- _____ Establish EOC
- _____ Activate, assign, and notify appropriate staff
- _____ Coordinate information gathering and situation status
- _____ Set up incident log and status board on the white board
- _____ Assign administrative personnel to record keeping
- _____ Remote shut off of microwave on the Columbia Tower if needed to regain radio communications

COMMUNICATIONS

- _____ Establish communication status and needs
- _____ Establish contact with appropriate agencies
- _____ Establish contact with the King county and Seattle EOC's
- _____ Establish contact with Base Coordination Centers
- _____ Check Telephones; hang up if off the hook
- _____ Activate cellular telephones. Post cellular phone numbers

COORDINATION

- _____ Brief Communication personnel as necessary
- _____ Approve or deny aid request from local authorities
- _____ Approve emergency routes as needed
- _____ Coordinate with emergency teams
- _____ Coordinate with Service Quality to determine road conditions, overhead and routing problems
- _____ Receive and log incoming reports of damage to structures such as bridges, buildings and roadways. Relay need of action to police, fire and other departments that apply
- _____ Assess radio needs and coordinate with Radio Maintenance

PERSONNEL AND RESOURCES

- _____ Make initial injury/health assessment of personnel in the center, administer first aid and arrange for medical treatment
- _____ Restore level of control and calm as soon as possible
- _____ Coordinate medical transportation needs
- _____ Approve requests for additional resources and for the release of resources
- _____ Determine location and condition of all coaches and non-revenue vehicles if possible for the Central, East, North, and South emergency service zones

APPENDIX B SERVICE QUALITY CHECKLIST

- _____ Assess incident situation
- _____ Send a representative (Section Supervisor) to Service Communications Center (SCC)
- _____ Assess staff availability, notify, call and assign tasks
- _____ Assess equipment availability and determine needs based on SCC needs
- _____ Determine availability of fixed resources at satellite facilities
- _____ By district, assess emergency needs in field. Report to chief or SCC
- _____ By district, assess transit operational needs. Report to chief SCC
- _____ Transfer of materials and/or personnel in event of Exchange Building evacuation

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #3
EMERGENCY RESPONSE
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TRANSIT DEPARTMENT
EMERGENCY SUPPORT FUNCTION #3
EMERGENCY RESPONSE

LEAD SECTION: Transit Operations

SUPPORT SECTIONS: Service Quality
Service Communications
Base Operations
Training
Vehicle Maintenance
Power and Facilities
Safety
Security
Corporate Communication
Rider Information

OUTSIDE SUPPORT: Fire and Police Jurisdictions

I. INTRODUCTION

A. Purpose

The purpose of Emergency Support Function (ESF) #3 — Emergency Response — is to provide for the coordination of services needed to operate a transportation system in King County in a disaster or major emergency, and to respond to requests for emergency services. This ESF supplements the provisions of existing emergency plans and procedures.

B. Scope

This ESF addresses activities that the Transit Department may undertake to provide emergency transportation services in King County.

II. POLICIES

- A. Metro will respond to the lawful requests of local, county, state, and federal authorities to provide equipment, personnel, and resources in the event of community disasters or other emergencies.

- B. All operations in support of Metro's emergency response under this ESF will be conducted in accordance with Transit routine policies, standard operating procedures, and existing labor agreements to the fullest extent possible. Deviation from these procedures will be at the discretion of the senior supervisor in charge of the emergency response.
- C. The Service Communications Center (SCC), located on the 12th floor of the Exchange Building, will provide direction and coordination of the fleet for field operations and emergencies except when it becomes incapacitated.
- D. The SCC will become Transit's Emergency Operations Center in a major emergency or disaster.
- E. The Base Coordination Centers (BCC) will provide direction and control for the bases in the event that the SCC is incapacitated as assigned in the *Base Emergency Plan*.
- F. The *Adverse Weather Plan* is the basic and most commonly used emergency response plan; all warning systems, notification lists, and directives from this plan will be followed in all emergencies unless otherwise specified.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a catastrophic earthquake, significant natural disaster or other incident that produces extensive damage and results in a large volume of requests from all levels of government for emergency Transit services. Such a disaster could damage Transit bases, facilities, buses, and equipment, as well as streets and bridges. Debris could block streets and overpasses. At a time when the need for Transit services is the greatest, the capability to provide it may be seriously hampered. All surviving Transit resources will be needed to provide a proper response to emergency and service requests.

B. Planning Assumptions

1. The area/regional transportation infrastructure will sustain damage. The damage will influence the extent of Transit emergency response services. Accurate damage information will be difficult to obtain.

2. Disaster response requiring Transit capability will be difficult to coordinate effectively during the immediate post-disaster period.
3. Community response will be coordinated from emergency operations centers (EOCs) in each city and county. Information will be gathered and compiled, and emergency assistance will be coordinated at the EOCs.
4. Gradual clearing of Transit routes will permit a sustained flow of emergency services although routes will be disrupted for significant period. Re-routes can be expected for weeks to months.
5. The requirement for transportation capacity during the immediate lifesaving phase will exceed the availability of readily obtained assets.
6. Transit's Service Communication Center on the 12th floor of the Exchange Building will serve as EOC. The alternate location will be in the International District Station Facilities Building in the Tunnel.
7. A spirit of volunteerism among Transit employees will result in persons working in job classifications not normally assigned to them.
8. During disaster recovery, unions will suspend some contract requirements.

IV. CONCEPT OF OPERATIONS

A. General

Transit employees regularly respond to emergencies including accidents, equipment failure, assaults, passenger problems, security issues, and requests for assistance from fire and police departments. Emergency response procedures exist within operating manuals, the *Adverse Weather Plan*, *The Book*, and tunnel manuals. Contingency plans exist to maintain service during adversity. This plan is to coordinate response tasks in a disaster which will overwhelm Transit resources. In a disaster, the following types of emergency service requests are expected with the order of priorities:

1. Life threatening situations

2. Requests to transport emergency workers
3. Evacuation requests (See ESF #5)
4. Transportation of citizens to hospitals, shelters, Disaster Assistance Centers, and other essential locations
5. Transportation of emergency supplies and equipment
6. Requests for coaches as short-term shelters
7. Restoration of full transportation services

The general Transit philosophy is that service operations will continue as long as public and employee safety can be reasonably assured. If service cannot be provided, every effort will be made to deliver vulnerable passengers to safety.

B. Direction and Control

The Director of Transit or designee will assume direction and control of emergency response activities. See the discussion in ESF #1 for a description of federal, state, and local direction and control activities.

Federal agencies including the U.S. DOT Region X and FEMA can be expected to request and direct Transit emergency services if there is a Presidential Disaster Declaration as described in ESF #1

C. Communications and Coordination

Communication and coordination will be carried out by the Service Communication Center whenever possible, the bases will coordinate operations if the SCC is not available. Emergency communications will be established by Transit Radio Maintenance personnel if possible. If not, emergency communications will be requested from federal resources. See ESF #2 for details.

D. Base Emergency Plan

1. Emergency operations will be carried out at the base level as laid out and specified in the *Base Emergency Plan* whenever the SCC is not available.
2. A Base Coordination Center (BCC) will be established to allow base management to assume direction and control of base operations and Emergency Service Zone Operations.

3. Emergency response tasks will be carried out at the bases according to the Emergency Tasks by Team (see Appendix A).

E. Emergency Service Zone Plan

Emergency service zones have been established to facilitate Transit operations in the event that a major disaster makes normal operations impossible from the SCC. These zones reflect areas vulnerable to isolation due to damage to bridges and transportation routes. The four emergency service zones are Central, East, North, and South. The purpose of creating the emergency service zones is to:

- Establish guidelines for providing emergency services when the SCC cannot provide direction
- Provide information regarding local jurisdictions and emergency services for planning and response efforts
- Determine emergency priorities within a zone
- Establish contingency planning for facilities within a zone

See the *Base Emergency Plan* for a complete discussion of the emergency service zones, maps, and critical emergency information for each zone. See Appendix B, Emergency Service Zone Map.

V. RESPONSIBILITIES

A. Transit Operations

1. Under the direction of the Transit Director, the Manager of Operations will assume full responsibility for emergency response operations and transit service restoration.
2. The supervisor of Operations Administration will collect and track all costs related to restoration and emergency response operations.

B. Service Quality

1. Communicate with EOC on the status of each service district, safe routing, and necessary reroutes.
2. Provide on-scene coordination with local emergency services and government authorities.

3. Provide on-street supervision and assistance to operators.
4. Coordinate routes and traffic control with law enforcement and Washington State Department of Transportation (DOT).
5. Provide on-site coordination of response and restoration activities in each district (i.e., facilities, maintenance, power).

C. Service Communications

1. Establish communications with the appropriate agencies (fire department, law enforcement, emergency medical services, Red Cross) and local jurisdictions.
2. Coordinate the Emergency Response Services following the established priorities.
3. Direct available assets where needed.
4. Request assets from other Transit agencies.

D. Base Operations

1. Establish communications with the appropriate agencies and local jurisdictions if the SCC or EOC is unable to do so.
2. Determine availability of Metro Transit assets for individual bases.
3. Provide operators for emergency response service.
4. Balance Operator availability with available assignments.

E. Training

1. Provide reroute information and instruction to each Transit operating base.
2. Be prepared to create extra emergency service road teams to respond to problems in all four emergency service zones.

F. Vehicle Maintenance

1. Direct and control all vehicle maintenance, repair services, and fueling activities for both the Transit fleet and NRVs, including VanPool vehicles used to support Transit services.

2. Provide road service for the fleet in operation.
3. Provide damage assessments of vehicles and facility.

G. Power and Facilities

- Provide and maintain electrical power and facilities services during and after a major earthquake or other disaster. Key facilities include the transit bases, the transit tunnel, and the trolley overhead.

H. Safety

- Provide for search and rescue, storage, first aid, and sanitation services at all Transit Department facilities.

I. Security

- Provide guidelines for establishing and maintaining facilities security at all transit work sites.

J. Corporate Communication

- Provide emergency response information to the public, Metro management, and employees.

K. Rider Information

1. Provide updated bus information to the public, CAO, Metro's Customer Shop and Custom Bus personnel about delays, reroutes, and cancellations.
2. Provide information to the driving public about bridge closures, structural damage to roads, and other situations affecting their ability to travel.

VI. RESOURCE REQUIREMENTS

See the ESF for each section.

VII. REFERENCES

- A. *Metro Emergency Response Plan, 1991*
- B. *Adverse Weather Plan, 1994*

- C. *Base Emergency Plan, 1994*
- D. *Control Center Operating Rules and Procedures Manual*
- E. *King County Emergency Operations Plan, 1994*
- F. *City of Seattle Disaster Readiness and Response Plan, 1994*

VIII. APPENDIXES

- A. Emergency Tasks By Team
- B. Emergency Service Zone Map

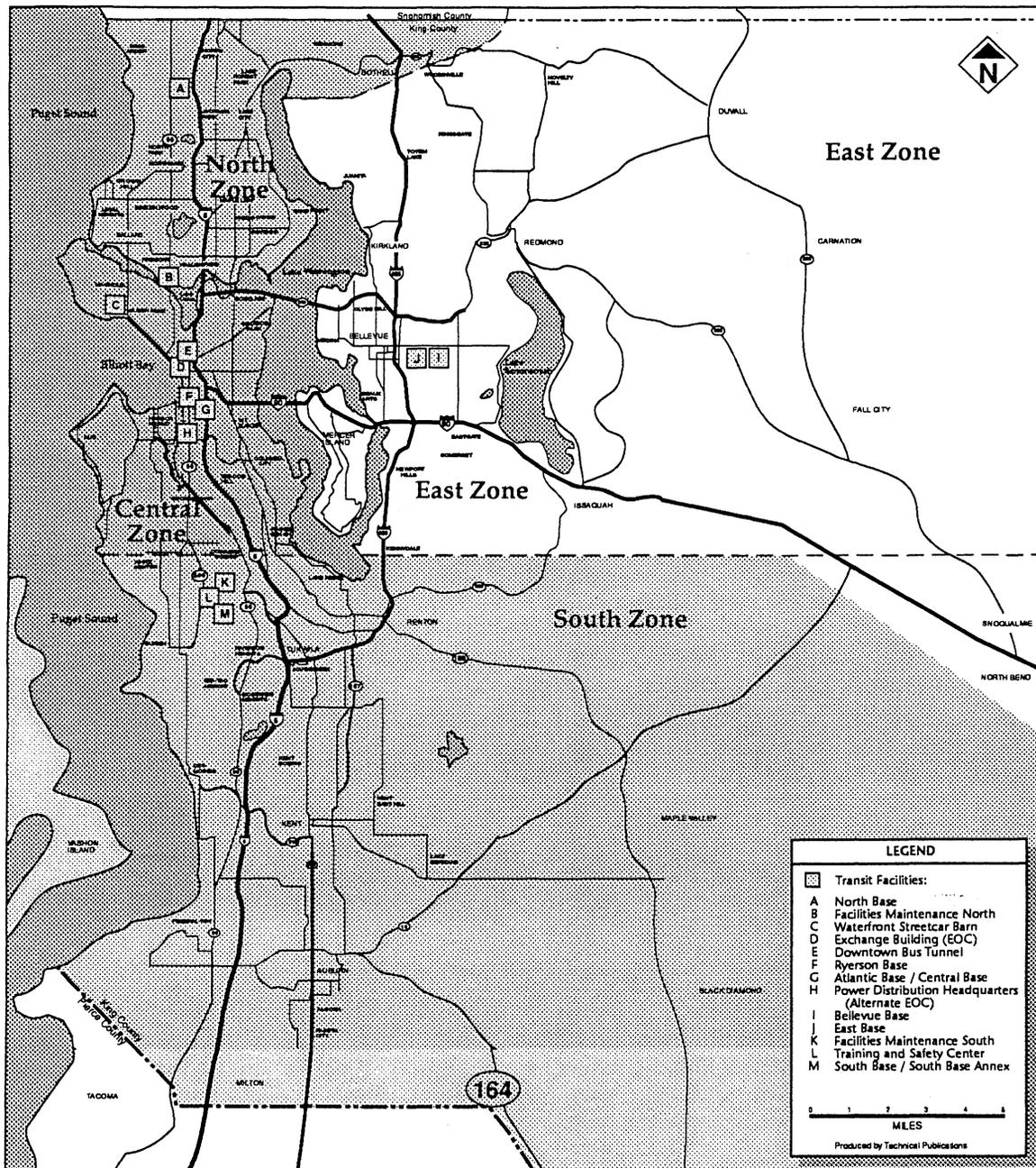
Appendix A. Emergency Tasks By Team

Phase	Management Team	Operations Team	Service Quality Team	Vehicle Maintenance Team	Facilities Maintenance Team	Disaster Response Team	Emergency Planning Team
Preparedness	<ol style="list-style-type: none"> 1. Participate in emergency planning efforts. 2. Appoint representative to emergency planning team. 3. Review plans and procedures. 	<ol style="list-style-type: none"> 1. Identify team members. 2. Educate employees to Base Emergency Plan. 3. Maintain emergency supplies for each base. 	<ol style="list-style-type: none"> 1. Maintain emergency supplies. 2. Maintain route control equipment. 	<ol style="list-style-type: none"> 1. Identify team members. 2. Provide training on the Base Emergency Plan. 	<ol style="list-style-type: none"> 1. Identify team members. 2. Develop resource lists. 3. Identify resources vital to base. 4. Train team on Base Emergency Plan. 5. Maintain current employee information. 	<ol style="list-style-type: none"> 1. Identify team members. 2. Identify emergency supplies and equipment. 3. Identify and coordinate training. 	<ol style="list-style-type: none"> 1. Direct emergency planning efforts. 2. Identify team members. 3. Prepare emergency plans.
Warning & Notification	<ol style="list-style-type: none"> 1. Contact management team. 2. Evaluate the situation. 3. Notify teams required. 4. Notify SCC and proper authorities. 	<ol style="list-style-type: none"> 1. Assess situation and contact staff. 2. Contact VM Supv. 3. Assess site readiness of site to meet emergency. 4. Notify SCC of status. 5. Prepare and establish supplementary communications. 6. Perform duties as in Adverse Weather procedures. 7. Assign Training Section tasks. 8. Inventory emergency equipment. 	<ol style="list-style-type: none"> 1. None. 	<ol style="list-style-type: none"> 1. Evaluate event. 2. Check resources and supplies. 3. Order fleet to be fueled. 4. Prepare emergency generators. 5. Check communications equipment. 	<ol style="list-style-type: none"> 1. Prepare emergency equipment, place on standby. 2. Prepare equipment and staff to move to base. 3. Coordinate with base FM staff. 4. Log activities and contacts. 5. Stock up on base supplies. 	<ol style="list-style-type: none"> 1. Identify personnel available for team. 2. Check supplies for first aid and other tasks. 3. Verify that gates are operational and secure. 	<ol style="list-style-type: none"> 1. Provide current copies of Base Emergency Plan. 2. Take notes on effectiveness of plan.
Minor Emergency	<ol style="list-style-type: none"> 1. Evaluate emergency. 2. Document event. 	<ol style="list-style-type: none"> 1. Evaluate event. 2. Account for personnel. 3. Assign tasks and duties. 4. Evaluate and revise task responsibilities. 5. Document all activities. 	<ol style="list-style-type: none"> 1. Monitor ongoing status of service area. 2. Provide reports related to service conditions. 	<ol style="list-style-type: none"> 1. Perform damage assessment. 2. Document all activities. 3. Check emergency supplies and resources. 4. Establish communications. 	<ol style="list-style-type: none"> 1. Report to base Facilities Office. 2. Evaluate and document damage. 3. Support VM and Operations. 	<ol style="list-style-type: none"> 1. Call 911 for assistance. 2. Guide local medical response units. 3. Cordon off area. 	<ol style="list-style-type: none"> 1. None.
Moderate Emergency	<ol style="list-style-type: none"> 1. Evaluate event. 2. Activate BCC. 3. Coordinate accounting for personnel. 4. Request activation of necessary teams. 5. Manage personnel. 6. Document event. 	<ol style="list-style-type: none"> 1. Evaluate event. 2. Account for personnel. 3. Assign tasks and duties. 4. Operate maximum possible service. 5. Evaluate damages. 6. Respond to local emergencies. 7. Document all activities. 	<ol style="list-style-type: none"> 1. Establish emergency communications. 2. Return to home base. 3. Provide service alternatives. 	<ol style="list-style-type: none"> 1. Help set up and staff BCC. 2. Account for employees and visitors. 3. Coordinate damage assessment of base. 4. Account for equipment. 	<ol style="list-style-type: none"> 1. Establish FM command center at base. 2. Account for FM personnel and assign to tasks. 3. Initiate structural damage assessments. 4. Re-stock all base supplies; reorder, if needed. 5. Send teams to park-and-ride lots. 	<ol style="list-style-type: none"> 1. Seek and identify injured. 2. If 911 unavailable, transport injured to hospital. 3. Treat minor injuries at base. 4. Document and report information. 5. Set up security measures to control base access. 6. Request search and rescue team if needed. 	<ol style="list-style-type: none"> 1. None.
Major Emergency or Disaster	<ol style="list-style-type: none"> 1. If SCC unavailable, assume command of base. 2. Account for base personnel, facilities, equipment. 3. Direct assessing of offsite conditions. 4. Coordinate damage and serviceability assessments. 5. Activate emergency service zone plan. 6. Document actions, personnel, times. 	<ol style="list-style-type: none"> 1. Evaluate event. 2. Account for personnel. 3. Help establish and staff BCC. 4. Establish emergency communications. 5. Establish Window as emergency message center. 6. Respond to local emergencies. 7. Assign tasks and duties. 8. Document all activities. 	<ol style="list-style-type: none"> 1. Act as field liaison with police, fire, medical. 2. Provide direction, and decision making in the field. 3. Provide minor coach mechanical repair support. 4. Provide communications links to base operations. 5. Provide emergency transportation. 6. Aid customers and disabled. 7. Provide documentation of field status. 	<ol style="list-style-type: none"> 1. Coordinate base emergency response with Operations. 2. Take care of employees. 3. Check emergency supplies and resources. 4. Identify needs. 5. Coordinate documentation of all activities. 6. VM secretary document all VM activities. 	<ol style="list-style-type: none"> 1. Report to base. 2. Direct support to VM and Operations. 3. Account for personnel and assign tasks. 4. Initiate base damage assessment. 5. Provide and direct cleanup of base. 6. Dispatch teams to park-and-ride lots. 	<ol style="list-style-type: none"> 1. Establish and staff BCC. 2. Assemble first-aid team and assign tasks. 3. Set up first aid station. Assemble supplies. 4. Perform triage. 5. Assign search and rescue teams if required. 6. Provide security needs as required. 7. Provide sanitation requirements. 8. Document all activities. 9. Care for the dead. 10. Provide shelter at the base if needed. 	<ol style="list-style-type: none"> 1. None.
Restoration	<ol style="list-style-type: none"> 1. Coordinate full resumption of services. 2. Coordinate and compile documentation from teams. 3. Coordinate repair, restoration, and replacements. 	<ol style="list-style-type: none"> 1. Restore full service routes. 2. Order replacement coaches and equipment as needed. 	<ol style="list-style-type: none"> 1. Provide support for restoration of services. 2. Document damage to facilities in field. 	<ol style="list-style-type: none"> 1. Coordinate expanded damage assessment. 2. Prioritize and coordinate repairs to base. 3. Prioritize and coordinate repairs to buses. 4. Identify inspection requirements. 5. Prepare documentation of all loss and damages. 	<ol style="list-style-type: none"> 1. Coordinate restoration activities. 2. Complete and document damage assessment. 3. Coordinate engineering's damage assessment. 4. Coordinate cleanup activities. 	<ol style="list-style-type: none"> 1. Close down BCC. 2. See that psychological first aid is available. 3. Return emergency supplies to proper location. 4. Restock emergency supplies and first aid kits. 	<ol style="list-style-type: none"> 1. None.
Conclusion & Evaluation	<ol style="list-style-type: none"> 1. Coordinate debriefing and evaluations. 2. Complete documentation for FEMA and insurance. 3. Review and comment on Base Emergency Plan. 4. Review evaluations and recommendations. 5. Approve and direct any action items. 	<ol style="list-style-type: none"> 1. Complete evaluation process. 2. Complete all action items. 3. Complete all documentation for FEMA and insurance. 	<ol style="list-style-type: none"> 1. Complete evaluation process. 2. Complete all action items. 	<ol style="list-style-type: none"> 1. Complete evaluation process. 2. Complete all bus repairs and cleanups. 3. Coordinate completion of repairs, to the base. 4. Complete any documentation for FEMA. 	<ol style="list-style-type: none"> 1. Complete all disaster documentation. 2. Summarize and evaluate with VM and Operations. 3. Continue/coordinate base repairs and cleanup. 4. Evaluate damage costs to other facilities. 	<ol style="list-style-type: none"> 1. Evaluate response. 2. Recommend action items and plan changes. 	<ol style="list-style-type: none"> 1. Debrief emergency response teams. 2. Create, distribute, and compile evaluation forms. 3. Prepare a written report for management. 4. Revise emergency plan as required. 5. Review and comment on plan revisions.

Legend	
FEMA	Federal Emergency Management Agency
BCC	Base Coordination Center
VM	Vehicles Maintenance
FM	Facilities Maintenance

APPENDIX B

EMERGENCY SERVICE ZONE MAP



TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #4
SERVICE RESTORATION

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #4
SERVICE RESTORATION

LEAD SECTION: Service Quality

SUPPORT SECTIONS: Operations
Service Communications
Base Operations
Training
Vehicle Maintenance
Power & Facilities
Rider Information
Rideshare Operations

I. INTRODUCTION

A. Purpose

The purpose of ESF #4 is to describe the methods to be used by the Transit Department for the restoration of all regular transportation services in King County as soon as possible after a disaster or major emergency.

B. Scope

This ESF addresses the restoration of all regular transportation services including main line transit operations, custom bus services, and the Water Front Street Car. It does not include vanpool/carpool services or ADA-related services.

II. POLICIES

A. Priorities

In the restoration of transportation services, Metro will follow the priorities listed in the overall plan. While restoration of normal service is the last priority, it is not the least important. Practically speaking, service restoration will begin immediately in some areas after a major disaster and will continue simultaneously with other emergency transportation services.

B. Procedures

All normal service restoration policies and procedures will be followed whenever possible. The Service Communications Center (SCC) will function as the Emergency Operations Center (EOC) and will coordinate all service restoration efforts as long as it is able to function and maintain communication with each service zone or district. In the event that the SCC is non-functional, the **Emergency Service Zone Plan** will be activated and decentralized responsibility for service restoration will then rest with the base coordination center (BCC) in each emergency service zone until the SCC is again functional.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a catastrophic earthquake, significant natural disaster or other incident that produces extensive damage and results in a large volume of requests from all levels of government for emergency Transit services. Such a disaster could damage Transit bases, facilities, buses, and equipment, as well as streets and bridges. Debris could block streets and overpasses. At a time when the need for Transit services is the greatest, the capability to provide it may be seriously hampered. All surviving transit resources will be needed to provide a proper response to emergency and service requests. Under these conditions, all transit personnel will work to restore normal transit services as soon as it is safe and feasible to do so.

B. Planning Assumptions

1. The area/regional transportation infrastructure will sustain damage. The damage will influence the extent of Transit emergency response services. Accurate damage information will be difficult to obtain.
2. Disaster response requiring Transit capability will be difficult to coordinate effectively during the immediate post-disaster period.
3. Community response will be coordinated from emergency operations centers (EOCs) in each city and county. Information will be gathered and compiled, and emergency assistance will be coordinated at the EOCs.
4. Gradual clearing of Transit routes will permit a sustained flow of emergency services although routes will be disrupted for

significant period. Re-routes can be expected for weeks to months.

5. The requirement for transportation capacity during the immediate lifesaving phase will exceed the availability of readily obtained assets.
6. Transit's Service Communication Center on the 12th floor of the Exchange Building will serve as the EOC. The alternate location will be in the International District Station Facilities Building in the Tunnel.
7. A spirit of volunteerism among Transit employees will result in persons working in job classifications not normally assigned to them.
8. During disaster recovery, unions will suspend some contract requirements.

IV. CONCEPT OF OPERATIONS

A. General

Service restoration is an ongoing, continuous process that only becomes more complex and difficult during a major emergency or disaster. Normal policies and procedures for service restoration remain in effect whenever possible during disasters.

B. Direction and Control

The Director of Transit or his/her designee will assume direction and control of all disaster-related service restoration activities. This control will be centralized in the SCC as long as it is functional.

In the event the SCC is non-functional, direction and control become the responsibility of the senior supervisor in charge at each BCC in the four emergency service zones. This may be a first line supervisor, chief, supervisor or manager.

C. Communications and Coordination

The service quality district supervisors in their respective districts or emergency service zones have primary responsibility for on-scene, on-street coordination of all service restoration efforts. They will communicate with the SCC or BCC via portable, high frequency, FM radios, cellular telephones, and standard telephones when necessary.

V. RESPONSIBILITIES

A. Service Quality

Service Quality is the lead section in service restoration efforts. This responsibility is delegated down to each individual district supervisor in the event of a major disaster. The Supervisor of Service Quality will report to the SCC or the King County EOC as directed. Each Chief of Service Quality will report to the BCC of his/her normal service zone.

If the SCC is functioning, each district supervisor will:

1. Communicate with the EOC on the status of service in the district, safe routing, and any necessary reroutes. This will include damage assessment for all Metro facilities in the district.
2. Provide on-scene coordination with local emergency services and government authorities.
3. Provide on-scene supervision of and assistance to operators.
4. Coordinate routes and traffic control with law enforcement officers and the WSDOT.
5. Provide on-scene coordination of both emergency response and service restoration activities in that district (i.e., facilities, vehicle maintenance, power, etc.) Recommend extra service where needed.

If the SCC is not functioning but the BCC for an emergency service zone is operational, each district supervisor in that zone will continue all of the duties described above while also maintaining ongoing communication with the BCC for that district or service zone.

If neither the SCC or BCC is operational, each district supervisor will, on his or her own, assume full responsibility for the duties described above. Each district supervisor will attempt to establish and maintain communications with adjacent district supervisors, other Metro staff in the area, the BCC when operational, and the SCC/EOC as soon as possible.

B. Transit Operations

1. Under the direction of the Transit Director or his/her deputy, the Manager of Operations will assume full responsibility for service restoration efforts.

2. The Supervisor of Operations Administration will collect and track all costs related to service restoration efforts.

C. Service Communications

1. Service Communications is the lead section for providing communications.
2. The SCC will provide close coordination between Transit management, operators, the other sections, and local authorities.
3. Information on the emergency situation, emergency service requests, damage assessments and reports will be coordinated through the SCC unless not available.
4. The SCC will provide coordination of Transit resources.

D. Base Operations

1. If the SCC is incapacitated, each BCC will be activated and the senior supervisor present will assume responsibility for service restoration in each emergency service zone.
2. Base staff determine availability of transit resources, both operators and vehicles.
3. Balance operator availability with available assignments and vehicles.
4. Coordinate information with local government authorities and the SCC as possible.
5. Provide information to all operators on service restoration efforts. Remind them to inform passengers as able.

E. Training

1. Provide reroute information and instruction to each Transit operating base.
2. Be prepared to create extra emergency service road teams to respond to problems in all four emergency service zones.

F. Vehicle Maintenance

1. Direct and control all vehicle maintenance, repair services, and fueling activities for both the Transit fleet and NRVs, including VanPool vehicles used to support Transit services.
2. Provide road service for the fleet in operation.
3. Provide damage assessments of vehicles and facility.

G. Power & Facilities

- Provide and maintain electrical power and facilities services during and after a major earthquake or other disaster. Key facilities include the transit bases, the transit tunnel, and the trolley overhead.

H. Rider Information

1. Provide updated bus information to the public, CAO, Metro's Customer Shop and Custom Bus personnel about delays, reroutes, and cancellations.
2. Provide information to the driving public about bridge closures, structural damage to roads, and other situations affecting their ability to travel.

I. Rideshare Operations

1. Provide a minimum of two but preferably four staff members to each BCC. These people will provide for 24-hour coordination of vanpool vehicle use by transit operators in each emergency service zone.
2. The Rideshare Operations command post at the old Bellevue Base will provide, on request, 8-, 12-, and 15-passenger vanpool vehicles to each BCC for use as shuttles during service restoration.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Operators
2. Service Communications staff
3. Vehicle Maintenance personnel

4. Chiefs
5. First Line Supervisors
6. Base staff
7. Rider Information staff
8. Outside help
 - a. Foreign and Sign Language Interpreters
 - b. Medical personnel

B. Equipment

1. Buses
2. May also need ferries, trains, vans, etc.
3. DART buses
4. Radios
5. Cellular telephones
6. Computers, related supplies

C. Materials

1. Plans and manuals
2. Maps
3. Routes and Schedules
4. Recording Forms

D. Facilities

1. Bases
2. Service Communication Center
3. Vehicle Maintenance Repair Facilities

VII. References

- A. *Metro Emergency Response Plan, 1991*
- B. *Adverse Weather Plan, 1994*
- C. *Base Emergency Plan, 1994*
- D. *Control Center Operating Rules and Procedures Manual*
- E. *King County Emergency Operations Plan, 1994*
- F. *City of Seattle Disaster Readiness and Response Plan, 1994*

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #5
EVACUATION
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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #5
EVACUATION

LEAD SECTION:	Operations
SUPPORT SECTIONS:	Service Communications Service Quality Vehicle Maintenance Base Operations Rider Information
OUTSIDE SUPPORT:	Local Government Police and Fire Departments

I. INTRODUCTION

A. Purpose

The purpose of Emergency Support Function (ESF) #5 Evacuation is to provide for the coordination of Transit resources to respond to a hazardous condition which requires the evacuation of the community.

B. Scope

This ESF addresses Metro's response to the lawful requests of local, county, state, and federal authorities to provide equipment, personnel, and resources to aid in evacuating endangered populations.

II. POLICIES

- A. Elected officials are responsible for authorizing an evacuation. The King County Executive Director or designee has the authority to order an evacuation in unincorporated areas of the county.
- B. Government authorities are responsible for warning the public of the need for evacuation, setting parameters of evacuation zones, and providing shelter and law enforcement.

- C. Metro operators, service supervisors, and other employees cannot be ordered into a hazardous area.
- D. Union agreements cannot be abridged without the permission of the union.

III. SITUATION

A. Disaster Condition

A condition which requires the evacuation of citizens may result from either a localized incident such as a hazardous material spill or any large scale natural disaster which endangers an entire community.

B. Planning Assumptions

1. There will be sufficient personnel and resources to respond to requests from governmental authorities.
2. Fire and law enforcement authorities will coordinate and support evacuation efforts.
3. The American Red Cross will open, staff, and operate shelters.
4. Coaches will not be sent into dangerous or unsafe areas.

IV. CONCEPT OF OPERATIONS

A. General

Transit resources may be requested to support emergency evacuations for a single event such as a hazardous material release or for a larger community wide area. The local jurisdiction will have the responsibility to determine the need for an evacuation, authorize the evacuation, alert the public, request the American Red Cross to open a shelter or shelters, provide public information, and coordinate all evacuation activities.

B. Direction and Control

Any significant community evacuation will be the responsibility of the local jurisdiction, who will assume direction and control either through the Incident Command System (ICS) for an isolated event such as evacuating an apartment complex, or through activation of their Emergency Operations Center (EOC) in case of a wide area evacuation.

1. Incident Command System

The ICS is used by most first responders and local jurisdictions in King County to manage an emergency incident. The ranking member of the first arriving unit assumes command until relieved. An Incident Command Post (ICP) is established as the focal point for all emergency operations. The purpose of ICS is to establish a command with a system which is recognized by all responders, using the same organization, and the same nomenclature. See the Basic Plan for a further description of ICS. This has proved to be the most effective system for handling an incident.

In a disaster, several ICS units would be established to manage the significant areas of need. All ICS units would be coordinated by the ranking Emergency Operations Center.

In a situation likely to require a major evacuation, one or more ICS units would be established and would coordinate transit operations under the Logistics Section Chief.

2. Emergency Operations Center (EOC)

Metro's SCC, located on the 12th floor of the Exchange Building, will serve as the EOC for all emergency responses requiring evacuation. In the event the SCC is not functional, each BCC will coordinate evacuation responses for its emergency service zone.

V. RESPONSIBILITIES

A. Operations - Senior Management

1. Provide direction and control
2. Determine availability of Metro Transit resources
3. Authorize use of operators and coaches

B. Service Communications

1. Receive request for Metro resources to support an evacuation (see Appendix A, Emergency Request Form).
2. Coordinate with requesting agency and Transit personnel.
3. Coordinate transportation for the general public

4. Coordinate transportation for special populations
5. Direct available resources were needed
6. Request resources from other Transit agencies
7. Coordinate with the American Red Cross on shelter location and accessibility

C. Service Quality

1. Coordinate information with the SCC.
2. Coordinate routes and traffic control with law enforcement and WSDOT. Verify accessibility of the route from the evacuation site to the shelter location.
3. Provide on-site supervision and assistance to operators. Assist in loading coaches at the evacuation site.
4. Provide on-site coordination with authorities.

D. Vehicle Maintenance

1. Provide direction and control for Vehicle Maintenance services.
2. Provide fueling services to the fleet and assisting agencies.
3. Provide road and repair services

E. Base Operations

1. Activate the Base Coordination Center as necessary.
2. If the SCC is incapacitated, each BCC will assume direction and control of evacuation requests in its emergency service zone.
3. Determine availability of Transit resources for emergency service zone.
4. Coordinate information with government authorities and the SCC as possible.
5. Provide information to the operators concerning the evacuation including the reason for the evacuation, destination, and estimated duration expected. Remind them to inform passengers.

F. Rider Information

1. Coordinate with the SCC or the BCC for information concerning the evacuation including boarding and deboarding points, routes, and other information as needed.
2. Activate the emergency rider information plan and provide evacuation information to the public.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Operators
2. Service Communications staff
3. Vehicle Maintenance personnel
4. Chiefs
5. First Line Supervisors
6. Base staff
7. Rider Information staff
8. Outside help
 - a. Foreign and Sign Language Interpreters
 - b. Medical personnel

B. Equipment

1. Buses
2. May also need ferries, trains, vans, etc.
3. DART buses
4. Radios
5. Cellular telephones
6. Computers, related supplies

C. Materials

1. Plans and manuals
2. Maps
3. Routes and Schedules
4. Recording Forms

D. Facilities

1. Bases
2. Service Communication Center
3. Vehicle Maintenance Repair Facilities

VII. REFERENCES

- A. *Metro Emergency Response Plan, 1991*
- B. *Base Emergency Plan, 1994*
- C. *King County Emergency Operations Plan, 1993*
- D. *City of Seattle Disaster Readiness and Response Plan, 1994*
- E. *Evacuation Operations and Planning for Hazardous Materials, 1994*

VIII. APPENDIXES

- A. Metro Transit Emergency Operations Center Emergency Transit Request Form
- B. DOT Emergency Request Form

APPENDIX A

METRO TRANSIT EMERGENCY OPERATIONS CENTER

EMERGENCY TRANSIT REQUEST FORM

684-1111

DATE _____ TIME _____

REQUESTED BY:

NAME: _____

AGENCY _____

TELEPHONE # _____

PASSENGERS _____ # BUSES _____

LOCATION _____ BOUND ON _____ AT _____

DESTINATION _____

REPORT TO _____

SPECIAL INSTRUCTIONS _____

ONE TRIP () MULTIPLE ()

ON ARRIVAL _____

REQUEST FILLED _____ TIME _____

BY WHOM _____

COMMENTS _____

APPENDIX B

EMERGENCY TRANSPORTATION REQUEST FORM

() CARGO/FREIGHT MOVEMENT ESF-1 CONTROL NO. _____

() PASSENGER MOVEMENT

1. REQUESTED BY:

NAME: _____

Org./Address: _____

2. APPROVED BY:

NAME: _____

Org./Address _____

Radio/Phone _____

Radio/Phone _____

3. TYPE/DESCRIPTION OF CARGO/PASSENGERS (wt., Size, Cube, Amount
Restrictions etc.):

4. EXACT PICKUP LOCATIONS: _____

5. EXACT DELIVERY LOCATION: _____

6. DATE/TIME REQD: _____ DATE/TIME COMPLETE _____

7. RESOURCE REQD. (Lowboy, Flatbed, Refer, Bus, Ferry, Plane, etc.)

8. LOADING/OFF LOADING PERSONNEL & EQUIP. NEEDS: _____

9. SPECIAL INSTRUCTIONS: _____

10. COST EST. \$ _____ 11. CONTRACT/VOU. NO. _____

12. REQUEST RECD. BY: _____ DATE/TIME: _____

13. FOLLOWUP REQD.? WHEN? _____ W/WHOM _____

14. ACTUAL COST: \$ _____

REMARKS: _____

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #6
VEHICLE MAINTENANCE
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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #6
VEHICLE MAINTENANCE

LEAD SECTION: Vehicle Maintenance

SUPPORT SECTIONS: Unit Repair
Stores
VM Technical Services
Facilities Maintenance
Service Quality
Service Communications

I. INTRODUCTION

A. Purpose

The purpose of this Emergency Support Function (ESF) #6—Emergency Vehicle Maintenance—is to provide for the coordination of services needed to supply and support vehicles required to provide Transit services during and after a major emergency such as an earthquake or other significant natural or man-made disaster.

B. Scope

This ESF #6 identifies personnel, vehicles, parts, commodities, facilities and systems needed to meet emergency requirements for vehicle maintenance services in a disaster.

II. POLICIES

- A. Metro will respond to the lawful requests of local, county, state and federal authorities to provide equipment, personnel, and resources to respond to a disaster.
- B. Vehicle Maintenance has the responsibility to provide emergency services and fueling to the fleet and to emergency non-revenue vehicles in time of emergency.

- C. Vehicle Maintenance has the responsibility for the condition of the Transit base and coordinates with Facilities Maintenance for the repair and upkeep of the base.
- D. Metro will work agreements with suppliers of parts and commodities to provide what is needed to maintain services.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a catastrophic earthquake, significant natural disaster or other incident that produces extensive damage and results in a large volume of requests from all levels of government for Transit services. Such a disaster could damage Transit bases, facilities, buses, and equipment as well as streets and bridges. At a time when the need for all Transit assets is the greatest, the capability to provide it may be seriously impaired by the loss or damage to buses and the non-revenue fleet. Every effort will be made to locate, service, and fuel all available equipment.

B. Planning Assumptions

1. The first concern of employees will be for their family's safety. Metro will support the efforts of employees to communicate with their families and return home as needed.
2. The Vehicle Maintenance Section may be out of normal communications with the Service Communication Center.
3. The *Base Emergency Plan* will be activated.
4. Vehicles may be lost or damaged; Service Communications and Service Quality will assist in locating vehicles.
5. Sufficient Metro personnel will be available to perform emergency tasks.
6. The surplus fleet could be used as a parts supply back-up.
7. The supply of petroleum, oil, and lubricants as well as parts will be interrupted and will take some time to return to normal.
8. There may be damage to some facilities that require moving to an alternate site.

9. Other transit agencies will supply vehicles and parts, but this will take time to coordinate.
10. Vehicle Maintenance will maintain accurate records for the fleet.
11. Additional buses brought in to supplement the fleet will require maintenance and fuel.
12. Salvage activities may be required.

IV. CONCEPT OF OPERATIONS

A. General

Operations under this ESF shall be executed in accordance with normal Transit policies, procedures, and union agreements to the extent possible.

B. Communications and Coordination

Communications and coordination will be carried out by the Service Communications Center whenever possible.

C. Base Emergency Plan

1. Emergency operations will be carried out at the base level as laid out and specified in the *Base Emergency Plan* whenever communication and coordination is not available from the Service Communication Center.
2. A Base Coordination Center (BCC) will be established to allow base management to assume direction and control of base operations. The purpose of the BCC is to allow the base staff to:
 - Collect and manage information
 - Provide legal decision making
 - Direct personnel
 - Allocate resources
3. Emergency tasks will be carried out according to task and checklist provided in the plan.

V. RESPONSIBILITIES

A. Lead Section: Vehicle Maintenance

1. Provide overall direction and coordination for all Vehicle Maintenance repair services and fueling activities for both fleet and NRV, including VanPool vehicles used to support Transit services.
2. Provide direction and guidance for the Vehicle Maintenance section.
3. Account for all Vehicle Maintenance personnel and provide emergency first aid and search and rescue as needed.
4. Provide damage assessment of vehicles and facility.
5. Coordinate shut-down and start-up procedures.
6. Provide timely restoration of Vehicle Maintenance operations.
7. Provide road service for the fleet in operation on service routes.

B. Support Sections

1. Unit Repair
 - a. Provide rebuild parts to bases.
 - b. Aid in recovery of fleet and provide backup services at the bases.
2. Stores
 - a. Provide spare parts as needed.
 - b. Coordinate with suppliers.
 - c. Perform salvage activity for parts.
3. VM Technical Services
 - a. Report to bases.
 - b. Provide support as needed.

4. Facilities Maintenance
 - a. Provide damage assessment of Vehicle Maintenance facilities.
 - b. Provide emergency repair and cleanup services to base facilities.
5. Service Quality
 - a. Identify emergency routes
 - b. Aid in recovery of fleet.
 - c. Provide direction to VanPool vans, para transit buses, and buses from other transit agencies used to support the fleet.
6. Service Communications
 - a. Provide communication assistance for locating buses.
 - b. Provide emergency communications.
 - c. Assist in requesting emergency resources.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Vehicle Maintenance personnel and millwrights
2. Unit Repair staff
3. Stores staff
4. VM Technical Services staff
5. Facilities Maintenance personnel and building operating engineers
6. Service supervisors
7. Service communications coordinators
8. Safety officers

B. Equipment

1. Buses
2. Non-revenue vehicles, including VanPool in transit service.
3. Tow trucks
4. Tunnel tow vehicles
5. Cellular telephones

6. Radios
7. Portable generators
8. Portable pumps
9. Computers and related supplies

C. Materials

1. Coach Assignment Sheets
2. Work Orders
3. Manuals
4. Parts Supplies
5. Commodities

D. Facilities

1. Bases/Vehicle Maintenance shops
2. Unit Repair/Stores
3. Training Center (Alternate base location)

VII. REFERENCES

- A. *Base Emergency Plan, 1994*
- B. *Transit Spill Response Manual*

APPENDIXES

- A. Emergency Tasks by Teams

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION # 7
TUNNEL EMERGENCY RESPONSE

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION # 7
TUNNEL EMERGENCY RESPONSE

LEAD SECTION:	Service Quality Service Communications
SUPPORT SECTIONS:	Operations Training Base Operations Tunnel Facilities Power and Facilities Radio Maintenance Transit Safety Security Sales and Customer Service Vehicle Maintenance Technical Services

I. INTRODUCTION

The Downtown Transit Tunnel plays a significant role in providing service in the City of Seattle. Transit will provide support to keeping the Tunnel open for service and emergency response.

A. Purpose

The purpose of Emergency Support Function (ESF) #7 is to provide for the coordination of Metro divisions to perform emergency response following a disaster which impacts the Downtown Transit Tunnel and/or its life safety systems.

B. Scope

ESF #7 identifies the emergency response required for the Tunnel, which may include closure of the Tunnel, and to recover regular Tunnel Transit services. It will also discuss possible community use of the Tunnel facility by emergency service providers such as police and fire departments during an emergency or crisis.

II. POLICIES

- A. Decision-making about the status and utilization of the Tunnel will be made by the highest ranking available Transit person in the chain of command:
- Tunnel Controller
 - Chief of Service Communications (or Chief of Service Quality)
 - Supervisor of Service Communications (or Supervisor of Service Quality or Supervisor of Transit Safety)
 - Manager of Operations
 - Deputy Director
 - Transit Director
- B. Transit will respond to lawful requests of local, county, state, and federal authorities to provide/utilize facilities, equipment, personnel, and resources to respond to a disaster.
- C. Decisions on the status of the Tunnel and its intended use after a disaster (either for regular transit service, or other utilization) will be communicated via the Tunnel Controller.

III. SITUATION

A. Disaster Condition

A disaster condition may damage the Tunnel facility and/or its life-safety systems. The severity of the damage and its consequences will determine the extent of the immediate hazard to employees and patrons. Furthermore, a determination will have to be made whether regular Tunnel Transit service will be suspended and whether the Tunnel is suitable for any other community purpose.

B. Planning Assumptions

1. The Tunnel was designed to current seismic specifications and is expected to perform well in a disaster or earthquake.
2. The International District Station (IDS) Tunnel Facility Building will be used as an alternate site for Service Communications.
3. Power and Facilities, Operations, and Vehicle Maintenance personnel from Central, Atlantic, and Ryerson bases will support Tunnel operations and staff.
4. The Tunnel may be requested for use as a shelter for both Metro and the public.

IV. CONCEPT OF OPERATIONS

A. General

In both normal service and emergency modes, the Tunnel is supported by many sections as listed under Support Sections. All activities are controlled and monitored by the Tunnel Controller from the Service Communication Center (SCC) in the Exchange Building. The Tunnel is monitored 24-hours a day by a bank of TV monitors in Tunnel Control.

Tunnel employees regularly respond to system and equipment failures and small scale emergencies. Emergency response procedures exist within the operating procedures for tunnel controllers, service supervisors, and operators. Contingency plans to maintain service during adversity exist. For example, procedures exist for reverse operations through a single tunnel bore. Emergency response drills have been conducted in conjunction with the Seattle Fire Department and the Seattle Police Department.

The general operating philosophy is that the Tunnel will remain open for service as long as public safety can reasonably be assured. This philosophy would be expected to guide tunnel usage after a disaster.

If there was minimal damage to the Tunnel, service would be suspended temporarily. As soon as public safety could be reasonably assured, Transit service would resume. In a large scale disaster causing severe damage to the tunnel and its safety systems, the tunnel could be closed for an extended period of time.

B. Tunnel Communications

The downtown Seattle Tunnel is equipped with state-of-the art communications systems. These include telephone systems (PBX and Emergency Systems), a radio system with four channels, closed-circuit TV, and peripheral equipment. See Figure 7-1 for an overview of Tunnel communications.

In the event normal radio communications are incapacitated, emergency communications can be set up by using the mobile radio in a tunnel tow truck in University Street Station. This will provide radio communication from University Street Station south to the International District Station and from University Street Station north to the Convention Place Station. However it will not provide communications from end to end, so messages would have to be relayed through University Street Station.

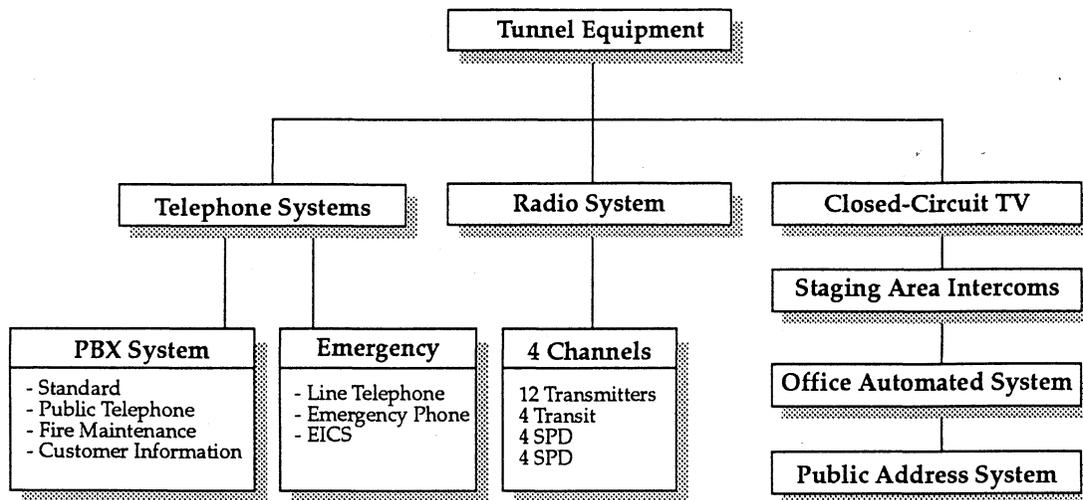


Figure 7-1. Tunnel Communications

C. Emergency Use of the Tunnel

In the event of a disaster, the Tunnel may be requested for emergency purposes such as sheltering the public, providing a protected route to evacuate endangered population, or as a staging area for emergency responders. The Tunnel may have limited usefulness in capacities other than its intended purpose as a Transit facility. It is recognized, however, that in the event of a large-scale regional disaster, the Tunnel may have to be used for other purposes. These are the immediately foreseeable obstacles:

1. Shelter

Although the Tunnel has space that would be protected from debris on the streets that may make it useful as an immediate refuge, the Tunnel is not ideally suitable for long-term shelter. There is no general heating system, and the environment is cold and damp. There are very limited restroom facilities (only at Convention Place Station {CPS} and IDS). There are no restrooms at the three interior stations (Pioneer Square Station{PSS}, University Street Station {USS} and Westlake Station {WLS}).

2. Evacuation of Downtown Seattle

If functional, the Tunnel could be used to evacuate people out of the downtown area. Such an evacuation might be required by an earthquake or a hazardous material spill. Specific evacuation planning should be undertaken at the time such an event is identified.

3. Staging Other Public/Response Services from the Tunnel

a. Police Staging

The Westlake Station mezzanine has previously been utilized to stage security operations for high-risk or high-profile events in the Downtown Center. It is useful because it is close at hand and, for the most part, out of public view.

b. Use of Tunnel for Response Vehicles

The Tunnel's ventilation system is not designed to accommodate regular vehicle traffic. Tunnel buses are regularly run in electric mode. Other vehicles are also electric, or diesel. Running gasoline vehicles is not impossible; however, the flammable hazard and carbon monoxide exhaust are immediate safety concerns with gasoline vehicles.

These hazards would have to be addressed, keeping in mind the design capacity of general and emergency ventilation systems and the electricity needed to run them.

V. RESPONSIBILITIES

A. Service Quality (SQ)

1. Service Quality Division's Staging and District Supervisors are responsible for on-scene direction of emergencies in the Tunnel.

Note: Details are provided in the Supervisor's *Manual for Tunnel Operations*, Section 11.

B. Service Communications

1. Tunnel Controllers and Coordinators direct Tunnel employees from the Tunnel Control Center in the Service Communication Center on the 12th floor of the Exchange Building.
2. Emergency direction through the regular chain of command would be communicated through the Tunnel Controller and Coordinator.

Note: Details are provided in the *Tunnel Controller's Manual* and the *Communication Center Rules and Procedures Manual*.

C. Operations Training

The Training Division has the following roles:

1. Train the operators on their response in an emergency.
2. Provide information to the operators at the bases on the status of the service as it relates to the disaster.

D. Base Operations

1. Operators in the Tunnel will take direction from the Tunnel Coordinator via the radio, or from a Service Supervisor on-scene.
2. Operators will keep their customers informed of the emergency situation.
3. Operators will direct their customers either to stay on-board the bus, evacuate the bus, and/or evacuate the Tunnel.

Note: Details are provided in the *Operator's Reference Guide to Tunnel Operations*, Section 11.

E. Tunnel Facilities

1. Tunnel Facilities is responsible for the maintenance and restoration of the emergency fans and sprinkler systems.
2. Tunnel Facilities is responsible for the cleanup and removal of debris.
3. Facilities staff should make themselves available to Service Quality Supervisors on the scene of an emergency to assist the public.

F. Power and Facilities

1. Power and Facilities is responsible for the maintenance and restoration of the overhead, ancillary, and emergency power systems.
2. Power and Facilities staff are also responsible for the Tunnel fire detection and alarm systems.

G. Radio Maintenance

Radio Maintenance is responsible for inspecting and maintaining all of the Tunnel communications systems critical to safe operations and emergency response.

H. Transit Safety

1. Transit Safety is responsible for investigating accidents in the Tunnel and making reports.
2. Safety officers will also assist Metro divisions and the Seattle Fire Department in their roles in emergencies.
3. Transit Safety is responsible for evaluation of potentially hazardous environments in the tunnel.

I. Security

1. Security will provide oversight to security operations.
2. Security will contact the security guard contractor to provide personnel to protect the Tunnel.
3. Tunnel staff must assign employees to provide rudimentary station perimeter patrol action as needed.

J. Sales and Customer Service

Metro employees working in the Customer Assistance Office in Westlake should make themselves available to the Service Quality Supervisor on the scene of an emergency to assist the public as directed.

K. Vehicle Maintenance

Vehicle Maintenance is responsible for repairing or towing disabled coaches.

L. Technical Services

1. Technical Services is responsible for providing damage assessment in the Tunnel and reporting damage to the Service Communication Center and proper authorities.
2. Technical Services will placard the Tunnel appropriately.
3. Technical Services will coordinate any needed repairs.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Service Quality staff
2. Service Supervisors
3. Tunnel Controller
4. Coordinators
5. Tunnel Facility staff
6. Power Distribution staff
7. Vehicle Maintenance staff
8. Security officers
9. Metro Police Agents (MPAs)
10. Customer Assistance Office staff

B. Equipment

1. Radios
2. Tow trucks

C. Materials

Emergency locators at each Tunnel Station

D. Facilities

1. Downtown Seattle Tunnel
2. Exchange Building
3. Transit Bases

VII. REFERENCES

- A. *Supervisor's Manual for Tunnel Operations, Section 11: Emergency Procedures* (April 1992)
- B. *Downtown Seattle Transit Project Emergency Response and System Recovery Plan* (1989)
- C. *Tunnel Safety Review Document*

- D. *Seattle Fire Department Emergency Operations Manual, Downtown Seattle Transit Tunnel, 1991*
- E. *Tunnel Controllers' Manual, Section 3: Emergency Management, 1993*
- F. *Operators Reference Guide to Tunnel Operations, 1990*
- G. *The Book*

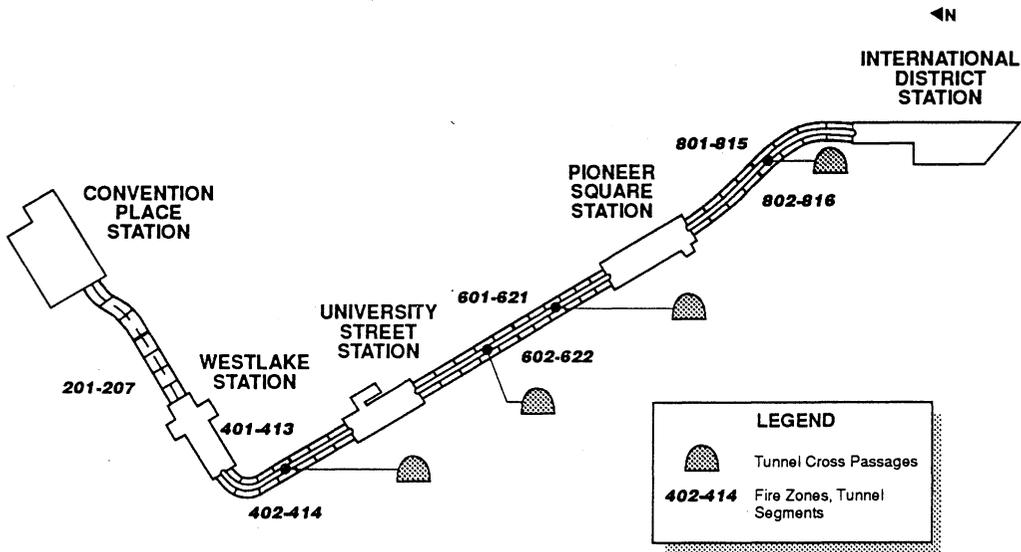
H. Tunnel Employee Work Rules

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- A. Tunnel Diagram with Fire Zone Numbering System

APPENDIX A

TUNNEL DIAGRAM WITH FIRE ZONE NUMBERING SYSTEM



TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #8
POWER AND FACILITIES
RESTORATION
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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #8
POWER AND FACILITIES
RESTORATION

LEAD SECTION: Power Distribution
Facilities Maintenance

SUPPORT SECTIONS: Service Communications
Service Quality
Vehicle Maintenance
Technical Services

I. INTRODUCTION

A. Purpose

The purpose of Emergency Support Function (ESF) #8 Power and Facilities is to provide for the coordination of services needed to provide electrical power and facilities services during and after a major earthquake or other disaster.

B. Scope

This ESF identifies personnel, vehicles, equipment, commodities, facilities, and systems needed to meet emergency requirements for the restoration of facilities and electrical power in a disaster to enable Transit to provide services to the community.

II. POLICIES

- A.** Power and Facilities has the responsibility for restoring Transit buildings and electrical power systems to a capability sufficient to support Transit services in an emergency.
- B.** Transit will respond to the lawful requests of local, county, state, and federal authorities to provide equipment, personnel, and resources to respond to a disaster.

- C. Power and Facilities personnel will work with suppliers of parts, equipment, and services to secure what is needed to provide power services and restore facilities.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a catastrophic earthquake, natural disaster or other incident that produces extensive damage and results in a large volume of requests from all levels of government for transit services. Such a disaster could damage transit bases, facilities, trolley overhead systems, coaches, and equipment as well as streets and bridges.

The trolley system is particularly vulnerable in a disaster by virtue of its dependence on outside utilities services such as Seattle City Light and the Seattle Engineering Department.

B. Planning Assumptions

1. The first concern of employees will be for their family's safety. Transit will support the efforts of employees to communicate with their family and return home as needed.
2. We may be out of normal communication with the Service Communication Center.
3. The *Base Emergency Plan* will be activated.
4. Facilities and trolley overhead may be damaged.
5. Sufficient Power and Facilities personnel will be available to perform emergency tasks.
6. Trolley service may take longer to restore than regular service.
7. Supply of materials, parts, and equipment may be interrupted and will take some time to return to normal.
8. There may be sufficient damage to some facilities to require moving to an alternate site.

IV. CONCEPT OF OPERATIONS

A. General

Operations under this ESF shall be executed in accordance with normal Power and Facilities policies, procedures, union agreements, and Washington Administrative Codes to the extent possible.

Power personnel will:

1. Identify the extent of the damage to Transit electrical power systems.
2. Coordinate with power providers (Seattle City Light and Puget Power) on the extent of damage to their systems.
3. Shut off power where electrical lines are damaged or there is an imminent safety hazard to employees and/or the general public.
4. Make necessary repairs to restore systems to the extent possible.
5. Restore electrical systems to full service.

Facilities will provide a skilled work force to do initial damage assessment and improvise temporary restoration of services. Unskilled labor will drive trucks, move equipment, and provide support.

B. Communications

Communications and coordination will be carried out by each section by radio as listed below. The Tunnel Control Center in the SCC will monitor radio communications and coordinate activities as needed.

1. The Power Dispatcher is located in the Power Distribution Center at 4th and Stacy and operates on a 800 MHz channel M.2.
2. Facilities has dispatching capabilities on channel M.1 from three locations: South Base Facilities, Lake Union Facilities, and Central Facilities. In a disaster the most accessible location will provide central coordination of personnel and resources.

C. Base Emergency Plan

1. Emergency operations will be carried out at the base level as specified in the *Base Emergency Plan* whenever communication and coordination is not available from the SCC.

2. A Base Coordination Center (BCC) will be established to allow base management to assume direction and control of base operations. The purpose of the BCC is to allow the base staff to —
 - Collect and manage information
 - Provide legal decision making
 - Direct personnel
 - Allocate resources
3. The Power Control Center will become the emergency coordination center for power operations and will coordinate with the BCC.
4. Emergency tasks for Facilities personnel will be carried out according to the "Emergency Tasks by Team" list provided in Appendix H of the *Base Emergency Plan*.

V. RESPONSIBILITIES

A. Power Distribution

Power Distribution is the co-lead for this ESF. In general, it provides for electrical power services for all Transit facilities, Park and Rides, and the Waterfront Streetcar, as well as for approximately 70 miles of trolley overhead lines, all in coordination with Seattle City Light and Puget Power. Its specific responsibilities in a disaster are to —

1. Assess damage to electrical system.
2. Provide coordination and direction for the repair and restoration of all electrical distribution, fire prevention, and limited energy systems within Transit.
3. Coordinate the installation, maintenance, and repair of supplementary emergency power systems as needed.
4. Provide damage assessment for all transit facility and electrical distribution systems.
5. Provide general support to other transit departments when possible.
6. Provide emergency first aid and search and rescue if needed.

B. Facilities Maintenance

1. Co-lead for this ESF.
2. Provide for the care and maintenance of all Transit facilities and park and rides.
3. Provide initial damage assessment.
4. Assist Technical Services in detailed damage assessment.
5. Provide shoring and cribbing for search and rescue efforts.

C. Service Communications

1. Provide information and requests for assistance to Power or Facilities Dispatchers.
2. Monitor communications as needed.

D. Service Quality

1. Provide on-scene information regarding conditions in Transit service areas via the SCC.
2. Provide route information to service vehicles on request.
3. Provide traffic control as needed.

E. Vehicle Maintenance

1. Provide damage assessment information for priorities and requests for assistance.
2. Maintain and fuel Power and Facilities service vehicles.
3. Provide technical support.

F. Technical Services

1. Provide detailed damage assessment.
2. Identify major repair and reconstruction projects and assign to contractors.
3. Engineer temporary solutions for construction problems.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Power staff
2. Facilities personnel
3. Service supervisors
4. Service communications coordinators
5. Vehicle Maintenance staff
6. Technical Services staff

B. Equipment

1. Service vehicles
2. Radios
3. Cellular telephones
4. Generators
5. Electrical equipment
6. Computers and related supplies

C. Materials

1. Parts supplies
2. Work orders

D. Facilities

1. Power Distribution Center
2. Facilities Buildings
 - a. South Base
 - b. Lake Union
 - c. Central Base

VII. REFERENCES

- A. *Base Emergency Plan, 1994*
- B. Washington Administrative Code 296. 24, 44, 45, 62, and 155
- C. Accident Prevention Program
- D. Quick Reference Guide

APPENDIXES

- A. Power Disaster Checklist

APPENDIX A
POWER DISASTER CHECKLIST

General

- _____1. Respond to emergency calls from Transit facilities.
- _____2. Coordinate with the central authority in each facility to evaluate the situation.
- _____3. Send out crews to check systems.
- _____4. Monitor emergency systems (generators and UPSs) to verify the cause of problems
- _____5. Coordinate restoration of power and inspect and adjust systems.

Trolley System

- _____1. Move coaches to provide access to thoroughfares.
- _____2. Inspect and repair trolley overhead lines and underground distribution system.

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #9
DAMAGE ASSESSMENT

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #9
DAMAGE ASSESSMENT

LEAD DEPARTMENT: Technical Services

SUPPORT SECTIONS: Facilities Maintenance
Vehicle Maintenance
Engineering Services
Transit Operations
Tech Services Facilities Inspection
Risk Management
Corporate Communication
Right-of-Way
Environmental Compliance

I. INTRODUCTION

A. Purpose

The purpose of ESF #9 is to provide guidelines and procedures for the post-disaster safety evaluation of Transit buildings and facilities. When a disaster strikes, there is an immediate need for damage inspections. People must be kept from entering or using unsafe buildings, and safe shelter must be available to operate Transit systems.

Experience to date, including recent earthquakes, has shown that local building departments can become quickly overloaded by the need for inspections. Transit must be prepared to provide inspections for its facilities.

B. Scope

The scope of ESF #9 is to designate structural damage inspection responsibilities in a disaster for:

- Rapid damage assessment
- Detailed damage assessment
- Assisting local inspectors

II. POLICIES

- A. The Technical Services Department will provide direction and control of structural damage assessment coordination and training.
- B. Technical Service staff may be used to support damage assessment and other engineering and construction support activities throughout King County.
- C. Technical Services will coordinate with local, state, and federal officials.
- D. The Federal Response Plan ESF #3 Public Works and Engineering authorizes the Department of Defense and the US. Army Corps of Engineers to direct disaster response in these areas.

III. SITUATION

A. Disaster Condition

A major disaster may cause unprecedented property damage. Structures will be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities will have to be reinforced or demolished to ensure safety. Debris will make streets and highways impassable. Public utilities will be damaged and may be partially or fully inoperable. A major disaster may affect the lives of many local and state response personnel, preventing them from performing their prescribed emergency duties. Sufficient resources may not be available to state and local agencies to meet emergency requirements.

B. Planning Assumptions

1. Sufficient personnel will be available to perform damage assessment tasks.
2. Assistance from the state or federal government may be needed to clear debris, perform damage assessment, structural evaluations, make emergency repairs to essential facilities, reduce hazards by stabilizing or demolishing structures, and provide emergency water for human health needs and fire fighting.
3. Access to the disaster areas will be dependent upon the re-establishment of ground routes. In many locations debris clearance and emergency road repairs will be given top priority to support immediate lifesaving emergency response activities.

4. Rapid damage assessment of Metro facilities will be required to determine potential work load, repairs required, and prioritization.
5. Emergency environmental waivers and permitting clearances may be needed for the disposal of materials from debris clearance and demolition activities.
6. Significant numbers of personnel with engineering and construction skills along with construction equipment and materials will be required from outside the disaster area.
7. Aftershocks (assuming an earthquake event) will require re-evaluation of previously assessed structures and damages.

IV. CONCEPT OF OPERATIONS

A. General

The Executive Director is the sole authority for issuing the declaration of emergency and to waive normal procurement procedures for outside services. It is the sole responsibility of the Transit Department to secure the declaration of emergency and Council ratification of emergency procurement expenditures. The Transit Director may authorize news releases regarding the emergency event.

B. Technical Services (Lead Section)

Once an emergency is declared, Technical Services will respond according to the *Construction Emergency Procedures. Manual*

C. Post Earthquake Structural Damage Assessment

Following an earthquake, Transit will carry out damage assessment according to the *Post Earthquake Structural Damage Assessment* procedures as found in the *Base Emergency Plan* as follows:

Phase I - Rapid Damage Assessment

Immediate preliminary assessment of facilities to determine any unsafe structures will be carried out by on-site personnel. At Transit Bases this will be the responsibility of either Building Operating Engineers or Millwrights; at Water Pollution Control facilities it will be the responsibility of Pump Crews. If they find any unsafe structures, they will post them with placards and report them to Metro Engineers. See map and telephone numbers.

Phase II - Detailed Damage Assessment

Detailed structural assessments will be carried out by Metro Technical Services engineering teams, which will be assigned on a zone basis. They will follow normal engineering procedures.

Phase III - Engineering Evaluation - Consultants

If structures are evaluated as either unsafe or questionable by Metro's engineering teams, consultant engineers may be called in to evaluate the structures and make recommendations for repair or demolition.

Phase IV - Insurance Inspection

If a structure requires major repairs, reconstruction, or demolition, insurance inspectors must evaluate the site. They will be called by Risk Administration.

V. RESPONSIBILITIES

A. Technical Services (Lead Department)

1. Provide direction and control.
2. Provide Resident Engineer or Construction Manager to make an on-site inspection and appraise requirements.
3. Responsible Supervising Resident Engineer will have authority to:
 - a) Select the contractor
 - b) Coordinate the work plan
 - c) Inspect the work
 - d) Record information
 - e) Prepare reports
 - f) Approve the payment requests
 - g) ensure completion of the emergency work

B. Facilities Maintenance

1. Responsible for on-site rapid damage assessment.
2. Responsible for clean-up and removal of debris for facilities and park and ride lots.

C. Vehicle Maintenance

1. Overall responsibility for the base facilities.
2. Coordinate with Technical Services on repair or demolition of bases.

D. Transit Operations

1. Secure the emergency declaration from the Executive Director.
2. Notify other emergency agencies and any special notices.
3. Supply assistance and special equipment such as posting, electrical testing as requested.
4. Act as the radio control center.
5. Authorize budget and payment requests.

E. Tech Services Facilities Inspection

1. Provide expertise and updated information, and as-built drawings on buildings.
2. Provide specialized equipment in their possession.

F. Risk Management

1. Notify insurance carriers.
2. Coordinate with insurance inspectors.
3. Provide administrative tasks.

G. Corporate Communication

1. Prepare and/or edit all news releases and contacts with the affected public.

2. Coordinate with Rider Information and the Emergency Broadcast System as needed.

H. Right-of-Way

1. Coordinate permitting and right-of-way assistance.

I. Environmental Compliance

1. Provide technical assistance on environment issues.

VI. RESOURCE REQUIREMENTS

All agency personnel and resources will be used as required. The Supervising Resident Engineer has the authority to engage Contractors, equipment, services, and supplies as required.

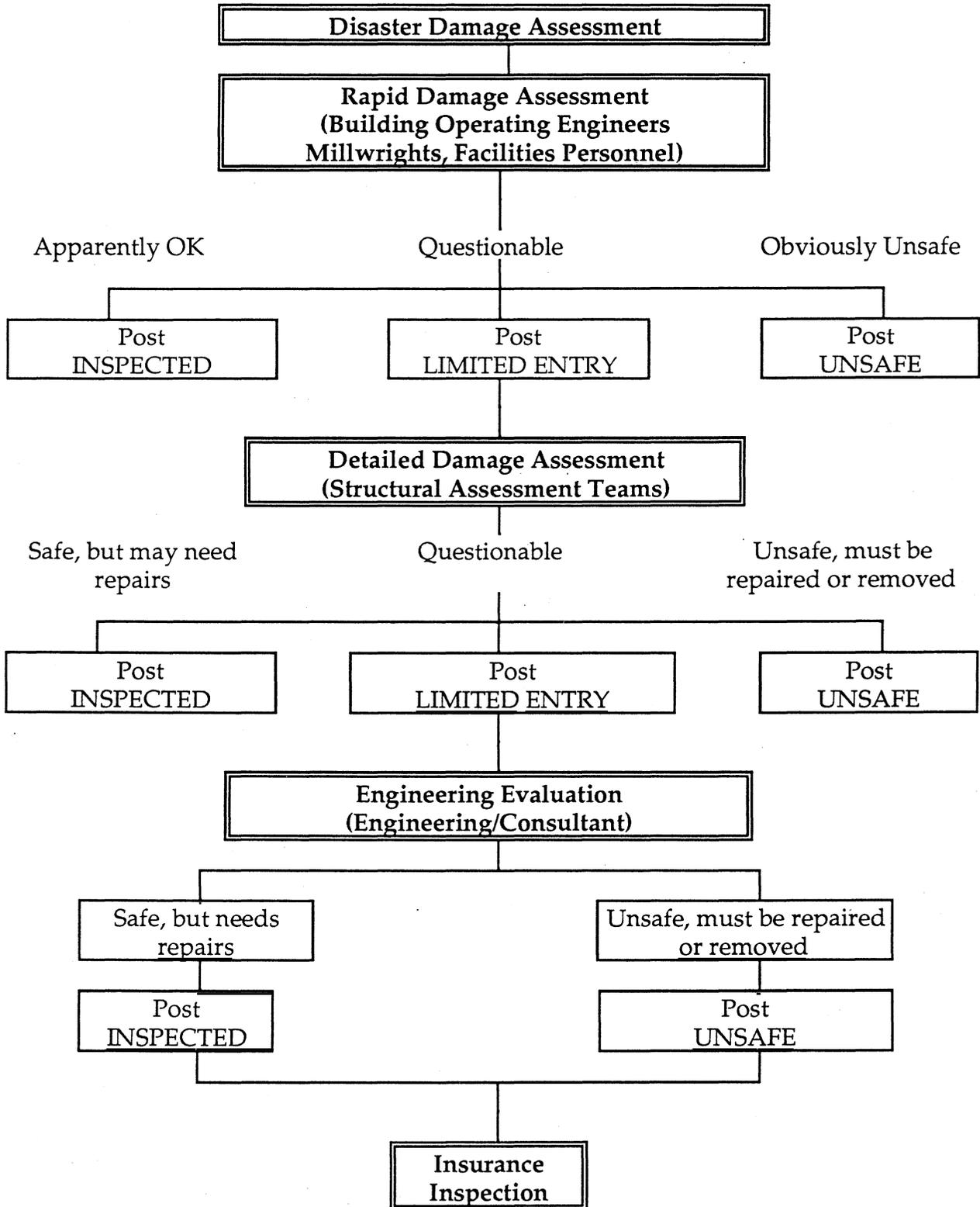
VII. REFERENCES

- A. *Technical Services Division Construction Services Emergency Procedures Manual,, 1993*
- B. *Base Emergency Plan, 1994, Appendix F. Structural Damage Assessment*
- C. *Procedures for Postearthquake Safety Evaluation of Buildings- ATC-20, 1989, Applied Technology Council*
- D. *The Federal Response Plan, ESF # 3 Public Works and Engineering, 1992*

APPENDIXES

- A. *Disaster Damage Assessment Chart*

APPENDIX A. DISASTER DAMAGE ASSESSMENT CHART



TRANSIT DISASTER PLAN

EMERGENCY SUPPORT FUNCTION # 10

FIRST AID, SEARCH AND RESCUE, SANITATION

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION # 10
FIRST AID, SEARCH AND RESCUE, SANITATION

LEAD SECTION: Safety

SUPPORT SECTIONS: Base Operations
Vehicle Maintenance
Training

I. INTRODUCTION

In case of a major emergency or disaster, Transit facilities may be without normal emergency medical services. Large-scale disaster may affect emergency medical service providers by damaging or destroying facilities and equipment.

A. Purpose

The purpose of Emergency Support Function (ESF) #10 — First Aid, Search and Rescue, Sanitation — is to provide guidelines for limited first aid, light urban search and rescue, and sanitation to be provided by Metro employees.

B. Scope

This ESF provides for limited first aid, search and rescue, and emergency sanitation services to be provided by trained base personnel when other public and private services are unable to respond or be contacted during and after a widespread disaster.

Transit personnel, especially at the bases, must be prepared to provide first aid services and triage to fellow employees. Light urban search and rescue to find missing or trapped personnel may also be required.

II. POLICIES

A. In an emergency, Transit personnel will call 9-911 to contact professional medical services whenever possible.

- B. Transit personnel will be prepared to provide first aid services to the extent of their individual certification or training, not to surpass "basic life support." Basic life support means *non-invasive emergency medical services requiring basic medical treatment skills*.
- C. Transit personnel are covered by insurance in the event of litigation resulting from providing first aid assistance in a medical emergency.
- D. Designated Transit personnel will be trained to direct light urban search and rescue. Any major search and rescue operations must be performed by trained professional search and rescue teams to avoid loss of life of either victims or rescuers.
- E. Bus drivers are not legally responsible to provide first aid assistance to passengers.
- F. If traditional rest room facilities are compromised, sanitation measures will be taken to ensure sanitary collection and disposal of human waste.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a catastrophic earthquake, significant natural disaster or other incident that produces extensive damage and results in a large number of casualties and injuries. Such a disaster could damage medical facilities and equipment and overwhelm trained search and rescue teams. Further, it is possible that regional medical facilities and aid stations may be relocated to areas that have sustained less damage or are more accessible. Under these conditions, Transit must care for employees, visitors, and passengers to the best of their ability, including possible transport of victims to the closest medical facility which may be a fire station.

B. Planning Assumptions

1. Because government resources may be overwhelmed by a disaster, Transit employees may be on their own for the first hours or even days after a disaster.
2. Transit will prepare to be self-sufficient for at least 72-hours after an earthquake.
3. Requests for emergency services will increase 300 to 700 percent immediately after a major earthquake.

4. Transit employees will respond adaptively and self-reliantly.
5. Trained Transit employees will be available following a disaster.

V. CONCEPT OF OPERATIONS

A. General

Operations under this ESF will be carried out under the overall direction of the Base Safety Officer if available; if not, the senior person trained in search and rescue will take charge. The safety of first aid providers and rescuers will take first priority in any emergency operation. If sufficient personnel are available, separate teams will be formed for first aid and search and rescue. The facility disaster supply kit will be located and retrieved for use.

B. First Aid and Triage

1. A First Aid Team will be formed of those with the most first aid and medical skills and experience.
2. The person with the most skill, training, or medical certification will be designated as First Aid Team leader.
3. An onsite first aid station will be established at a safe location.
4. First aid kits and emergency supplies will be gathered and taken to the first aid station.
5. The injured will be located and taken to the first aid station where triage will be performed.
6. Care will be provided for the injured to the extent of abilities available.
7. If possible, care will be coordinated with emergency medical services.

C. Search and Rescue

1. The search and rescue effort will be led by the first person trained in search and rescue on the scene.
2. A search and rescue team will be formed and equipped with safety equipment as needed.

3. Communications will be established between the team and the Base Coordination Center.
4. A primary search will be conducted using a floor plan or sheet of paper to identify sections searched and problems encountered.
5. Victims will be cared for appropriately.
6. A secondary search will be conducted to be sure all victims have been located and to record damages and observations.
7. Once cleared, damaged buildings will not be reoccupied until a damage assessment has been conducted.

D. Sanitation

1. Human waste must be disposed of in a sanitary manner.
2. Inoperable toilet facilities may require lining toilets with vinyl bags and adding recreational vehicle toilet chemicals, or sealing and setting aside until they can be properly disposed of.
3. Human waste will be stored and kept separate from other waste.
4. If water supply contamination is suspected, the following sources shall be used:
 - Stored emergency water supplies
 - Water in hot water tanks.
 - Distilled water in office water bottles
5. If power is out, care should be taken with refrigerated food, eating refrigerated food first, frozen food next, then canned or dry food last. Dispose of all thawed or suspect food.

V. RESPONSIBILITIES

A. Safety Section

Base Safety Officers will be responsible for organizational leadership of first aid, search and rescue teams, and sanitation efforts at facilities under their day-to-day assignment.

B. Support Sections

Volunteers working in the following organizations will receive training in first aid and search and rescue, and support these teams in a disaster.

1. Base Operations
2. Vehicle Maintenance
3. Training

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Base Transit Safety Officers
2. Vehicle Maintenance Personnel
3. Operations Chiefs, Trainers, and Instructors

B. Equipment

1. Disaster preparedness kits
2. First aid kits

C. Supplies

1. Blankets
2. Cots
3. RV toilet chemicals
4. Antiseptic towelettes
5. Heavy plastic bags
6. Emergency water
7. Emergency food

D. Facilities

1. Shelter - usable building
2. Tent
3. Coach

VII. REFERENCES

- A. *Base Emergency Plan*, 1994
- B. *Emergency Response Training, Light Rescue, , Life Safe Manual*, 1994
- C. *Medic First Aid, Basic Visual Workbook*, EMP International, 1993
- D. *1st Responder*, Second Edition, J. David Bergerson, ©1987
- E. *Emergency Medical Services: First Responder Training Course Instructor Lesson Plans*, U.S. Department of Transportation, National Highway Traffic Safety Administration.

APPENDIXES

- A. First Aid and Triage
- B. Search and Rescue

APPENDIX A FIRST AID AND TRIAGE

1. Purpose

In case of a major emergency or disaster, Transit bases and emergency service zones may be without normal emergency medical services. Large-scale disasters may affect emergency medical service providers by damaging or destroying facilities and equipment. Further, it is possible that regional medical facilities and aid stations may be relocated to areas that have sustained less damage or are more accessible. This plan provides for limited first aid services to be provided by selected base personnel when other public and private services are unable to respond or be contacted during and after the event of a widespread disaster.

2. Scope and Functions

Base personnel must be prepared to provide first aid services to the extent of their individual certification or training, not to surpass "basic life support." Basic life support means *non-invasive emergency medical services requiring basic medical treatment skills*.

An onsite first aid station will be established at a safe location. The injured will be found and moved to the first aid station. In the event of mass casualties, triage will be performed. Triage is defined as *the sorting of patients into categories of priority for care based on injuries and medical emergencies*. Directions for performing triage follow the first aid and triage checklist (see page A-2).

The Disaster Response Team will identify personnel with first aid and medical skills and form a First Aid Team, which will perform the following functions:

- Designate as First Aid Team leader the person with the most skill, training, or medical certification
- Establish a first aid station at a safe location
- Gather first aid kits and emergency supplies
- Follow blood-borne pathogens universal precautions and procedures
- Conduct triage
- Provide care for the injured to the extent of abilities

- Coordinate care with professional emergency medical service providers, if possible
- Request or provide medical transportation of seriously injured to medical facilities, if possible
- Provide temporary care for the dead
- Maintain records of injured and dead
- Provide emergency shelter for injured

3. First Aid and Triage Checklist

Establish First Aid Team and First Aid Station

- _____ 1. Identify and organize personnel present at the base with emergency first aid, CPR, and medical knowledge into a team or teams.
- _____ 2. Brief First Aid Team on the situation and assign duties.
- _____ 3. Establish an onsite first aid station in the classroom areas or in any other safe location depending on the extent of the disaster or emergency.
- _____ 4. Identify first aid treatment and holding areas.

Triage—Treatment

- _____ 5. Direct and coordinate the efforts of the First Aid Team(s) in triage and treatment of the injured. (See triage guidelines on page A-3.)
- _____ 6. Request medical transportation services for the injured or deceased. If the disaster effects make normal means of medical transport unavailable, provide transportation using buses, other Metro vehicles, etc.
- _____ 7. Identify and record the disposition of the injured, the deceased, and their belongings.
- _____ 8. Maintain communication with responding emergency medical services providers, onsite emergency teams, and the Base Coordination Center (BCC).

- _____ 9. Ensure the acquisition and maintenance of health and medical supplies and equipment.

Logistical Support

- _____ 10. Coordinate the transportation of health and medical supplies, equipment, and personnel.
- _____ 11. Establish, if necessary, an emergency shelter for victims, employees, rescuers, etc.

4. Triage Guidelines

Triage is defined as the sorting of patients into categories of priority for care based on injuries and medical emergencies. This process is used at the scene of multiple-victim disasters and emergencies when there are more victims than there are rescuers trained in emergency care.

Incidents that involve large numbers of casualties and a delay in the response time of emergency medical services require a special form of triage. The modified triage system that is in most common use is the S.T.A.R.T. (Simple Triage And Rapid Treatment) Plan. In this plan patients are triaged into very broad categories that are based on the need for treatment and the chances of survival under the circumstances of the disaster.

These categories are listed in Table A-1.

Table A-1. S.T.A.R.T. Plan Triage Categories		
Immediate	Delayed	Dead or Probably Death
Respirations above 30/minute	Walking wounded	No respiration
Respirations below 30/minute; no radial pulse	Respirations below 30/minute; with radial pulse	
Adequate respirations and perfusion*; unable to follow directions	Adequate respirations and perfusion; able to follow directions	
<p>Note: All respiratory rates are estimates based on a quick observation. No actual rates are determined.</p> <p>* Perfusion refers to the steady flow of blood through vital organs.</p>		

There are four major steps in this process of triage during which the rescuers are able to take some basic actions to ensure adequate airways and control serious bleeding, etc. The four major steps of the S.T.A.R.T. Plan are described in Table A-2.

Table A-2. S.T.A.R.T. Major Step Descriptions							
Step	Description						
1. Delayed Patients	<p>The rescuers direct all patients who can walk to go to an assigned area. These patients are now considered to be in the DELAYED category.</p> <p>The rescuers move to the closest patient that cannot walk and continue triage.</p>						
2. Respiration Check	<p>Each patient who cannot walk is assessed for respirations during which the patient may be positioned to provide for an open airway.</p> <p>Respiration is used to classify the patient as:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">IMMEDIATE</td> <td>Respirations > 30 per minute</td> </tr> <tr> <td>DELAYED</td> <td>Respirations < 30 per minute</td> </tr> <tr> <td>DEAD or NON-SALVAGEABLE</td> <td>No respirations</td> </tr> </table>	IMMEDIATE	Respirations > 30 per minute	DELAYED	Respirations < 30 per minute	DEAD or NON-SALVAGEABLE	No respirations
IMMEDIATE	Respirations > 30 per minute						
DELAYED	Respirations < 30 per minute						
DEAD or NON-SALVAGEABLE	No respirations						
3. Perfusion Assessment	<p>Patients who received a respiratory check and were classified as IMMEDIATE or DELAYED are checked for adequate perfusion (the steady flow of blood through the vital organs). This is done on the basis of the presence or absence of a radial pulse.</p> <p>Any patient with a radial pulse is assumed to have adequate perfusion and is considered to be DELAYED.</p> <p>Any patient without a radial pulse is assumed to have inadequate perfusion and is classified as IMMEDIATE.</p> <p>During the third step, major bleeding can be discovered and treated and patients without a radial pulse can be positioned with their legs elevated.</p>						
4. Brain Injury Assessment	<p>If a patient with adequate respirations and perfusion can follow simple directions, the central nervous system is assumed to be intact. This patient is classified as DELAYED.</p> <p>Any patient with adequate respirations and perfusion who cannot follow simple directions is classified as IMMEDIATE.</p>						
<p>Note: The fourth step may be completed during the assessments for respiration and perfusion. If necessary, it can be done as a separate step for certain patients.</p>							

Triage priorities are usually given in three levels. Table A-3 contains a general list of medical problems and their priority groupings. (This is to be used only for reference.)

Table A-3. TRIAGE Priorities	
Highest Priority	
1.	Airway and breathing difficulties
2.	Cardiac arrest
3.	Uncontrolled or suspected severe bleeding
4.	Severe head injuries
5.	Severe medical problems
6.	Open chest or abdominal wounds
7.	Severe shock
Second Priority	
1.	Burns
2.	Major multiple fractures
3.	Back injuries with or without spinal cord damage
Lowest Priority	
1.	Fractures or other injuries of a minor nature
2.	Obviously mortal wounds where death appears reasonably certain
3.	Obviously dead

5. Blood-borne pathogens precautions and procedures

Employees must follow procedures to protect themselves and their coworkers from contact with infectious materials.

- Disposable gloves must be worn when employees' hands potentially have direct contact with infectious materials. First aid providers will wear double gloves.
- Surgical masks, eye protection, and/or chin-length face shields shall be worn whenever eyes, nose, or mouth might be splashed by body fluids.

- Open cuts, sores, and chapped, abraded, or otherwise damaged skin must be covered with a bandage.
- Hands must be washed with soap and water as soon as possible after working with blood or other potentially-infectious materials. If soap and water are not available, a waterless antiseptic hand cleanser shall be used.
- Hands must be washed before eating, drinking, smoking, applying cosmetics or lip balm, handling contact lenses, or putting anything in the mouth, if working in an area where there is potential for exposure to infectious waste.
- A “grabber” or tongs, broom and dust pan will be used when possible to pick up potentially-infectious materials.
- Discarded hypodermic needles will be held by the barrel and placed needle-down in a rigid, leak and puncture-proof sharps container provided by the Department. Re-capping, breaking, bending, or dismantling of a needle or syringe unit is prohibited
- Tongs, grabbers, or other mechanical devices may be wiped clean after use. Disposable gloves may be discarded in the common trash.
- Sharps containers will be sealed when they are between one-half and three-quarters full, or at the end of the shift. Used sharps containers will not be kept on your vehicles after the end of the shift.
- After an accident, equipment and contaminated surfaces will be thoroughly cleaned and disinfected. (Dried HBV can survive on environmental surfaces at room temperature for at least one week).
- Identified bags for contaminated first aid materials shall be used. These materials include but are not limited to, towels, gauze pads, and bandages.
- Whenever possible, pocket masks will be used during mouth-to-mouth resuscitation.

NOTE

*This appendix is taken from Appendix C, Base
Emergency Plan — Transit Operations*

APPENDIX B

SEARCH AND RESCUE

1. Purpose

In the event of a major emergency or disaster involving the destruction of buildings, base personnel may be required to perform light urban search and rescue to find missing or trapped personnel. This appendix provides a checklist to aid in search and rescue operations.

2. Scope and Functions

The Search and Rescue Checklist (page B-2) is a guide to light urban search and rescue. Any major search and rescue operations must be performed by trained search and rescue teams. However, immediate emergency search and rescue can be performed by base personnel.

The Disaster Response Team will identify and equip personnel to form Search and Rescue Teams, which will perform the following functions:

- Conduct primary and secondary searches
- Rescue trapped victims where possible
- Assist the First Aid Team in attending to the dead
- Document rescue activities and victim information

3. Search and Rescue Checklist

Form and Equip Teams

- _____ 1. Form search and rescue teams of at least two persons per team.
- _____ 2. Establish communications. Check with the Base Coordination Center (BCC) for information on the status of facility and possible hazards. Establish communications link—radio if possible, runners if not.
- ===== 3. Equip team members with hard hats, gloves, and tools as needed. Review safety equipment and guidelines, especially for confined spaces.

Primary Search

- _____ 4. Establish a search plan. Divide the facility into manageable areas prior to starting to search. Use a floor plan area map (refer to the evacuation posters at the end of this appendix), or a sheet of paper to identify the sections searched and the problems encountered. Mark the areas searched.
- _____ 5. Record the positions of the unconscious or dead for identification purposes. Note any identifying objects found with each person.
- _____ 6. Make every effort to find victims. Call out, use a whistle, or otherwise announce the presence of the team so that trapped victims can respond to notify them of their location.
- _____ 7. Move victims carefully to avoid further injury. Take those with injuries to the first aid station. Remove the dead to a temporary or permanent morgue.
- _____ 8. Attend to the dead respectfully, cover bodies, avoid mutilation, and collect and preserve identification (clothes, watches, purses, wallets, and the like). Log names.

NOTE

*This appendix is taken from Appendix D, Base
Emergency Plan — Transit Operations*

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #11

SECURITY
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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #11
SECURITY

LEAD SECTION: Transit Security

SUPPORT SECTIONS: Base Operations
Vehicle Maintenance
Safety
Training

I. INTRODUCTION

In the event of a major emergency or disaster, transit facilities may be without electrical power, thus negating electrically operated alarms. In addition, under major emergency or disaster situations, facility personnel, equipment and material may be in jeopardy.

A. Purpose

The purpose of Emergency Support Function (ESF) #11 is to provide guidelines for establishing and maintaining operating base, maintenance facility, and safety & training building security.

B. Scope

This ESF provides for limited onsite security provided by Metro employees from each site until such time as the security guard contractor can respond on-site.

Metro staff at operating bases, maintenance facilities and the safety & training building must be prepared to assign, at a minimum, one Metro employee at each site to provide rudimentary site perimeter patrol action.

II. POLICIES

- A. In an emergency, the chief of facilities security will contact the appropriate security guard contractor to request services.
- B. Transit employees will be prepared to provide rudimentary security services when directed by Metro staff. This service will be limited to

observation and reporting; under no circumstances shall transit employees engage in physical contact with an intruder or other miscreant.

III. SITUATION

A. Disaster Condition:

A disaster condition may result from a catastrophic earthquake, significant natural disaster or other incident that produces extensive damage to facilities and equipment. Such a disaster could leave Metro personnel and equipment unguarded and subject to unlawful activities perpetrated by non-Metro passersby. Under such conditions, Transit must care for employees and visitors, and guard equipment, tools and other items.

B. Planning Assumptions

1. Because government resources and those of private contractors may be overwhelmed by a disaster, transit employees may be on their own for the first hours 72 hours.
2. All security officers employed by Transit that are off-duty employees of the Seattle Police Department or King County Sheriff's will be called to emergency duties and not be available to Transit.
3. Requests for security guard services will increase dramatically after a major disaster; it is realistic to assume that Transit will be unable to obtain security guard services for at least 72 hours after a major disaster.
4. Transit employees will respond in an adaptive and self-reliant manner.

IV. CONCEPT OF OPERATIONS

A. General

In the event of a disaster, Transit Security will be seriously understaffed. Every effort will be made to secure contract security services to provide security for Transit facilities.

The establishment and maintenance of contract security services shall be contingent upon their availability. Until such services are available, operating bases, maintenance facilities, the safety & training building, and other facilities must be protected and secured by Metro employees.

B. On-site Security

As soon as possible after a major disaster, transit security staff and selected members from the support sections will institute the following site security requirements:

1. No less than one Metro employee at each work site will start perimeter patrols of the worksite.
2. The perimeter patrols will observe and report any activity which, in the opinion of the observer, is in violation of local code or presents a threat to Transit personnel or property.
3. No attempt will be made to stop or detain the miscreant; rather, each perimeter patrol employee will immediately contact 9-1-1 and report the occurrence. If telephone service is disrupted, log each occurrence with as much information as possible (i.e., number of perpetrators, description, activity).

V. RESPONSIBILITIES

A. Transit Security

1. Provide direction and control for security.
2. Coordinate contract security services.
3. Provide guidance and support to non-security staff in providing emergency security for Transit facilities.

B. Support Sections

The following will provide emergency security in the event of a disaster:

1. Base Operations
2. Vehicle Maintenance
3. Safety
4. Training

VI. REFERENCES

- A. *Base Emergency Plan, 1994*

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #12
PUBLIC INFORMATION
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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #12
PUBLIC INFORMATION

LEAD SECTION: Corporate Communications

SUPPORT SECTIONS: Service Communications
Rider Information
Transit Community Relations

I. INTRODUCTION

An efficient public information system is critical to Metro in an emergency to ensure the timely preparation and provision of a continuous flow of emergency information to the public and special groups.

A. Purpose

The purpose of Emergency Support Function (ESF) #12 is to assure the provision of information to the public, Metro management, and employees.

B. Scope

This ESF addresses all public information responsibilities to process, coordinate, and disseminate information for the Transit Department, including disseminating information to the public through the media, disseminating information to management and employees, and responding to media requests.

II. POLICIES

- A. Corporate Communications, located on the 9th floor of the Exchange Building, will provide direction and coordination of all public information with the concurrence of Metro and King County management.
- B. Requests from the media to Transit employees for emergency information should be referred to Corporate Communications if at all possible.
- C. Public information will be coordinated with the King County Public Information Office as needed.

- D. Metro's general policy for news media relations, as set forth by the Executive Director, calls for coordination and responsiveness. When talking to the media about an emergency, be courteous, avoid speculation, and discuss only the known facts.

III. SITUATION

A. Disaster Condition

It is expected that many normal means of communications in the affected areas would either be incapacitated or demolished in a disaster.

B. Planning Assumptions

1. Normal means of communications in the affected areas may be either demolished or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster area until communications can be restored.
2. Sufficient public information officers and support personnel will be available to set up a public information system and interface with the media and other agencies.
3. The Federal Emergency Management Agency (FEMA) will establish a Joint Information Center (JIC) adjacent to the disaster area to coordinate federal, state, and local information.
4. Demands for information from media outside the state will be significantly increased in a disaster.
5. The Emergency Broadcast System will be available to Transit through the King County Office of Emergency Management.
6. Sufficient communications will be established to support public information efforts.

IV. CONCEPT OF OPERATIONS

A. Public Information During an Emergency

A public information system is important in an emergency to ensure the timely preparation and provision of a continuous flow of emergency information to the public and special groups. Metro's emergency public information is handled by the Corporate Communications section.

B. Coordinating with Other Agencies

Metro Public Information Officers (PIOs) will coordinate with other government agencies, including city, county, and state. Corporate

Communications will coordinate with the King County Director of Communications to ensure that no conflicting information or instructions are released. In the event of a disaster in the City of Seattle, the Seattle mayor's PIO will coordinate the release of emergency public information and instructions. If the disaster occurs in other locations, either the PIO of that city or the PIO from King County will take the lead.

C. Public Information Objectives

The objectives of Metro's PIOs during an emergency are to:

- Warn the public of dangers, their effects, and proper counter-measures
- Control rumors
- Inform the public of the availability of public transportation services
- Provide continual information to the public through the media about vital services and Metro's emergency operations.

D. Disseminating Information to the Public Through the Media

The general public will receive emergency public information and instructions primarily through the news media. Radio and television broadcast stations will be used to maintain contact with the local population, to provide last-minute directions or changes, and to report on disaster-area operations and conditions.

KIRO, 710 AM, Seattle, is the primary Emergency Broadcast System for Seattle and all of King County and will broadcast emergency information for rebroadcast by other stations, as detailed in the Emergency Broadcast System operational plan.

Dissemination of printed emergency information and instructions to the public will be coordinated through the *Seattle Times*.

E. Disseminating Information to Employees

Government and quasi-governmental agencies, businesses, and industries will disseminate instructions and supporting information to their employees. The instructions should reflect not only general survival information but also specific directions. The vehicle for these instructions will be the normal form of communication within each organization. These instructions must be consistent with survival instructions given to the public.

F. Responding to Media Requests

In an emergency, media representatives may request information from other Metro employees. If at all possible the media should be referred to Corporate Communications. During working hours (8 a.m. to 5 p.m.), Corporate Communications can be reached at 684-1414. During non-working hours, Corporate Communications can be reached from a touch-tone telephone by calling pager number 993-7909. If staff is not available through the pager, one of the following staff members should be called at home:

Staff Member	Home Phone	Cellular Phone
Dan Williams	547-3638	948-4715
Mareatha Counts	362-6946	949-5787

G. Cooperating with the County Executive Director's Public Information Office

Metro will coordinate with the King County Executive's director of communications in disseminating information about transit operations in an emergency.

H. King County Joint Information Network

Corporate Communications will coordinate with public information officers from other jurisdictions to ensure consistency and accuracy of information. A *Public Information Officer Emergency Information Guide for the King County Area* has been developed for this purpose.

I. Federal Level Public Information

In the event of a disaster or catastrophic event, the FEMA Assistant Associate Director for Public and Intergovernmental Affairs (AADPA) is responsible for implementing Federal public affairs activities in the disaster area. FEMA will establish a JIC in an adjacent location. Once the on-scene JIC is declared operational, it will assume primary responsibility for originating and coordinating Federal information released to the public and the news media.

The JIC will cooperate with the Interagency Committee for Public Affairs in Emergencies (ICPAE) which provides coverage for the President and other Federal agencies, supports the Washington press corps, and provides policy guidance and support for as long as needed.

All transportation public information personnel will be required to cooperate with the Federal ESF #1 Transportation public information officers.

V. RESPONSIBILITIES

A. Corporate Communications

1. Corporate Communications is the lead section for providing public information.
2. Public Information Officers will gather, edit, and produce information products for dissemination in forms suitable for use by print, broadcast, and other media.
3. Corporate Communications is responsible for disseminating information to media through various means, including briefings, news releases, interviews, and appearances before groups.
4. Corporate Communications will support the Director's Office and any other Transit representative in communicating with the media.
5. Corporate Communications will monitor media reports and provide rumor control to stop untrue information from wide circulation by disseminating the facts.

B. Service Communications

1. Service Communications will operate the Communications Center on the 12th floor of the Exchange Building directing transit operations in the service area.
2. Service Communications will provide interface with other Transit agencies, local authorities, and emergency response units.
3. They will compile and forward information concerning the disaster and the status of Transit service to Corporate Communications.

C. Rider Information

1. Rider Information will coordinate route and service information.
2. They will deliver emergency information to the public on the telephone system.

D. Transit Community Relations

1. Staff may be called upon to assist in gathering information and producing material for employees and the public.
2. Staff may be used to distribute information.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Corporate Communication staff
2. Service Communication Center staff
3. Rider Information staff
4. Transit Community Relations staff

B. Equipment

1. Telephones
2. Cellular telephones
3. Computers
4. Fax machines
5. TV monitor
6. VCR
7. Office equipment

C. Materials

1. Standard office supplies

D. Facilities

1. Exchange Building
2. Alternate sites
 - a) Downtown Transit Tunnel - Convention Place
 - b) King County Emergency Operations Center
 - c) City of Seattle Emergency Operations Center

VII. REFERENCES

- A. *Metro Emergency Response Plan*
- B. *Public Information Officer Emergency Information Guide for the King County Area*
- C. *Federal Response Plan*

APPENDIXES

- A. Corporate Communications Staff Action Guide
- B. Public Information Officer's Checklist
- C. Sample Statements for the News Media
- D. PIO Disaster Preparedness Kit

APPENDIX A

CORPORATE COMMUNICATIONS

STAFF ACTION GUIDE

There are generally at least two periods in any emergency: the emergency period and the recovery period. For some disasters, such as volcanic eruptions, there is usually an additional period, during which notification of the pending emergency has been received. Efforts during this "increased readiness period" are concentrated on warning the public of the imminent emergency and increasing the organization's readiness for the emergency.

Emergency public information is handled by the Public Information Officers (PIOs) in the Corporate Communications section.

Responsibilities During the Increased Readiness Period

1. Gather available information regarding the character of the threat and protective measures.
2. Initiate contact with the news media and review standard operating procedures for release and dissemination of emergency public information and instructions.
3. Assist in dissemination of warning and protective information and instructions.

Responsibilities During the Emergency Period

1. Monitor the activities of the Transit Emergency Operations Center on the 12th floor of the Exchange Building and other government EOCs as required.
2. Prepare emergency public information for release to the news media.
3. Prior to release of information, coordinate with the appropriate Metro official to verify the accuracy of the information.
4. Coordinate news conferences and aid news reporters in obtaining information.
5. Meet with the media in the Metropolitan King County Council chambers if necessary.

6. Advise Metro directors and departments on emergency public information programs and operations.
7. Coordinate emergency public information with King County, the City of Seattle, the Washington State Department of Transportation, neighboring jurisdictions, and the federal governments, if required.

Responsibilities During the Recovery Period

1. Keep the public informed of recovery progress.
2. Issue up-to-date instructions concerning bus routes.
3. Foster an environment of public assistance among Metro employees.
4. Respond to information requests from the media.

Appendix B

PIO Emergency Response Checklists

(Source: *Public Information Officer Emergency Information Guide*, Puget Sound PIO Committee)

In a crisis or emergency, even the most experienced and trained PIOs can get distracted and not remember all the things that need to be done. We hope the attached checklists are helpful to you. It is our suggestion that you make copies of these ahead of time, particularly the Initial Response Sheet, and keep it in the front of your PIO notebook so it is readily accessible.

Before the Disaster Hits

- Assemble your personal and PIO "survival" kits and have them in a place that is accessible at all times.
 - * Consider having a kit in your car and at your office
 - * Consider preprinting flyers with room for specifics of a particular disaster
 - * Consider equipment for use when the power is out

- Assemble additions to this notebook.
 - * Applicable department or organization policies, regulations, plans
 - * Your agency contact list: names, alternates and 24-hour contact numbers
 - Spokespersons
 - Operational managers
 - PIO support personnel
 - * Media list: phone and FAX numbers, deadlines.

- Get personal ID cards for all PIO staff and distribute them.

- Identify special audiences with whom you may have to communicate.
 - * Make appropriate contacts
 - * Have basic materials in the correct format
 - Non-English speaking
 - Deaf/ hearing impaired
 - Blind/ partially sighted.

- Develop "key message statements" about potential areas of concern.
 - * Brainstorm with agency what potential problems could arise
 - * Consider all answers to each problem that are applicable
 - * Prioritize the most important messages you want to convey
 - * Prepare actual concise statements
 - * Keep these accessible - and updated.

Initial Response

- Check in with the response person in charge to get briefed on the situation.
 - * Get a list of other agencies involved in the response
 - * Check the state of communications systems: phones, radios, EBS etc.
- Determine where should you be located (headquarters, EOC, on-site).
- Secure/recruit PIO staff for information intake, production of materials and information dissemination.
- Establish a PIO work area and bring in supplies/equipment.
- Develop a fact sheet about the incident and your agency's response:
 - * WHO is affected - who is responding
 - * WHAT is happening - what is your agency doing - what do you expect or need citizens to do
 - * WHERE is the affected area and how big is it - and where is assistance from your agency to victims available
 - * WHEN will there be a solution - when will services be available
 - * HOW can the public get further information
 - * Other points your agency wants to make to the public
 - * Date each fact sheet and keep in a file/notebook for reference
 - * List contact person(s) and 24-hour contact information
 - * Is the information confirmed, clear and concise? Does it avoid jargon and acronyms?
 - * Get fact sheet approved by the appropriate authority.
- Brief your agency spokespersons on the fact sheet content and the overall incident/situation.
 - * Decide under what circumstances that person(s) or you will speak to the media
 - * Determine that person(s) availability to talk to the media.
- Respond to media on site and/or start calling the media on your list. Use your fact sheet as the basis of the release of information.
 - * Keep a list of media you have talked to with reporter's names and phone numbers
 - * Make note of any questions or requests of reporter(s)
 - What is the reporter's deadline
 - Find the information ASAP and return their call in time.

Evaluating the PIO Function in Progress

- Monitor print and broadcast media reports.
 - * Contact the media for a serious mistake that would cause problems for disaster victims and/or other response agencies. (see CRISIS checklists)
- Distribute updated information regularly to internal audiences:
 - * Agency representative at EOC
 - * Office personnel, especially switchboard
 - * PIO staff
 - * Other individuals the above people may recommend.
- Distribute updated information regularly to external audiences:
 - * Media
 - * Government officials in your jurisdiction
 - * Other organizations/individuals recommended by the Operations Director
- Evaluate PIO staff.
 - * Are there enough staff to cover all functions?
 - * Is there enough staff experience and expertise; reassign duties, if necessary.
 - * Is the staff getting adequate rest time so they are able to function effectively?
- Evaluate PIO function area.
 - * Is there enough equipment and the right kind?
 - * What supplies need replenishing?
- Evaluate cooperative relationships.
 - * Is appropriate material from other agencies being distributed to the necessary people in your agency?
 - * Are your updates getting to other agencies in a timely manner that meets their needs?
- Have all parts of operations report rumors to you immediately.
 - * Get all details and investigate immediately.
 - * Report correct information to the source, other internal audiences and PIOs.
 - * Evaluate the impact of the release of inaccurate information on victims and other response organizations; contact media, if necessary.

Handling Power or Phone Outages

- Find out if the problem is limited to your location.
 - * Consider temporarily moving the PIO office to another site that has power
 - * Check whether local media are experiencing outages.
- Check with your operations director about options such as obtaining a portable generator.
- If your agency/organization has multiple offices, see if one of them has power and can relay your information to the media and other outlets.
- Consider other options for information distribution:
 - * Have on-duty fire or police distribute flyers with important information if they are checking the scene.
 - * Use preproduced flyers with general information, adding specific information for this emergency
 - * Create posters and post them wherever they are needed
 - * Use a sound truck to convey critical information
 - * Use other organization workers (such as Red Cross damage assessment or feeding volunteers or utility crews) to carry information.
 - * Etc.: be creative, work with other agencies to find solutions.

Crisis Scenarios: Introduction

If you believe a crisis is at hand - especially a crisis that could spread - remember that while events can clearly spell trouble, a crisis more often grows from inauspicious beginnings. In both cases, the first sign of a crisis is generally lack of control. Events start unfolding with increasing momentum, until the events begin driving the organization.

No one can control everything, so the best crisis communication rule of thumb is:

While many options exist for resolving a crisis, there is one sure way to fuel it, and that is to neglect to ask for help and/or to do something until a huge problem exists.

Take advantage of the collective intelligence and experience available and bounce ideas off colleagues in your department, agency or other PIOs.

Crisis Scenarios: Introduction (continued)

Judgment calls are necessary to diffuse a crisis. But there is nothing mystical or magical about making judgments.

- Find out the facts
- Look for the "real" cause of the problem - don't mistake a symptom for a cause
- Investigate all options with their ramifications
- Act calmly.

Crisis: False Information is Released by Your Agency

- Investigate the source of any erroneous information
 - * What were the errors?
 - * How did they arise?
 - * Who authorized the release of the information?
 - * Find the error, correct it, and provide this information quickly.
- Do not abdicate responsibility for the errors. Don't hide the truth.
 - * Assure all audiences concerned that your agency will take action to rectify the situation.
- Enlist the support of your agency authorities. People want to see decision makers involved when a mistake is made.
 - * Select an appropriate spokesman to address the situation
 - * Brief the spokesperson and other PIOs of the complete situation and what the agency has done to correct it.
- If the information has been publicized by the news media, contact editors, news directors and writers involved.
 - * Address the specific errors and ask that the correct information be reported if the incorrect information will cause problems for victims, the work your agency is doing and/or other response agencies.
- Include the correct information in all communications until it has been widely spread.

Crisis: False Information and Allegations in Media

- Call the reporter directly and say, "I'd like to clarify a point in the story about..."
 - * Do not be accusatory
 - * Address and contain the problem quietly and quickly without calling undue attention to the error
 - * Be prepared to provide as much documentation as possible to support the correct situation.
- Deliver or send by fax a clarification to the newsroom of the media outlet making the mistake.
 - * Present only the correct information.
- If the error is grave and widespread, consider holding a news conference to clarify misleading statements. However, weigh the disadvantages of a news conference:
 - * By the time you schedule a news conference, the incorrect information may be repeated often to the public.
 - * Reporters may be too busy to attend. News conferences are not widely attended by media in this media market.
 - * Your spokesperson can get "rattled" and appear overly defensive, making the problem of incorrect information mushroom into a perception that you are hiding something.
- If reporters do not immediately correct the errors, draft a letter to the TV assignment editor, radio general manager or the newspaper editor addressing the specifics of the misstatement and asking them that the correct information be reported.
 - * Explain that the false information would hamper response efforts and hurt disaster victims.
 - * Have the letter approved by your agency operations director or other appropriate authority.
 - * Have the letter delivered by someone who has all the facts and can answer questions.

Crisis: Communication After Operational Mistakes

- Include the correct information in all communications until it has been widely reported.
 - * Circulate the correct information to all internal audiences.
 - * Distribute statements to all other response agencies.
- Respond quickly.
 - * Ensure that the situation has been corrected and each affected person given appropriate assistance.
- Talk personally to the victims or involved individuals and be certain that they know the facts and do not spread erroneous information.
- Find out how the mistake occurred. Be able to explain the facts. Many errors are forgivable if you explain the following:
 - * How did the incident happen?
 - * How is your agency going to remedy, or already have remedied, the situation?
 - * What will your agency do to prevent this in the future?
- If the situation begins spinning out of control and many reporters are calling, you may consider holding a news briefing to get the facts straight.
 - * The spokesperson must be well informed and have the facts to clear up rumors and answer questions.
 - * The spokesperson should be able to put the story into the proper perspective by humanizing other agency work - without diminishing the importance of this problem.
- Weigh the situation with the proper authorities in your organization to determine if it would be better to report the story first. It could add to your integrity and avoid looking like a cover up.

Appendix C

Sample Statements for the News Media

(Source: *Public Information Officer Emergency Information Guide*, Puget Sound PIO Committee)

This guide is intended for the use of trained and experienced Public Information Officers. The inclusion of the following prepared statements is not to suggest the lack of ability to think and respond with appropriate statements during an emergency. Rather, they are for the use of anyone thrust into the duties of PIO when a disaster or emergency has resulted in the loss or unavailability of the regular staff PIO.

Sample Statements for News Media

Earthquake (No Information Available)

This is _____ at the _____. An earthquake of undetermined magnitude occurred in the _____ area. At this time we have no confirmed reports of injuries or damage. Police and fire units are responding to the area. We will keep you updated. Meanwhile, be prepared for aftershocks. If shaking begins again, quickly seek shelter under a sturdy piece of furniture or in a supporting doorway. If your house has been damaged and you smell gas, shut off the main gas valve. Switch off electrical power if you suspect damage to the wiring. Do not use your telephone unless you need emergency help.

(Update Information)

At approximately _____ today, an earthquake registering _____ on the Richter scale struck the _____ area, with its epicenter at _____. Fire and Police units were immediately dispatched to assess damage and provide emergency response.

(Indicate injuries, deaths, property damage, fires, etc., reported to date.)

_____ aftershocks were felt, the largest occurring at _____. At (time) no additional damage had been reported (or specify damage).

More than _____ response personnel from police and fire departments were called into action, and the Emergency Operations Center of the King County Office of Emergency Management has been activated. The Red Cross opened shelters at _____ for persons unable to remain in their homes and reported lodging and feeding over _____ persons.

Sample Statements for News Media (continued)

At _____ (time) on _____ (date), the county council declared a local emergency and requested that the governor proclaim a state of emergency. The council also asked the governor to request the president to declare a major disaster. Damage to private and public buildings has been estimated to exceed \$ _____.

Hazardous Material Incident

(Unidentified Spill/Release in Heavy Traffic Area)

This is _____ at the _____. An unidentified substance that may be hazardous has been spilled/released at _____ (specific location). Please avoid the area while crews are responding. The best alternate routes are _____.

If you are already in the area, please be patient and follow directions of emergency response personnel. The substance will be evaluated by specially trained personnel, and further information will be released as soon as possible.

(Low Hazard/Confined Spill/Release - No General Evacuation)

This is _____ at the _____. A small amount of _____, a hazardous substance, has been spilled/released at _____. Streets are blocked, traffic is restricted, and authorities have asked residents in the immediate _____ block area to evacuate. Please avoid the area.

The material is slightly/highly toxic to humans and can cause the following symptoms: _____. If you think you may have come in contact with this material, you should (give health instructions and hotline number, if available).

For your safety, please avoid the area if at all possible. Alternate routes are _____ and traffic is being diverted. If you are now near the spill/release area, please follow directions of emergency response personnel. Cleanup crews are on the scene.

Thank you for your cooperation.

Sample Statements for News Media (continued)

(High Hazard Spill/Release - General Evacuation Requested/Mandatory)

This is _____ at the _____. A large/small amount of _____, a highly hazardous substance, has been spilled/released at _____. Because of the potential health hazard, authorities are requesting/requiring all residents within ___ blocks/miles of the area to evacuate.

If you are _____ (give evacuation zone boundaries), you and your family should/must leave as soon as possible/immediately. Go immediately to the home of a friend or relative outside the evacuation area or to _____ (indicate shelter). If you can drive a neighbor who has no transportation, please do so. If you need transportation, call _____.

Children attending the following schools: _____ (list) will be evacuated to _____. Do not drive to your child's school. Pick your child up from school authorities at the evacuation center.

Listen to this station for further instructions.

The material is highly toxic to humans and can cause the following symptoms:

_____.

Summary Statement for Media

At approximately _____ AM/PM today at spill/release of a potentially hazardous substance was reported to this office by _____. (Police/fire) units were immediately dispatched to cordon off the area and direct traffic.

The material was later determined to be _____ (describe), a (hazardous/harmless) chemical/substance/material/gas which upon contact may produce symptoms of _____.

Precautionary evacuation of the _____ area (immediately/X block) surrounding the spill was (requested/required) by (agency). Approximately _____ persons were evacuated.

Clean-up crews from _____ were dispatched to the scene. Normal traffic had resumed by _____ (time) at which time residents were allowed to return to their homes.

Sample Statements for News Media (continued)

There were no injuries reported. (or ____ persons, including fire/police personnel, were treated at area hospitals for _____. All/number were later released.)

Those remaining in the hospital are in _____ condition. Response agencies involved were: _____.

Flood

This is _____ from the _____. The recent storm has caused severe/moderate flooding in several/many areas of the county. As of _____ today, the following roads/streets have been closed by law enforcement officials: _____.

Please avoid these roads/streets. If you must travel, use alternate routes as follows:

_____.

(evacuation ordered)

This is _____. The flooding situation continues in parts of the county and may worsen. For your safety, you are requested to leave the _____ area as soon as possible (give boundaries of local area, evacuation routes).

Be sure to take essential items -- medicine, special foods, personal items, baby supplies, clothing, money, and valuable papers -- but do not overload your car. Secure your home before you leave. Be sure to check on any neighbors who may need assistance.

If you cannot stay with relatives or friends outside of the evacuation area, go to (one of) the Red Cross shelter(s) at _____.

Pets will not be allowed in Red Cross shelters. If you cannot make arrangements for someone outside the evacuation area to take care of your pet, (give instructions). Do not allow your pet to run loose. If you cannot make arrangements for your large animals, (give instructions).

If you have no means of transportation or if you are physically unable to evacuate on your own, ask a neighbor to assist you or call _____. Otherwise, please do not use your telephone except to report an emergency.

I repeat. If you live in the _____ area (give boundaries), you are requested/required to evacuate for your own safety. Stay tuned to this station for more information and instructions.

Appendix D

PIO Disaster Preparedness Kit

Personal Items

- Three gallons of water (one gallon per day for three days)
- Three day supply of non-perishable food, mess kit or paper cups, plates and plastic utensils. Non-electric can opener
- Map of the area (for locating shelters)
- First aid kit with non-prescription drugs
- Comfort kit: toothbrush, toothpaste, toilet paper, feminine supplies, comb, washcloth, soap, etc.
- Flashlight with extra batteries
- Battery powered radio and extra batteries
- Cash or traveler's checks, change
- One complete change of clothing and footwear
- Rain gear, sleeping bag or blankets, thermal underwear, hat and gloves, sturdy shoes
- Prescription drugs
- Contact lenses and supplies, extra eye glasses
- Important documents stored in waterproof, portable container
 - Will, insurance policies
 - SS cards, immunization records
 - Bank account and credit card account numbers
 - Inventory of household goods, important telephone numbers
 - Family records (birth, marriage, death certificates)
- Extra set of car keys

General PIO Supplies

- Steno notebooks
- Letterhead stationary and envelopes
- News release letterhead
- Masking tape
- Scotch tape
- Post-it notes
- Felt pens
- Ball point pens
- Glue stick
- "White- out"
- PIO identification badge
- Emergency Joint Information Guide

PIO Disaster Preparedness Kit (continued)

- Disposable camera with flash
- Photo release forms
- Manual typewriter
- Manual mimeograph machine
- Thomas Guide (regional or county-wide map)

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #13

RIDER INFORMATION

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TRANSIT DISASTER PLAN

EMERGENCY SUPPORT FUNCTION #13

RIDER INFORMATION

LEAD SECTION: Rider Information Office (RIO)

SUPPORT SECTIONS: Service Communication Center (SCC)
Customer Assistance Office (CAO)
Corporate Communications
Telecommunication

I. INTRODUCTION

A. Purpose

The purpose of this Emergency Support Function (ESF) is to establish guidelines for providing updated emergency bus service information to the public and other Transit sections.

B. Scope

The Rider Information Office (RIO) provides updated bus information about delays, reroutes, and cancellations to the public, Customer Assistance Office (CAO), Transit's Customer Stop, and Custom Bus personnel. It also responds to calls from the driving public regarding condition of roads and bridges.

II. POLICIES

- A. The Rider Information Office, located on the 4th floor of the Exchange Building, will provide direction and control of all information to Transit riders regarding bus services, roadway/bridge status, and other information as necessary and available, except when incapacitated by telephone system failure or by damage to the Exchange Building.
- B. The *Adverse Weather Plan* will be followed unless superseded by disaster conditions.
- C. In a disaster, information to riders will also be given through the media and Emergency Broadcast System (EBS) in cooperation with Corporate Communications.

III. SITUATION

A. Disaster Condition

The Transit service area is vulnerable to natural and man-made disasters which would significantly disrupt normal bus service. Information flow may be seriously hampered, commuters stranded, normal vehicle traffic restricted, emergency transit services required, numerous reroutes needed, and resources limited. As power and telephone services become available, the RIO will play an important part in communicating with the public regarding their transportation needs.

B. Planning Assumptions

1. The RIO will be able to provide information to the public even though some personnel will be unable to report for duty. Management and specialists will go on overtime shifts for the duration of the emergency.
2. Employees need to communicate with family members. The RIO will coordinate with the SCC, Transit bases, and Human Resources to provide information to employees and their families. Employees will also be encouraged to establish out-of-state telephone contacts for family information.
3. Telephones or electricity may be disrupted, impacting the RIO and requiring use of the media and the EBS.
4. Emergency communications will be established as rapidly as possible.
5. The EBS will be available to the RIO through the King County Office of Emergency Management.
6. The Federal Emergency Management Agency (FEMA) will establish a Joint Information Center adjacent to the disaster area to coordinate information. They will publish road, reroute, and bridge conditions. They will hold press conferences daily and disseminate rider information on request.

IV. CONCEPT OF OPERATIONS

A. Rider Information During an Emergency

In a disaster the RIO will be overwhelmed with hundreds of thousands of telephone calls requesting information as long as the telephone system is working. In a typical snow event over 180,000 telephone calls have been

received in a day; RIO can only answer approximately 10%. In a disaster every means of supporting RIO and reaching the public will be used. Managers and specialists will work overtime for the duration of the emergency. Emergency food and supplies have been stocked in the RIO area and will be available to staff who need to stay onsite.

The Automated Call Distribution (ACD) system can handle 28 incoming calls at a time with an additional 20 callers on hold. A voice mail system will also serve customers. Additional telephone lines and back-up staff from other sections may also be required.

If the RIO offices are damaged beyond usefulness, RIO operations will be moved to the most conveniently located undamaged Transit base. Banks of telephone lines will be installed as soon as possible.

B. Coordinating with Other Sections and Agencies

The RIO will coordinate with other Transit sections to exchange and provide information. They will coordinate with Corporate Communications to provide information to the media and the EBS.

KIRO, 710 AM, Seattle, is the primary EBS station for King County and will broadcast emergency information for rebroadcast by other stations.

Printed emergency information and instructions to the public will be coordinated through the Seattle Times.

The Service Information Section provides printed bus schedules, rider alerts, and maps, with emergency information as needed.

C. Rider Information Objectives

The objectives of Transit's rider information services during an emergency are:

- Provide up-to-date information to riders on the status of normal services, reroutes, canceled routes, and expanded services
- Warn riders of dangerous situations and restrictions to travel
- Provide the driving public with emergency information

V. RESPONSIBILITIES

A. Rider Information Office

1. The RIO is the lead section for providing information to the public and other sections of the agency via the Rider Information telephone system.
2. The RIO will coordinate with the SCC for disaster information and status of the coaches and reroutes.
3. The RIO will coordinate with Corporate Communications on information for the media and the EBS.
4. The RIO will prepare messages concerning bus availability for broadcast on the EBS.
5. The RIO chief and assistant chiefs will take control of their areas and determine needs.
6. The RIO will direct requests for information concerning employees and their families to the appropriate location.

B. Service Communication Center

The RIO and the SCC will provide current pertinent information to each other as such information becomes available.

C. Customer Assistance Office

The CAO will provide back-up staff for information lines.

D. Corporate Communications

Corporate Communications will coordinate with the RIO on information for the media and the EBS.

E. Telecommunications

1. Telecommunications will provide repairs and technical support for RIO telephone systems.
2. Telecommunications will direct setting up at an alternate site if the RIO office is damaged.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Rider Information staff
2. Service Communication coordinators
3. CAO staff

B. Equipment

1. Telephone equipment

C. Materials

1. Emergency equipment/materials for 30-40 people, such as:
 - bedding
 - food
 - water
2. Medical/other emergency supplies
3. Emergency phones and telephone instrument/hardware replacement parts

VII. REFERENCES

- A. *Rider Information Office Emergency Plan* (at work stations)
- B. *Adverse Weather Plan* (current edition)
- C. *Metro Emergency Response Plan, 1991*

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #14
FINANCE AND ADMINISTRATION

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #14
FINANCE AND ADMINISTRATION

LEAD SECTION: Finance Department
Administration

SUPPORT SECTIONS: Purchasing
Risk Management
All Sections Administrative Staff

I. INTRODUCTION

Timely financial and administrative support of extensive response and recovery activities will be crucial to success in saving lives and property. Innovative and expeditious means may be employed to achieve the financial operational support objectives. Administrative assistance will be important to operational activities. Documentation is critical to recovering disaster funds and providing for legal contingencies.

A. Purpose

The purpose of Emergency Support Function (ESF) #14 — Finance and Administration — is to provide basic disaster financial guidance to the Finance Department and all involved Transit departments and sections which respond to or are responsible for the recovery from a disaster.

B. Scope

This ESF helps ensure that financial operations are conducted in accordance with established policies, regulations, and standards, and that funds are available to respond to and recover from a disaster. It also gives direction to administrative staff.

II. POLICIES

A. The Finance Department will provide direction and control for financial operations and record keeping.

- B. Administration and support staff will support and back up operations and emergency activities, and assist in the identification, location, and allocation of resources.

III. SITUATION

A. Disaster Condition

A disaster will cause unprecedented injuries and loss of lives, property damage, and financial chaos. Banks will be closed, ATM machines will be inoperable, and cash will be scarce. Financial needs will be overwhelming.

B. Planning Assumptions

1. A disaster may require the expenditure of large sums of money by the Transit Department to provide emergency services, restore normal service, expand services, and restore facilities and equipment.
2. Finance operations will be carried out under compressed schedules and intense political pressures, necessitating expeditious (non-routine) procedures, but with no lessened requirement for sound financial management and accountability.
3. A Presidential "major disaster" or "emergency declaration" will permit funding from the Federal Disaster Relief Fund under the provision of the Stafford Act, 42 U.S.C. 5121, and applicable regulations. Reports and records must be kept to support claims for recovery funds.
4. A FEMA financial management unit will be established in each Disaster Field Office (DFO) to provide support to the community.
5. Sufficient personnel will be available to document costs and damages.

IV. CONCEPT OF OPERATIONS

A. General

Each Transit department and section is responsible for providing its own financial services and administrative support to its response operations. Funds to cover costs for response and recovery activities will be provided through King County emergency funds or reimbursement by FEMA.

B. Before a Presidential Declaration

After an occurrence that may result in a declared major disaster or emergency, Transit will assess the situation and prepare an estimate of labor and damage costs. These estimates will be forwarded to the King County Office of Emergency Management. They will compile estimates for King County and supply them to the State of Washington. If local and state resources have been exceeded, the governor will request either a Presidential "Emergency Disaster Declaration" or a "Major Disaster Declaration." See the "Disaster Assistance Overview" in the Overall Plan.

Losses are also reported to Risk Management for insurance purposes.

C. After a Declaration

Once an emergency or major disaster is declared by the President, a Disaster Field Office (DFO) is opened to accommodate a FEMA financial management unit, from which extensive federal and state assistance can be provided. This is operated by FEMA Region X and the State of Washington. Disaster Application Centers (DACs) are opened and private assistance moneys are made available; public agency assistance briefings are conducted and moneys made available.

Transit sends representatives to the briefings and names an official agent to represent them. The agent coordinates with FEMA, the state, and local jurisdictions. More detailed damage assessments are made and the documentation process is begun to start the process of recovering funds.

D. Notifications

Administrative and finance staff can assist in notifying Transit and outside agencies of disaster conditions and needs.

V. RESPONSIBILITIES

A. Finance Department

1. Provide critical procurement and financial support for the disaster response and recovery of all departments.
2. Provide for the disaster coordination and care of employees in the Exchange Building.
3. Provide for critical payroll operations.

4. Operate the Print Shop if possible to support printing schedules and information for the public. If the Print Shop is unusable, arrange for outside services as necessary.
5. Provide Risk Management support for insurance and Workers Compensation needs.
6. Provide critical support for documenting and recovering funds for insurance and FEMA disaster recovery funding.
7. Supply cash for emergency purchases if while available.

B. Administration

1. Transit Administration will support operations sections immediately following a disaster.
2. Transit Administration will collect data regarding labor and materials costs in the recovery phases of a disaster.

C. Purchasing

1. Expedite emergency purchases and contracts.
2. Provide followup coordination for emergency repairs, cleanup, and recovery.

D. Risk Administration

1. Coordinate insurance-related inspection and recovery of insurance payments.
2. Coordinate Workmen's Compensation for any on-job injuries.

E. All Administrative Staff

All administrative support staff, including administrative assistance, secretaries, clerks, and temporary staff will provide documentation and record keeping for their respective sections.

VI. REFERENCES

- A. *The Federal Response Plan*, Financial Management Annex, 1993
- B. *Metro Emergency Response Plan*, 1991
- C. *Base Emergency Plan*, Appendix F — Record Keeping, 1994

APPENDIXES

- A. Record Keeping

APPENDIX A

RECORD KEEPING

1. Purpose

In a major disaster, record keeping is essential. It is important to have a record of incidents, labor costs, damages, requests for assistance, and use of resources. Everyone is responsible for record keeping in a disaster. Each team should assign a person to keep records. This appendix provides guidelines and a form to assist in record keeping.

2. Scope and Functions

Records must be kept of every significant emergency or disaster activity. These may be used in any legal action and to recover costs from the Federal Emergency Management Agency (FEMA) and the state of Washington.

All emergency teams must perform the following functions:

- Keep a log of events and decisions made.
- Do a structural damage assessment, as follows:
 - a. Write down, photograph, or videotape any damage to building and equipment.
 - b. Follow the instructions and use the Rapid Evaluation Safety Assessment form provided in Appendix F of the *Base Emergency Plan*.
- Use the Status Report Form (item 3 of this appendix) to provide a basis for:
 - a. Briefings of management, personnel, and the public
 - b. Requests for assistance
 - c. Allocation of essential resources
 - d. Assessment of damage
- Fill out normal Metro forms, as required:
 - a. Time cards
 - b. Purchase order forms

- c. Accident/Incident report forms
- d. Insurance forms
- Use Project Documentation forms to record the labor and materials used for emergency-associated tasks, as follows:
 - a. Charge all costs to the designated emergency ARMS number.
 - b. Note on time cards the reason for labor.

NOTE

FEMA allows labor costs for workers and first line supervisors; management costs are not allowed.

3. Status Report Form

A. EVALUATION/DAMAGE REPORT

1. Fires/fire potential _____

2. Fatalities _____

3. Serious injuries _____

4. Injuries requiring transportation to medical facility (life-threatening)

5. Minor injuries _____

6. Areas unsafe/evacuated _____

7. Number of employees onsite _____

C. OPERATIONAL CAPABILITIES

1. Bus operations _____

2. Maintenance operations _____

3. Administrative operations _____

4. Project Documentation

The two forms located on pages E-7 and E-8 of the *Base Emergency Plan* are used to record labor and materials used for emergency-associated tasks.

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #15
HUMAN RESOURCES
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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #15
HUMAN RESOURCES

LEAD DEPARTMENT: Human Resources

SUPPORT SECTIONS: Service Communications
Operations
Telecommunications

I. INTRODUCTION

A. Purpose

The purpose of Emergency Support Function (ESF) #15 — Human Resources — is to provide for human resource concerns after a disaster including the coordination of information about employee status, advertise earthquake preparedness training for employees, and coordinate trauma debriefing.

B. Scope

This ESF addresses the activities of the Human Resources Department before and after a disaster.

II. POLICIES

- A. There are no policies regulating working overtime in the case of a disaster, except as noted below. In all other situations, it will be the responsibility of management to monitor the ability of employees to safely perform their duties. When any employee can no longer perform safely, he/she must be sent home to recuperate.
- B. In the contract between Metro and ATU 587, disaster conditions are defined as "extreme emergency." There are several references to extreme emergency in the job categories of transit operators, vehicle maintenance employees, and service supervisors, in which normal restrictions in hours worked will be waived.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a catastrophic earthquake, natural disaster, or other incident that produces extensive damage and results in a large volume of request from all levels of government for transit services. Such a disaster could damage Metro facilities and support systems as well as disrupt normal operations significantly.

B. Planning Assumptions

1. The first concern of employees will be for their family's safety. Metro will support the efforts of employees to communicate with their family and return home as needed.
2. Sufficient HR personnel will report to work to provide critical services.
3. Employee's medical benefits will remain in effect so they have ready access to available medical resources.
4. Disaster operations will be executed in accordance with normal policies, procedures, and union agreements to the extent possible.

IV. CONCEPT OF OPERATIONS

A. General

In the event of a disaster, Human Resource personnel will report to the Exchange Building as needed to support response and recovery efforts. They will coordinate personnel and hiring issues.

B. Telephone Bank

Human Resource volunteers will staff telephone lines to coordinate information with Transit employees and their families. These volunteers will be trained to handle emergency calls of this nature. Information will be coordinated with the Service Communications Center and the bases.

C. Critical Incident Support Team (CIST)

The CIST team will provide post trauma support for employees and their families. Procedures will be developed for expanding CIST services in a disaster and/or coordinating community resources.

RESPONSIBILITIES

A. Lead Department: Human Resources

1. Provide direction and guidance for all disaster responsibilities of the Human Services Department
2. Coordinate hiring temporary personnel, reclassifying personnel if required (such as allowing administrative personnel drive a bus).
3. Coordinate returning retired personnel to temporary duty.
4. Provide the Critical Incident Support Team (CIST) for post-trauma support for employees and their families
5. Coordinate community services which provide post-trauma support when employee needs exceed CIST resources.

B. Service Communications

1. Coordinate information regarding employee status and make them accessible to Human Resources.
2. Identify location and condition of bus drivers.

C. Operations

1. Coordinate personnel and union issues with HR.
2. Assist in providing employee and family information.

D. Telecommunications

1. Provide telephone services and repairs as needed.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. HR staff as required
2. Critical Incident Support Team

B. Equipment

1. Telephones

2. Computers
3. Office supplies

C. Materials

1. Emergency supplies
2. Bedding
3. Food and water

VII. REFERENCES

- A. ATA 587 Contract
- B. *Metro Emergency Response Plan*, Municipality of Metropolitan Seattle, 1991.

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EMERGENCY SUPPORT FUNCTION #16
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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #16
BUSINESS CONTINUATION

LEAD SECTION: Information System Division

SUPPORT SECTIONS: Finance
Administration
Base Operations

I. INTRODUCTION

This ESF will be completed in late 1995 when Information Systems Division *Business Disaster Recovery Plan* will be completed by Dataguard Recovery Services. This will be a comprehensive plan to determine all of the elements involved in this plan as well as detail response plans.

A. Purpose

B. Scope

II. POLICIES

III. SITUATION

A. Disaster Condition

B. Planning Assumptions

IV. CONCEPT OF OPERATIONS

V. RESPONSIBILITIES

VI. RESOURCE REQUIREMENTS

VII. REFERENCES

TRANSIT DEPARTMENT DISASTER PLAN

EMERGENCY SUPPORT FUNCTION #17

RIDESHARE OPERATIONS

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TRANSIT DEPARTMENT EMERGENCY PLAN

EMERGENCY SUPPORT FUNCTION #17

RIDESHARE OPERATIONS

LEAD SECTION: Rideshare Operations

SUPPORT SECTIONS: Service Communications (SC)
Service Quality
Base Operations
Rider Information Office (RIO)
Vehicle Maintenance (VM)

I. INTRODUCTION

A. Purpose

The purpose of Emergency Support Function (ESF) #17 Rideshare Operations is to provide for continued and special operations of VanPool and Custom Bus during a disaster situation.

B. Scope

This ESF addresses all Rideshare Operations including VanPool and Custom Bus.

II. POLICIES

- A. Rideshare Operations will provide direction, support, and emergency services to the VanPool and Custom Bus fleet to the extent possible.
- B. VanPool vans are leased to the driver and passengers and Metro has no direct responsibility or control over them in an emergency.
- C. VanPool vans under lease will not be confiscated by Metro in a disaster.
- D. New or surplus vans may be used to support the bus fleet in responding to emergency requests.
- E. In a disaster, vans used to support the bus fleet will be fueled at Transit bases.

III. SITUATION

A. Disaster Condition

A disaster condition may result from a catastrophic earthquake or some other significant natural disaster or incident that produces extensive damage and results in a large volume of requests from all levels of government for transit services.

B. Planning Assumptions

1. There will be sufficient Rideshare staff to provide emergency support for VanPool and Custom Buses even though 20 to 30 percent may not be available.
2. VanPool drivers and passengers will wish to return to work as soon as it is possible.
3. Employers will expect Custom Bus and VanPool services to continue for their employees.
4. Communications will be available to give direction and support to drivers.

IV. CONCEPT OF OPERATIONS

A. General

Rideshare Operations shall plan and prepare for emergencies and disaster and respond according to the Rideshare Operations Emergency Preparedness Plan. They will provide direction and support to VanPool driver and supervise use of vans to support the bus fleet.

B. Notifications

In the event of a disaster or a storm warning, Service Communications will notify Sales and Customer Services and Rideshare staff representatives. Rideshare representatives will notify VanPool staff. As the emergency escalates VanPool staff will contact Special Use, Shared Use and Employee Transportation Coordinators (ETC) of major employers with Transit VanPools to alert them of emergency conditions. They will also activate the Adverse Weather Plan telephone tree and alert staff of required procedures.

On-call VanPool staff person will notify VanPool staff as appropriate and post the stage alert on the emergency preparedness board located in the VanPool office reception area.

C. Disaster Response Reporting

In the event of a disaster Rideshare Operations will report to the Exchange Building to respond to the emergency needs and requests. If the Exchange Building is unusable, Rideshare Operations will attempt to relocate at one of the following locations:

- **Central Marketing.** They will coordinate information and activities with the Central Emergency Service Zone personnel and the Central/ Atlantic Base Coordination Center.
- **Bellevue/East Base.**
- **Other Bases**
- **Van Distribution Yard.** When construction is complete on the Van Distribution Yard in Redmond, staff may report there for emergency operations.

Rideshare office hours will be extended for direct access by drivers and the BCC, as needed. If communications are down, Rideshare Operations staff will report to the nearest alternate site.

D. Maintenance

Maintenance is provided for vans by six designated maintenance facilities (see the *Rideshare Operations Emergency Preparedness Plan*) During a disaster garages are instructed to provide emergency services as required with emergency maintenance/repairs to be given top priority.

Drivers contacting the VanPool office for assistance will be advised to go to the nearest maintenance garage.

E. VanPool Surplus Fleet

Rideshare Operations will coordinate emergency use of the VanPool surplus fleet to support the bus fleet to provide service and to respond to emergency request. Staff will coordinate fueling and maintenance of the VanPool fleet with Vehicle Maintenance as needed.

V. RESPONSIBILITIES

A. Rideshare Operations

1. Provide direction and control for all VanPool and Custom Bus operations.
2. Develop, coordinate, and maintain the *Rideshare Operations Emergency Preparedness Plan*.
3. Coordinate with van drivers in re-routing, accidents, or mechanical failure of a van.
3. Coordination distribution of surplus vans to support the bus fleet.

Note: Detailed tasks may be found in the *Rideshare Operations Emergency Preparedness Plan*.

B. Service Communication Center (SCC)

1. Notify Rideshare staff of emergencies and adverse weather warnings.
2. Notify the VanPool staff of stranded or disabled van reports from van drivers, Transit operators, or Service Supervisors.
3. Coordinate the use of vans to support the bus fleet in providing service and responding to emergency requests.

C. Service Quality

1. Provide direction and support for VanPool drivers and vehicles in the field
2. Notify the SCC or BCC as appropriate.

D. Base Operations

1. Activate the Base Communication Center (BCC) and provide VanPool access to information and communications.
2. Coordinate the use of vans to support the fleet in providing service and responding to emergency requests if the SCC is not available.

E. Rider Information Office

1. Coordinate information to the public on road and route conditions.
2. Coordinate access to the media and the Emergency Broadcast System.

F. Vehicle Maintenance

1. Coordinate the fueling and maintenance of the VanPool fleet used to support the fleet.

G. VanPool Drivers

1. Will follow the VanPool Driver's Emergency Response Plan.
2. In case of serious accidents involving injury, fatality, or mechanical failure of a van, drivers will contact the Metro Traffic Coordinator at 684-1705 immediately or as soon as communication is restored.

VI. RESOURCE REQUIREMENTS

A. Personnel

1. Rideshare Operations staff
2. Service Communications coordinators
3. Service supervisors
4. Base operations staff
5. Rider Information staff
6. Vehicle Maintenance staff
7. Van Pool drivers

B. Equipment

1. Vans
2. Cellular telephones
3. Pagers

C. Materials

1. Emergency earthquake kit

D. Facilities

1. Exchange Building
2. Bellevue Base
3. Van Distribution Yard
3. Other bases as needed

VII. REFERENCES

- A. *Rideshare Operations Emergency Preparedness Plan*
- B. VanPool Driver's Emergency Response Guide
- C. *Metro Emergency Response Plan, 1991*
- D. *Base Emergency Plan, 1994*

TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #18

ADA SERVICES

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TRANSIT DISASTER PLAN
EMERGENCY SUPPORT FUNCTION #18
ADA SERVICES

LEAD SECTION: Accessible Services

SUPPORT SECTIONS: Service Communications
Service Quality
Base Operations

I. INTRODUCTION

This ESF will be completed in 1995 when the reorganization of Accessible Services has been completed.

A. Purpose

B. Scope

II. POLICIES

II. SITUATION

A. Disaster Condition

B. Planning Assumptions

IV. CONCEPT OF OPERATIONS

V. RESPONSIBILITIES

VI. RESOURCE REQUIREMENTS

VII. REFERENCES

PREDICTED EFFECTS OF EARTHQUAKES ON TRANSIT FACILITIES

EARTHQUAKE EFFECTS AND SCENARIOS

Scientists have predicted a significant earthquake in the Puget Sound area in the next 10 years. The scenarios presented in the following pages are based on the level of damage likely to occur for earthquakes of the designated 6.5, 7.5, or 8.5 magnitude. Damage projections are based on the findings of Kennedy/Jenks, consulting engineers, from seismic studies of Metro Transit facilities.

Case 1—Earthquake Magnitude 6.5

General Conditions

Type of Earthquake	A magnitude 6.5 (M6.5) earthquake 50 kilometers below the earth's surface.
Recurrence Interval	18-25 years.
Ground Shaking	A few seconds.
Aftershocks	None.
Effects	Many windows would break. Loosened bricks and heavy objects would fall.
Fire	Low risk.
Death and Injury	Less than 10 in entire region.
Services Available	Police, fire, and medical aid should respond in a reasonable time. No outside help should be required.

Transit Conditions

Communications	Telephones overloaded. Cellular telephones overloaded. Pay telephones working. Radio—one transmitter out; radio communi- cations usable with a few weak spots. Computer systems working.
Building Damage	Little or no structural damage expected. Non- structural damage and debris could be extensive.

Hazardous Material Spills	Fuel tanks may be damaged causing hazardous conditions at the bases. Damage to roadways, RR tracks, and bridges could cause rail car and tanker spills. Facilities with onsite chemical storage could also cause a hazard.
Road and Bridge Conditions	Several bridge spans would collapse. Surface roads would be damaged or blocked by debris. Many bridges would be unusable until inspected for damage. I-90 and 520 would be closed for inspections. Commute times would increase significantly.
Power Outage	Power would be out for a few hours at Transit Base.
Conclusion	The Transit system is expected to perform well with minor damage to facilities and coaches. However significant problems would be caused by road and bridge conditions, causing re-routing and scheduling changes. There would be a great demand for Transit services to reduce traffic on roads and freeways. There would be many requests for emergency services. Service routes may need to be expanded to the most severely damaged areas.

Case 2—Earthquake Magnitude 7.5

General Conditions

Type of Earthquake	A magnitude 7.5 earthquake deep beneath Puget Sound in the Juan de Fuca Plate.
Recurrence Interval	Every 100 to 150 years.
Ground Shaking	Strong ground shaking for up to 45 seconds.
Aftershocks	None.
Effects	Communications disrupted. Broken utility lines. Damaged roadways and bridges. Liquefaction in several areas. Collapse of numerous bridge spans. The State of Washington would probably need federal assistance to meet response needs.

Fire	Many fires would break out and spread because of inoperable water systems and overloaded fire departments.
Death and Injury	2,000 deaths and nearly 10,000 injuries in six counties (based on an estimate from 1975 U.S. Geological Survey report on earthquake losses in Puget Sound).
Services Available	Few public services available for up to 72 hours. Many utilities out for 7 to 14 days. Many volunteers available. Help may be called in from outside area. Difficulties getting help because of bridge and road damage.
Transit Conditions	
Communications	Telephone system damaged. Cellular telephone system damaged. Some pay telephones working but overloaded. Radio transmitters out; radio communications operable bus to bus, in a limited range.
Building Damage	Most buildings upgraded to low vulnerability. Some structural damage. Extensive non-structural damage and debris. Base, management, and administration personnel may be required to move to alternate locations.
Hazardous Material Spills	No significant damage expected from chemical hazards in Metro facilities. Chemical spills from industrial facilities may make their way into the streets and sewer system.
Road and Bridge Conditions	Significant damage to roads and bridges. An estimated 30% of Transit routes affected. Numerous bridge spans collapsed. Outside help required from the state and U.S. Army Corps of Engineers.
Power Outage	Power would be out in extensive parts of the county. Repairs may take days. Only facilities with generators would be operational. Fuel for generators may become a problem.

Conclusion

Although Transit facilities are expected to survive with minor structural damage, the widespread damage to the county including deaths, injuries, and loss of bridges and roads will severely impact services. Outside help will be required to provide emergency and normal services. Public demands and government expectation may significantly exceed resources. Recovery could take weeks to months.

Case 3—Earthquake Magnitude 8.5

General Conditions

Type of Earthquake	A magnitude 8.5 (M8.5) subduction earthquake approximately 30 kilometers below the earth's surface.
Recurrence Interval	Once every 475 years.
Ground Shaking	Very strong shaking, lasting up to 2 minutes. Accelerations (lateral loads) would be similar to the M7.5 event but with much longer duration. Ground shaking would be over a much larger area.
Aftershocks	Many aftershocks would occur. While lateral loads for the M7.5 and M8.5 will be similar, the longer duration of the M8.5 event will result in double the amount of liquefaction damage. The numbers of homeless would increase as repeated shaking further damages structures already weakened by the main shock and as individuals become reluctant to remain inside.
Effects	Some coastal areas may become completely submerged, while some ports could become too shallow to be used. The State of Washington would probably need federal assistance to meet response needs.

Transit Conditions

Communications	Telephone systems severely damaged. Cellular telephone systems damaged; service would be restored in 24 hours. Pay telephones would work but be overloaded. Radio transmitters would be out; radio communications operable bus to bus in a limited range.
Building Damage	Similar to M7.5 with significant increase because of duration.
Services Available	Similar to M7.5.
Hazardous Material Spills	Similar to M7.5.
Road and Bridge Conditions	Similar to M7.5 with significant increase.
Power Outage	Power will be out in extensive areas of the county. Repairs may take days to weeks.
Conclusion	A significant portion of the Transit system will be inoperable. Although the bases are expected to perform well, internal damage and debris and external damage to driveways and parking lots could be extensive. Damage to bridges and roads would be major and obstruct bus routes for weeks to months. Outside help would be required to supply buses, personnel, fuel, and other supplies and services. Emergency demands will far exceed resources.

TRANSIT DISASTER PLAN

GLOSSARY

Assembly Area. A designated area, located away from the emergency scene, where employees gather during a base evacuation for the purpose of receiving emergency briefing and instructions, and to be accounted for. Assembly areas have been designated in the Emergency Evacuation Posters found in each building.

Base. A facility to support Transit operations, vehicle maintenance, and other functions. Metro Transit operates six bases throughout King County.

Base Coordination Center (BCC). A center to be set up in a centralized location at the base to manage and coordinate emergency response efforts. In case of an SCC radio system failure or a catastrophic event, the BCC for each base will direct Transit operations and monitor roadway and system status for their service area.

Base Supervisor. The supervisor of the Transit base. Also the person designated to provide emergency direction and control.

Disaster. See "Major Emergency or Disaster."

Emergency Broadcast System (EBS). The EBS is a warning and communication system set up by the federal government to broadcast emergency messages via radio and TV stations. In this area, KIRO (AM 710) is the EBS station.

Emergency Management. Emergency management is the systematic analysis, planning, decision making and assignment of available resources for emergencies and disasters. Emergency management has been established at all levels of government and is a growing and evolving discipline. Current emergency management practices require an all-hazards approach.

Emergency Operations Center (EOC). A facility that is activated in a major emergency or disaster for the coordination and management of the event. Local cities, King County, the state of Washington, and FEMA have EOCs. The SCC on the 12th floor of the Exchange Building serves as the EOC for Metro.

Emergency Planning Committee (EPC). The EPC is responsible for emergency planning activities including developing plans, purchasing emergency equipment, and coordinating training and exercises. All Metro departments are represented; the Emergency Planner is the chair. The EPC coordinates with the base Emergency Planning Teams.

Emergency Service Zones. Emergency service zones have been established to facilitate Transit operations in their service areas in the event a major disaster, such as an earthquake, makes normal operations from the SCC impossible. Service zones have been designated for the Central, North, East, and South areas.

Emergency Task. A task that is performed as part of the emergency preparedness, response, or restoration activities.

Emergency Teams. A predetermined group of people who are assigned to emergency tasks or are involved in the base emergency planning. The team possesses the knowledge, authority, responsibility, and resources to accomplish their assigned tasks.

Federal Emergency Management Agency (FEMA). FEMA governs, trains, finances, and coordinates emergency management in this country.

Hazardous Material (HAZMAT) Incident. An emergency or accident involving the spill or release of a dangerous chemical that poses a threat to the public and requires special equipment and trained personnel to handle.

Major Emergency or Disaster. A major emergency or disaster occurs when resource requirements are beyond local capabilities, or if there is a threat to a large geographical area.

Minor Emergency. A phase of emergency response that occurs when there are minor or limited damages, injuries, or loss of resources. The incident is limited in scope and requires relatively minimal coordination.

Moderate Emergency. A moderate emergency occurs when there is damage, injury, or loss that causes an increase in emergency activities. This requires senior management effort and the commitment of Metro resources.

Quick Reference Card. A composite of emergency information provided by Transit Safety. The card contains the names and telephone numbers of Transit supervision, lists of vehicles and resources at each base, and emergency telephone numbers.

Resources. As used in emergency management, resources refers to all personnel, equipment, and supplies needed and used in an emergency. In Transit, buses, operators, wreckers, fuel, and other equipment and supplies are considered resources and may be commandeered by local, state, and federal authorities.

Service Communications Center (SCC). The SCC, formerly the Control Center, is located on the 12th floor of the Exchange Building. SCC personnel use communication equipment to track all buses and to direct service operations and emergency requests. The SCC manager or other representative may be assigned to a government EOC to exchange information and coordinate resources.

Service Quality Supervisors and Districts. Service Quality supervisors with specially equipped vans provide on-the-street coordination and assistance to the bus fleet. The Transit service area is divided into Service Quality Districts supervised by a Service Quality supervisor.

Triage. The sorting of patients into categories of priority for care based on injuries and medical emergencies. This process is used at the scene of multiple-victim disasters and emergencies when there are more victims than there are rescuers trained in emergency care.

Window. The “window” refers to the location in Base Operations where buses and operators are dispatched. The window is staffed by dispatchers and is designated to function as a message center in a major emergency.

TRANSIT DISASTER PLAN
TERMS AND ACRONYMS

AADPA	Assistant Associate Director for Public and Intergovernmental Affairs
ACD	Automated Call Distributor
BCC	Base Coordination Center
CAO	Customer Assistance Office
CBS	Custom Bus Service
CIST	Critical Incident Support Team
CPS	Convention Place Station
DAC	Disaster Application Center
DART	Dial A Ride Transit
DFO	Disaster Field Office
DOT	Department of Transportation
ECC	Emergency Coordination Center
EBS	Emergency Broadcast System
EMD	Emergency Management Division (Washington State)
EOC	Emergency Operations Center
EPC	Emergency Planning Committee
ESF	Emergency Support Function
ETC	Employee Transportation Coordinator
FEMA	Federal Emergency Management Agency
FM	Facilities Maintenance

HAZMAT	Hazardous Material
HR	Human Resources
ICPAE	Interagency Committee for Public Affairs in Emergencies
JIC	Joint Information Center
IEMS	Integrated Emergency Management System
ICP	Incident Command Post
ICS	Incident Command System
IDS	International District Station
ISD	Information Systems Division
MPA	Metro Police Agent
NRV	Non Revenue Vehicles
OAS	Office Automation System
PBX	Public Branch Exchange
PIO	Public Information Officer
PSS	Pioneer Square Station
RCW	Revised Code of Washington
RIO	Rider Information Office
SCADA	Supervisory Control and Data Acquisition
SCC	Service Communication Center (formerly Control Center)
SIS	Service Information Section
SQ	Service Quality
START	Simple Triage And Rapid Treatment

USS	University Street Station
VM	Vehicle Maintenance
WLS	Westlake Station
WPCD	Water Pollution Control Department

TRANSIT DISASTER PLAN

OVERALL PLAN

I. INTRODUCTION

This *Transit Disaster Plan* addresses the consequences of any disaster or major emergency situation that exceeds normal Transit Department (Transit) capabilities. It is applicable to natural disasters such as:

- earthquakes, windstorms, and volcanic eruptions
- technological emergencies involving hazardous material or radiological release
- civil unrest such as riots and terrorism

The plan uses a functional approach to address the responsibilities of Transit under eighteen Emergency Support Functions (ESFs). Each ESF is headed by a lead section or department with the authority, resources, and capabilities in the functional area. Other sections have been designated as support sections for one or more ESF based on their resources and capabilities to support the functional area. This plan is to provide clarity and guidance for the direction of emergency efforts in a disaster and is intended for Transit Department managers and supervisors.

A. Purpose

The purpose of this *Transit Disaster Plan* is to establish a framework for a systematic, coordinated, and effective Transit disaster response and recovery. The aims of this plan are to:

1. Establish fundamental assumptions and policies
2. Establish a concept of operations that provides Transit coordination for emergencies that exceed normal field response and control
3. Assign specific ESF responsibilities to appropriate Metro departments and Transit sections

4. Identify and coordinate with government emergency operations plans that require Transit response and actions

B. Scope

The *Transit Disaster Plan* is part of a three-tiered emergency response plan (Figure 1). It is directed at Transit management to establish the basic guidelines, policies, and functions for emergency response. It is intended to function with the *Metro Emergency Response Plan*, which is the agencywide plan, and with the *Base Emergency Plan*, which provides a plan and guidelines for disaster response in situations that cannot be controlled from the Service Communications Center (SCC). The *Base Emergency Plan* also provides an *Emergency Service Zone Plan* with critical emergency information for each zone.

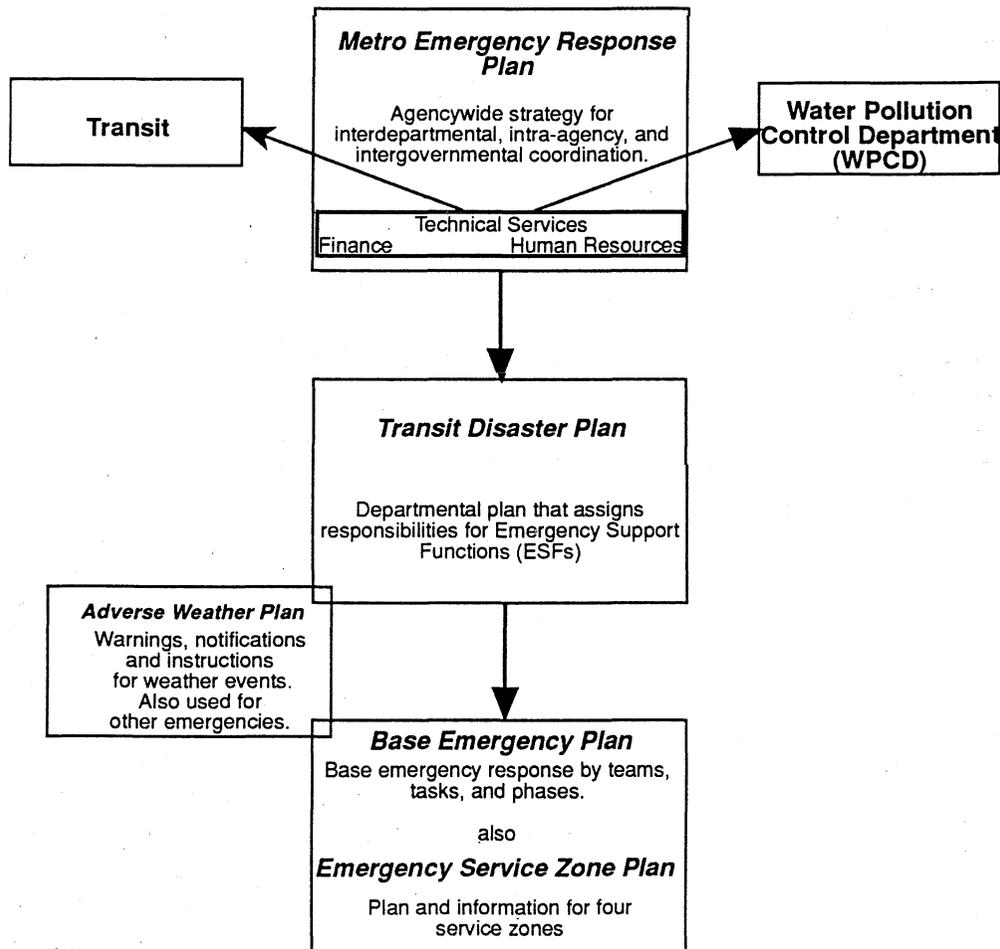


Figure 1. Emergency Response Plan

C. Organization

As shown in Figure 2, the plan consists of the following:

1. The **Overall Plan** describing the purpose, scope, situation, policies, and concept of operations in an emergency.
2. **Functional Annexes: Emergency Support Functions (ESFs)** to the Overall Plan describing the policies, situation, planning assumptions, concept of operations, and responsibilities. Appendixes to the ESFs provide checklists, staff action guides, and additional information as required.
3. **Annexes** to the Overall Plan, including an earthquake scenario, definitions of terms and acronyms, authorities and references.

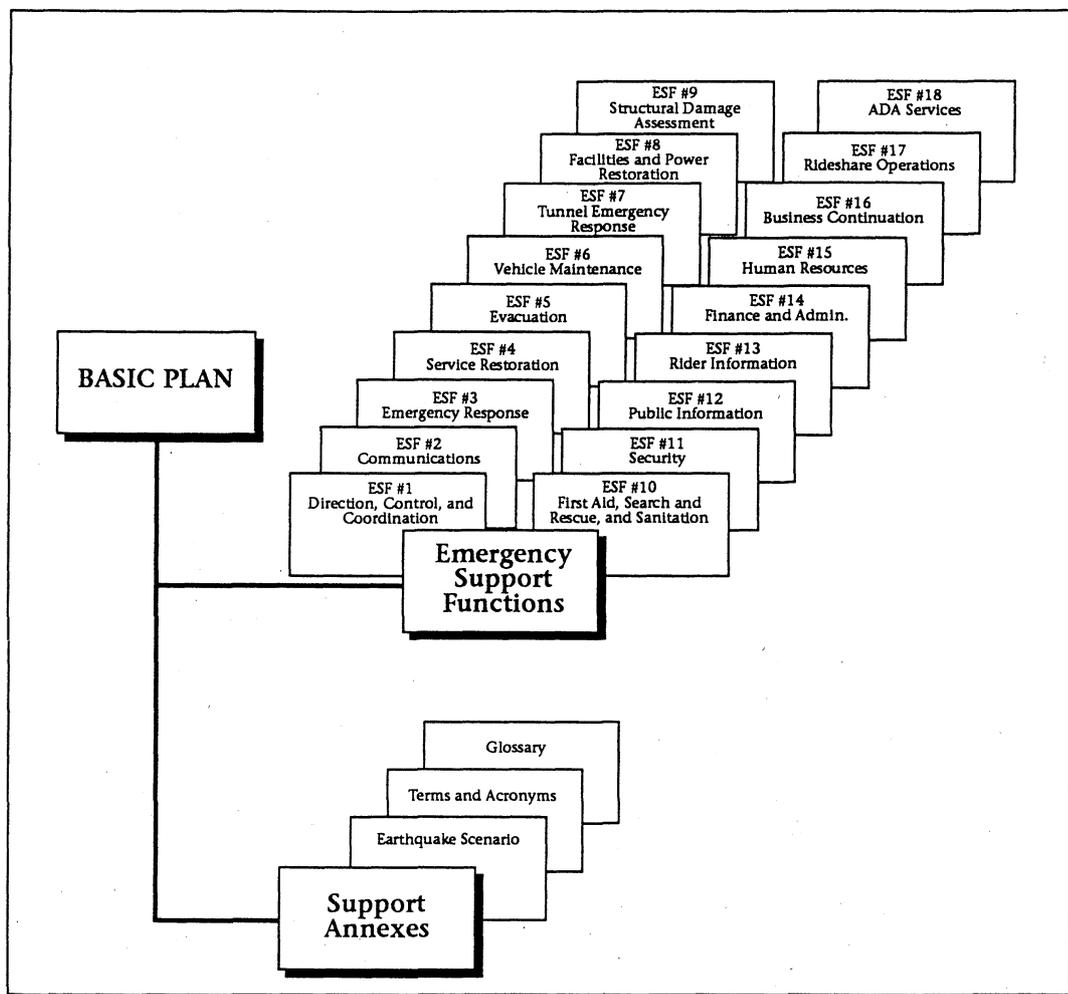


Figure 2. Organization, Transit Disaster Plan

II. POLICIES

A. Authorities

This plan is developed under the following King County, State of Washington, and federal statutes and regulations:

King County

- The King County Charter and County Code 1.28, 2.16, and 12.52
- Ordinance #1058 Providing Emergency Powers to King County Executive
- King County Emergency Operations Plan and Supporting Annexes, as amended

Washington

- Revised Code of Washington (RCW) 36.40, 38.52, and 39.34
- Washington State Emergency Operations Plan and Supporting Annexes, as amended

Federal

- PL 93-288 The Disaster Relief Act of 1974
- PL 95-124 The Earthquake Hazards Reduction Program
- PL 96-342 Improved Civil Defense Act of 1980
- 44 CFR 205 FEMA Federal Disaster Assistance
- Federal Response Plan, 1992, April 1992

B. Priorities

In a disaster, Transit's order of priorities is as follows:

1. **Life Safety.** Transit's first concern is for the life and safety of its employees and the people using its facilities and equipment: First, approximately 3,500 Transit employees; second, approximately 110,000 bus passengers on any given day; and, third, visitors at any Transit facility.

2. **Public Health.** Transit's second concern is for any problem involving the health of the public, including chemical spills and fires, or threat to bus passengers.
3. **Buildings and Equipment (Especially Buses).** The next priority is to care for Transit's buildings and buses so that they can serve as the basis for Transit emergency response.
4. **Response to Emergency Assistance Requests from Other Agencies.** Transit employees and equipment will respond to emergency requests from other government agencies in its service area to the best of its ability. This includes using the buses to move people and equipment as requested, providing communications and assistance, and using non-revenue vehicles and equipment.
5. **Restoration of Service.** Every effort will be made to restore or continue transportation services as soon as possible.

C. Assignment of Responsibilities

The plan provides functional assignments to the designated departments and sections.

III. SITUATION

A. Organization

Transit provides public transportation throughout King County, serving approximately 1.5 million people in an area of over 2,100 square miles. Buses and VanPool vans are the primary means of transportation. There are 1,058 active buses in the system, of which about 25 percent are articulated (bending). Eighty percent of the buses are diesel and 20% are trolleys. VanPool vans provide transportation to many commuters in King County and surrounding areas. Transit also manages the waterfront streetcars. ADA provides para-transit services.

Table 1 lists Transit facilities and equipment. Figure 3 shows locations of operating, maintenance, and some miscellaneous facilities.

Table 1. Transit Facilities and Equipment		
Operating Facilities	Atlantic Base North Base Ryerson Base Central Base	East Base South Base South Base Annex Bellevue Base
Maintenance Facilities	Power Distribution Headquarters (4th Avenue and Stacy Street) Facilities Maintenance South Waterfront Streetcar Barn Facilities Maintenance North (Lake Union Tank Farm)	
Regional and Community Transit Centers	Auburn Aurora Village Bellevue Burien Eastgate	Federal Way Issaquah Kirkland Overlake
Downtown Seattle Transit Tunnel	Convention Place University Street International District	Westlake Pioneer Square
Miscellaneous Facilities and Equipment	Training and Safety Center Passenger Shelters (1,150) Bus Stops (9,715) Trolley Overhead (two-way wire, 56 street miles) Park & Ride and Park & Pool Lots (83) Buses (1,058) VanPool vans (296)	
<p>^a Bellevue Base is currently not in use as an operating facility.</p>		

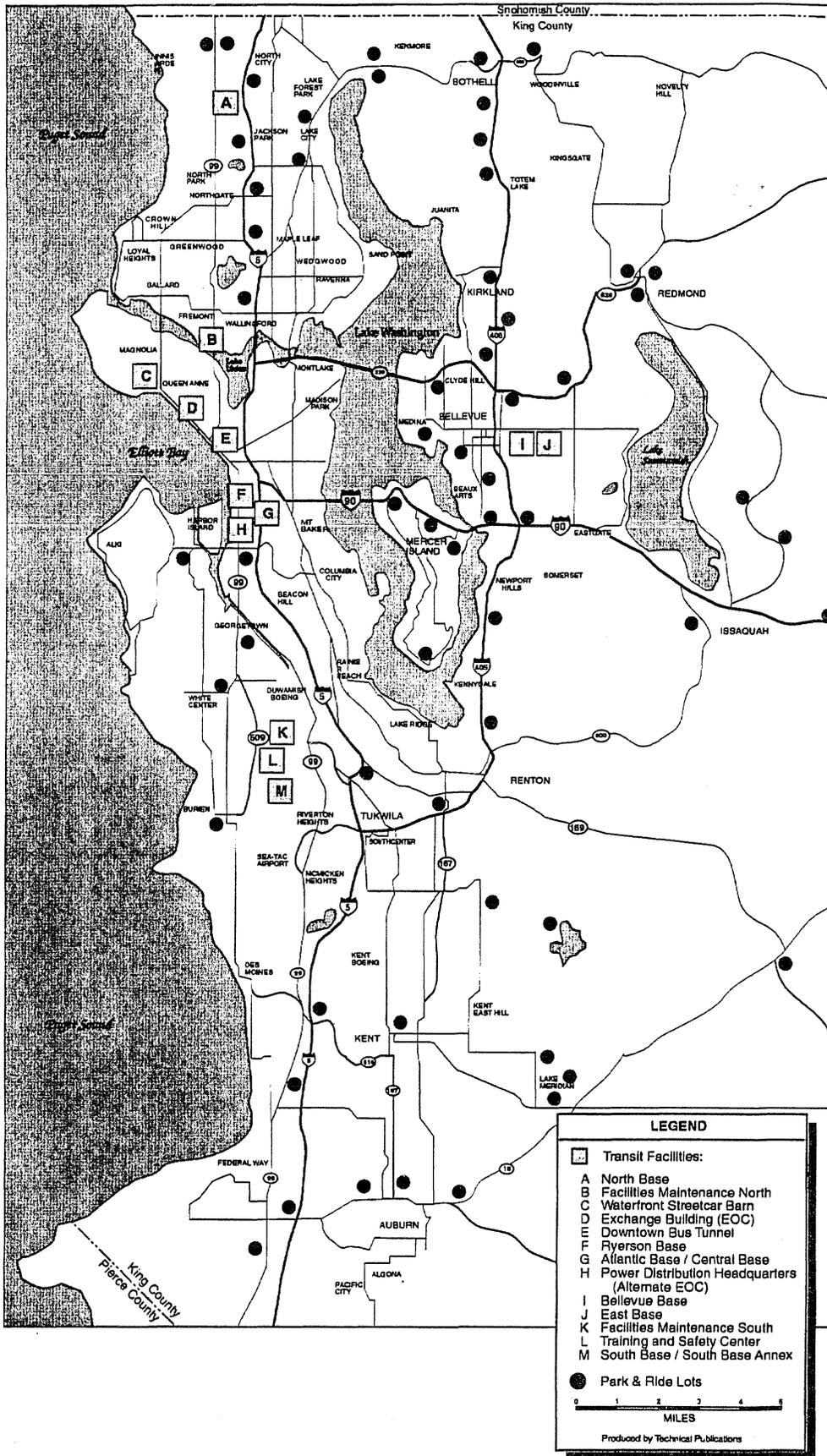


Figure 3. Location Map

B. Probable Hazards

Due to its environment, development, and geographical locations, Transit's service zone is vulnerable to numerous hazards. Any one of these hazards has the potential to disrupt the county, cause damage, and create casualties. While it is not possible to predict the next occurrence of any hazard, the probability of some extent can be evaluated by researching historical records. This research, which includes the City of Seattle's Hazard Vulnerability Analysis and Federal Emergency Management Agency (FEMA) hazard maps and charts, reveals a hazard ranking by incidence of risk as follows:

- Major fire
- Hazardous materials incident
- Flood
- Snow/ice/hail storm
- Wind storm
- Land slide
- Power failure
- Civil disorder
- Plane crash
- Bomb threat
- Water contamination
- Epidemic
- Structural collapse
- Terrorism
- Earthquake
- Dam break
- Subsidence (ground failure)
- Volcanic eruption
- War

C. Planning Assumptions

The following assumptions are the basis of this plan:

- Because government resources may be overwhelmed by a disaster, Transit employees may be on their own for the first hours or even days after a disaster.
- Transit will prepare to be self-sufficient for at least 72 hours after an emergency.
- Community response will be coordinated from emergency operations centers (EOCs) in each city and county. Information will be gathered and compiled, and emergency assistance will be coordinated at the EOCs.
- Transit's Service Communication Center (SCC) on the 12th floor of the Exchange Building will serve as the Transit EOC with an alternate in the Power and Facilities Building.
- Assistance from other government agencies will supplement Transit's own efforts.
- Neighboring cities, counties, and other transit companies will also assist, but such assistance will take some time to request and deploy.
- Requests for emergency services will increase 300 to 700 percent immediately after a major earthquake in an urban area.
- Government and relief agencies will concentrate limited resources on the most critical and life-threatening problems.
- People and organizations will respond adaptively and self-reliantly. Emergency needs initially will be overestimated, and emergency resources initially will be underestimated. (Defense Civil Preparedness Agency, *A Perspective on Disaster Planning*, TR-77, 1971)
- The most serious problems resulting from the disaster often will be the last ones to be reported.
- The first concern of employees will be for their families' safety. Transit will support the efforts of employees to communicate with their families and return home as needed.

- Sufficient personnel and equipment will be available to provide critical Transit services.
- A spirit of volunteerism among Transit employees will result in persons working in job classifications not normally assigned to them.
- During disaster recovery, unions will suspend some contract requirements.

IV. CONCEPT OF OPERATIONS

A. Authority and Responsibility of Government

Local jurisdiction. Under Washington State law, the authority and responsibility for an emergency rests with the local jurisdiction. (King County is considered a local jurisdiction in relation to unincorporated areas.) The Metro Transit service area includes approximately 33 local jurisdictions and 44 fire districts. Local elected officials can make an "Emergency Declaration."

Many jurisdictions and fire districts open an EOC to coordinate emergency activities in a disaster. A list of these is found in the *Base Emergency Plan*.

King County. All unincorporated areas are the responsibility of the King County government for emergency response such as fire, law enforcement, and emergency medical services. King County departments such as Public Health and the legal system are countywide. The King County Office of Emergency Management is responsible for the coordination of resources when local resources are depleted. The King County government EOC is located in the King County Courthouse.

Washington State. The State of Washington Emergency Management Division (EMD), located in Olympia, provides coordination and resources to support local efforts. If local resources are depleted, EMD will recommend that the Governor proclaim a "State of Emergency." The Governor's proclamation directs the activation of the Washington State Comprehensive Emergency Plan, and enables EMD to request and coordinate additional resources. The EMD's EOC is activated to support most local emergency proclamations. The EMD may request resources from the following:

1. Appropriate state agencies
2. Other states with *Interstate Compacts*
3. Federal agencies with authority to make programs or resources available without Presidential approval, such as:
 - FEMA Region X
 - U.S. Army Corps of Engineers
 - Small Business Administration

Federal assistance. Should the above not be adequate for the disaster, the Governor can make a request to the President for either an "Emergency Disaster Declaration" or for a "Major Disaster Declaration." The "Major Disaster Declaration" activates the *Federal Response Plan* and releases Federal resources.

Figure 4 *Disaster Assistance Overview*, based on information supplied by the State EMD, is a summary of the above intergovernmental disaster assistance process.

B. Integrated Emergency Management System (IEMS)

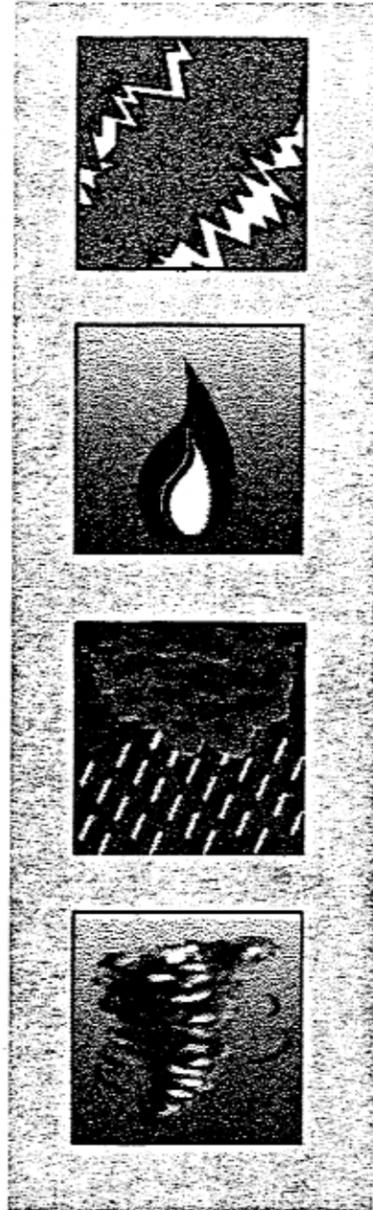
1. IEMS Scope

IEMS provides a comprehensive emergency management system which is widely used throughout the country. It adopts an "All-Hazards" approach, and covers general categories of activities before, during, and after emergency operations. Transit uses an IEMS approach tailored to its needs as a transit provider.

Transit's emergency planning program includes the four phases of emergency management as follows:

- a) **Mitigation.** Mitigation refers to activities that eliminate or reduce the chance of occurrence or the effects of an emergency or disaster. Transit's past mitigation efforts have included:
 - Completed seismic engineering analysis of Transit facilities
 - Completed Transit structural retrofit upgrades

DISASTER assistance OVERVIEW



1

IMMEDIATE RESPONSE TO DISASTER

Local government

1. Takes measures to save lives and property
2. Activates local Emergency Operations Center (EOC) and emergency plan
3. Notifies state Emergency Management Division (EMD)
4. Requests mutual aid from nearby communities

State EMD

1. Assigns incident number
2. Notifies Governor
3. Activates state Emergency Coordination Center (ECC)
4. Notifies state and federal agencies

Metro

1. Takes measures to save lives and property
2. Activates EOCs as needed
3. Activates emergency plans
4. Starts emergency record keeping

2

FOLLOW-UP RESPONSE TO DISASTER

Local government

1. Mayor, County Executive, or other responsible party proclaims emergency
2. Requests state and/or federal assistance to preserve life and property
3. Emergency management office files situation reports with state ECC on a regular basis

State EMD and Governor

1. Provide state assistance and resources to protect life and property
2. Request federal assistance to protect life and property
3. Proclaim emergency if necessary

Federal Government

1. Provides assistance to protect life and property
2. Stages resources on standby

Transit

1. Provides emergency services as requested
2. Requests assistance from local, state, and other agencies as needed
3. Restores services as soon as possible

3

DAMAGE ASSESSMENT

IMMEDIATE THREAT TO LIFE AND PROPERTY RECEDES

Local government

1. Conducts initial damage assessments to determine if situation is beyond their capability
2. Reports to County
3. County reports to State

Red Cross

1. Conducts windshield damage assessment of private homes
2. Reports to local and County governments

Federal, state, and local teams

1. Conduct damage assessments
2. Report to Governor's office

Transit

1. Conducts initial damage assessment
2. Reports damage to cities and King County Emergency Management
3. Reports to Risk Management for insurance purposes

4

REQUEST FOR FEDERAL ASSISTANCE FOR REPAIR AND RECOVERY

1. Governor requests assistance from federal agencies under their own authorities for repair and recovery
2. Federal agencies respond under their own authorities
3. Governor requests federal assistance under PL 93-288, as amended by PL 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988
4. FEMA, Region X, adds recommendation to Governor's request and sends recommendations and request to FEMA National Headquarters
5. FEMA National Headquarters discusses request with President

5

PRESIDENTIAL DECLARATION

President denies request

1. Governor requests specific assistance from federal agencies under their own authority, if not done already
2. EMD continues to work with affected jurisdictions to facilitate repair and recovery

OR

President makes "Emergency Disaster Declaration"

1. Federal/state agreement is signed
2. Limited federal assistance is provided under PL 93-288, as amended

OR

President makes "Major Disaster Declaration"

1. Federal/state agreement is signed
2. Extensive federal and state assistance is provided
3. A Disaster Field Office (DFO) is opened
4. Disaster Application Centers (DAC) are opened and private (individual) assistance monies are made available
5. Public agency assistance briefings are conducted and public agency assistance monies are made available

Transit

- a. Sends representative to briefings
- b. Names agent
- c. Fills out paperwork
- d. Conducts more detailed damage assessment
- e. Starts process of recovering funds

6. Mitigation team report is done, state mitigation document is reviewed and updated, and mitigation grants are made available

Note: A third category - "Catastrophic Declaration" is being considered.

Figure 4. Disaster Assistance Overview
Overall Plan

- Installed quake-proof gas shut-off valves at the bases
 - Identified and adhered to appropriate land use plans and building codes for new construction
- b) **Preparedness.** Preparedness activities, programs, and systems are those that exist prior to an emergency and are used to support and enhance response to an emergency or disaster. Preparedness activities include:
- Provide emergency planning
 - Develop emergency plans
 - Provide emergency evacuation procedures and floor plans
 - Provide training and exercises
 - Coordinate emergency preparedness activities with other government agencies
 - Provide emergency supplies and tools
- c) **Response.** Response involves activities and programs designed to address the immediate and short-term effects of an emergency or disaster. These help to reduce casualties and damage, as well as speed recovery. Response activities include direction and coordination, medical assistance, evacuation, damage assessment, and other similar functions.
- d) **Recovery.** Recovery is the phase that involves restoring systems to normal. This involves assessing structural damage in detail, cleaning and disposing of debris, repairing and replacing facilities and equipment, recovering disaster funds, and restoring normal services.

2. Strategic Approach

The IEMS strategy presumes that in general, emergency response can be broken down into specific functions. This plan utilizes an Emergency Support Function (ESF) approach. Functions will be implemented by Metro departments and Transit sections. Each

incident, by the nature of the conditions it produces, dictates which functions are necessary, as well as which would be available and feasible.

3. Relationship Between Emergency and Normal Functions

Operational Transit sections are accustomed to dealing with emergencies on an everyday basis and already have organizational systems in place to manage their obligations. The difference between these everyday occurrences and a major emergency or disaster is that the latter are characterized by the need to mobilize, direct, and control either a more substantial effort or several incidents, all requiring the participation of multiple sections or government agencies. This plan builds on normal operations and provides direction for responding to the major emergency or disaster. A disaster significantly exceeds normal field operations and requires greater management and allocation of scarce resources.

C. Direction and Control

1. Metro Upper Management and Service Communication Center (SCC)

Command of an emergency situation is normally a function of Metro upper management through the SCC. In an emergency, SCC personnel maintain 12-hour shifts and direct expanded service operations, service reroutes, and emergency requests. Warning and notifications lists are designated in the *Adverse Weather Plan*.

Metro upper management provides overall direction, makes policy decisions, and directs contact with the media.

The SCC serves as the EOC in the event of a major emergency or disaster. Auxiliary telephones are established adjacent to the SCC for managers. The purpose of the EOC is to allow staff to:

- Collect and manage information
- Provide legal decision making
- Direct personnel
- Allocate resources

2. Base Coordination Center (BCC)

If the SCC is damaged or for any reason is unable to fulfill its functions, base management will assume direction and control of base operations and emergency service zone operations by using emergency teams as designated and by establishing a BCC. The purpose of the BCC is the same as the EOC. The BCC will make every effort to communicate with the SCC and upper management.

As soon as the emergency is over, direction and control shall be returned to the SCC.

3. King County Emergency Operations Center

The King County EOC, located in the courthouse, will coordinate allocation of county resources in a disaster. A Transit representative will be sent to the King County EOC to coordinate with other King County departments.

4. Federal Coordination

If the President declares a disaster, the *Federal Response Plan* will be activated. Under this plan, Emergency Support Function #1, Transportation, will be set up in a Disaster Field Office (DFO) and will provide direction and coordination of resources. Various Transit personnel will be required to support this effort. The Transit Director or his designee will have significant responsibilities.

D. Communications

1. Radio

Transit has one of the largest radio systems in the state providing coverage for its service area, which covers King County. A digital radio tracking system, which is monitored and controlled from the SCC in the Exchange Building, provides normal communications for Transit operations. See ESF #2, Communications, for complete information on the radio system and backups.

2. Telephone and Auxiliary Equipment

Metro owns and operates its own telephone system through a PBX switch in the Exchange Building. Significant efforts have

been made to protect and restore the system in a disaster. Cellular telephones and pagers also support communications.

3. Public Information

The public will be kept informed of the status of bus services by television, radio, and the emergency broadcast system (EBS). Corporate Communications will deal with the media on the overall status of Transit. Rider Information will go on emergency status to provide as much service to customers as possible.

E. Base Emergency Plan

In the event of a disaster, the *Base Emergency Plan* will be activated. This plan provides for base emergency response teams, and designates task lists by phases. Checklists and guidelines are provided for disaster tasks such as first aid and triage, search and rescue, and damage assessment. Information for each base is also provided. The *Base Emergency Plan* also provides for emergency service zones as follows.

E. Emergency Service Zones

In the event of a widespread disaster that isolates the Transit bases from the SCC and/or each other, an Emergency Service Zone Plan has been prepared. The Transit service area has been divided into four quadrants - Central, North, East, and South. Each zone has information regarding the local jurisdictions, fire districts, shelters, and other information for its area.

V. RESPONSIBILITIES

A. Transit Department (Transit)

Transit has the overall authority for all disaster responsibilities related to transit including mitigation, preparedness, response, and recovery. Transit is the primary department.

Transit is responsible for all functions described in this plan. See Figure 5, Transit Disaster Plan Matrix.

B. Technical Services Department

The Technical Services Department has the overall authority for all disaster responsibilities related to the Technical Services Department including mitigation, preparedness, response, and

recovery. These primarily relate to Metro construction and facilities. In a disaster these responsibilities include:

- Direct damage assessment activities and coordinate with FEMA, state, and local damage assessment teams
- Coordinate repair and reconstruction of damaged facilities, coordinating with Transit and Water Pollution Control Department (WPCD) for operational priorities
- Supervise demolition and salvage operations
- Provide critical telephone and telecommunications services
- Provide critical Information System Division service

C. Finance Department

The Finance Department has the overall authority for all disaster responsibilities related to the Finance Department including mitigation, preparedness, response, and recovery.

In a disaster, the Finance Department will:

- Comply with federal requests for support and assistance under the *Federal Response Plan*
- Provide critical payroll operations
- Provide critical procurement and financial support for the disaster response and recovery of all Metro departments
- Provide for the disaster coordination and care for all Metro employees and equipment in the Exchange Building
- Operate the Print Shop if needed to support printing schedules and information for the public
- Provide critical Risk Management support for insurance and Worker's Compensation needs
- Provide critical support for documenting and recovering funds for insurance and FEMA disaster recovery funding

- Follow business recovery plans

D. Human Resources Department

The Human Resources Department has the overall responsibility for all disaster duties related to Human Resources including mitigation, preparedness, response, and recovery.

In a disaster, Human Resources will:

- Provide guidance and support for all Metro directors in employee and labor relations issues
- Coordinate identification of union issues
- Provide disaster preparedness training to employees
- Provide the Critical Incident Support Team for post-trauma support and coordinate community services for support

VI. LIMITATIONS

No guarantee is implied by this *Transit Disaster Plan* of a perfect response system. Transit assets are vulnerable to natural, human-caused, or national security hazards which may limit response. Transit will endeavor to make every reasonable effort within its capabilities to respond to emergencies, based on the situation, the information available, and the resources at hand.