



# Pace System Security and Emergency Preparedness Plan

## Transit Safety and Security 2007

Revised 2009

Revised 2013

Revised 2015

# **Transit Safety and Security**

**for**

**PACE**

**September 2009**

revised 2013

revised 2015

## TABLE OF CONTENTS

### EXECUTIVE SUMMARY

### I. INTRODUCTION

### II. CORE ELEMENT DESCRIPTIONS Driver Selection/Driver/Employee Training/ Vehicle Maintenance/ Drug and Alcohol Programs/ Safety Data Acquisition and Analysis/ Security Program Plan.

- Appendix A Vehicle Safety Program Implications
- Appendix B Security/Emergency Capabilities and Points of Emphasis
- Appendix C Security and Emergency Considerations
- Appendix D Bomb Threat Checklist & Procedures
- Appendix E Emergency Telephone Directory
- Appendix F Grant information for Security Preparation Exercises
- Appendix G Tips on Reporting Criminal Activity
- Appendix H Emergency Action Plan (Contingency Plans for Recovery)
- Appendix I Emergency Procedures MIS
- Appendix J Memorandum re Coordination with First Responders
- Appendix K Threat and Vulnerability Assessment Forms
- Appendix L Memorandum of Executive Approval
- Appendix M Contacts and Other resources
- Appendix N Homeland Security Advisory System Recommendations
- Appendix O System Safety Program Plan
- Appendix P Comprehensive Recovery Plan
- Appendix Q Security Vehicle Inspection Check List
- Appendix R Post 911 Security Action and Documentation
  - 1- Terrorist Threat response Activities
  - 2- Homeland Security Alert-Pace Security Procedures
  - 3- Operations Bulletin Orange Alert
  - 4- Operations Bulletin Red Alert
  - 5- Operations Bulletin Black Alert
  - 6- Security Training Distribution
  - 7- Guidelines System Security
  - 8- Training Package System Security Guidelines
  - 9- Suspicious Packages/bomb Threats
  - 10- Threat Guidelines
  - 11- Security guidelines Vendors/Contractors
  - 12- Meeting of the Revenue Service Committee Agenda, Minutes

## Exhibits

- Exhibit # 1 Application Criteria
- Exhibit # 2 Pre-trip inspection Form
- Exhibit # 3 Vehicle, Facility and Equipment Maintenance Manual
- Exhibit # 4 Drug and Alcohol Policy and Procedure
- Exhibit # 5 Organization chart
- Exhibit # 6 Pace Carrier List
- Exhibit # 7 Vehicle List
- Exhibit # 8 Security Information to Riders
- Exhibit # 9 SSEPP
- Exhibit # 10 Safety and Security Procedures
- Exhibit # 11 After Hours Emergency Phone Call Procedures for Outside Agencies
- Exhibit # 12 CTA Evacuation Plans-rail Contingency Plan
- Exhibit # 13 CTAN

## EXECUTIVE SUMMARY

While transit safety has historically been a concern to transit operators, the events of September 11, 2001 heightened concerns relative to security and emergency preparedness. Even though terrorism may be unlikely, it is important that transit agencies be able to respond to a variety of emergencies. Effective policies, procedures and training are in place to respond to fires, floods, tornadoes, blizzards, explosions, civil disobedience, and train/bus/plane accidents, as well as terrorism.

The Core Elements are summarized below.

- Driver Selection: Licensing, Driver Record (convictions, violations, employment history, qualifications), Physical Requirements
- Driver/Employee Training: Traffic Regulations, Defensive Driving and Accident Prevention, Type of Vehicle, Basic Maneuvers
- Vehicle Maintenance: Periodic Service Needs, Periodic Inspections, Interval-Related maintenance, Failure Maintenance
- Drug and Alcohol Programs
- Safety Data Acquisition and Analysis
- Security Program Plans The following appendices are included as background and support information.

## CORE ELEMENT DESCRIPTIONS

The paragraphs below provides detail regarding each of the FTA Core Elements. The first five Core Elements are discussed in a relatively generic way, since these have been ongoing considerations for transit agencies over the years. The fifth core element, Security Program Plans, is outlined within the document itself, since this is a new emphasis area since September 11, 2001, more detail was provided in this area.

In general the language used to describe each Core Element below was taken directly from FTA's Draft Model Bus Safety Program published in July 2001.

### Driver Selection

Driver selection process is highlighted in this document.

Licensing - The driver must be properly licensed and the license must be appropriate for the type of vehicle the driver is assigned. Licensing may also need to consider local jurisdiction requirements.

Driving record - The driver should have an acceptable past driving record over a reasonable period of time. The driving record should demonstrate an ability to follow traffic rules and regulations and thus avoid accidents.

Physical requirements - The driver must be physically able to perform the functions associated with the assignment. The driver must be able to pass D.O.T. physical.

Reference: exhibit #1 Application Criteria

## **Driver/Employee Training**

Once qualified candidates are identified and hired, initial and ongoing training is conducted. Proper qualification of operating and maintenance personnel is a vital part of a safe transit environment. Driver training addresses specific safety-related issues appropriate to the type of vehicle and driving assignment.

**Traffic regulations** - Training addresses state and local traffic rules and regulations, including traffic signs and signals.

**Defensive driving and accident prevention** - Training stresses defensive driving principles, collision prevention, and concepts of preventable accidents as a measure of defensive driving success.

**Type of vehicle in service** - Training focuses on the type of vehicle that will be used in service; significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.

**Basic driving maneuvers, including backing and stopping** - Training includes all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents, stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.

**Other training** - This includes training on agency policies and procedures, including safety and security procedures, training for transportation of elderly and/or disabled riders, and other training as needed.

Pace maintains records of all driver training and certification, as well as the training materials and grading mechanism. Drivers are required to demonstrate skill and performance competency in the types of vehicle to which they will be assigned as a part of training requirements. Training transit operations personnel is not a one-time activity. Ongoing/recurring training is provided to reinforce policies and procedures as well as providing a mechanism to brief drivers on new policies, procedures, and/or regulations.

## Vehicle Maintenance

Maintenance is highlighted in this document.

Safety-related equipment is inspected during a pre-trip inspection to ensure that the vehicle is fit for service.

Reference: Exhibit #2 Pre-Trip Inspection Card

Pace has a formal plan to address the maintenance requirements of the vehicles and equipment. This can be found in document entitled " Vehicle Facility and Equipment Maintenance Manual."

- Daily servicing needs -This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc), vehicle cleanliness, pre-trip inspections and maintenance of operational records and procedures.
- Preventive Maintenance -These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are necessary.
- Failure maintenance - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unable to continue operation, the vehicle is removed from service and returned to the garage for repair.
- 

Reference: Exhibit #3 Vehicle, Facility and Equipment Maintenance manual

## Drug and Alcohol Abuse Programs

Pace complies with the F.T.A. Drug and Alcohol Testing Requirements. Pace's specific policies and responsibilities are referred to in the document "Drug and Alcohol Policy and Testing Program."

Reference: Exhibit #4 Drug and Alcohol Procedures

# PACE

## **System Security and Emergency Preparedness Plan (SSEPP)**

# Table of Contents

Section I: Introduction to System Security and Emergency Preparedness .....	3
I.1 Background.....	3
1.2 Authority.....	3
1.3 Purpose, Goals and Objectives of SSEP Program.....	4
1.4 Scope .....	6
Section 2: Transit System Description .....	7
2.1 Organizational Structure.....	7
2.2 Operating Characteristics and Service .....	7
2.3 Vehicles and Facilities .....	8
2.4 Measures of Service.....	8
Section 3: SSEP Program Roles and Responsibilities .....	9
3.1 Mission .....	9
3.2 Division of Responsibilities.....	9
3.3 Existing SSEP Capabilities and Practices .....	14
3.4 Training and Exercising .....	15
3.5 Coordination with Local Public Safety Agencies.....	15
3.6 Coordination with Other Transit Agencies .....	16
Section 4: Threat and Vulnerability Resolution Process .....	17
4.1 Threat and Vulnerability Identification .....	17
Section 5: Evaluation and Modification of the SSEPP .....	19
5.1 Evaluation .....	19
5.2 Modification and Update .....	19

# Section 1: Introduction

## 1.1 Background

The terrible tragedy of September 11, 2001 combined with the nation's continuing war on terrorism, has created a heightened threat environment for public transportation. In this new environment, the vulnerabilities of public agencies and the communities they serve to acts of terrorism and extreme violence have greatly increased. Threat assessments issued by the Federal Bureau of Investigation (FBI) have consistently placed public transportation at the top of the *critical infrastructure protection agenda*, along with airports, nuclear power plants, and major utility exchanges on the national power grid.

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

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

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

## 1.2 Authority

The authority for implementing the SSEP Program Plan resides with the Pace Deputy Executive Director of Revenue Services.

## 1.3 Purpose, Goals and Objectives of SSEP Program

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

---

**System Security** -The application of operating, technical, and management techniques to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.

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

---

The SSEP Program will support Pace's efforts to address and resolve critical incidents on our property and within our community.

---

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

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

### 1.3.1 Purpose

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

### 1.3.2 Goals

The SSEP Program provides Pace with a security and emergency preparedness capability that will:

1. Ensure that security and emergency preparedness are addressed during all phases of system operation, including the hiring and training of agency personnel; the procurement and maintenance of agency equipment; the development of agency policies, rules, and procedures; and coordination with local public safety and community emergency planning agencies
2. Promote analysis tools and methodologies to encourage safe system operations through the identification, evaluation and resolution of threats and vulnerabilities, and the ongoing assessment of agency capabilities and readiness.

3. Create a culture that supports employee safety and security and safe system operations (during normal and emergency conditions) through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment

### 1.3.3 Objectives

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

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

### 1.4 Scope

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

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

# Section 2: Transit System Description

## 2.1 Organizational Structure

The Pace Suburban Bus is a Municipal Corporation that is governed by The Pace Suburban Bus Board of Directors, which consists of thirteen members.

## 2.2 Operating Characteristics and Service

2.2.1 Service Area Dupage, Kane, Lake, McHenry, Will and Cook counties.  
3,446 sq. miles the addition of Chicago Paratransit service brings it to 3,673 square miles.

Population served: 8.4 million

Communities served: 210

Total ridership in 2012: 39,194,457 million

Average daily ridership; 130,000

## 2.2.2 Service Design

Pace, the suburban bus division of the Regional Transportation Authority provides fixed bus routes, Paratransit services, vanpools and special-event buses throughout Chicago's six-county region.

1. Fixed Route
2. Paratransit
3. Vanpool

## 2.3 Vehicles and Facilities

Operating Divisions	Fox Valley (North Aurora) Heritage (Joliet) North Shore (Evanston) South (Markham) West (Melrose Park)	River (Elgin) North (Waukegan) Northwest (Des Plaines) Southwest (Bridgeview)
---------------------	--	--

Other Facilities	Headquarters South Holland Acceptance Facility Paratransit Facility-McHenry (Leased to First Transit) Elgin Transportation Center
------------------	--

Pace also contracts out service to municipalities and private contractors

Park-N-Ride facilities	Schaumburg Blue Island Buffalo Grove Elk Grove Village Homewood	Harvey Bolingbrook (2) Burr Ridge Hillside South Holland
------------------------	---	--

Other Facilities	Aurora Transportation Center Riverdale Bus Turnaround Home Bus Turnaround (@ Metra Station) Lake – Cook Road Metra Bus Turnaround North Riverside Transfer Center Prairie Stone Transfer Center (@ Sears in Hoffman Estates)	Chicago Heights Terminal Gurnee Mills Bus Turnaround
------------------	---	---

## 2.4 Measures of Service

Total Fixed Route Buses	750
Paratransit Buses	437
Chicago ADA	612 (contractor owned)
Vanpools	736

Reference: Exhibit #6 Pace Carrier List

Reference: Exhibit #7 Vehicle List

## **Section 3: Roles and Responsibilities**

### **3.1 Mission**

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

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

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

Pace management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEP Program.

### **3.2 Division of Responsibilities**

#### **3.2.1 All Personnel**

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

To ensure the success of the SSEP Program, the following functions must be performed by Pace personnel:

1. Immediately reporting all suspicious activity, no matter how insignificant it may seem, to their immediate Supervisor or Pace Management
2. Immediately reporting all security incidents
3. Using proper judgment when managing disruptive passengers and potentially volatile situations
4. Participation in all security and emergency preparedness training, including drills and exercises
5. Becoming familiar with, and operating within, all security and emergency preparedness procedures for the assigned work activity

### 3.2.2 Deputy Executive Director Revenue Services

Under the authority of the Pace Executive Director, the Deputy Executive Director, Revenue Services has the overall authority to develop and execute the agency's SSEP Program. In addition, the Deputy Executive Director, Revenue Services is responsible for the following specific activities:

#### I. Ensuring that sufficient attention is devoted to the SSEP Program, including:

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

### 3.2.3 SSEP Program Point of Contact (POC)

To ensure coordinated development and implementation of the SSEP Program, the Deputy Executive Director of Revenue Services has designated Department Manager Safety, Training and Security as the Security and Emergency Preparedness Point of Contact (POC) for development and implementation of the SSEP Program. The POC, who reports directly to the Deputy Executive Director of Revenue Services, has the authority to utilize available Pace resources to develop the SSEP Program and Plan, to monitor its implementation, and to ensure attainment of security and emergency preparedness goals and objectives.

The Department Manager Safety, Training and Security has the responsibility for overseeing the SEPP Program on a daily basis. The Department Manager Safety, Training and Security will also serve as Pace's primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the Deputy Executive Director of Revenue Services will serve as the lead liaison for the agency. The Department Manager Safety, Training and Security will also be responsible for the security-related agenda items for Revenue Services Staff meetings.

In managing this Program, the POC will:

1. Be responsible for successfully administering the SSEP Program and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives
2. Review current agency safety, security and emergency policies, procedures, and plans, and identify needed improvements

3. Develop and implement plans for addressing identified improvements
4. Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees
5. Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness
6. Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness
7. Review new agency purchases to identify security-related impacts
8. Ensure performance of at least one emergency exercise annually

[The following list of sample procedures and plans to support the implementation of the SSEPP procedures can be found in the corresponding appendices of this document]

Appendix A Vehicle Safety Program Implications  
 Appendix B Security/Emergency Capabilities and Points of Emphasis  
 Appendix C Security and Emergency Considerations  
 Appendix D Bomb Threat Checklist & Procedures  
 Appendix E Sample Emergency Telephone Directory  
 Appendix F Sample Types of Preparation Exercises  
 Appendix G Tips on Reporting Criminal Activity  
 Appendix H Sample Emergency Action Plan  
 Appendix I Example Emergency Procedures  
 Appendix J Sample Memorandum re Coordination with First Responders  
 Appendix K Sample Threat and Vulnerability Assessment Forms  
 Appendix L Draft Memorandum of Executive Approval  
 Appendix M Contacts and Other resources  
 Appendix N Homeland Security Advisory System Recommendations  
 Appendix O System Safety Program Plan  
 Appendix P Comprehensive Recovery Plan  
 Appendix Q Security Vehicle Inspection Check List  
 Appendix R Post 911 Security Action and Documentation

### 3.2.4 Revenue Service

As a continuing responsibility of Revenue Services, there will be a permanent agenda oriented toward security and emergency preparedness matters, ranging from comments on the management of the SSEPP Program Plan to liaison with public agencies and feedback from employees. It will also be an ongoing part of the security agenda to determine the level of compliance with agency policies, rules, regulations, standards, codes, and procedures, and to identify changes or new challenges as a result of incidents or other operating experience.

The Department Manager Safety, Training and Security will be responsible for managing the security agenda during the Revenue Service meetings.

Revenue Services provides the primary mechanism through which the agency:

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

Revenue Services also ensures that all agency employees, volunteers and contractors:

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

### 3.2.S Supervisors

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

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

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

1. Provide leadership and direction to employees during security incidents
2. Handle minor non-threatening rule violations
3. Defuse minor arguments
4. Determine when to call for assistance
5. Make decisions regarding the continuance of operations
6. Respond to fare disputes and service complaints
7. Respond to security-related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance
8. Complete necessary security related reports

9. Take photographs of damage and injuries
10. Coordinate with all outside agencies at incident scenes

### **3.2.6 Drivers**

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

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

### **3.2.7 Other Personnel**

Other personnel who support Pace also have responsibilities for the SSEP Program.

Dispatchers are expected to:

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

Maintenance personnel are expected to:

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

Human Resources personnel are responsible for:

1. Ensuring all pre-employment screening processes are carried out effectively
2. Doing background checks of new employees

Communications is responsible for:

1. Designating a Public Information Officer (PIO) for media contact regarding security incidents and issues.

**Reference: Exhibit #8 Security Information for Riders**

### 3.3 Existing SSEP Capabilities and Practices

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

1. Emphasis on agency personnel awareness
2. Participation in available training
3. Review of other materials, as needed
4. Analysis of security incidents and suspicious activity to determine a proper course of action including:
  - Identifying potential and existing problem areas
  - Developing action plans
  - Implementing the plans
  - Measuring results
5. Review of local and transit agency emergency plans
6. Review of FTA documentation on system security and emergency preparedness

In addition Pace utilizes the following proactive actions and systems to prevent, deter or minimize security incidents:

1. Local police notification/participation in employee discharge and/or discipline process as needed
2. Evaluation of security/emergency response procedures
3. Presentations by local police and transit agency personnel to employees, the public or other groups interested in transit security matters
4. Development and distribution of crime prevention information on agency brochures for passengers and the public.
5. Intelligent Bus Systems (I.B.S.) Satellite tracking for existing equipment.
6. Camera equipped buses.

**Reference: Exhibit #9 SSEPP**

### 3.4 Training and Exercising

The purpose of this task is to provide necessary and sufficient training and refresher courses for Pace personnel. New security methods and procedures are identified, defined and, as applicable, made an integral part of the daily activities of the entire operation.

Listed below are the elements exercised in performing this task: Identify requirements, methods and

courses for system security training.

1. Obtain and/or develop courses and material necessary to train personnel in system security.
2. Present and maintain course material for:
  - Security overview
  - Identification and reporting of suspicious persons, activities and packages
  - Chemical, biological and radioactive agents
  - Improvised explosive devices
  - Pre-trip security inspection
  - Emergency reporting procedures
  - Bus evacuation
  - Roles and responsibilities of employees at various levels
4. Evaluate effectiveness of materials and training.
5. Establish requirements for additional security safety training based on ongoing vulnerability assessment, historical data and current events.

Safety and security training and material has been provided to operators and maintenance personnel at all divisions, contract and municipal carriers and is incorporated into basic training for new employees.

Safety managers, instructors, supervisors /dispatchers, materials management personnel and managers at various levels received additional training parallel to their responsibilities.

Reference: Exhibit #10 Safety and Security Procedures

### 3.5 Coordination with Local Emergency Response Entities

To support improved emergency and incident preparedness and response, Pace will participate in, at a minimum, one exercise or drill with local public safety organizations in order to:

Review current plans and policies

1. Identify current security and emergency considerations
2. Develop procedures (if necessary)
3. Establish and maintain ongoing communication
4. Coordinate service and response following the guidelines of the ICS (Incident Command System)

Reference: Exhibit #11 After Hours Emergency Phone Call Procedures

### 3.6 Coordination with Other Transit Agencies

Transit agencies within our counties and neighboring communities that may need to be contacted in the event of a critical incident.

Reference: Exhibit #12 CTA Evacuation Plans

Reference: Exhibit #13 CTAN

## Section 4: ThreatNulnerability Process

### 4.1 Threat and Vulnerability Identification

The primary method used by Pace to identify the threats to the transit system and the vulnerabilities of the system is the collection of incident reports submitted by employees and information provided by law enforcement and contractors.

Information resources include the following:

1. Employees incident reports
2. Property Safety and Security Inspections
3. Bus maintenance reports
4. Passenger surveys
5. Passengers' letters and telephone calls
6. Statistical reports
7. Special requests
8. Labor Organizations

Revenue Services will review security information and determine if additional methods should be used to identify system threats and vulnerabilities.

Security testing and inspections may be conducted to assess the vulnerability of the transit system.

## Appen dix A

# Vehicle Safety Program Implications

Plans

VEIDCLE SAFETY PROGRAM		COVERED POLICIES AND	ADDIDONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
1	MANAGEMENT COMMITMENT	> Safety Policy Statement	> MEMORANDUM AUTHORIZING SYSTEM SECURITY ANDEMERGENCY PREPAREDNESS (SSEP) PROGRAM
2	COMPLIANCE RESPONSIBILITIES	Deputy Director Revenue Services Drivers, Mechanics and Others Operating Agency Vehicles (and volunteers)  Safety Incentive Program(s)	> EXPANDED TO ADDRESS SSEP PROGRAM > CREATION OF SSEP PROGRAM POINT OF CONTACT (POC) > NEW RESPONSIBLITIES FOR Revenue Services > SSEP PROGRAM AGENDA FOR Revenue Services
3	DRIVERS - INITIAL	> Qualifications > Initial Training	> COMMITMENT TO ADDRESS SSEP ISSUES IN
	QUALIFICATIONS	Application Interviews Physical Requirements Age Knowledge of English Driver Licensing Criminal Record Checks Ability to Perform Simple Math	> EXPANSION OF NEW HIRE BACKGROUND CHECK

VEHICLE SAFETY PROGRAM FUNCTION TITLE	COVERED POLICIES AND	ADDITIONAL ISSUES IN SSEP
INITIAL TRAINING	<ul style="list-style-type: none"> <li>Agency Policies and Procedures</li> <li>Federal and State Guidelines and Regulations</li> <li>Pre- and Post-Trip Inspections</li> <li>Vehicle Familiarization</li> <li>Basic Operations and Maneuvering</li> <li>&gt; Special Driving Conditions               <ul style="list-style-type: none"> <li>Backing</li> <li>Bad Weather</li> </ul> </li> <li>Boarding and Alighting Passengers</li> <li>Defensive Driving Course (DOC)</li> <li>Passenger Assistance Training -Driver Training</li> <li>On Road</li> <li>Fares</li> </ul>	<ul style="list-style-type: none"> <li>&gt; ADDITIONAL TRAINING TO ADD SECURITY AWARENESS, REPORTING SUSPICIOUS ACTIVITY, REPORTS DOCUMENTATION, AND PRE- AND POST TRIP INSPECTIONS</li> </ul>
DRIVERS - ONGOING SUPERVISION AND TRAINING	<ul style="list-style-type: none"> <li>Training - Refresher/Retraining</li> <li>Evaluation and Supervision</li> <li>Motor Vehicle Record Checks</li> <li>Biannual Physical Examination</li> <li>&gt; Safety Meetings</li> <li>&gt; Seat-belt Usage</li> <li>&gt; Discipline/Recognition</li> <li>&gt; Preventable Accidents/Injuries</li> </ul>	<ul style="list-style-type: none"> <li>&gt; REFRESHER TRAINING AND "TESTS" FOR KNOWLEDGE OF EMERGENCY PROCEDURES</li> <li>&gt; ADDITIONAL RESPONSIBILITIES FOR SUPERVISION</li> </ul>
EMERGENCY DRIVING PROCEDURES	<ul style="list-style-type: none"> <li>&gt; Emergency Driving Procedures</li> <li>&gt; Accident Causes               <ul style="list-style-type: none"> <li>o Slippery road surfaces</li> <li>o Driving at night</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>&gt; EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE ADDITIONAL SECURITY AND</li> </ul>

VEHICLE SAFETY PROGRAM FUNCTION TITLE	COVERED POLICIES AND	ADDITIONAL ISSUES IN SSEP
	<ul style="list-style-type: none"> <li>o Driving through water</li> <li>o Winter driving</li> <li>o Driving in very hot weather</li> <li>Vehicle Breakdowns and Unavoidable Stops</li> <li>Vehicle Fire/Evacuation</li> <li>Hold Up/Robbery</li> <li>Natural Disasters</li> </ul>	<ul style="list-style-type: none"> <li>&gt; EMERGENCY TRAINING</li> </ul>

		<ul style="list-style-type: none"> <li>o Tornado</li> </ul>	
	PASSENGER SAFETY	<ul style="list-style-type: none"> <li>General Guidelines</li> <li>Mobility Device Securement and Passenger Restraint Systems</li> <li>&gt; Difficult Passengers</li> <li>Medical Condition</li> </ul>	> EXPANSION OF PROCEDURES FOR MANAGING DIFFICULT PASSENGERS
	VEHICLES & EQUIPMENT	<ul style="list-style-type: none"> <li>Vehicles &amp; Equipment</li> <li>Preventive Maintenance Program</li> <li>&gt; Preventive Maintenance Needs</li> <li>Master Vehicle Service and Repair Record</li> </ul>	<ul style="list-style-type: none"> <li>&gt; EXPANSION OF VEHICLE SECURITY PROCEDURES</li> <li>&gt; EXPANSION OF MAINTENANCE PROCEDURES FOR IDENTIFYING, REPORTING VANDALISM, SUSPICIOUS SUBSTANCES, OR VEHICLE TAMPERING</li> </ul>
VEHICLE SAFETY PROGRAM		COVERED POLICIES AND	ADDITIONAL ISSUES IN SSEP
SECTION	TITLE		
		<ul style="list-style-type: none"> <li>Maintenance History</li> <li>Preventive Maintenance Intervals <ul style="list-style-type: none"> <li>o A Level Inspection</li> <li>o B Level Inspection</li> <li>o C Level Inspection</li> </ul> </li> <li>Pre- &amp; Post-Trip Inspections</li> <li>Emergency Equipment on Vehicles and Usage</li> <li>Vehicle Procurement <ul style="list-style-type: none"> <li>o Exterior</li> <li>o Visibility</li> <li>o Interior</li> </ul> </li> <li>Vehicle Security</li> <li>Vehicle Safety In and Around the Shop or Yard</li> </ul>	> EXPANSION OF VEHICLE SECURITY PROCUREMENT PROCEDURES TO ADDRESS SECURITY TECHNOLOGY

<p>ACCIDENT MANAGEMENT</p>	<p>Accident Documentation Packet          Accident Notification Procedures - driver responsibility          Accident Investigation -management responsibility          &gt; Accident Investigation Kit          Drug and Alcohol Tests          Media Relations and Crisis          Communication After an Accident</p>	<p>&gt; ADDITIONAL TOOLS FOR ACCIDENT DOCUMENT PACKET TO ADDRESS: SECURITY          &gt; ADDITIONAL TOOLS FOR MEDIA RELATIONS</p>
----------------------------	---	---

<p>INSURANCE</p>	<p>&gt; Dealing with Adjusters</p>	<p>&gt; ADDITIONAL CONSIDERATIONS FOR</p>
------------------	------------------------------------	---

<p>VEHICLE SAFETY</p>	<p>.....</p>	<p>.....</p>
<p>PROGRAM          CLAIMS AND LITIGATION          MANAGEMENT</p>	<p>COVERED POLICIES AND          ...          &gt; Dealing with Attorneys -ours/theirs</p>	<p>ADDITIONAL ISSUES IN SSEP          COVERAGE</p>
<p>DAY TO DAY OPERATIONS - MONITORING FOR SAFETY</p>	<p>&gt; Record Keeping          &gt; Keeping Informed          o Websites          o Publications</p>	<p>&gt; ADDITIONAL REPORTS FOR SECURITY RELATED INCIDENTS</p>

civil penalty or other action For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 1S and 1520

# **Appendix B**

## **Security/Emergency Capabilities and Points of Emphasis**

Appendix B

SECURITY BASELINE PLANNING WORKSHEET	Yes	No	Notes
Has Executive Management accepted responsibility for the management of security vulnerabilities during the design, engineering, construction, testing, start-up and operation of the	x		
Has Executive Management endorsed a policy to ensure that security vulnerabilities are identified, communicated, and resolved (or accepted) through a process that promotes accountability for	x		
Does Pace have clear and unambiguous lines of authority and responsibility for ensuring that security is addressed at all	x		
Does Pace have access to personnel with security	x		
Does Pace ensure that resources are effectively allocated	x		
Lt.n address se:cnritl considerations? Is the protection of passengers, employees, contractors, emergency responders and the general public a priority whenever	x		
Wherever possible, does Pace guide design, engineering, and procurement activity with an agreed-upon set of security standards and requirements (including design criteria manuals,	x		
Does Pace routinely evaluate its capabilities to provide adequate assurance that the public, and employees are protected	x		
Has Pace committed to developing security mitigation	x		
Has Pace appropriately documented its security measures in plans, procedures, training, and in project	x		
Does Pace have a formal System Security Program, documented in a System Security Program Plan (Security Plan)?	x		
If "yes," is the Security Plan current, reflecting current security	x		
If "no," does Pace have plans in place to develop a			
If "no," prepare a brief list of all activities performed at your agency that address security concerns (for example, include facility access control; procedures for handling difficult people; workplace violence program; bomb threat management plan; procedures for identifying and reporting suspicious activity; facility			ATTACH LIST

GENERAL EMERGENCY RESPONSE CAPABILITIES	Yes	No	Note
Does Pace have an Emergency Plan?	X		
Does Pace have Emergency Operating Procedures?	X		
Does Pace have an Incident Response Plan for Terrorism, as an appendix to the Emergency Plan or as a separate plan?	X		
Does Pace coordinate with local public safety organizations on the development, implementation and review of the Emergency Plan and procedures?	X		
Does your Emergency Plan specify use of the Incident Command System?	X		
Have your employees been trained in the Emergency Plan and Procedures?	X		
Does Pace conduct routine drills, table-tops and refresher training?	X		
Does Pace coordinate its drilling and training for emergency response with local public safety organizations?	X		
Does Pace conduct briefings of after-action reports to assess performance during the drill or exercise and identify areas in need of improvement?	X		
Have members of Pace participated in Domestic Preparedness Training Programs sponsored by the Federal government (FEMA, FBI, DOD, etc.)?	X		
PREVIOUS EXPERIENCE			
Has Pace experienced an emergency in the last 12 months? If yes were you satisfied with the response		X	
Has Pace received a bomb threat in the last 12 months?		X	
Has Pace evacuated its facilities in the last 12 months as the result of a bomb threat?		X	
Has Pace conducted a physical search of a facility in response to a bomb threat?		X	

## Points of Emphasis

1. *Awareness* - Train all security and maintenance personnel to spot suspicious-looking or unfamiliar people or objects.
2. *Communication* - Teach employees and/or tenants the importance of awareness; encourage them to identify and report anything that appears out-of-the-ordinary.
3. *Screening* - Develop and implement systems for identifying and controlling visitor access to the building.
4. *Inspection* - Establish strict procedures for the control and inspection of packages and materials delivered to the building, particularly those intended for critical areas.
5. *Procedures* - Instruct all personnel, particularly telephone switchboard or reception personnel, on what to do if a bomb threat is received.
6. *Surveillance* - Instruct security and maintenance personnel to routinely check unattended public or open areas, such as rest rooms, stairways, parking garages and elevators.
7. *Lighting* - Make sure that all of the facility's access points are well-lit.
8. *Systems Awareness* - Unexpected interruptions in the building's fire or security systems may not be coincidental; train personnel to identify and address immediately.
9. *Local Authorities* - Contact local government agencies to determine their procedures for dealing with bomb threats, search, removal and disposal.
10. *Contingency* - Assure adequate protection and off-site backup for classified documents, proprietary information, critical records and activities essential to the operation of your business.

# **Appendix C**

## **Security and Emergency Considerations**

## **Appendix C**

### **Emergency Response Planning, Coordination, and Training Considerations**

1. Emergency Response planning, coordination, and training is formalized and documented, and identifies responsibilities of employees by function
2. Service continuation, restoration / recovery plan developed
3. Emergency drills and table-top exercises scheduled on a regular basis
4. Coordination and training with outside agencies, including:
  - a.. Fire /rescue units; Hospitals; Police; Hazardous materials /Environmental agencies /Regional Office of Emergency Management
5. Media relations / information control procedures and policies established (internal and external to agency)
6. Documentation of drills maintained; drill critiques held; recommendations recorded with follow-up
7. Emergency procedures reviewed by Management on a regular basis and updated as needed
8. Regular assessments of employee proficiency conducted
9. Emergency contacts list developed /current /and responsibility for call-outs identified
10. Employees issued quick reference guidelines for emergency situations
11. Support systems developed to provide post-incident support to customers and employees
12. Regular functional testing / inspection of emergency support equipment and systems
13. Contingency plans for loss of electrical power and radio or phone communication.

### **System Security Considerations**

1. Security Plan established, which addresses all operations modes and contracted services
2. System security responsibilities and duties established
3. Personal safety awareness/education programs for passengers and employees and community outreach
4. Security equipment regularly inspected, maintained and functionally tested; including personal equipment issued to security personnel
5. Contingency **SOPs** developed; drills and table-top exercises conducted for extraordinary circumstances:
  - a. Terrorism (including chemical/ biological agents/ weapons of mass destruction); Riot /Domestic unrest; Catastrophic natural events; and System-wide communications failure
6. Planning, coordination, training and mutual aid agreements with external agencies (state, local police, FBI and other federal agencies)
7. Security **SOPs** reviewed on a regular basis and updates made as needed to Security Plan
8. Security equipment installed, inspected, and maintained to monitor trespass activities
9. Data collection established for all security issues / incidents; analysis performed and recommendations made; as necessary

10. Security risk/vulnerability assessments conducted, documented and reviewed
11. Contingency plans for loss of electrical power and radio or phone communications
12. Procedures for critical incident command, control, and service continuation/ restoration
13. Security training provided to all staff levels
14. Background checks on employees and contractors (where applicable)
15. Regular assessments of employee security proficiencies conducted
16. Employees issued quick reference guidelines for security situations
17. Emergency contacts list developed /current /and responsibilities for call-outs identified
18. Visitor, deliveries and contractor facility access procedures developed /visible identification required
19. Concepts of crime prevention through environmental design (CPTED) applied in reviews of facilities and in new design and modifications
20. Security checklists developed and regularly used for verifying status of physical infrastructure and security procedures
21. Agency employees identifiable by visible identification and/or uniform
22. Policy and procedures in place for facilities key control

## Bomb Threat checklist

### Questions to Ask the Caller

What will cause it to explode?

Did you place the bomb?

Why did you place the bomb?

Where are you calling from?

What is your address?

What is your name?

### Observations

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

Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

## **Bomb Threat Procedures**

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

### **Steps to Be Considered**

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

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

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

Each of these steps is discussed below:

#### **Step 1: Threat Reception**

Threats are transmitted in several ways:

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

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

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

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

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

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

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

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

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

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

## Step 2: Threat Evaluation

Two basic descriptions of threats can be identified:

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

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

Certain actions should be taken regardless of the threat category:

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

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

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

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

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

The following criteria help determine what immediate action to take:

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

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

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

The area is comparatively open

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

### Step 3: Search Procedure

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel – familiar with the zone or section – identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be "crossed off" the plan as it is searched.

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

- An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.
- The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at **risk**. Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.

During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be searched.

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

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

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

#### Step 4: Locating an Unidentified Suspicious Package

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

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

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

- Removal of persons at risk
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object

- Activities to establish ownership of the object. (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called)
- Continue implementation of search procedure until **all** areas have reported to the central control, as there may be more than one unidentified object

While volunteers and public safety personnel are conducting the search, and particularly while they are managing response to a suspicious package, they should keep in mind the following information:

- Improvised Explosive Devices (IEDs) and other types of bombs inflict casualties in a variety of ways, including the following:
  - Blast over pressure (a crushing action on vital components of the body; eardrums are the most vulnerable)
  - Failing structural material
  - Flying debris (especially glass)
  - Asphyxiation (lack of oxygen)
  - Sudden body translation against rigid barriers or objects (being picked up and thrown by a pressure wave)
  - Bomb fragments
  - Burns from incendiary devices or fires resulting from blast damage -
  - Inhalation of toxic fumes resulting from fires
- The following are four general rules to follow to avoid injury from an IED:
  - Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion
  - Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation
  - Keep away from glass windows or other materials that could become flying debris
  - Remain alert for additional or secondary explosive devices in the immediate area, especially if the existence of a bomb-threat evacuation assembly area has been highly publicized
- Historically, perpetrators of bombings in the transit environment (in foreign countries such as Israel, France, India, and England) have used two tactics that intensify the magnitude of casualties inflicted by detonation of an explosive device:

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

### **Step 5: Evacuation Procedure**

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

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

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

Assembly areas should be pre-selected and well-known to personnel. Establish a clearly defined procedure for controlling, marshalling, and checking personnel within the assembly area. If possible, for major transit stations, assembly areas should be coordinated with local police in advance.

Assembly areas are selected using the following criteria:

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

- Select multiple assembly areas (if possible) to reduce the concentration of key personnel. Drill and exercise personnel to go to different assembly areas to avoid developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

### **Step 6: Re-Occupation of Station/Facility**

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

### **Step 7: Training**

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

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

### **Conclusion**

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

Appendix E  
Emergency Telephone Directory

## Appendix F Grant Info

## Appendix G Reporting Criminal Activity

(Dispatch Form)

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

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

Description of Involved People: For each involved person, provide:

- Height
- Weight
- Gender
- Clothing
- Weapons
- Distinguishing characteristics

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

Vehicle: If a vehicle is involved, please provide the following:

- Color
- Year
- Make
- Model
- License

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

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

# Appendix H

## Emergency Action Plan

## PACE SUBURBAN BUS

### PANDEMIC INFLUENZA EMERGENCY PREPAREDNESS

#### Potential Impact of an Influenza Pandemic

An influenza pandemic occurs when a novel strain of the influenza virus becomes easily transmissible among people, at which point global spread typically occurs. Three influenza pandemics occurred in the 20<sup>th</sup> century, 1918, 1957, and 1968. In 1918 an estimated 40-50 million people died worldwide, 500,000 of them in the United States.

Many experts consider influenza pandemics to be inevitable, although it is not possible to predict when one will next occur. The impact of such an event could have a devastating effect on the health and well being of the American public. In Illinois alone, over the course of 12 weeks:

- 2 million people may become ill
- 1.8 million people may require outpatient care
- 30,000 people may require hospitalization
- 8,700 people may die

#### Avian Influenza

Avian Influenza is a highly contagious viral disease affecting the respiratory, digestive, and/or nervous system of many species of birds and is highly contagious among birds. Human cases of Avian Influenza have been reported among persons who handled affected poultry. If transmission of Avian Influenza from human to human begins and is sustained, a pandemic may result because most humans will not have antibodies to the new strain.

#### Pandemic Influenza Preparedness and Response Plan

The State of Illinois Pandemic Influenza Preparedness and Response Plan was finalized on March 17, 2006. The plan is a comprehensive framework for Illinois to stop, slow or otherwise limit the

spread of an influenza pandemic and sustain infrastructure and mitigate the impact to the economy and reduce social disruption. The plan is intended to be implemented within the context of a unified command emergency operating structure involving representation from local, state, and federal governments. Pace is a resource asset/support agency that is prepared to be called upon to provide buses and drivers.

### **Agency Specific Contingency Plans**

All state and local agencies should have plans in place to ensure maintenance of essential services during periods of high absenteeism due to illness. Pace has all hazard contingency plans which include utilizing maintenance and management personnel to operate buses and other transit vehicles in the event of high absenteeism among its bus operators.

An avian influenza outbreak will require the use of much of the same infrastructure and action as that needed for response to other disasters in and around the Pace service area.

Pace has established the System Safety Emergency Preparedness Plan (SSEPP), conducted threat and vulnerability assessments and has established contingency plans for recovery of corporate and all operating divisions which include:

- All Hazards Approach
- Chain of Command/Unified Command
- Disaster agencies
- Alternate sites
- Public Information
- Communications
- Company records and documents

Pace is categorized as a resource asset/support agency for the State Emergency Operations Center as well as local Incident Command structures in the event of an emergency.

Pace response capabilities are enhanced by:

- Employees dedicated to public service
- Driver call up lists maintained
- More than 100 non-operating management personnel maintaining CDL licenses
- Intelligent Bus System (IBS)
- Back-up communication equipment
- Well maintained equipment
- Operator training
- Familiarity with the National Incident Management System (NIMS) and the Incident Command System (ICS)  
And ongoing planning and preparedness training

### **Pace Suburban Bus Emergency and Contingency Planning**

Pace response capabilities to external emergencies are built upon a strong foundation.

Pace currently participates in all hazard emergency preparedness planning and training with various federal, state and local government agencies such as the Red Cross, Salvation Army, Crusade of Mercy, U.S. Postal Service, Illinois Department of Transportation, Illinois Terrorism Task Force, U.S. Department of Homeland Security, U.S. Transportation Security Administration, local police and fire departments (MABAS, ILEAS) as well as county offices of emergency operations and other 1<sup>51</sup> Responder agencies in Pace's six county service area. Pace also participates in the Chicago Area Transit Alert Network (CTAN).

## Appendix H Emergency Action Plan **Contingency Plan for Recovery**

### **Definitions:**

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

### **POSSIBLE OR CONFIRMED TERRORIST ATTACK**

1. Remain calm and be patient. Follow the advice of local emergency officials and listen to your radio for news and instructions. If possible, get in touch through your vehicle radio or cell phone with Red Cross.
2. If a disaster occurs near you, check for injuries. Give first aid if possible and get help for seriously injured people. Remember to avoid direct contact with blood and other body fluids. Each vehicle should have a bag with disposable gloves, first aid kit and other items.
3. If time allows, contact your family and let them know where you are.
4. If there is terrorist activity that is an immediate threat, go to a public building and take shelter as quickly as possible. Public schools and hospitals are some of the best places to go.
5. If you have passengers with you, assist them into a shelter.
6. If you are told to evacuate the area or the city, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the

evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.

7. For large emergencies like these, you may hear a siren or the tone on the radio that you usually hear as emergency testing. Please keep your radio tuned to that station for information.

Appendix J  
DRAFT MEMORANDUM OF UNDERSTANDING  
LOCAL TRANSIT AGENCY AND COMMUNITY FIRST RESPONDERS (as  
part of a local government Critical Incident Response Plan, for example)

Purpose: To establish specific agreement between Pace Staff and Community First responders in the event of a community incident/emergency on board a Pace vehicle or on Pace property.

Hold Harmless

## Appendix K

### THREAT AND VULNERABILITY ASSESSMENT FORMS

CRITICAL ASSET THREAT	AND VULNERABILITY ASSESSMENT	
	Criticality (Level of Impact in the Event of Loss)	
	Assets	System (1)
Vehicles	People (1)	System (1)
Buses/vans		
Administrative vehicles		
Radios		
Fareboxes		
Other		
Maintenance Area		
In-house		
Entrances/exits		
Restrooms		
Equipment		
Other		
Contractor		
Storage Lots		
Vehicles		
Entrances/exits		
Fuel areas		
Other		
Office Facilities and Equipment		
Office furniture		
Computers		
Communications systems		
Entrances/exits		
Restrooms		
Storage areas		
Revenue collection facilities		
Employee parking lots		
Other		
Transit Center		
Entrances/exits		
Common areas		
Restrooms		
Other		

Notes: 1) Rate as "High," "Medium," or "Low"

Warning: This record contains Sensitive Security Information that is controlled under 49CFR parts 15 and 1520, no part of this record may be disclosed to persons without a "need to know" as defined in 49CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49CFR parts 15 and 1520

## THREAT AND VULNERABILITY ASSESSMENT

Probability of Loss	Impact of Loss			
	1 Catastroohic	2 Very Serious	3 Moderately Serious	4 Not Serious
A - Certain				
B - Highly Probable				
C - Moderately Probable				
D - Improbable				

1A, 1B, 1C, 2A, 2B, 3A: Unacceptable-Management must take action (i.e. "high" and "serious")  
 1C, 2C, 2D, 3B, 3C: Acceptable - with Management action and/or monitoring (i.e. "medium")  
 3D, 4A, 4B, 4C, 4D: Acceptable - No action required (i.e. "low")

PRIORITIZED VULNERABILITY REPORT

Transit Assets	Elements of Vulnerability	Current Levels of Protection	Assessment of Adequacy of Current Levels of	ACFI On R gtr!d?
Vehicles				
R! _____				
R o-l: no JareboxP f)thPr				
Maintenance Area				
Inhouse				
n - ()thPr (				
Storage Lots				
Vt>hic. l-- _____, III				
FPPI or POO f)thPr				
Office				
- Teis				
ces/pv;to				
n o-ooo revenue: collection				
- 10* 1....+.				
DJher.				
Transit Center -exit-				
Inmmon or POO R				
Other				

Warning: This record contains Sensitive Security Information that is controlled under 49CFR parts 15 and 1520, no part of this record may be disclosed to persons without a "need to know" as defined in 49CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520



## Appendix L

### DRAFT MEMORANDUM OF EXECUTIVE APPROVAL

# OP-es " - "

Mamdu

## MEMORANDUM OF EXECUTIVE APPROVAL

To: All Employees, Volunteers and Contractors

From: T.J. Rzi

Subject: System Safogram Plan

Date: April 1,2007

It is the objective of Pace to provide safe, secure and reliable service for its passengers and employees. To demonstrate our commitment, Pace has developed this System Safety Program Plan (SSPP).

This SSPP Plan describes the policies, procedures and requirements to be followed by management, maintenance and operating personnel in order to provide a safe environment for agency employees, our customers and the general public. All personnel are expected and required to adhere to the policies, procedures and requirements established herein and to properly and diligently perform safety-related functions.

Each Pace employee is governed by the requirements and terms of this Plan and must conscientiously learn and follow prescribed safety and emergency rules and procedures. Each employee shall take active part in the identification and resolution of safety concerns.

The responsibility for safety falls within the Revenue Services area. If you should have any questions concerning the Plan, the point of contact is Ken Grish, Department Manager Safety, Training & Security, at (630) 801-3012.

If you need further clarification, contact Melinda Metzger, Deputy Executive Director, Revenue Services at (847) 228-2302.

Thank you for your cooperation.

MJM:np\Safety Program

WNUURG= 'this reoord oontaia.11 sanaitive SBCUZ'ity Information tllat is aont.ro1lec! under 49CFR part- 15 en.d. 1520, aa pert of this record aay b• 4i-cloaed ta puacm.s without a 'hea4 to know,'" o1 d.eELO.edl iA 49CFR part• 15 and: 1520., axcept wib the written pe:nnia-aion of th.ll Admini•trator oC th• fttransportation seourity Adminietra.ti.OD ar the Socceta%Y of 'TratiSPorteion, ttnauthorized4 :r:leae11 may :r:esu.lt in civil panalty or other action. •or o.a. Q'ovllrml\OAt •S\*laica, publiu disalo•ur• La governed. by s u.s.-c.ss2 an4 69CFR. :oart• 15 ana 1520.

## Appendix M

### CONTACTS AND OTHER RESOURCES

#### Contacts

For additional information contact the following.

Pat Loose, Manager  
Transit Unit  
Colorado Department of Transportation  
4201 E. Arkansas Avenue 8606  
Denver, CO 80222  
303 757-9769  
FAX 303 757-9727  
Pat.Loose@.dot.state.co.us

Rick Evans  
RAE Consultants, Inc.  
1029 E. Sth Avenue, Suite 807  
Denver, CO 80218 303 860-  
9088 FAX 303 860-9087  
Rick@RAEConsultants.com

Don Cover  
FTA Region Office  
216 16th Street Mall, #650  
Denver, CO 80202 303  
844-3242 FAX 303 844-  
4217  
Don.Cover@fta.dot.gov

Harry Saporta  
Office of Safety and Security  
Federal Transit Administration  
400 ihStreet, SW, Room 9305  
Washington, D.C. 20590  
www.fta.dot.gov  
www.volpe.dot.gov

Federal Emergency Management Agency  
Contact phone number: 303 235-4800

#### Colorado Department of Public Health and Environment

Martin A. Stolmack  
MCI/Counter-Terrorism Planning and Management  
Colorado Department of Health and Environment  
4300 Cherry Creek Drive South  
Denver, CO 80246-1530  
303 692-2988  
martin.stolmack@state.co.us

**Colorado Office of Emergency Management**  
**Colorado Department of Local Affairs** Day  
time contact number: 303 272-1622  
Emergency line: 303 279-8855

### **Colorado Regional Planners**

Bob Wold  
303 273-1778 FAX  
303 273-1795

Steve Denney  
970 248-7308 FAX  
970 248-7317

Kevin Kuretich 970  
679-4503 FAX 970  
669-7717

Patricia Gavelda  
970 247-7674 FAX  
970247-7032

Cindy Mohat  
719 544-6563 FAX  
719 545-1876

Colorado Local Emergency Managers and Sheriffs are listed at  
[www.dola.state.co.us/oem/localem.htm](http://www.dola.state.co.us/oem/localem.htm).

**Intermountain Region:** Boulder, Broomfield, Chaffee, Clear Creek, Douglas, Gilpin, Jackson, Jefferson, Grand, Lake, Park, and Summit counties

**Northwest Region:** Moffat, Routt, Rio Blanco, Eagle, Garfield, Mesa, Delta, Montrose, Pitkin, Gunnison, San Miguel and Ouray counties

**Northeast Region:** Larimer, Weld, Logan, Morgan, Washington, Denver, Adaros, Arapahoe, Elbert, Lincoln, Sedgwick, Philips, Yuma, Kit Carson and Cheyenne counties

**Southwest Region:** Dolores, Montezuma, La Plata, San Juan, Archuleta, Mineral, Hinsdale, Saguache, Rio Grande, Alamosa, Conejos and Costilla counties

**Southeast Region:** Teller, El Paso, Fremont, Custer, Pueblo, Huerfano, Las Animas, Crowley, Otero, Kiowa, Bent, Prowers, and Baca counties

## Other Resources

Additional technical resources include the following:

Title: Transit System Security Program Planning Guide  
Author(s): John Balog and Anne Schwarz Year: 1994  
Sponsoring Agency: Federal Transit Administration (FTA)  
Volpe Report #: DOT-VNTSC-FTA-94-01 DOT Number:  
FTA-MA-90-7001-94-1 NTIS Number: PB94-161973  
Available: <http://www.transit-safety.dot.gov>

Title: Transit Security Handbook  
Author(s): Annabelle Boyd and James Caton  
Year: 1998  
Sponsoring Agency: Federal Transit Administration (FTA)  
Volpe Report #: DOT-VNTSC-FTA-98-03 DOT Number:  
FTA-MA-90-9007-98-1 NTIS Number: PB98-157761  
Available: <http://www.transit-safety.dot.gov>

Title: Critical Incident Management Guidelines  
Authors: Annabelle Boyd and James Caton Year:  
1998  
Sponsoring Agency: Federal Transit Administration (FTA)  
Volpe Report #: DOT-VNTSC-FTA-98-05 DOT Number:  
FTA-MA-26-7009-98-1 Available: <http://www.transit-safety.dot.gov>

Title: Transit Security Procedures Guide  
Author(s): John Balog and Anne Schwarz  
Year: 1996  
Sponsoring Agency: Federal Transit Administration (FTA)  
Volpe Report #: DOT-VNTSC-FTA-94-08 DOT Number:  
FTA-MA-90-7001-94-2 9 Available: <http://www.transit-safety.dot.gov>

Title: Emergency Preparedness for Transit Terrorism  
Authors: Annabelle Boyd and John P. Sullivan  
Year: 1997  
Sponsoring Agency: Transportation Research Board  
Report Number Transit Cooperative Research Program Synthesis Number 27  
Web site: <http://nationalacademies.org/trb/publications/tcm/tsyn27.pdf>

Perspectives on Transit Security in the 1990s: Strategies for Success  
Author(s): Annabelle Boyd and Patricia Maier Year: 1996  
Sponsoring Agency: Federal Transit Administration (FTA)  
Volpe Report #: DOT-VNTSC-FTA-96-02  
DOT Number: FTA-MA-90-7006-96-01  
NTIS Number: PB96-185871  
Available: <http://www.transit-safety.dot.gov>

Title: Transit Security in the 90's  
Author(s): Kathryn Powell and Annabelle Boyd  
Year: 1996  
Sponsoring Agency: Federal Transit Administration (FTA)  
Keywords: Local transit-Security measures Volpe Report #:  
DOT-VNTSC-FTA-96-11 DOT Number: FTA-MA-26-  
NTIS Number: PB97-146989  
Available: <http://www.transit-safety.dot.gov>

Title: Protecting Surface Transportation Systems and Patrons from Terrorist Activities -  
Volume One  
Author: Brian Michael Jenkins  
Year: January 1997  
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation  
Policy Studies  
Report Number: IISTPS 97-4  
Full text available at: <http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm>

Title: Protecting Surface Transportation Systems Against Terrorism and Serious Crime- 2001  
Update  
Author: Brian Michael Jenkins  
Year: October 2001  
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation  
Policy Studies  
Report Number: IISTPS 01-7  
Full text available at: <http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm>

Title: Improving Transit Security

Authors: Jerome A. Needle and Renee M. Cobb, J.D,

Year: 1997

Sponsoring Agency: Transportation Research Board

Report Number Transit Cooperative Research Program Synthesis Number 21

Web site: <http://nationalacademies.org/trb/publications/tcrp/tsyn21.pdf>

**Appendix N**  
**HOMELAND SECURITY ADVISORY SYSTEM**  
**RECOMMENDATIONS**

The Homeland Security Advisory System Recommendations for businesses are presented on the following page. This was taken from the American Red Cross web site [www.redcross.org/services/disaster/beprepared/hsas/business.pdf](http://www.redcross.org/services/disaster/beprepared/hsas/business.pdf)

Effective immediately, the procedures outlined below will be followed corresponding to the level of alert recommended by the Department of Homeland Security.

### LEVEL 1 ALERT (ELEVATED)

- Maintenance foremen to inspect garage area at least two (2) times per shift and complete proper documentation.
- All doors are to be closed and locked except gated and authorized entry doors.
- All employees must display their employee identification card at all times while on Pace property. The only exception would be for employees in uniform, who are required to carry their Pace ID at all times.
- All visitors must sign in and out at the appropriate location at each property and display visitor passes at all times while on the premises.
- Employees are not to allow entry for any visitor, except at designated entry locations.
- Employees are to request that anyone not displaying proper identification identify themselves and their visiting purpose, and report the person to management staff.
- All employees are to be on the lookout for any suspicious activity or person on Pace property without the proper employee or visitor identification. If you encounter what appears to be a suspicious person, report this immediately to management staff.
- All employees are to be on the lookout for any unattended packages in the buildings or buses, or any unattended or abandoned vehicles in parking lots or at terminals. Do not attempt to touch or move suspicious objects, but report them immediately to your immediate supervisor, dispatcher or management staff.
- Properties are responsible to see that all vehicles are accounted for.

Warning: This record contains Security Sensitive Information that is controlled under 49CFR parts 15 and 1520, no part of this record "need to know" as defined in 49CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration. Unauthorized release may result in civil penalty or other action. For U.S. Government agencies, public disclosure is prohibited under 49CFR parts 15 and 1520.



.. LEVEL 2 ALERT (HIGH)

- Complete actions at the *Level 1*, and:
- Supervision to check terminals and buildings and fill out check-off sheet.
- Maintenance foremen to inspect garage area, building outside perimeter and fence, at least two (2) times per shift and complete proper documentation.
- While vehicles are in for repair, maintenance employees will inspect vehicles in all areas for signs of tampering.
- Service lane employees will check the underside of seats using an extension type mirror (checking for packages which may be taped underneath seat bottoms).
- Only vehicles with Pace authorized permits will be permitted in the building.

LEVEL 3 ALERT (SEVERE)

- Complete all actions at both the *Level 1* and *Level 2* alert levels, and:
- Restrict all entrance points.
- Maximize work force.
- Re-deploy staff as appropriate.
- Provide staffing at appropriate locations to inspect underside of both bus body and under seats (using an extension type mirror), before allowing vehicles into building, parking or designated areas.
- Assign staff to check identification cards of all personnel who wish to enter, including uniformed employees.

MJM\_/molsecuritycodesmemoreg grs

Warning: This record contains Sensitive Security Information that is controlled under 49CFR parts 15 and 1520, no part of this record may be disclosed to persons without a "need to know" as defined in 49CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. Government Agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.