



## **Work Element N – Transportation Emergency Preparedness Scope of Work FY 2012**

**August 24, 2011**

Submitted by:

# nusura

Gary Gleason, Vice President  
13699 West Amherst Place  
Lakewood, CO 80228  
970.544.5358

# Table of Contents

|                                   |           |
|-----------------------------------|-----------|
| <b>Background</b>                 | <b>3</b>  |
| <b>FY 2012 Project Objectives</b> | <b>4</b>  |
| <b>FY 2012 Project Work Plan</b>  | <b>5</b>  |
| <b>FY 2012 Project Schedule</b>   | <b>8</b>  |
| <b>FY 2012 Project Budget</b>     | <b>9</b>  |
| <b>Key Staff</b>                  | <b>10</b> |
| <b>About Nusura</b>               | <b>12</b> |
| <b>References</b>                 | <b>13</b> |

## Background

In recognition of the critical role transportation plays in emergency situations, the Del Norte Local Transportation Commission (DNLTC) has funded planning efforts designed to boost emergency response capabilities within the transportation sector. To date this initiative has included:

- Basic awareness, operations and technician level training for area transportation staff, emergency managers, first responders and other partner agencies
- Vulnerability assessment for lead transit provider Redwood Coast Transit (RCT)
- Development of emergency operations plans and corresponding emergency response checklists for drivers, dispatchers and administrators for probable hazards and threats
- Business relocation and continuity of operations planning
- Development of memoranda of understanding between the Del Norte Office of Emergency Services, Redwood Coast Transit, Coastline Transit, the Del Norte Unified School District
- Tabletop and functional exercises to improve transportation's ability to mobilize and respond to a community evacuation

Through interagency seminars and workshops, hazard and threat assessment and gap analyses, and exercises to assess and improve emergency response and recovery plans and procedures the community has greatly improved its emergency response capabilities, as evidenced by the support provided by transportation in helping to evacuate low lying areas of Del Norte County in response to the Japan tsunami. The following Scope of Work (SOW) was created to address additional and ongoing preparedness needs documented in after action reports and related documents.

## FY 2012 Project Objectives

In order to resolve planning gaps identified through prior transportation emergency preparedness efforts, and to meet the DNLTC's broader emergency preparedness goals, Nusura is proposing to update planning documents necessary to meet local, state and federal obligations of Emergency Function 1 - Transportation (EF-1<sup>1</sup>).

As detailed in DNLTC Work Element N, these planning updates include the following tasks:

- Update the Del Norte transportation threat and vulnerability assessment to include DNLTC, RCTA and Coastline Enterprises
- Update asset and capabilities list for Del Norte County transportation resources.
- Update the Del Norte transportation Emergency Operations Plan (EOP) and Standard Operating Procedures (SOP)
- Draft a transportation continuity of operations plan

This effort will result in the following products:

- Transportation vulnerability report
- Del Norte transportation Emergency Operations Plan (EOP) and associated annexes
- Del Norte transportation emergency Standard Operating Procedures (SOPs)
- Del Norte transportation Continuity of Operation Plan (COOP)

---

<sup>1</sup> The National Response Framework includes 15 emergency support functions covering core areas of responsibility for emergency response and recovery. The California State Emergency Operations Plans utilizes Emergency Functions, or EF's, that parallel but are not identical to the national ESF system.

## **FY 2012 Project Work Plan**

Nusura has developed the following project work plan to fulfill these project objectives. The work plan builds on past experience on like projects in Del Norte County and other local jurisdictions across the state and across the country.

### **Update the Del Norte transportation threat and vulnerability assessment *Work Element N, Task 2***

Nusura will utilize baseline data from the RCT 2007 Threat and Vulnerability Assessment, along with materials from the Federal Transit Administration (FTA), the California Department of Transportation Division of Mass Transportation (Caltrans DMT), and proprietary resources to assess vulnerabilities to Del Norte transportation resources. Nusura will utilize historical, physical and scenario analysis to assess hazards and threats including accidents and incidents, acts of nature, hazardous material spills, loss of critical infrastructure, criminal activity and terrorist threat. This analysis will consider DNLTC, Redwood Coast Transit and Coastline Enterprises, as well Yurok Tribe and Del Norte Unified School District Transportation resources. A cohesive vulnerability matrix will be developed and a vulnerability report written helping to establish priorities for future emergency preparedness and risk management efforts.

#### **Deliverables**

- Vulnerability Report

#### **Timeline**

- October/November, 2011

### **Update asset and capabilities list *Work Element N, Task 3***

Maintaining current information regarding critical transportation assets is essential to effective emergency response and recovery. These asset capability lists will be updated for DNLTC, Redwood Coast Transit and Coastline Enterprises, as well Curry Public Transit, Yurok Tribe and Del Norte Unified School District Transportation. Resources will be typed and organized for ease of use in emergency situations, and will be incorporated into the updated emergency operations plan. Additionally, Nusura will develop a resource mobilization plan, and provide a one-day training for transportation personnel to enhance response and recovery competencies.

#### **Deliverables**

- Transportation asset and capabilities list

#### **Timeline**

- November/December, 2011

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

### ***Work Element N, Task 4.1***

Currently Redwood Coast Transit has a Safety, Security and Emergency Preparedness Plan (SSEPP) based on planning guidance issued by Caltrans DMT. This plan provides a useful foundation, but is not integrated with Coastline Enterprises, Del Norte School District Transportation, or other regional transportation resources with which RCT coordinates for emergency response and recovery. Moreover, the Caltrans planning guidance on which it is based was written in 2008, so is not as current as other guidance documents from the Federal Transit Administration and other oversight agencies. Nusura will utilize materials from the U.S. DOT's Transportation Safety Institute, Transportation Research Board, Federal Highways Administration, and proprietary resources to craft an EOP that is inclusive of Del Norte's diverse transportation resources, and considers lessons learned from the 2010 tsunami evacuation.

### **Deliverables**

- Del Norte Transportation Emergency Operations Plan

### **Timeline**

- December, 2011/January, 2012

## **Update Standard Operating Procedures (SOPs)**

### ***Work Element N, Task 4.2***

Emergency operations plans are essential for detailing strategies and approach to emergency response and recovery, but because of their size and comprehensive nature, tend to be of limited use to key personnel during times of crisis. The consulting team will therefore develop checklists for management staff working in the Transportation Departmental Emergency Operations Center (DEOC) and frontline staff working at the field level as drivers, mechanics and supervisors. These checklists, organized by NIMS-compliant organizational structure, will give everyone responding to emergency events involving transportation an easy reference guide for their roles and responsibilities.

### **Deliverables**

- Del Norte Transportation Standard Emergency Operation Procedures

### **Timeline**

- February/March, 2012

## **Draft continuity of operations plan**

### ***Work Element N, Task 5***

Maintaining operational continuity for as long as it is safe to do so, and restoring transportation operational capacity after an emergency, is essential to emergency response and recovery. Such business continuity demands effective planning to assess essential functions, essential processes, and resources critical to fulfilling these functions and processes. This is the basis of COOP planning. Nusura will establish a business continuity-planning group involving Del Norte transportation agencies, and through a series of conference calls and webinars will identify the essential elements to include in a draft continuity of operations plan. This planning effort will be informed by planning guidance from the Transportation Research Board, the Federal Transit Administration, and proprietary resources.

### **Deliverables**

- Del Norte Transportation Continuity of Operations Plan

### **Timeline**

- October, 2011 - March, 2012

## FY 2012 Project Work Schedule

The following Gantt chart provides a visual overview of the workflow for this initiative:

| DNLTC 2012 Work Element N Cost Summary  |         |          |          |         |          |       |
|---|---------|----------|----------|---------|----------|-------|
| Task  | October | November | December | January | February | March |
| <b>Task 2 - Threat and Vulnerability Report</b>                               |         |          |          |         |          |       |
| Hazard and Threat Assessment  | ■       |          |          |         |          |       |
| Site Assessment   | ■       |          |          |         |          |       |
| Vulnerability Report  |         | ■        |          |         |          |       |
| <b>Task 3 - Transportation Asset and Capabilities List</b>                    |         |          |          |         |          |       |
| Asset Identification  |         | ■        |          |         |          |       |
| Resource Mobilization Plan  |         | ■        |          |         |          |       |
| Resource Mobilization Training  |         |          | ■        |         |          |       |
| After Action Report   |         |          |          | ■       |          |       |
| <b>Task 4 - Update EF-1 Transportation EOP and SOP</b>                        |         |          |          |         |          |       |
| Update EOP  |         |          | ■        | ■       |          |       |
| Update SOPs   |         |          |          |         | ■        | ■     |
| <b>Subtotal Task 4</b>  |         |          |          |         |          |       |
| <b>Task 5 - Write and Refine Transportation Continuity of Operations Plan</b> |         |          |          |         |          |       |
| Operational Continuity Research   | ■       |          | ■        |         | ■        |       |
| COOP Plan   |         | ■        |          | ■       |          | ■     |
|   |         |          |          |         |          |       |

## FY 2012 Nusura Budget Detail

| <b>DNLTC 2012 Work Element N Cost Summary</b>                                       |                  |                    |                    |
|---|------------------|--------------------|--------------------|
| <b>Task</b>   | <b>Rate (\$)</b> | <b>Total Hours</b> | <b>Cost (\$)</b>   |
| <b>Task 2 - Update Del Norte Transportation Threat and Vulnerability Assessment</b> |                  |                    |                    |
| Hazard and Threat Assessment  | \$120            | 16                 | \$1,920.00         |
| Site Assessment   | \$120            | 12                 | \$1,440.00         |
| Vulnerability Report  | \$120            | 40                 | \$4,800.00         |
| Travel Hours  | \$45             | 12                 | \$540.00           |
| Travel Expense  |                  |                    | \$1,200.00         |
| <b>Subtotal Task 2</b>  |                  | <b>40</b>          | <b>\$9,900.00</b>  |
| <b>Task 3 - Transportation Asset and Capabilities List</b>                          |                  |                    |                    |
| Asset Identification  | \$120            | 8                  | \$960.00           |
| Resource Mobilization Plan  | \$120            | 16                 | \$1,920.00         |
| Resource Mobilization Training  | \$140            | 20                 | \$2,800.00         |
| After Action Report   | \$120            | 12                 | \$1,440.00         |
| Travel Hours  | \$45             | 16                 | \$720.00           |
| Travel Expense  |                  |                    | \$1,600.00         |
| <b>Subtotal Task 3</b>  |                  | <b>32</b>          | <b>\$6,560.00</b>  |
| <b>Task 4 - Update EF-1 Transportation EOP and SOP</b>                              |                  |                    |                    |
| Update EOP  | \$120            | 80                 | \$9,600.00         |
| Update SOPs   | \$120            | 60                 | \$7,200.00         |
| <b>Subtotal Task 4</b>  |                  | <b>140</b>         | <b>\$16,800.00</b> |
| <b>Task 5 - Write and Refine Transportation Continuity of Operations Plan</b>       |                  |                    |                    |
| Operational Continuity Research   | \$120            | 16                 | \$1,920.00         |
| COOP Plan   | \$120            | 40                 | \$4,800.00         |
| <b>Subtotal Task 5</b>  |                  | <b>56</b>          | <b>\$6,720.00</b>  |
| <b>GRAND TOTAL</b>  |                  |                    | <b>\$39,980.00</b> |

## Key Staff

| Name  | Relevant Experience   |
|---|---|
| <p><b>Gary Gleason</b><br/>Project Lead<br/>Subject Matter Expert</p> | <ul style="list-style-type: none"> <li>• Fulbright Scholar, Civil Protection</li> <li>• Adjunct Professor, Transportation Safety Institute (TSI), U.S. Department of Transportation</li> <li>• Nationally recognized expert in emergency planning, training and exercises with unique skills and experience in transit emergency management</li> <li>• Del Norte Local Transportation Commission – Project lead for multi-year interagency preparedness initiative resulting in updated emergency plans and enhanced preparedness.</li> <li>• Cal EMA Evacuation Planning Project – Project lead for multi-year, multi-county emergency planning initiative resulting in updated evacuation plans for Fresno, Imperial, Kern, Orange, Sacramento, Tulare and Yuba counties</li> <li>• Caltrans Response and Recovery Conference Series – Project lead for multi-year interagency transit emergency management initiative resulting in new emergency planning guidance for California transit providers</li> <li>• The Alliance – Project lead and subject matter expert for development of planning guidance on transportation aspects of evacuation for the 88 cities within the Los Angeles/Long Beach Operational Area</li> <li>• FTA’s National Rural Transit Assistance Program – Project lead and subject matter expert for creation of new training and technical assistance modules including, <u>Emergency Procedures for Rural Transit Drivers</u>, <u>Safety Training And Rural Transit (START)</u>, and <u>The Threat and Vulnerability Toolbox</u></li> <li>• Transportation Research Board A-37 – Co-Principal Investigator on multi-year research project studying best practices in paratransit emergency management</li> <li>• UDOT Emergency Planning Initiative – Project lead for multi-year interagency transit emergency management initiative resulting in vulnerability assessments, emergency plans, and technical assistance for plan implementation across the State of Utah</li> <li>• ITD Emergency Planning Initiative – Project lead for multi-year interagency transit emergency management initiative resulting in vulnerability assessments, emergency plans, and technical assistance for plan implementation to transit agencies across the state of Idaho, as well as planning efforts for the coordinating role of ITD on large-scale disasters</li> <li>• Former public affairs officer for FEMA, deployed on 20 federally declared disasters including fires, floods, hurricanes, tornadoes, and terrorist attacks</li> <li>• Lecture and training – Transit emergency management training and technical assistance in Germany, the Netherlands, Portugal and all but 13 the United States</li> <li>• Founder and Vice President of Nusura</li> </ul> |

|  |  |
|--|--|
| <p><b>Adrian Moy</b><br/>         Technical Analyst<br/>         Subject Matter Expert</p>   | <ul style="list-style-type: none"> <li>• More than 30 years experience in transit industry</li> <li>• Senior Fellow with the National Transit Institute</li> <li>• Member of the American Public Transportation Association Bus Operations, Security Risk Management, and Emergency Management Working Groups</li> <li>• Nationally recognized instructor, and author of programs, policies, and job aids for transportation safety, security and emergency management</li> <li>• Transportation Research Board A-37 – Subject matter expert on multi-year research project studying best practices in paratransit emergency management</li> <li>• Access Services – Subject matter expert assisting with development of job aids supporting response capabilities for the nation’s third largest paratransit agency operating in arguably the highest risk environment in the United States – Los Angeles</li> <li>• Former Operator, Dispatcher and Trainer for MUNI in San Francisco</li> <li>• Former Training Manager for Tri-Met in Portland</li> <li>• Former Deputy Director for Safety and Training for the San Francisco Municipal Transportation Agency</li> <li>• Nusura associate since 2009</li> </ul>   |
| <p><b>David Ofwono</b><br/>         Technical Analyst<br/>         Subject Matter Expert</p> | <ul style="list-style-type: none"> <li>• Nearly 20 years experience in emergency management including law enforcement, fire, and emergency operations</li> <li>• Del Norte Local Transportation Commission – Exercise director for multi-year interagency preparedness initiative resulting in updated emergency plans, disaster exercises and enhanced preparedness.</li> <li>• Cal EMA Evacuation Planning Project – facilitator for multi-year, multi-county emergency planning initiative resulting in updated evacuation plans for Fresno, Imperial, Kern, Orange, Sacramento, Tulare and Yuba counties</li> <li>• Access Services – Lead trainer and exercise director for year-long preparedness initiative supporting response capabilities for the nation’s third largest paratransit agency operating in arguably the highest risk environment in the United States – Los Angeles</li> <li>• Golden Guardian 2007 – Consultant for Emergency Operations Center (EOC) at the NASA Ames Research Center providing coordination and evaluation for the Center’s Emergency Response Teams and Emergency Operations Center.</li> <li>• Caltrans Response and Recovery Conference Series – Logistics Chief for multi-year interagency emergency management initiative engaging emergency managers, first responders, transportation officials, non-profit agencies and private sector representatives in planning for mobility management before, during and after California disasters</li> <li>• NASA Ames Research Center – Developed, delivered and evaluated dozens of emergency response and recovery tabletop and functional exercises involving HazMat incidents at this national research facility</li> <li>• HazMat Specialist for California Urban Search &amp; Rescue Task Force 3 (FEMA CA-TF3)</li> <li>• Nusura associate since 2007</li> </ul> |

## About Nusura

Nusura, Inc. is a specialized emergency management consulting firm specializing in evacuation planning, transportation emergency management, emergency planning for people with access and functional access needs, and emergency public information. Nusura's subject matter experts are sought out by government agencies large and small, and by consulting firms across the country and abroad. Recent accomplishments include:

- ***Del Norte County Emergency Planning Initiative*** – Multi-year interagency planning initiative including vulnerability assessment, emergency planning, tabletop exercises and functional exercises to bolster capabilities of transportation resources in the county
- ***Evacuation Planning Toolkit*** for the state of California – a toolkit issued by the California Emergency Management Agency with industry best practices and lessons learned in evacuation planning for people with access and functional needs and the first responders and planners working to develop inclusive community evacuation plans
- ***Transit Emergency Planning Guidance*** for the State of California – a guideline issued by the California Department of Transportation Division of Mass Transportation for emergency preparedness, prevention, response and recovery
- ***The Alliance*** – Guidance for municipalities in the Los Angeles/Long Beach area regarding transportation considerations for evacuation planning purposes. This work element was part of an update of the mass care and shelter plan update for the state's most populous region
- ***Emergency Procedures for Rural Transit Drivers*** for the Federal Transit Administration – an interactive DVD and training toolkit on emergency management for transit drivers in rural America
- ***Safety Training and Rural Transit (START)*** for the Federal Transit Administration – an interactive DVD and training toolkit on safety and security for transit drivers
- ***Threat and Vulnerability Toolbox*** for the Federal Transit Administration – an interactive DVD and training toolkit helping transportation providers to better assess their vulnerability to natural, technological and human caused disasters.
- ***Emergency Management Initiative*** for the state of Utah – Multi-year planning initiative engaging emergency managers, first responders and transportation officials in vulnerability assessment, emergency planning, and training for all four of the state of Utah's transportation regions.
- ***ITD Emergency Management Initiative*** for the state of Idaho – Multi-year planning initiative engaging emergency managers, first responders and transportation officials in vulnerability assessment, emergency planning, and training for all 18 Idaho communities served by public transportation.

Nusura is a Colorado-based company qualified to do business in the state of California under registry with the California Secretary of State. Additional information at [www.nusura.com](http://www.nusura.com).

## References

| Project Name   | Dates        | Contact  | Relevance  |
|--|--------------|--|--|
| National Rural Transit Assistance Program                            | 2006—Present | Cynthia Frene<br>888-589-6821<br>cfrene@nationalrtap.org       | Development and delivery of transportation safety/security programs            |
| DNLTC Transit Emergency Management Initiative                        | 2007—Present | Tamera Leighton<br>707-465-3878<br>tamera@dnltc.org            | Transportation safety and security planning, training and technical assistance |
| Cal EMA Emergency Planning for People with Access & Functional Needs | 2009—2010    | Deborah Bussard<br>916-845-8745<br>debra.bussard@calema.ca.gov | Interagency community-based emergency planning and coordination                |
| Caltrans Response & Recovery Project                                 | 2006—2008    | Kimberly Gayle<br>916-654-8074<br>kimberly_gayle@dot.ca.gov    | Emergency management planning and compliance assessment                        |