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Immediate Actions for Transit Employees: Protecting Against Life-Threatening Emergencies

A Resource Document for Transit Agencies



October 2011

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**Resource Document
Immediate Actions for Transit Employees**

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Acronyms and Abbreviations

AED	-	automated external defibrillator
CDC	-	Center for Disease Control and Prevention
CPR	-	cardio-pulmonary resuscitation
DHS	-	Department of Homeland Security
EMT	-	emergency management team
FTA	-	Federal Transit Administration
IA	-	immediate action
IED	-	improvised explosive device
NIMS	-	National Incident Management System
NIPP	-	National Infrastructure Protection Plan
NRF	-	National Response Framework
NTI	-	National Transit Institute
RTAP	-	Rural Transit Assistance Program
TCRP	-	Transit Cooperative Research Program
TNT	-	trinitrotoluene (explosive)
TSI	-	Transportation Safety Institute
WMD	-	weapons of mass destruction

Immediate Actions for Transit Employees: Protecting Against Life-Threatening Emergencies

1.0 Introduction

This resource document, *Immediate Actions for Transit Employees*, replaces the Federal Transit Administration's (FTA) 2004 document *Immediate Actions for Transit Agencies* and incorporates an all-hazards approach. Immediate actions are actions that transit agency employees can take in immediate response to:

- Acute health events
- Accidents
- Criminal and terrorist threats and acts
- Natural disasters
- Emergency events of unknown cause.

This document is written specifically for transit agencies and employees, whose safety and security responsibilities often extend beyond themselves, to include the safety and security of their patrons as well as transit property. This document addresses all modes of transit and applies to:

- Office, facility, and yard employees
- Transit employees in public spaces, such as stations and platforms
- Transit vehicle operators.

The immediate actions in this document do not apply to transit police, transit security personnel, or other emergency responders who have specific procedures and training for responding to emergencies.

1.1 Definition of “Immediate Action” for Transit

An immediate action is an action taken by a transit employee beginning immediately after he/she observes an actual or potential emergency and before he/she can report the emergency to a supervisor or control center,¹ or summon emergency responders or other emergency professionals. Immediate actions are taken to protect life and property, including the lives of transit employees, patrons, and the public. Immediate actions are often included as the first steps in transit agencies' operating procedures.

Generally, immediate actions are actions that almost anyone can take immediately following an emergency, and before the arrival of a professional emergency management team (EMT), to prevent, protect against, or mitigate potentially life-threatening events. For example, administration of the Heimlich maneuver immediately upon a person's signaling that he or she is choking is a type of immediate action as well as a life-saving act. Similarly, implementation of cardio-pulmonary resuscitation (CPR) for a person with no pulse can be a life-saving act administered prior to the arrival of an ambulance and EMT.

¹ Also called “dispatch,” rail control center, operations control center, central communications, central control, or communications center.

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Many transit agency personnel are trained in these and other life-saving actions, and routinely use their personal discretion with respect to using them.² Most conventional training in immediate actions, however, addresses acute health events such as choking (Heimlich maneuver), heart attacks (CPR and use of automated external defibrillators (AED)), and traumatic injury (first aid); and selection and use of fire extinguishers to put out small fires.³ Less information is available on immediate responses to other safety and security threats and events.

1.2 Background

Because they work in venues that demand wide and rapid public access, transit operators and other transit agency employees, including contracted employees, need to recognize and quickly respond to emergencies, such as passengers' acute health events, accidents, or criminal acts against patrons, colleagues, or transit property. Often transit employees who encounter potential or actual life-threatening situations have only seconds to respond appropriately to protect people and minimize potentially severe consequences. It is imperative that these employees respond considering the best interest of their patrons and colleagues without putting their own lives in added danger.

Most transit agencies have operating procedures that direct office and facilities staff, vehicle operators, and field staff about what to do in case of emergencies. For example, vehicle operators and field supervisors may "call in" to a control center to report emergencies and receive instructions on how to proceed.⁴ However, depending on the nature of an emergency, it may not be possible, or even advisable, for transit employees to immediately report emergencies. For example, if a vehicle operator observes firearms being discharged in the near vicinity of the vehicle he/she is operating, his/her immediate action should be to drive the vehicle away from the danger, rather than to stop and report the event. That is, the operator should assure his/her own safety and the safety of patrons first.

When immediate reporting is not possible, a transit employee faced with an emergency should assess the situation and take appropriate action. If appropriately incorporated into operating procedures and training, including drills and exercises, the immediate actions described in this document may facilitate such employee decision making.

² Transit agency procedures differ on the responses they expect from employees when patrons experience acute health emergencies. However, no requirement exists for transit agency employees to render CPR, first aid, or other life-saving action to a colleague or patron if the action may potentially endanger the employee.

³ Although some transit agency procedures suggest circumstances in which employees may attempt to extinguish small fires if they feel safe in doing so, no requirement exists for transit agency employees to fight fires.

⁴ Many transit agencies have already incorporated some immediate actions into the initial steps of their operating procedures.

Purpose and Scope

Immediate Actions for Transit Employees describes emergency scenarios and provides example actions that transit agency employees can take immediately following an emergency and prior to reporting. Taking these actions may help save lives, and prevent or mitigate incidents and accidents. The transit agency employees most likely to initiate immediate actions are bus or rail operators, station agents, street supervisors, and other employees working in close proximity to patrons. However, any employee, including executive, administrative, and maintenance staff, may take immediate actions.

The immediate actions described in this document:

- **Are specific to transit and transit events.** They do not include such widely applicable and important emergency response actions as CPR and the Heimlich maneuver that are traditionally recommended and taught to the general public.
- **Are examples.** Transit agencies may adapt these example actions to be consistent with their operating modes and procedures. However, because emergencies differ, transit employees must always use their own judgment in the case of any particular emergency, at least until they can communicate with the control center for further direction.
- **Apply to all modes of transit.** Paratransit operations serving special populations may have additional personnel training and specific equipment for working with these populations.^{5,6}
- **Do not apply to transit police, transit security personnel, and other emergency responders whose formal training supersedes these actions.** Police and other emergency responders have specific procedures and training for responding to emergencies which takes precedence over the example immediate actions in this document.

This document includes example immediate actions that transit agencies can adapt and integrate into their operating procedures. Transit agencies may review these immediate actions and determine which, if any, are appropriate for their facilities and operations. By including immediate actions in their operating procedures and training their employees to the immediate actions, transit agencies can provide their employees with the basic immediate actions to take under a variety of emergency scenarios.

⁵ National Rural Transit Assistance Program. 2010. *Emergency Procedures for Rural Transit Drivers—Learners Guide*. Available at www.NationalRTAP.org

⁶ Transportation Research Board. 2011. *Paratransit Emergency Preparedness and Operations Handbook*. Transit Cooperative Research Program (TCRP) Project A-37. Information available at <http://www.trb.org/TRBNet/ProjectDisplay.asp?ProjectID=2892>.

Document Organization

This document is organized into the following sections and appendices:

Section 2.0 – Presents the evaluation and decision process that transit employees may use to determine whether immediate actions are needed

Section 3.0 – Identifies the major circumstances and events that need immediate actions, describes considerations for tailoring generic immediate actions to the specific circumstances of each transit agency, and illustrates how to incorporate immediate actions into transit operating procedures

Section 4.0 – Discusses training needs for immediate actions

Section 5.0 – References other documents that transit agencies may consider when developing immediate actions for their systems

Appendix A – Provides example immediate actions that transit agencies can adapt to include in and conform to their operating procedures

Appendix B – Glossary of terms used in this document.

2.0 Evaluation Process for Taking Immediate Actions

Routine safety and security for transit employees includes monitoring their work areas for unsafe behaviors and suspicious items, as well as emergency situations and events. During routine monitoring, transit employees might detect something suspicious or potentially dangerous that needs an immediate action response.

In addition, patrons may alert transit employees to potential or actual emergencies.^{7,8} If a patron informs a transit employee about a potential or actual emergency, the employee should, without jeopardizing himself/herself, try to verify the information. However, if immediate verification is not possible, the employee should accept the information as accurate and take appropriate actions.

Figure 1 shows the events and decisions leading to immediate actions by transit employees. Events leading to and following immediate actions are as follows:

- Step 1. **Ongoing monitoring for safety and security.** Transit employees continually monitor their work areas, identifying unsafe behaviors and circumstances, and watching for suspicious items and behavior as well as emergency situations and events.
- Step 2. **Identify emergency.** A transit employee observes or receives information about a potential or actual emergency involving transit personnel, patrons, or property.
- Step 3. **Assess risk.** The employee assesses the level of risk to transit personnel, patrons, and property.
- Step 4. **Risk acceptable?** If the employee judges that the risk is acceptable, then no immediate action is needed, and the employee then determines whether to contact the communications center or his/her supervisor to report the situation and receive instructions.
- Step 5. **Event reportable/not reportable?** If the employee determines that the situation is not dangerous or suspicious enough to report, then he/she continues with routine safety and security monitoring.
- Step 6. **Need immediate action?** If the employee decides that the situation is suspicious or dangerous, then he/she determines if immediate action is appropriate.
- Step 7. **Take immediate action.** If an immediate action is appropriate, the employee takes the immediate action.

⁷ FTA's *Transit Watch* program is a nationwide public awareness outreach campaign that encourages the active participation of transit passengers and employees in maintaining a safe transit environment. Information available at <http://transit-safety.volpe.dot.gov/Security/TransitWatch/Default.asp>

⁸ "If You See Something, Say Something™" is a national public awareness campaign to raise awareness to indicators of crime and terrorism and to emphasize the importance of reporting suspicious activity. The campaign was originally used by the New York Metropolitan Transit Authority, which licensed the use of its slogan to the Department of Homeland Security (DHS). Information available at <http://www.dhs.gov/files/reportincidents/see-something-say-something.shtm>

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Step 8. **Report.** If immediate action is taken, the employee contacts the communications center or his/her supervisor after action to report the situation and receive further instructions.

Step 1 is ongoing. Steps 2 through 4 happen almost at the same time or, at least, very quickly, so that reporting is not delayed. Specific transit agency training and procedures should form the basis for making the assessments and decisions for Steps 4 through 6, and transit employees should receive training for all reporting requirements and procedures.⁹

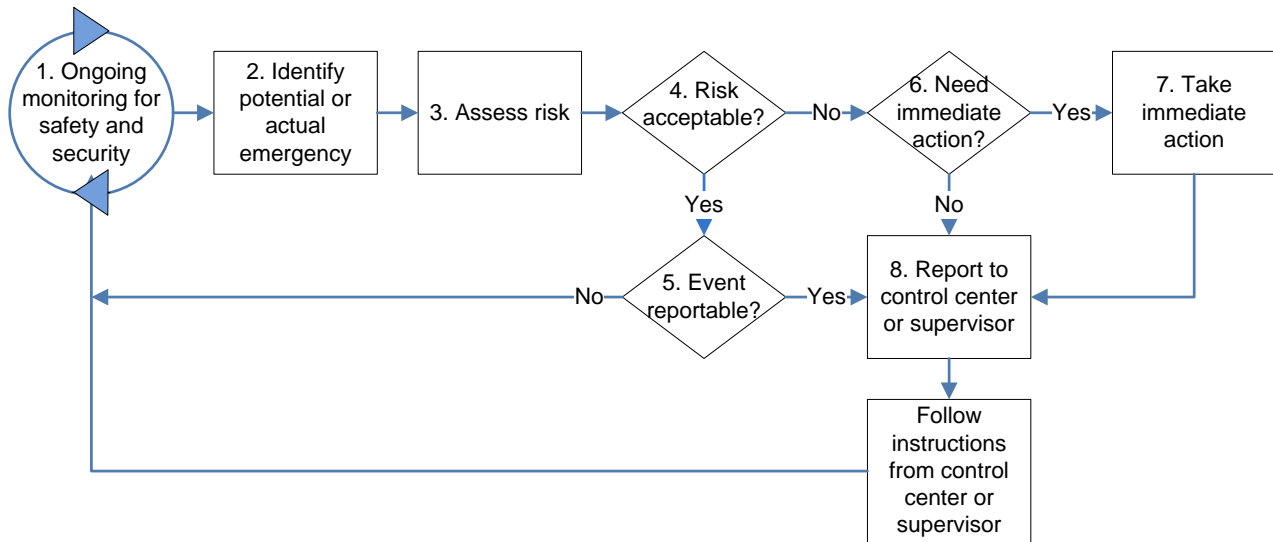


Figure 1. Flow diagram of events and decisions leading to immediate actions and reporting

⁹ Reporting procedures and requirements should be designed to accommodate and be consistent with transit agencies' cell phone policies.

3.0 Developing and Integrating Immediate Actions into Transit Operating Procedures

3.1 Identifying Circumstances and Events Needing Immediate Action

The most likely emergencies that may require immediate actions include:

Health

- Acute health emergency – severe bleeding or collapse of a single individual. Multiple collapsed individuals usually indicate other types of emergencies, for example, explosions, chemical (hazardous material) accidents, or chemical agent releases.
- Sudden illness or incapacity of a transit operator (e.g., bus, train, ferry operator)

Safety and Accidents/Collisions¹⁰

- Transit vehicle collision with another vehicle or with a pedestrian
- Non-collision accident (e.g., derailment; slip, trip, or fall leading to physical incapacity)
- Lost person (e.g., child separated from parent)
- Loss of power in building or vehicle (leading to possible evacuation)

Security (Suspicious Items or Behaviors)

- Suspicious item/unknown substance – a package, briefcase, backpack, or other item or substance that, based on appearance, location, and absence of explanation for its presence, is out of place
- Suspicious behavior – a person acting in a belligerent or drunk and disorderly manner, or a person openly carrying a weapon, or acting in a manner indicating that he/she may be preparing to commit a crime or act of terrorism. Preparatory actions for crimes or terrorist acts include loitering, taking photos or videos, and making notes. Persons dispersing powders or liquids in the form of sprays or aerosols in populated areas or in areas of high air flow are suspect for releasing biological agents.

¹⁰ Near misses do not require immediate actions. Transit agencies should develop their own procedures for reporting near misses. See Dear Colleague letter from FTA Administrator Peter M. Rogoff, available at http://www.fta.dot.gov/documents/Dear_Colleague_letter_to_the_Transit_Industry_-_NTSB_Safety_Recommendation.pdf

Security (Threats¹¹ and Assaults)

- Confrontational threat – a face-to-face threat from a person claiming to be armed with a weapon (e.g., knife, gun, club), a bomb, or a chemical, biological, or radiological agent; passenger fist fight; accelerating or exacerbated fare payment dispute
- Remote threat – a non-confrontational threat (e.g., phone call, email) from a person threatening a bombing or a release of a chemical, biological, or radiological agent
- Armed assault or suicide bomb – an assault by a person armed with a personal weapon or a bomb (e.g., improvised explosive device (IED))

Natural Disasters

- Sudden natural disaster (e.g., tornado, earthquake, high wind, blizzard/ice storm).

Unknown Cause

- Fire, explosion, chemical release, or multiple collapsed or impaired persons, including releases of hazardous materials. Two or more persons exhibiting similar incapacitating symptoms (e.g., lying on the ground, vomiting, gasping for air) may indicate a chemical release and contamination.

3.2 Tailoring Immediate Actions

Specific considerations for transit agencies in tailoring immediate actions should include:

- **Evacuation “safe areas” for bus and rail routes.** Transit agencies should designate in advance the location of “safe areas” to which patrons can be evacuated. For example, transit agencies should designate safe emergency stopping points for buses that operate along highway routes. Transit agencies should also designate safe stopping points along rail and bus routes that go underground, at grade, and along elevated rail systems.¹² These safe areas should be selected to allow access for emergency responders to remove patrons, and control center employees should be aware of these locations.
- **Full coverage evacuation procedures.** Transit agencies should have evacuation procedures for all parts of their systems, including revenue operations (e.g., routes, stations, public facilities) and non-revenue operations (e.g., maintenance facilities, administrative offices). These procedures should include the locations of primary and secondary evacuation “safe areas” for personnel and patrons. In addition, for vehicle and station evacuations, transit agencies should consider developing a clear, concise, and consistent evacuation announcement. For example, employees may be trained to announce to patrons: “We have an emergency. We must evacuate now.”

¹¹ “A threat is a circumstance or event with the potential to cause harm When discussing threats, it is useful to introduce a distinction between *primary threats* – actions that may directly cause damage – and *secondary threats* – actions that may cause countermeasures to fail.” Abrams, Marshall D. 1998. *NIMS Information Security Threat Methodology*. Mitre Technical Report MTR 98W0000094. August.

¹² Generally, the safe area for rail is at a station.

Please leave your belongings and follow me for your personal safety. We need to leave the area as quickly as possible.”¹³

- **Options and procedures for impaired employees.** Transit agency employees can themselves suffer life-threatening emergencies, such as heart attacks, or can be victims of criminal or terrorist acts. Transit agencies should consider procedures for operators and other personnel who become suddenly impaired. Operators should be trained to be aware of and to consider their options ahead of time should they become impaired and possibly unable to safely operate the vehicle.
- **Policy and procedures for calling 911.** Most transit agencies’ procedures direct vehicle operators and employees in public spaces to report emergencies directly to the control center. As appropriate, transit agencies may want to develop policies and procedures for the limited circumstances under which employees should contact emergency services directly, before reporting to the control center. These procedures should be consistent with the agencies’ cell phone policies, including any policies concerning directing patrons’ 911 calls.
- **Training and pocket guides for employees.** Transit agencies may want to develop training for immediate actions for new-hire employees as well as refresher training for existing employees. Training in immediate actions can be combined with training in security awareness and operating procedures. Immediate actions may also be incorporated into tabletop exercises and drills.

Transit agencies may also consider developing pocket guides of immediate actions or adding immediate actions appropriately to existing pocket guides. The pocket guides should be tailored for different job types and transit modes and operations (e.g., bus, rail, ferry).¹⁴

3.3 Incorporating Immediate Actions into Operating Procedures

As appropriate, immediate actions may be incorporated as the initial steps in transit operating procedures. Figure 2 shows a simple operating procedure that incorporates immediate actions for transit employees who witness a criminal assault by a person with a weapon.

¹³ Transit Cooperative Research Program (TCRP) Report 86, Volume 5, *Security-Related Patron Communications and Training for Public Transportation Providers*, includes examples of passenger communications. It is available at http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_86v5.pdf.

¹⁴ Safety and security pocket guides in several areas are available at no cost from the National Transit Institute (NTI) at <http://www.ntionline.com/products.asp>.

Criminal Assault by a Person with a Weapon

Immediate actions by the transit employee:

1. Do not confront, attempt to disarm, or pursue the attacker.
2. Observe the attacker's direction of movement following the assault. Look for accomplices.
3. Assess personal safety and the safety of uninjured patrons.
4. Look for safe routes for escape or evacuation, if necessary, and evacuate uninjured patrons and employees, as needed.
5. Report the assault.
6. Follow directions provided by the control center and emergency responders.

Actions by the control center:

1. Receive the report.
2. Call police and other responders, as needed.
3. Provide directions to the reporting transit agency employee.¹⁵
4. Stop or redirect transit vehicles, as needed, to avoid the area.
5. Alert appropriate transit agency employees and managers to the assault.

Figure 2. Example Operating Procedure Incorporating Immediate Actions

¹⁵ Directions may include collecting names and addresses of patrons who witnessed the assault as well as documenting any physical description of the person committing the assault.

4.0 Training for Immediate Actions

Transit agency employees, including contracted employees, should be trained in immediate actions and emergency procedures to protect employees, patrons, and transit property. Training in immediate actions is probably best coupled with awareness training to facilitate recognition of actual safety and security emergencies and to reduce the potential for employees' overreacting to minimal risk events and circumstances. However, training should emphasize the importance of erring on the side of caution, and transit agencies should assure employees that they will not be punished if they mistakenly overestimate the seriousness of a given situation.

As in the example in Figure 2, many immediate actions include evaluating the emergency, leading patrons to safety, and then reporting to the transit agency control center. In almost all cases, these steps can be completed very quickly and are the best actions. However, to follow these steps requires that transit agency employees have the training and discipline to remove themselves and their patrons from an emergency, rather than risking their safety by trying to intervene. Transit agency employees who intervene risk not only their personal safety but also their ability to help uninjured patrons or to protect transit property.

During an emergency, transit agency employees may choose to assist injured colleagues, patrons, and others only after securing the safety and well being of uninjured patrons. Training in immediate actions should emphasize that an employee's responsibility is to protect herself/himself and his/her patrons, to lead their patrons to safety, and to quickly and accurately report so that emergency responders may arrive on scene rapidly and with appropriate emergency gear. Transit agencies may want to incorporate immediate actions into their scenario-based tabletop exercises and drills.

FTA offers training courses through the National Transit Institute (NTI) and the Transportation Safety Institute (TSI). Training courses and materials related to immediate actions include:

- "Bus Control Center Response to Security Incidents," NTI training course
- "The Mark," NTI training video
- "Rail Operations Control Center Response to WMD Incidents," NTI training course
- "System Security Awareness for Commuter Rail Employees," NTI training course
- "System Security Awareness for Passenger Vessel Employees," NTI training course
- "System Security Awareness for Transit Employees," NTI training course
- "Transit Response to Bus Hijackings Seminar," TSI seminar course
- "Transit Response to Rail Hijackings Seminar," TSI seminar course
- "Violence in the Transit Workplace: Prevention, Response and Recovery," NTI training course
- "Warning Signs: Systems Security Awareness for Transit Employees," NTI training video.

NTI also has pocket guides for transit employees available to accompany most of their training courses.

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A catalog of all FTA-sponsored safety and security training courses is available at <http://transit-safety.fta.dot.gov/Training/new/Request.aspx>.

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Appendix A: Example Immediate Actions for Transit Employees

Appendix A presents example immediate actions that transit agency employees can take categorized by most likely events or emergencies and locations of employees in relation to these emergencies. Immediate actions may vary by mode, and should be tailored to circumstances. Once tailored to circumstances, however, all transit agency employees, including operators, conductors, station attendants, station agents, inspectors, maintenance employees, office staff, and managers may take these types of actions.

Table A-1. Health Emergencies

Event	Immediate Actions
Severe Bleeding: Observe a person bleeding severely	<ol style="list-style-type: none">1. Report and follow directions.2. Assure that patrons do not block the entry route(s) of emergency responders.3. Use personal judgment for rendering aid.
Person in Severe Distress or Collapse: Observe a person in severe pain, respiratory distress, or collapse; or encounter a collapsed person	<ol style="list-style-type: none">1. Report¹⁶ and follow directions.2. Assure that patrons do not block the entry route(s) of emergency responders.3. Use personal judgment for rendering aid (e.g., CPR).

¹⁶ Transit bus systems may consider having bus operators stop the bus in a safe location, ask if anyone on the bus knows the affected patron, and determine the nature of the patron's illness, if possible (e.g., ask the patron or check for medical alert information).

Table A-2. Safety and Accident Emergencies

Event	Immediate Actions
<p>Transit Vehicle-Pedestrian Collision: Observe or experience a transit vehicle-pedestrian collision</p>	<ol style="list-style-type: none"> 1. Report¹⁷ and follow directions. 2. Assure that patrons do not block the entry route(s) of emergency responders. 3. Use personal judgment for rendering aid.
<p>Transit Vehicle-Vehicle Collision: Observe or experience a transit vehicle-vehicle collision</p>	<ol style="list-style-type: none"> 1. Report¹⁸ and follow directions. If radio is not operational, borrow or use a mobile phone. 2. Assure that patrons do not block the entry route(s) of emergency responders. 3. Use personal judgment for rendering aid.
<p>Non-collision Accident: Observe a non-collision accident, e.g., derailment, personal casualty resulting in incapacitation</p>	<ol style="list-style-type: none"> 1. Report and follow directions. 2. Assure that patrons do not block the entry route(s) of emergency responders. 3. Use personal judgment for rendering aid.
<p>Loss of Power Experience loss of power in a vehicle or building</p>	<p>Vehicle:</p> <ol style="list-style-type: none"> 1. If possible, stop the vehicle in a safe location^{19,20} 2. Report and follow directions. 3. Secure the vehicle and check for hazards. <p>Building:</p> <ol style="list-style-type: none"> 1. Report. 2. If in darkness for more than a few minutes, proceed and lead patrons to emergency lights, exits, or windows, as appropriate.
<p>Lost Person Notified of lost person</p>	<ol style="list-style-type: none"> 1. Obtain information from, or a description of, the lost person, as appropriate (e.g., name, name of guardian, address, age, clothing, height and weight, hair and eye color). 2. Report.

¹⁷ Transit bus systems may consider having bus operators stop the bus immediately and determine the extent of pedestrian injuries before reporting.

¹⁸ Transit bus systems may consider having bus operators assess for injuries and hazards before reporting. They may also want to instruct operators not to move the vehicle until asked to do so by police, a supervisor, or the control center.

¹⁹ Generally, the safe area for rail is at a station.

²⁰ Bus operators may want to activate flashers and/or position emergency triangles, as appropriate.

Table A-3. Security Emergencies – Suspicious Items or Behaviors

Event	Immediate Actions
<p>Suspicious Item or Unknown Substance: Observe a suspicious item or substance (e.g., package, briefcase, backpack) based on appearance, location, and absence of explanation for the item's presence; receive a suspicious package via mail</p>	<ol style="list-style-type: none"> 1. Do not touch the item or substance. If possible, move a safe distance away. Assess whether the item/substance may be dangerous. Memorize a description of the item/substance and its location. 2. Look for persons who may be watching the item/substance. Memorize a description of the persons, including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. As necessary, move patrons a safe distance away, preferably behind a barrier. 4. Report.
<p>Person Behaving Suspiciously or with a Weapon (e.g., knife, gun, club): Observe a person(s) openly carrying a weapon, acting in a manner indicating preparation for a criminal or terrorist act; or observe a person(s) acting in a belligerent or drunk-and-disorderly manner</p>	<ol style="list-style-type: none"> 1. Do not confront the person(s) or attempt to intervene or disarm. Assess the person's behavior through observation. 2. Memorize a physical description of the person(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Memorize the physical location and direction of movement of the person(s). 4. Look for other persons who may be associates, other weapons, and get-away vehicles, as appropriate. 5. If necessary, move patrons away from the suspicious person(s) (e.g., drive away, fake mechanical trouble, pull fire alarm). 6. Report. Emphasize the presence of a weapon(s), as appropriate.

Table A-4. Security Emergencies – Threats to Persons or Property

Event	Immediate Actions
<p style="text-align: center;">Verbal or Confrontational Threat Indoors or in Transit Vehicle:</p> <p>Observe a person or group engaging in threatening behavior or physical violence (e.g., fist fight) or claiming to have a weapon, bomb, or chemical or biological agent</p>	<p>From inside the vehicle or building:</p> <ol style="list-style-type: none"> 1. Do not intervene or attempt to disarm the person(s). 2. Memorize a physical description of the person(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Look for accomplices or indications of additional threats. 4. Assess safe barriers and routes for evacuating the vehicle or building away from the threat or violence. 5. Evacuate patrons and other employees, as possible. 6. Move patrons behind barriers, as possible. 7. Report as soon as you and patrons are out of the threat area. Report as soon as possible. Emphasize the presence of weapon(s), bomb, or agent, as appropriate. <p>From out of doors:</p> <ol style="list-style-type: none"> 1. Do not approach the vehicle or building. Assess by observation. 2. Memorize a physical description of the person(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Report. Emphasize the presence of weapon(s), bomb, or agent, as appropriate.
<p style="text-align: center;">Verbal or Confrontational Threat Outdoors or Outside of Transit Vehicle:</p> <p>Observe a person or group engage in threatening behavior or physical violence (e.g., fist fight) or claiming to have a weapon(s), bomb, or chemical or biological agent</p>	<p>From inside a vehicle or building:</p> <ol style="list-style-type: none"> 1. Do not leave the vehicle or building. Assess by observation. <ol style="list-style-type: none"> a. Bus. Do not stop the bus. Drive the bus away from the threat. b. Rail. Do not open the vehicle doors. Continue to the next station. c. Building. Do not open building doors to threatening persons. Move patrons to the inside of the building and away from the threat or violence. 2. Memorize a physical description of the person(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Report as soon as you and patrons are out of the threat area. Report as soon as possible. Emphasize the presence of weapon(s), bomb, or agent, as appropriate. <p>From out of doors:</p> <ol style="list-style-type: none"> 1. Do not intervene or attempt to disarm the person(s). 2. Memorize a physical description of the person(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Look for accomplices and indications of additional threats. 4. Assess safe barriers and routes. 5. Lead patrons away from the threat or violence. If possible, lead patrons indoors or behind barriers. 6. Report. Emphasize the presence of weapon(s), bomb, or agent, as appropriate.

Table A-4. Security Emergencies – Threats to Persons or Property (Cont)

Event	Immediate Actions
<p align="center">Bomb Threat by Phone, Email, or U.S. Mail</p>	<p>Phone:</p> <ol style="list-style-type: none"> 1. Keep the caller on the line. 2. Try to obtain the following information: location of the bomb; time when the bomb will explode; physical description of the bomb (e.g., pipe bomb, car bomb, gas canister); type of explosive/agent (e.g., TNT, sarin, anthrax); person or group responsible for the bomb. 3. Note or try to determine the following: time of the call; sex and age of the caller; voice accent or familiarity of voice; background noise. 4. Report. <p>Email:</p> <ol style="list-style-type: none"> 1. Do not respond to the email. 2. Report. <p>U.S. Mail:</p> <ol style="list-style-type: none"> 1. If suspicious, do not open. 2. Report.

Table A-5. Security Emergencies – Assaults on Employees, Patrons, and Property

Event	Immediate Actions
<p>Vandalism: Observe a person(s) committing vandalism (e.g., defacing transit property, slashing vehicle tires)</p>	<ol style="list-style-type: none"> 1. Do not confront the person(s) or attempt to intervene. 2. Memorize a physical description of the person(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Note the physical location. 4. Report.
<p>Indoor Assault with a Weapon (e.g., knife, gun, club), Implied Weapon, or Bomb: Observe an assault by a perpetrator(s) with a weapon(s) (e.g., gang violence or hostage situation) or bomb inside a vehicle or building.</p>	<p>From inside the vehicle or building:</p> <ol style="list-style-type: none"> 1. Do not confront or pursue the perpetrator(s). 2. Memorize a physical description of the perpetrator(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Assess the direction of movement of the perpetrator(s) following the assault. Look for potential accomplices. Assess safe routes for evacuating the vehicle or building, if necessary. 4. Evacuate the vehicle or building, or seek safe shelter, as appropriate. 5. Report. <p>From out of doors:</p> <ol style="list-style-type: none"> 1. Do not confront or pursue the perpetrator(s). Assess by observation. 2. Memorize a physical description of the perpetrator(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. Report.

**Table A-5. Security Emergencies – Assaults on Employees, Patrons, and Property
 (cont)**

Event	Immediate Actions
<p>Outdoor Assault with a Weapon, Implied Weapon, or Bomb: Observe an out-of-doors assault by a perpetrator(s) with a weapon(s) (e.g., gang violence or hostage situation) or bomb.</p>	<p>From inside a vehicle or building:</p> <ol style="list-style-type: none"> 1. Do not leave the vehicle or building. 2. Do not stop the vehicle or open building doors to any person(s) who may pose a threat. 3. Memorize a physical description of the perpetrator(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 4. If possible, assess the direction of movement of the perpetrator(s) following the assault. Look for accomplices and indications of additional threats. 5. Drive the vehicle away or move patrons further inside of the building and away from the threats. 6. Report. <p>From outside:</p> <ol style="list-style-type: none"> 1. Do not confront or pursue the perpetrator(s). 2. Memorize a physical description of the perpetrator(s), including sex; race; approximate age, height, and weight; hair color/length; clothing; eyeglasses, facial hair, and other distinguishing features (e.g., tattoo). 3. If possible, assess the direction of movement of the perpetrator(s) following the assault. Look for accomplices and indications of additional threats. 4. Lead patrons to safety and away from the threatening individual(s). If possible, move patrons indoors or behind barriers. 5. Report.

Table A-6. Natural Disasters

Event	Immediate Actions
<p>Tornado: Observe a tornado approaching.</p>	<ol style="list-style-type: none"> 1. Report and follow directions.²¹ 2. Assure that patrons do not block the entry route(s) of emergency responders. 3. Use personal judgment for rendering aid.
<p>Earthquake: Experience an earthquake.</p>	<ol style="list-style-type: none"> 1. Report and follow directions.²¹ 2. Assure that patrons do not block the entry route(s) of emergency responders. 3. Use personal judgment for rendering aid.
<p>Blizzard, Snow, Ice Vehicle overcome in blizzard, snow, or ice.</p>	<ol style="list-style-type: none"> 1. Report and follow directions. 2. If possible, drive the vehicle to a protected location.
<p>High Wind: Vehicle caught in high wind.</p>	<ol style="list-style-type: none"> 1. Report and follow directions. 2. If possible, drive the vehicle to a protected location. 3. Do not open doors to allow patrons to leave the vehicle. 4. Assure that patrons do not block the entry route(s) of emergency responders. 5. Use personal judgment for rendering aid.
<p>Flash Flood: Vehicle caught in flash flood.</p>	<ol style="list-style-type: none"> 1. Report and follow directions. 2. Do not open vehicle doors or allow patrons to leave the vehicle unless directed to do so. 3. Assure that patrons do not block doors or other entry routes of emergency responders. 4. Use personal judgment for rendering aid.

²¹ If a vehicle is caught in an earthquake or tornado without warning, depending on the type and location of the vehicle, immediate actions might include stopping the vehicle and evacuating to shelter, or remaining in the vehicle and sheltering in place.

Table A-7. Emergencies of Unknown Cause – Fire or Explosion

Event	Immediate Actions
<p>Smoke, Fire,²² or Explosion Inside a Vehicle, Building, or Tunnel:</p> <p>Observe extensive smoke, or a significant fire or explosion inside a vehicle, building, or tunnel</p>	<p>From inside the vehicle, building, or tunnel:</p> <ol style="list-style-type: none"> 1. Assess safe routes for exiting the vehicle, building, or tunnel. If terrorism is a possibility, look for secondary incendiary or explosive devices. 2. Evacuate. <ol style="list-style-type: none"> a. Bus. Pull over to a safe stopping location, turn off the engine, and evacuate. b. Rail. Report to the control center immediately. Evacuate at the next station. c. Building. Evacuate the building immediately.²³ 3. Announce the emergency to patrons.²⁴ 4. Lead patrons away from the affected area/out of the tunnel. If possible, move at least 100 yards from the building or vehicle, preferably upwind and uphill. If possible, move patrons behind barriers. Do not attempt rescue of affected persons if doing so may endanger self or other employees or patrons.²⁵ 5. Report. 6. Assure that patrons do not block the entry route(s) of emergency responders. <p>From outside the vehicle, building, or tunnel:</p> <ol style="list-style-type: none"> 1. Assess by observation. If terrorism is a possibility, look for secondary incendiary or explosive devices. 2. As appropriate, move away from the vehicle or building/out of the tunnel, preferably upwind. 3. Report. 4. Assure that patrons do not block the entry route(s) of emergency responders.

²² Some transit agency procedures allow/encourage employees to extinguish small fires if they feel safe in doing so.

²³ Some transit agency procedures allow/encourage employees to close windows and doors before exiting a building, if they feel safe in doing so.

²⁴ For example, employees may be trained to announce to patrons: “We have an emergency. We must evacuate now. Please leave your belongings and follow me for your personal safety. We need to leave the area as quickly as possible.”

²⁵ No requirement exists for transit agency employees to rescue affected persons. Employees should not attempt to rescue affected persons if doing so could endanger them (the employees) or their patrons or prevent them from reaching safety in the most expedient manner. Further, circumstances may prevent rescue, for example, due to excessive heat or insufficient breathable air, without appropriate protective equipment normally worn by trained responders.

Table A-7. Emergencies of Unknown Cause – Fire or Explosion (cont)

Event	Immediate Actions
<p>Fire²⁶ or Explosion Outdoors: Observe a significant fire or explosion out of doors or on the right-of-way</p>	<p>From inside a vehicle or building:</p> <ol style="list-style-type: none"> 1. Do not leave the vehicle or building. 2. Assess safe routes for moving away from the affected area. If terrorism is a possibility, look for secondary incendiary or explosive devices. 3. Put barriers and distance between the affected area and yourself, patrons, and others. <ol style="list-style-type: none"> a. Bus. Do not stop the bus. Do not open the doors. Drive the bus away from the affected area. b. Rail. Do not stop. Do not open the doors. Continue to the next station. c. Building. Do not open the doors to any person who may be a threat. Move patrons further inside of the building and away from the affected area. 4. Report. <p>From outside:</p> <ol style="list-style-type: none"> 1. Assess safe routes for moving away from the affected area. If terrorism is a possibility, look for secondary incendiary or explosive devices. 2. Announce the emergency to patrons.²⁷ 3. Lead patrons away from the affected area. As appropriate, move upwind of fires and spills. If possible, move patrons indoors or at least 100 yards from the affected area, preferably upwind and uphill. Do not attempt rescue of affected persons if doing so may endanger self or other employees or patrons.²⁸ 4. Report. 5. Assure that patrons do not block the entry routes of emergency responders.

²⁶ Some transit agency procedures allow/encourage employees to extinguish small fires if they feel safe in doing so.

²⁷ For example, employees may be trained to announce to patrons: “We have an emergency. We must evacuate now. Please leave your belongings and follow me for your personal safety. We need to leave the area as quickly as possible.”

²⁸ No requirement exists for transit agency employees to rescue affected persons. Employees should not attempt to rescue affected persons if doing so could endanger them (the employees) or their patrons or prevent them from reaching safety in the most expedient manner. Further, circumstances may prevent rescue, for example, due to excessive heat or insufficient breathable air, without appropriate protective equipment normally worn by trained responders.

Table A-8. Emergencies of Unknown Cause – Hazardous Material Release

Event	Immediate Actions
<p>Hazardous Material Release Inside a Vehicle or Building: Observe a chemical, biological, or radiological release; hazardous materials spill; or multiple collapsed individuals inside a vehicle or building</p>	<p>From inside the vehicle or building:</p> <ol style="list-style-type: none"> 1. Assess safe routes for exiting the vehicle or building. If terrorism is a possibility, look for secondary dispersal devices or attacks. 2. Evacuate. <ol style="list-style-type: none"> a. Bus. Pull over to a safe stopping location, turn off the engine, and evacuate. b. Rail. Report to the control center immediately. Evacuate at the next station. c. Building. Evacuate the building immediately. 3. Lead patrons away from the affected area. If possible, move at least 100 yards from the building or vehicle, preferably upwind and uphill. If possible, move patrons behind barriers. Do not attempt rescue of affected persons if doing so may endanger self or other employees or patrons.²⁹ 4. Report size and location, including number of affected persons observed. 5. Assure that patrons do not block the entry routes of emergency responders. <p>From outside of the vehicle or building:</p> <ol style="list-style-type: none"> 1. Assess by observation. If terrorism is a possibility, look for secondary dispersal devices or attacks. 2. As appropriate, move away from the vehicle or building, preferably upwind. 3. Report size and location, including number of affected persons observed. 4. Assure that patrons do not block the entry routes of emergency responders.

²⁹ No requirement exists for transit agency employees to rescue affected persons. Employees should not attempt to rescue affected persons if doing so could endanger them (the employees) or their patrons or prevent them from reaching safety in the most expedient manner. Further, circumstances may prevent rescue, for example, due to caustic or reactive atmospheres and environments, without appropriate protective equipment normally worn by trained responders.

Table A-8. Emergencies of Unknown Cause – Hazardous Material Release (cont)

Event	Immediate Actions
<p>Hazardous Material Release Outdoors: Observe a chemical, biological, or radiological release; hazardous materials spill; or multiple collapsed individuals out of doors</p>	<p>From inside a vehicle or building:</p> <ol style="list-style-type: none"> 1. Do not leave the vehicle or building. 2. Assess safe routes for moving away from the affected area. If terrorism is a possibility, look for secondary dispersal devices or attacks. 3. Put barriers and distance between the affected area and yourself, patrons, and others. <ol style="list-style-type: none"> a. Bus. Do not stop the bus. Do not open the doors. Drive the bus away from the affected area. b. Rail. Do not stop. Do not open the doors. Continue to the next station. c. Building. Do not open the doors to any person who may be a threat. Move patrons further inside of the building and away from the affected area. 4. Report size and location, including number of affected persons observed. <p>From outside:</p> <ol style="list-style-type: none"> 1. Assess safe routes for moving away from the affected area. If terrorism is a possibility, look for secondary dispersal devices or attacks. 2. Lead patrons away from the affected area. As appropriate, move upwind of fires and spills. If possible, move patrons indoors or at least 100 yards from the affected area, preferably upwind and uphill. Do not attempt rescue of affected persons if doing so may endanger self or other employees or patrons.³⁰ 3. Report size and location, including number of affected persons observed. 4. Assure that patrons do not block the entry route(s) of emergency responders.

³⁰ No requirement exists for transit agency employees to rescue affected persons. Employees should not attempt to rescue affected persons if doing so could endanger them (the employees) or their patrons or prevent them from reaching safety in the most expedient manner. Further, circumstances may prevent rescue, for example, due to caustic or reactive atmospheres and environments, without appropriate protective equipment normally worn by trained responders.

Appendix B: Glossary of Terms

All-hazards. 1) Integrated planning and capability building for safety, security, and emergency management to optimize and continuously improve the use of resources and the management of risks from hazards, threats, vulnerabilities, and adverse events or incidents. Source: *An Introduction to All-Hazards Preparedness for Transit Agencies* (2010); 2) Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities. Source: *National Response Framework (NRF) Glossary and Acronyms* (2008).

Criminal Activity. An activity that violates the law. Source: TCRP Synthesis 80, *Transit Security Update* (2009) and *Transit Agency Security and Emergency Management Protective Measures* (2006).

Drill. A coordinated, supervised activity usually used to test a single, specific operation or function in a single agency. Source: TCRP Report 86, Volume 9, *Guidelines for Transportation Emergency Training Exercises* (2006).

Emergency. 1) A situation which is life threatening to passengers, employees, or other citizens, or which causes significant damage to any transit vehicle or facility that require assessment and repair, or which reduces the ability of the system to fulfill its mission within its service area. Source: *Security and Emergency Preparedness Planning Guide* (2003); 2) Any incident, whether natural or manmade, that requires responsive action to protect life or property. Source: NRF Glossary and Acronyms (2008).

Emergency Responder. Federal, state, territorial, tribal, sub-state regional, and local governments; nongovernment organizations; private sector-organizations; critical infrastructure owners and operators; and all other organizations and individuals who assume an emergency management role. Source: *National Incident Management System (NIMS) Glossary* (2008).

Evacuation. 1) A condition requiring all passengers and employees to depart a transit vehicle and enter onto the transit right-of-way or roadway under emergency circumstances. Source: TCRP Synthesis 80, *Transit Security Update* (2009); 2) Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. Source: NRF Glossary and Acronyms (2008) and *National Incident Management System* (2008).

Exercise. An activity requiring a performance, integration, and coordination of response activities by several individuals and teams, as well as mobilization of personnel and resources, carried out for the purposes of training and evaluation. Source: TCRP Report 86, Volume 9, *Guidelines for Transportation Emergency Training Exercises* (2006).

Immediate Action. An immediate action is an action taken by a transit employee beginning immediately after he/she observes an actual or potential emergency and before he/she can report the emergency to the control center. Immediate actions are taken to

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protect life and property, including the lives of transit employees as well as patrons and the public.

Incident/Attack. 1) Occurrence, caused by either human action or natural phenomena, which may cause harm and may require action. Source: *National Infrastructure Protection Plan (NIPP)* (2009); 2) Occurrence, caused by either human action or natural phenomena, that may cause harm and that may require action. Source: *DHS Risk Lexicon* (2008); 3) Actual or potential emergency or all-hazards event that ranges from accident and natural disaster to actual or potential terrorist attack. Source: *National Response Framework* (2008); 4) An occurrence or event, natural or manmade, that requires a response to protect life or property. Source: *NRF Glossary and Acronyms* (2008).

Protective measure. Planned activity that reduces vulnerability, denies an adversary opportunity, or increases response capability during a period of heightened alert. Source: TCRP Synthesis 80, *Transit Security Update* (2009) and *Transit Agency Security and Emergency Management Protective Measures* (2006).

Tabletop exercise. An exercise that simulates an emergency in an informal, stress-free, conference-room-type environment. Source: TCRP Report 86, Volume 9, *Guidelines for Transportation Emergency Training Exercises* (2006).

Terrorist activity/attack. Intentional act of violence with the intent to inflict significant damage to property, inflict casualties, and produce panic and fear. Source: TCRP Synthesis 80, *Transit Security Update* (2009) and *Transit Agency Security and Emergency Management Protective Measures* (2006).

Threat. 1) An indication of possible violence, harm, or danger. Source: *NRF Glossary and Acronyms* (2008); 2) Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property. Source: *National Incident Management System* (2008); 3) A potential action or situation that may cause harm to people or property. Source: *Transit Agency Security and Emergency Management Protective Measures* (2006).