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Annex C: Training and Exercises

INTRODUCTION

Overview

The value of an emergency preparedness plan is dependent on its ability to be implemented by the organizations who are a party to it. The parties to this Transportation Emergency Preparedness Plan (TEPP)—including transportation management agencies and public transit providers offering regional rail, fixed-route bus, and demand response dial-a-ride services—all have an obligation to their patrons, the community, and their partner organizations to maintain a state of readiness capable of effectively and efficiently implementing this plan and other supporting tactical action plans to meet the transportation emergency needs of the people of Ventura and Santa Barbara counties.

In addition to being properly equipped and organized to implement this plan, a critical element of a prepared posture is ensuring personnel are ready to respond—per plans and procedures and with the appropriate resources—through an ongoing training program and rehearsal opportunities demonstrated through exercises. This annex is designed to provide Ventura and Santa Barbara County transportation agencies and transit providers (hereafter referred to as county transportation stakeholders) with a roadmap or tool kit upon which to build and implement their own training and exercise programs to ensure their readiness to implement this plan. None of the county transportation stakeholders are mandated by this plan or any regulatory authority (e.g., local, state or federal government) to conduct emergency preparedness trainings or exercises; therefore, the roadmap/tool kit approach is being used, and because each stakeholder has different capability levels and organizational missions which precludes a one-size-fits-all approach. While this annex provides recommendations for the county transportation stakeholders, it offers the flexibility for each organization to choose its own training and exercise strategy based on organizational needs and capabilities, including available funding.

Target Audience

As mentioned above, each county transportation stakeholder has an obligation to maintain a posture of readiness capable of implementing this plan and supporting the greater community's emergency transportation needs. These organizations include mass transit providers (both public and private sector, special districts and those associated with municipalities, and their employees and contractors), transportation commissions/associations (such as the Ventura County Transportation Commission [VCTC] and Santa Barbara County Association of Governments [SBCAG]), and facilitators of overall emergency response and recovery efforts (such as City and County EOCs and/or Offices of Emergency Management/Services [or equivalents]). Within these organizations the training and exercise requirements for personnel will vary depending on their role in an emergency. To delineate the recommendations in this annex, the three categories of personnel defined below will be applied:

Transit Field Personnel	Transit field personnel may include bus operators, drivers, or conductors, mechanics, maintenance and utility personnel, dispatchers and dispatch center staff, safety officers, road and rail supervisors, etc. Generally, these individuals might be considered the front lines of a transit provider's emergency staff and typically will be those implementing a transit provider's tactical response.
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<p>Transit/ Transportation Agency Leadership</p>	<p>A transportation agency's or transit provider's leadership team responsible for managing incidents and making policy decisions for the organization may be small or even one individual in some organizations and may be larger in others. In some cases, it may be only a contracting manager who oversees resources contracted by the transit agency or the City Emergency Coordinator on behalf of a municipal agency that also contracts for services. In larger organizations, these decision-makers may be assigned to an organization's Incident Management Team (IMT) or equivalent, or Emergency or Department Operations Center (EOC/DOC) or equivalent. These individuals or teams of personnel are applicable to both transit providers and organizations providing transportation coordination, including commissions and associations. In California, these groups are often organized according to Incident Command System (ICS) principles and, whether one person or multiple, are typically responsible for the overall policy, priorities, resource allocation, tactical approval, information management, public information, and interagency/-organization communications and coordination associated with the organization and its response to and recovery from the emergency.</p>
<p>Agency Liaisons or EOC Agency Representatives</p>	<p>As applied in this annex, the category Agency Liaisons/EOC Agency Representatives is being used to describe those individuals assigned the responsibility for coordinating resources, strategies, and information across responding organizations. These may be liaisons/representatives from a transit agency assigned to a municipal or county EOC, municipal or county EOC personnel (i.e., City Emergency Coordinators) tasked with facilitating transportation response, or members of commissions or associations representing the transportation sector in a multi-agency coordination (MAC) group. To differentiate with the transit leadership category above, these liaisons/representatives typically report to and represent an organization's incident leadership but focus on facilitating the incident leadership's multi-agency coordination and communication goals with external partners while the incident leadership focuses on the organization's direct response to the incident.</p>

Minimum Preparedness Levels

It is recommended that each of the aforementioned categories of personnel be involved in at least two (2) preparedness activities annually. This could be any combination of training and/or exercise events the organization believes are important to their emergency personnel, the organization's emergency preparedness goals, and within the organization's operational and financial capabilities. Therefore, those two (2) events could consist of:

- Two (2) progressive trainings,
- Two (2) exercises (i.e., a discussion-based and an operations-based exercise), or
- A training and a discussion-based exercise or other combination.

Having exposure to emergency preparedness topics at least twice each year is the minimal standard for maintaining at least a basic degree of readiness. Preferably, organizations are encouraged to engage in

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quarterly training and/or exercise events for each of the aforementioned categories of personnel to maintain a more reliable degree of emergency preparedness.

In addition, all public agencies wishing to potentially be eligible for financial disaster recovery assistance under the California Disaster Assistance Act (CDAA) or United States Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), must have personnel involved in emergency operations previously trained in the four (4) online courses identified in the training section of this annex (**page 258**) and records of such training maintained. Completion of these courses is only required once per individual.

Multi-Year Training and Exercise Plan

Developing a strategic and progressive approach to training and exercise is important both within and amongst organizations. The creation of effective capabilities-based training and exercise programs begins with a Multi-Year Training and Exercise Plan (MYTEP). This is not the same as planning for individual training or exercise events, but is a larger overarching effort designed to bring together stakeholders from across either an individual organization or multiple organizations to establish programmatic priorities and establish a multi-year schedule of training and exercise activities designed to address those priorities and validate capabilities. Much of this annex is dedicated to helping county transportation stakeholders build their own internal training and exercise strategy (i.e., MYTEP) that meets their unique organizational capabilities, priorities, and budgets. Doing so across organizations can have the added benefits of significantly reducing costs and fostering partnerships and communications.

MYTEPs are frequently created or revised during an annual workshop designed to maximize limited resources and coordinate training and exercise needs across an organization or amongst multiple organizations. As designated by the U.S. Department of Homeland Security, these planning sessions are typically referred to as Training and Exercise Planning Workshops (TEPWs) or Integrated Preparedness Planning Workshops (IPPWs). Conducting internal training and exercise planning workshops may benefit county transportation stakeholders in the following ways:

Ensure training and exercise events meet actual needs and address known threats, hazards, and capability gaps.

- Ensure sufficient time between training and exercise events to reduce training/exercise fatigue and provide opportunities to implement improvements between events.
- Reduce duplications of effort and omissions of critical objectives.
- Develop a progressive strategy that increases the levels of complexity over time to cultivate organizational goals and objectives.

By participating in multi-agency training and exercise planning workshops (i.e., facilitated or administered by a County OEM/OES, a transportation commission/association, or a mutual aid/assistance governing body), may have the following added benefits:

- Build partnerships and relationships and enhance communications and coordination across organizations.
- Alleviate some of the burden of planning internal training or exercise events by sharing the responsibility across organizations.



- Reduce the costs of internal training and exercise events by either sharing the cost across organizations or taking advantage of opportunities to join other organizations in their trainings or exercises for limited to no cost.
- Identify and coordinate possible funding sources across organizations or from third-party entities.

While county transportation stakeholders will still be responsible for planning and conducting their own training and exercise events, or the portions of larger events for which they are a party to, they are nonetheless encouraged to participate in local- or county-level TEPWs or IPPWs to coordinate those activities across similar and partner organizations and maximize resources. City and county emergency management/services agencies (or equivalents) are encouraged to invite mass transit agencies to participate in their annual TEPW or IPPW events. Likewise, transit agencies and transportation commissions/associations are encouraged to contact their local and county emergency management/services agencies (or equivalents) to inquire about participation in upcoming TEPW/IPPW events.

Potential Training & Exercise Funding Sources

Many of the pre-existing trainings identified in this annex are available to county transportation stakeholders at minimal to no cost. Developing and hosting courses that do not currently exist and developing and conducting exercises may involve greater financial commitments. Few funding sources cover the labor time of personnel to develop materials, attend or participate in trainings or exercises, or travel and lodging costs if those are required for their participation in either trainings or exercises. The following funding sources may be available to assist with the costs associated with developing, conducting, attending, or procuring training or exercise events:

- **Proposition 1B** or The Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act of 2006, approved by the voters as Proposition 1B, authorizes the issuance of \$19,925,000,000 in general obligation bonds for specified purposes, including grants for transit system safety, security, and disaster response projects. Proposition 1B is divided into the following programs: a) California Transit Assistance Fund (CTAF), b) Intercity Passenger Rail/Commuter Rail Systems (IPCR), and c) Regional Public Waterborne Transit (RPWT). Contact the County transportation commission for more information, eligibility, and applications.
- **State Homeland Security Program (SHSP)** supports the implementation of risk-driven, capabilities-based State Homeland Security Strategies to address capability targets set in Urban Area, state, and regional Threat and Hazard Identification and Risk Assessments (THIRAs). The capability targets are established during the THIRA process, and assessed in the State Preparedness Report (SPR) and inform planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events. Contact the County OES/OEM for more information, eligibility, and applications.
- **Urban Areas Security Initiative (UASI)** funds address the unique risk-driven and capabilities-based planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas based on the capability targets identified during the THIRA process and associated assessment efforts; and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. Contact the County OES/OEM for more information, eligibility, and applications.
- **Emergency Management Performance Grant Program (EMPG)** is an element of the Stafford Act that authorizes FEMA to make grants for the purpose of providing a system of emergency

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preparedness for the protection of life and property in the United States from hazards and to vest responsibility for emergency preparedness jointly in the federal government and the states and their political subdivisions. EMPG funding is regularly used to fund the positions of staff assigned responsibility for emergency management functions. Contact the County OES/OEM for more information, eligibility, and applications.

- **Human Resources & Training (5314[b]) Grant Program** is a Federal Transit Administration (FTA) funding source for human resource and workforce development programs as they apply to public transportation activities. Such programs may include: employment training; research on public transportation personnel and training needs; and training and assistance for minority business opportunities. Contact the FTA Region 9 Office in San Francisco for more information.
- **Transit Security Grant Program (TSGP) and Intercity Bus Security Grant Program (IBSGP)** are FEMA grant programs that provide funds to transit agencies to protect critical surface transportation infrastructure and the traveling public from acts of terrorism. Contact the FEMA Region 9 Office in Oakland for more information.
- **Emergency Relief Program** is a FTA program that helps states and public transportation systems pay for protecting, repairing, and/or replacing equipment and facilities that may suffer or have suffered serious damage as a result of an emergency. The program can also fund the operating costs of evacuation, rescue operations, temporary public transportation service, or reestablishing, expanding, or relocating service before, during or after an emergency. Contact the FTA Region 9 Office in San Francisco for more information.
- **Transportation Security Administration (TSA) Mass Transit Division** coordinates drills, training, exercises, and public outreach regarding mass transit and passenger rail security and emergency management. This includes coordination of the Intermodal Security Training and Exercise Program, National Roundtables with mass transit and passenger rail security leadership, and development of new and improved training courses and curriculum in the Transportation Security Grant Program. For additional information, contact MassTransitSecurity@dhs.gov.

Annex Organization

The remaining two sections of this annex—Training Options and Exercise Options—provide a series of training and exercise opportunities for county transportation stakeholders to consider when developing their strategic approach to training and exercises. For the training options, it includes both existing trainings currently available from third parties and recommended trainings to develop. In the exercise section, the annex describes the various types of exercises and potential objectives and planning considerations which county transportation stakeholders may use to match the appropriate exercise to their internal capabilities and resources. None of the options listed are mandatory, but merely provide a tool kit of selections to inform the decisions of each transportation stakeholder.

TRAINING OPTIONS

Training Introduction

During an emergency, transportation providers will be working with people at some of the most difficult times of their lives, often in the wake of immense tragedy or a sudden disaster. The emergency preparedness training acquired by personnel should guide their work. Making sure personnel are prepared for emergencies is not something done once but is an ongoing undertaking that must continually be revisited.



This section provides a series of training opportunities for county transportation stakeholders to consider when developing their strategic approach to training and exercises. It includes both existing trainings currently available from third parties and recommended trainings to develop.

Minimum Training Requirements

All public agencies wishing to potentially be eligible for financial disaster recovery assistance under the California Disaster Assistance Act (CDAA) or United States Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) must have all personnel involved in emergency operations previously trained in the four (4) online courses identified below. While this applies to all agency personnel, agencies with limited resources should focus their efforts on agency leadership, emergency planners, safety personnel, supervisors, agency liaisons, and EOC agency representatives. Transit field personnel may be less critical, but could benefit from the training if it is within the agency's means, considering field personnel may play some role in preparedness or response. Completion of these courses is only required once per individual.

Title	Description	Applicability	Access	Cost	Priority Level
IS-100.C: Introduction to the Incident Command System, ICS 100	Introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of ICS. It also explains the relationship between ICS and the National Incident Management System (NIMS). This is a 2-hour online course.	All personnel involved in emergency operations.	https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c	Free	I
IS-200.C: Basic Incident Command System for Initial Response, ICS 200	Reviews the Incident Command System (ICS), provides the context for ICS within initial response, and supports higher level ICS training. This course provides training on, and resources for, personnel who are likely to assume a supervisory position within ICS. This is a 4-hour online course.	Recommended for all personnel involved in emergency operations. Required for all personnel in a supervisory role.	https://training.fema.gov/is/courseoverview.aspx?code=IS-200.c	Free	I
IS-700.B: An Introduction to the National Incident Management System (NIMS)	This course provides an overview of the National Incident Management System (NIMS), which defines the comprehensive approach guiding the whole community—all levels of government, nongovernmental organizations (NGO), and the private sector—to work	All personnel involved in emergency operations.	https://training.fema.gov/is/courseoverview.aspx?code=IS-700.b	Free	I

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	together seamlessly to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. The course provides learners with a basic understanding of NIMS concepts, principles, and components. This is a 3.5-hour online course.				
G606: Standardized Emergency Management System (SEMS) Introductory Course	This course provides a comprehensive discussion of the components of California's Standardized Emergency Management System (SEMS) and how SEMS is used in California. Content includes mutual aid, multi-agency coordination, the Operational Area (OA) concept, and how the five levels of government communicate, interact, and share resources. This is a 4-hour online course.	Recommended for all personnel involved in emergency operations. Required for all personnel involved in multi-agency or multi-jurisdictional response, or those responding beyond normal coverage areas.	https://csti-ca.csod.com/LMS/LoDetails/DetailsLo.aspx?loId=b5f29472-2c4b-4401-b800-ef0059553c7d&back=%2fLMS%2fBrowseTraining%2fBrowseTraining.aspx%3ftab_page_id%3d-6#t=1	Free	I

Existing Training Options

The following table includes a variety of pre-existing training courses available from reputable sources. Many of these courses are provided at no cost, but may require travel to a training location, the cost of which is not typically covered. County transportation stakeholders are encouraged to attend as much training as possible applicable to their position and role in the organization's emergency operations. For organizations needing to prioritize attendance at trainings, this table includes suggested categories for prioritization (I, II, and III) with 'I' representing the highest priority.

Title	Description	Applicability	Source & Accessibility	Cost	Priority Level
Disaster Service Worker (DSW) Training	The State of California Disaster Service Worker (DSW) Program includes all public employees impressed into service by a person having authority to command the aid of citizens in the execution of his or her duties during a state of war, a state of emergency, or a local emergency. All public	All Public Agency Personnel	Should be conducted for all personnel of public agencies at hire by their hiring agency	Free	I



	employees should be familiar with the rules and regulations of the DSW program, including expectations for service in an emergency and potential alternative assigned, working hours, etc.				
IS-2200: Basic Emergency Operations Center (EOC) Functions	The course is designed to introduce the role, design, and function of the Emergency Operations Center (EOC) or similar Department Operations Center (DOC) and the supportive relationship as a NIMS command and coordination component of the Multi-agency Coordination System (MACS).	Transit/ Transportation Agency Leadership Agency Liaisons or EOC Agency Representatives	FEMA Independent Study https://training.fema.gov/is/courseoverview.aspx?code=IS-2200	Free	I
Effectively Managing Transit Emergencies	Participants learn how to better understand the emergency management concept and the role of the transit system in responding to emergency/disaster situations in both the community and transit system. The course provides information related to acquisition and operational phases of a transit system lifecycle. Participants will understand the elements of an effective emergency management program and how interaction of these elements affects the management of the emergency situation, as well as, the roles and responsibilities of internal transit agency personnel and external stakeholders (e.g. fire, police, EMS, etc.)	Transit Field Personnel Transit/ Transportation Agency Leadership	Federal Transit Administration/ Transportation Safety Institute https://tsi-dot.csod.com/LMS/LoDetails/DetailsLo.aspx?loid=f12f1dbc-07dd-4313-a422-10ab70aa1222&query=%3Fs%3D1%26q%3D&back_key=1#t=3	\$65.00/ person	II
IS-1300: Introduction to Continuity of Operations**	This course lays the foundation of knowledge for those who wish to increase their understanding of continuity planning to build a comprehensive continuity	Transit/ Transportation Agency Leadership	FEMA Independent Study https://training.fema.gov/is/co	Free	II

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	program in their organization or jurisdiction.		ursoverview.aspx?code=IS-1300		
Crisis Communication for Transit Employees	Crisis communication training for transit employees will equip frontline and supervisory transit personnel with the skills and techniques they need to communicate effectively within their organizations and with passengers throughout a crisis to enable successful response and recovery.	Transit Field Personnel (with a focus on managers, dispatchers, and supervisors)	National Transit Institute https://www.nationaltransit.com/crisis-communication-for-transit-employees-direct-delivery/	Free	II
All-Hazards Awareness and Preparedness for Transit Employees	All-hazards awareness and preparedness for transit employees is designed to help transit employees develop the observation, communication, and response skills needed to address all-hazards incidents while ensuring their own safety and that of their customers.	Transit Field Personnel	National Transit Institute https://www.nationaltransit.com/all-hazards-awareness-and-preparedness-for-transit-employees-direct-delivery/	Free	II
CA-040-RESP: Essential Emergency Management Concepts	Using a variety of hazard scenarios and employing a series of progressive exercises, this course introduces participants to key emergency management principles and practices to build participants' capabilities to operate effectively within a department/agency, local, regional or state Emergency Operations Center (EOC). Course content includes California's SEMS Introductory Course and Essential EOC Section-/Position-Specific Training.	Transit/ Transportation Agency Leadership Agency Liaisons or EOC Agency Representatives	California Specialized Training Institute (CSTI) https://csti-ca.csod.com/LODetails/DetailsLo.aspx?loId=8ef80775-54bd-41a9-b023-aff3a7a54bdd&back=%2fLMS%2fBrowseTraining.aspx%3fab_page_id%3d-6#t=3	Up to \$1,000/person	II
Developing a Transit Emergency Management Plan Workshop	This workshop is designed to equip transit employees who are responsible for developing or updating emergency management plans with the skills they need to do so effectively.	Transit/ Transportation Agency Leadership	National Transit Institute https://www.nationaltransit.com/developing-a-transit-	Free	II

	Participants will learn what elements to include in a plan, how emergency management ties into the activities that their agency and employees already perform, and useful strategies for developing, implementing, and updating their plans.		emergency-management-plan/		
PER-304: Social Media for Natural Disaster Response and Recovery	This course focuses on the use of social media in disaster preparedness, response, and recovery. The course defines social media and its uses and identifies the tools, methods, and models to properly make use of social media in the context of disaster management and provides the information and hands-on experience necessary to help the participants' social media disaster plans.	Transit/ Transportation Agency Leadership (Public Information/ Affairs Staff)	National Disaster Preparedness Training Center (NDPTC) https://ndptc.hawaii.edu/training/catalog/8/	Free	II
MGT-318 Public Information in an All-Hazards Incident	The course focuses on the role of public information in incident management, the information needs of the public in a crisis, and the various means of effectively communicating through the news and social media. Upon completion of the course, participants will be able to manage the major elements associated with a public information campaign in response to all-hazards.	Transit/ Transportation Agency Leadership (Public Information/ Affairs Staff)	National Emergency Response and Recovery Training Center (NERRTC) https://teex.org/class/MGT318/	Free	II
MGT-461, Evacuation Planning Strategies and Solutions Course	This course is designed to provide emergency managers, first responders, transportation professionals, security and safety professionals, and government administrators with the ability to utilize current tools and technologies to institute best practices and strategies to	Transit/ Transportation Agency Leadership Agency Liaisons or EOC Agency Representatives	National Disaster Preparedness Training Center (NDPTC) https://ndptc.hawaii.edu/training/catalog/50/	Free	II

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	plan for and execute an emergency evacuation.				
MGT-904: Intermediate ICS for Expanding Incidents (ICS 300)	Building upon ICS 100 and ICS 200 courses, this ICS 300 course focuses on the Incident Command System (ICS) for supervisors in expanding incidents, particularly how the command and coordination component supports the management of expanding incidents. This course has a threaded activity that gives students the opportunity to practice implementing the incident management processes and creating an Incident Action Plan (IAP) for a simulated expanding incident.	Transit/ Transportation Agency Leadership Agency Liaisons or EOC Agency Representatives	Often available locally. Check CalOES monthly bulletin: https://www.caloes.ca.gov/CaliforniaSpecializedTrainingInstituteSite/Documents/Cal%20OES%20Training%20Bulletin.pdf National Emergency Response and Recovery Training Center (NERRTC) https://teex.org/class/mgt904/	Free	II
PER 330: Surface Transportation Emergency Preparedness and Security – Mass Transit & Passenger Rail (STEPS-PT)	Provides training on how to conduct threat assessments and identify vulnerabilities within state, local, tribal and territorial jurisdictions as they relate to mass transit and passenger rail systems. The course will educate participants on how to recognize and prioritize passenger transportation facilities and conveyances hardening in order to prevent and protect them against identified threats. Security and response management plans will also be developed, including procedures on interagency communication, incident command, and evacuation planning. Roles and responsibilities of both public and private sector will be highlighted as protection resources and response partners.	Transit/ Transportation Agency Leadership	Security and Emergency Response Training Center (SERTC) https://sertc.org/courses/3180/	Free	III



<p>PER 331: Surface Transportation Emergency Preparedness and Security for Senior Officials (STEPS-SR)</p>	<p>Offers an executive level introduction to the roles and responsibilities of preparedness, prevention, and response to emergencies involving surface transportation freight and passenger systems. Executives will learn the importance of identifying threats and vulnerabilities of freight and passenger system operations within their jurisdictions/ organizations, learning to recognize and prioritize the importance of facility and conveyance hardening, and prioritizing organizational immediate actions and response operations. They will learn the importance of developing and applying management/planning tools for incident operations and evacuations.</p>	<p>Transit/ Transportation Agency Leadership</p>	<p>Security and Emergency Response Training Center (SERTC)</p> <p>https://sertc.org/courses/surface-transportation-emergency-preparedness-and-security-senior-officials-steps-sr-per-331/</p>	<p>Free</p>	<p>III</p>
<p>AWR-219: Site Protection through Observational Techniques (SPOT)</p>	<p>This course trains transportation security professionals and other public safety officials to improve their observational techniques by using a four-step ongoing screening process that includes increasing protective awareness, identifying preoperational behaviors, evaluating, and taking action. Participants will be able to better recognize, communicate, and act upon suspicious behaviors that could indicate a terrorist attack.</p>	<p>Transit/ Transportation Agency Leadership Transit Field Personnel</p>	<p>National Center for Biomedical Research and Training (NCBRT)/ Academy of Counter-Terrorism Education (ACE)</p> <p>https://www.ncbrt.lsu.edu/courses/dhs/AWR-219.php</p>	<p>Free</p>	<p>III</p>
<p>MGT-346 Emergency Operations Center Operations and Planning for All-Hazards Events</p>	<p>This course provides personnel who could be assigned to or work in an Emergency Operations Center (EOC) (or equivalent Department Operations</p>	<p>Transit/ Transportation Agency Leadership</p>	<p>National Emergency Response and Recovery Training Center (NERRTC)</p>	<p>Free</p>	<p>III</p>

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	Center) the skills necessary to effectively plan for and manage large-scale incidents by applying and implementing an all-hazards, multi-disciplinary, management team approach. The course places specific emphasis on the planning, resource, and information management processes, including the key decision-making requirements within the EOC.	Agency Liaisons or EOC Agency Representatives	https://teex.org/class/mgt346/		
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** More advanced courses on the topic continuity of operations/business continuity are available from reputable sources including FEMA (<https://training.fema.gov/is/searchis.aspx?search=continuity>), the Disaster Recovery Institute International (<https://drii.org/education>), and the Business Continuity Institute (<https://www.thebci.org/training-qualifications/training-calendar.html>). The FEMA training listed in the table above is provided as an introductory course to at least ensure a foundation-level understanding of business continuity and its planning process. If time and resources permit, organizations are encouraged to seek further training on this subject from other sources.

Training Options Requiring Development

The following list includes three (3) training courses that parties to this plan should consider developing, if they have not done so already. These courses will fill a gap not addressed by the previously identified existing third-party courses. These three (3) courses along with those identified in the previous section should result in a well-trained transit agency and/or other applicable stakeholder.

Title	Description	Applicability	Responsible Party	Cost Est.	Priority Level
First Responder Familiarity with Transit Systems/ Assets	First responder familiarization should occur often enough such that responders maintain adequate awareness and understanding of the transit system in case of an incident. Initial training allows first responders to gain familiarity, followed by refresher training. The refresher training frequency is contingent on the complexity of the system elements, the number of locations involved, turnover rate of responders, and extent of hazards. Some trigger points for training can include but are not limited to the following: new line extensions, equipment, new	First Responders	Transit Agencies	\$10,000 Each Offering	I



	<p>vehicles, system complexities, first responder staff turnover, recent incidents including real-world events, and new or revised operating procedures.</p> <p>Hands-on training involves a field demonstration of transit system facilities, equipment or vehicles. This provides the first responders with the look and feel of the actual system. Classroom training may consist of lectures, discussions, presentations or demonstrations of scale models of actual equipment, among other formats. The benefit of this type of training is that it can be done without any impact to revenue service.</p> <p>Transit agencies should contact local emergency management/services agencies (or equivalents) to coordinate joint participation of emergency response agencies in emergency response trainings focused on system familiarization.</p>				
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<p>Agency Liaisons or EOC Agency Representatives Training</p>	<p>This course should provide Agency Liaisons or EOC Agency Representatives assigned to County EOCs (likely from VCTC and SBCAG, but potentially staff from transit providers and transportation agencies) with a robust understanding of the duties, responsibilities, and capabilities of an effective Transportation Emergency Coordinator/Liaison in an EOC environment. Topics to address in training should include: communications with transportation sector members, developing sector situation and resource status reports, serving as liaison between the EOC and the sector's membership, serving as the point of entry for sector resource requests, coordinating resource needs among sector members, elevating unfilled resource requests within the EOC, identifying and elevating policy issues, coordinating tactics across agencies, and advising EOC leadership on issues related to transportation sector functions.</p>	<p>Agency Liaisons or EOC Agency Representatives</p>	<p>County Emergency Management/ Services (or equivalents)</p>	<p>\$30,000 Development Cost</p>	<p>I</p>
<p>Transportation Emergency Preparedness Plan (TEPP) Introductory Training</p>	<p>This course should provide all personnel involved in an emergency operation with an understanding of this TEPP, its contents, and strategies. Topics should include: concept of operations to include activation procedures, communications and facilities; involved organizations and their roles and responsibilities; regional response operations, ranging from evacuations and the movement of critical supplies to mutual aid agreements and priorities; and other associated TEPP tools and resources.</p>	<p>All personnel involved in emergency operations.</p>	<p>Ventura County Transportation Commission (VCTC) Santa Barbara County Association of Governments (SBCAG)</p>	<p>\$20,000 Development Cost</p>	<p>II</p>



OTHER RESOURCES

The following table includes a variety of other resources, namely reports and white papers, from reputable sources that may assist with the preparedness efforts of transportation/transit stakeholders. While these should not be considered in lieu of training or exercise events, they could be considered additional forms of training that complement those other efforts.

Title	Description	Applicability	Source & Accessibility	Cost
Emergency Preparedness Guide for Transit Employees; On the Job and At Home	A Guide for transit employees that includes information on emergency preparedness while on the job and while at home. It focuses on how to protect yourself and assist your customers if disaster strikes, protect your family if you are at work, and how to stock and maintain job and home preparedness kits.	Transit Field Personnel	Federal Transit Administration https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/Emergency%20Preparedness%20Guide%20for%20Transit%20Employees%20on%20the%20Job%20and%20at%20Home.pdf	Free
Transit Emergency Planning Guidance	The Transit Emergency Planning Guidance document details industry best practices, using the cornerstones of emergency planning doctrine, to prepare, prevent, respond to, and recover from emergencies.	Transit/Transportation Agency Leadership	California Department of Transportation https://www.caloes.ca.gov/AccessFunctionalNeedsSite/Documents/Caltrans%20Transit%20Emergency%20Planning%20Guidance.pdf	Free
ISO-22301: Security and Resilience — Business Continuity Management Systems — Requirements	This document specifies requirements to implement maintain, and improve a comprehensive business continuity management system that conforms to stated business continuity policies; ensures continued delivery of products and services at an acceptable predefined capacity during a disruption; and promotes resilience and recovery.	Transit/Transportation Agency Leadership (Emergency or Continuity Planners)	International Standards Organization (ISO) https://www.iso.org/standard/75106.html	≈ \$125
Recommended Practice for the Development and Implementation of a Security and Emergency	Describes the process by which a Security and Emergency Preparedness Plan (SEPP) may be developed for transit agencies, implemented, and updated. Included is a template SEPP.	Transit/Transportation Agency Leadership	American Public Transportation Association (APTA) https://www.apta.com/wp-content/uploads/Stand	Free

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Preparedness Plan (SEPP)			ards Documents/APTA-SS-SRM-RP-001-09.pdf	
Regional Emergency Planning and Participation in Mutual Aid	Establishes a recommended practice for a transportation agency's participation in regional emergency planning and entering into mutual aid agreements to provide assistance in the event of an emergency with a transit agency's resources. Included is a template mutual aid agreement.	Transit/ Transportation Agency Leadership	American Public Transportation Association (APTA) https://www.apta.com/wp-content/uploads/APTA-SS-SEM-RP-011-09_Rev1.pdf	Free
Suspension of Service of a Public Transportation System and Recovery	Identifies strategies for transit agencies in the event of a potential suspension of service of the transit system and its recovery. For the purposes of this standard, a full or partial suspension of service could be implemented due to security or safety concerns such as an act of terrorism, an imminent security threat, a major safety hazard, extreme weather, natural disasters or other conditions identified by the agency.	Transit/ Transportation Agency Leadership	American Public Transportation Association (APTA) https://www.apta.com/wp-content/uploads/APTA-SS-SEM-RP-015-19.pdf	Free
Emergency Communication Strategies for Transit Agencies	Provides a recommended practice for transit agencies to follow in order to effectively communicate with their employees, the public, first responders, various government agencies, the media and others during emergencies.	Transit/ Transportation Agency Leadership (Public Information/ Affairs Staff)	American Public Transportation Association (APTA) https://www.apta.com/wp-content/uploads/Standards Documents/APTA-SS-SEM-RP-009-09.pdf	Free



EXERCISE OPTIONS

Exercise Introduction

Emergency preparedness exercises are both a way to reinforce training and education through practical application, and a way to evaluate the effectiveness of other emergency preparedness activities (e.g., planning, equipping, organizing, and training). Through discussion-based and operations-based exercises, organizations can improve their preparedness by exposing participants to the application of emergency actions in an environment that involves real-world constraints and challenges. Likewise, organizations can identify capabilities where they have the greatest strength and those requiring improvement, and develop subsequent strategies for addressing the needed improvements (a.k.a. corrective actions).

Resources for Exercise Planners

The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning. Through the use of HSEEP, exercise program managers can develop, execute, and evaluate exercises that address the preparedness priorities established by their organizations. The HSEEP tool kit also provides templates, guidance, and other resources for assisting agencies in the development of effective exercises. More information on HSEEP and its tool kit can be found here: <https://www.fema.gov/hseep>

Agencies and organizations wishing to build internal capabilities for the purposes of planning, conducting, and evaluating their own exercises should consider having those staff members intended to become exercise planners trained in the following HSEEP courses.

Title	Description	Applicability	Source & Accessibility	Cost
IS-120.C: An Introduction to Exercises	Introduces the basics of emergency management exercises. It also builds a foundation for subsequent exercise courses, which provide the specifics of the Homeland Security Exercise and Evaluation Program (HSEEP).	Exercise Planners	FEMA Independent Study https://training.fema.gov/is/courseoverview.aspx?code=IS-120.c	Free
IS-139.A: Exercise Design and Development	Exercise program managers can learn to develop, execute, and evaluate exercises that address the organization's priorities. This is a more in-depth follow on course to the IS-120 course.	Exercise Planners	FEMA Independent Study https://training.fema.gov/is/courseoverview.aspx?code=IS-139.a	Free
E/L/K 0146: Homeland Security Exercise and Evaluation Program (HSEEP)	Courses on the Homeland Security Exercise and Evaluation Program (HSEEP) provide guiding principles for a common, professional approach to program management, design and development, conduct,	Exercise Planners	Federal Emergency Management Agency https://training.fema.gov/programs/hseep/elk146hseepcourse/	Free

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	<p>evaluation, and improvement planning. These are hands-on course that provide in-depth practical experience on exercise development and execution. E0146 is delivered at the FEMA Emergency Management Institute, L0146 is delivered in a traditional classroom environment at local jurisdictions, and K0146 is delivered online.</p>			
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Minimum Exercise Requirements

There is no definitive requirement for transportation agencies to engage in exercising and, unlike training, participation in a minimum number or type of exercises is not linked to eligibility for potential state or federal disaster recovery assistance. However, the Transportation Security Administration (TSA) and Federal Transit Administration (FTA) encourage transit agencies to conduct exercises per the following parameters:

- Be compliant with the Homeland Security Exercise and Evaluation Program (HSEEP).
- Conduct an exercise at least annually.
- Conduct the exercise in accordance with agency system security programs and emergency management plans.
- Participate as an active player in regional exercises.
- Coordinate with regional security partners, including federal, state and local government representatives and other affected entities (e.g., other transit agencies or rail systems) to integrate their representatives into exercise programs.
- Conduct a debriefing immediately following each exercise.
- Develop after-action reports and review results of all exercises.
- Update plans, protocols and processes to incorporate after-action report findings, recommendations and corrective actions.

Each Operational Area (OA) (e.g., County Office of Emergency Management/Services)- Ventura County and Santa Barbara County—has agreed that at least one of their annual County/OA-level exercises will include at least one transportation related objective to evoke the participation of transit agencies within their respective counties. Although involvement in such an exercise will likely be limited to either a transportation agency's incident management team (or equivalent) or Emergency Coordinator/Liaison, it provides at least an opportunity to meet the TSA and FTA recommendations.

Exercise types

There are two primary types of exercises—discussion-based and operations-based. All exercises are essentially used to determine if plans/procedures/ resources can be executed as designed, to assess whether more training is required, or to reinforce best practices and skills. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises can be used to familiarize players with current plans, policies, agreements, and procedures or develop new plans, policies, agreements, and procedures. Discussion-based exercises tend to focus on more strategic, policy-oriented issues. Operations-based exercises are more complex and include drills, functional exercises (FEs), and full-scale exercises (FSEs). These exercises are used to validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps by



the actual implementation of response activities in reaction to an exercise scenario. Each type of exercise is further described below. However, recognize not every exercise will neatly fit into these seven exercise types. Elements of the many types of exercises may be combined into one. Likewise, effective, novel learning and evaluation approaches are always encouraged.

Discussion-Based Exercise Types	Description
Seminar	Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas. As a discussion-based exercise, seminars can be valuable for entities that are developing or making major changes to existing plans or procedures. Seminars can be similarly helpful when attempting to gain awareness of, or assess, the capabilities of interagency or inter-jurisdictional operations. Seminars may have a similar feel to training.
Workshop	Workshops are characterized by increased participant interaction and the focus is placed on achieving or building a product. Products might include building a new standard operating procedure (SOP), emergency operations plans, continuity of operations plans, or mutual aid agreements. The workshop format is open and adaptable to different purposes. They can be done in a tabletop format with a scenario, but be designed to have players actually develop a procedure or procedural step, or design a plan or plan element. They can be conducted and facilitated in many different ways.
Tabletop Exercise (TTX)	Tabletop Exercises (TTXs) are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions. Players are encouraged to discuss issues in depth, collaboratively examining areas of concern and solving problems. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of the perceived implementation of plans and procedures; therefore, facilitation is critical to keeping participants focused on exercise objectives. The idea is to use TTXs as a way to look at traditional functional and task level policies and procedures, and especially where these involve coordination across multiple jurisdictions or organizations to identify potential improvements.
Game	A game is a simulation of operations that often involves two or more teams, usually in a competitive environment or an adversarial relationship, using rules, data, and procedures designed to depict an actual or hypothetical situation. Depending on the game’s design, the consequences of player actions can be either pre-scripted or decided dynamically. Identifying critical decision-making points is a major factor in the success of games because players make their evaluated moves at these crucial points.

Operations-Based Exercise Types	Description
Drill	A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on tasks specific to new equipment or procedures, to introduce or validate procedures, or practice and maintain current skills. During drills the command and control or coordination of agency or organizational elements are simulated or not in play. A drill is useful as a stand-alone tool when implementing the use of new equipment or procedures

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Operations-Based Exercise Types	Description
	within a single agency or organization, but a series of drills can also be used to prepare several agencies and organizations to collaborate in a more complex operations-based exercise.
Functional Exercise (FE)	Functional Exercises (FEs) are traditionally used to evaluate the coordination of management-level and command and control functions, or multi-agency coordination centers (e.g., EOCs, DOCs, dispatch centers, command posts) and are the most realistic type of exercise for those types of functions. In functional exercises, the movement of personnel and equipment and task level activities taking place in the field are simulated to drive the play of the management, command/control, or coordination functions. They are typically conducted in a real-time, stressful environment intended to mirror a real incident where many activities occur simultaneously throughout the duration of the exercise. They are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions.
Full Scale Exercise (FSE)	Full Scale Exercises are typically the most complex and resource-intensive type of exercise and include command-and-control elements in an operations center (or equivalent site), and functional and task level components in the field. Like FEs, FSEs are also conducted in a real-time, stressful environment, intended to mirror a real incident where many activities occur simultaneously throughout the duration of the exercise. In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. Personnel and resources are typically mobilized and deployed to the scene of an incident where actions would be conducted as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

Regular and Simple Exercise Option

A simple way to integrate emergency preparedness into your organization's regular operations is to include an emergency preparedness agenda item in each meeting of the organization's leadership or senior staff (e.g., weekly/bi-weekly/monthly executive meetings, weekly staff meetings, etc.). The organization only needs to allocate five (5) to ten (10) minutes of the meeting to an emergency preparedness topic. It can then move on to its regular business, but this keeps the topic of emergency preparedness in everyone's minds and as a clear priority for the organization. An option is to facilitate that portion of the meeting like a tabletop exercise by presenting a very short scenario (e.g., a few lines or bullet points) and then discuss the topic associated with that scenario and limit the discussion only to that topic. Keep the topics specific and finite to fit within the agenda timeframe. Some example topics are included below:

- Communications with employees, including messaging and means (e.g., radio, email, phone)
- Communications with the public, including messaging and means (e.g., announcements, fliers, signage)
- Discuss the implementation of one protective measure (e.g., shelter-in-place, evacuation, lock-down, use of personal protective equipment)



- Discuss one policy issue resulting from an emergency with a significant operational, fiscal, liability, jurisdictional, reputational, or other implication
- Select a bus or rail route and discuss alternate means of transportation if the route is disrupted
- Continuity of operations of a business function (e.g., human resources, accounts payable, maintenance, purchasing, planning, capital projects)
- Discuss the process for activating a mutual aid/assistance agreement or the Disaster Service Worker (DSW) program
- Identify partner and supporting agencies and their roles specific to the selected scenario
- Organization of the agency's incident management team (or equivalent) and associated responsibilities
- Emergency authorities, emergency purchasing, and liability protections of the organization under a proclaimed emergency
- Available mutual aid/assistance resources and how to integrate them into operations
- Discuss the evacuation of a critical facility/site, muster areas, and personnel accountability and reporting procedures
- Discuss recent progress in the organization's preparedness, remaining or known gaps, relevant trainings anyone's attended, new guidance, rules or laws in the area of emergency preparedness
- Family and personal preparedness

Areas of Focus/Proposed Objectives

An organization's emergency preparedness priorities are informed by risk and capability assessments, findings, corrective actions from previous events, and external requirements such as regulations and grant guidance. For example, transit systems should refer to their existing security risk assessments to determine the risks to their systems' assets and the surrounding environment. These priorities guide the overall direction of an exercise program, where individual exercises are anchored to a common set of priorities or objectives and build toward an increasing level of complexity over time (i.e., discussion-based to operations-based exercises). Accordingly, these priorities guide the design and development of individual exercises, as planners identify exercise objectives for evaluation during the exercise. Below is a list of potential topics to consider when developing exercise objectives. They are based on the priorities and content included in this Transportation Emergency Preparedness Plan (TEPP), but are not intended to be exhaustive:

- Communications with and evacuation of individuals with Disabilities, Access, and Functional Needs (DAFN).
- Integration with Incident Command Posts (including incident action planning, resource management, information sharing, and resource accessibility).
- Private contractor roles, responsiveness (incentives), expectations, and operational integration.
- Mutual aid/assistance activation, resource coordination, operational integration, and remuneration.
- Executive-level/policy decision-making in an emergency situation.
- Service prioritization in the event of limited resources, access, or operational impacts.
- Alternatives to traditional modes of transportation and the involvement of non-traditional stakeholders (e.g., airports, ports/marinas, military installations/resources) when traditional options are not available or ineffective.
- Potential challenges facing the movement of the general public, essential personnel/responders, critical resources, and animals.

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- Activation of the Disaster Service Worker (DSW) program, associated communications, and the assignment of personnel to alternative roles and working conditions.
- Engagement with fellow transportation providers (e.g., common operational strategies, resource sharing, interoperable communications, resource availability).
- Coordination and communication with a centralized coordination point for resource and information management, such as a seat in a County EOC, or via VCTC or SBCAG, or a mutual aid coordinator.
- Engagement with non-traditional response partners (e.g., Volunteer Organizations Active in Disaster [VOADs], private transportation providers [contractors, dial-a-ride], military/Defense Support for Civil Authorities [DSCA]).
- Information sharing with riders/patrons and critical stakeholders (e.g., effective messaging and communications systems [2-1-1]).
- Tactical planning (e.g., emergency routes, contraflow, staging, emergency vehicle ingress/egress, road clearance, disabled vehicle assistance/clearance, transportation dependent populations, etc.).
- Conducting efficient damage assessments of infrastructure, systems, equipment, operations, and personnel to determine operational impacts and inform response and continuity strategies.
- Coordinating information, resources and priorities: 1) among local governments within the Operational Area; 2) between the bi-county level and the local government levels; and/or 3) using multi-agency or inter-agency coordination to facilitate decisions for overall Operational Area level emergency response activities.
- Continuity of operations, including administrative functions (e.g., payroll, logistics, human resources) and tactical operations (bus routes, bus/rail stations, ticket sales, equipment functionality) in response to incidents affecting physical locations, operations, personnel, and information technology systems.

After-Action Review

Transit agencies should perform a formal evaluation of exercises in accordance with the HSEEP program. Exercise evaluation and after-action reporting maintains a fundamental link to improvement planning because it assesses an entity's performance in an emergency scenario and identifies strengths and areas for improvement. Through this process, evaluation identifies improvement opportunities, and improvement planning provides a disciplined process for implementing corrective actions. An after-action report (AAR) captures observations of an exercise and makes recommendations for post-exercise improvements. The exercise AAR should include accurate feedback on the performance demonstrated during the exercise. It provides participating agencies with information needed to assess the preparedness of the organization, and to identify needed resources and support. The AAR should include a summary of what happened, analysis of how essential activities were performed, and list major strengths and areas for improvement.

An improvement plan (IP) then identifies specific corrective actions, assigns those actions to responsible parties and establishes target dates for action completion. Lessons from the exercise should be identified in measurable steps that will result in an improved response, including tracking the methods used and assigning personnel to implement the corrective actions. The AAR/IP should be submitted to those with the authority to implement corrective actions.

