Luzerne County Transportation Authority
System Security and Emergency Preparedness Plan

May 2020

Table of Contents

List of Acronyms

DHS	Department of Homeland Security
EOC	Emergency Operations Center
ERC	Emergency Response Coordinator
ERT	Emergency Response Team
FEMA	Federal Emergency Management Agency
FTA	Federal Transit Administration
HSAS	Homeland Security Advisory System
ICS	Incident Command System
IED	Improvised Explosive Devices
SSEPP	System Security and Emergency Preparedness Plan
NIMS	National Incident Management System
NTAS	National Terrorism Advisory System
NTSB	National Transportation Safety Board
PIO	Public Information Officer
TSGP	Transit Security Grant Program
UASI	Urban Areas Security Initiative

Definitions

Disaster	A disaster is a natural or man-made (or technological) hazard that has come to fruition, resulting in an event of substantial extent causing significant physical damage or destruction, loss of life, or drastic change to the environment. A disaster is any tragic great loss stemming from events such as earthquakes, floods, catastrophic accidents, fires, or explosions. It is a phenomenon that disasters can cause damage to life, property and destroy the economic, social and cultural life of people.
Emergency	A situation which is life threatening to passengers, employees, or other interested citizens or which causes damage to any transit vehicle or facility or results in the significant theft of services and reduces the ability of the system to fulfill its mission.
Fatality	A transit-caused death that occurs within 30 days of the transit incident.
Injury	Any physical damage or harm to a person that requires immediate medical attention and hospitalization.
Safety	Freedom from danger.
Security	Freedom from intentional danger.
Security breach	An unforeseen event or occurrence that endangers life or property and may result in the loss of services or system equipment.
Security incident	An unforeseen event or occurrence that does not necessarily result in death, injury, or significant property damage but may result in minor loss of revenue.
Security threat	Any source that may result in a security breach, such as vandal or disgruntled employee; or an activity, such as an assault, intrusion, fire, etc.
System	A composite of people (employees, passengers, others), property (facilities and equipment), environment (physical, social, institutional), and procedures (standard operating, emergency operating, and training) which are integrated to perform a specific operational function in a specific environment.
System security	The application of operating, technical, and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.
System security management	An element of management that defines the system security requirements and ensures the planning, implementation, and accomplishments of system security tasks and activities.
System security program	The combined tasks and activities of system security management and system security analysis that enhance operational effectiveness by satisfying the security requirements in a timely and cost-effective manner through all phases of a system life cycle.
Threat	Any real or potential condition that can cause injury or death to passengers or employees or damage to or loss of transit equipment, property, and/or facilities.
Threat analysis	A systematic analysis of a system operation performed to identify threats and make recommendations for their elimination or mitigation during all revenue and non revenue operation.
Threat probability	The probability a threat will occur during the plan's life. Threat probability may be expressed in quantitative or qualitative terms. An example of a threat-probability

	ranking system is as follows: (a) frequent, (b) probable, (c) occasional, (d) remote, and (e) improbable.
Threat resolution	The analysis and subsequent action taken to reduce the risks associated with an identified threat to the lowest practical level.
Threat severity	A qualitative measure of the worst possible consequences of a specific threat: • Category 1 - Catastrophic. May cause death or loss of a significant component of the transit system, or significant financial loss. • Category 2 - Critical. May cause severe injury, severe illness, major transit system damage, or major financial loss. • Category 3 - Marginal. May cause minor injury or transit system damage, or financial loss. • Category 4 - Negligible. Will not result in injury, system damage, or financial loss.
Unsafe condition or act	Any condition or act that endangers life or property.
Vulnerability	Characteristics of passengers, employees, vehicles, and/or facilities that increase the probability of a security breach.

1 Introduction to System Security and Emergency Preparedness Plan (SSEPP)

1.1 Purpose of Program

The purpose of the **LUZERNE COUNTY TRANSPORTATION AUTHORITY** SSEPP is to optimize the level of protection afforded to life and property within the constraints of time, cost, and operational effectiveness, both during normal operations and under emergency conditions.

This SSEPP demonstrates the **LCTA**'s commitment to prepare for, prevent, respond to, and recover from disasters and emergency situations.

- **Prepare**
  - o Identify Assets.
  - o Assess Hazards.
  - o Train for prevention, response and recovery.
  - o Coordinate with emergency response organizations.
- **Prevent**
  - o Reduce and/or eliminate threats.
  - o Reduce and/or eliminate incidents.
  - o Reduce and/or eliminate impacts from incidents.
- **Respond**
  - o React quickly and effectively to incidents.
  - o Protect life and property.
  - o Stabilize the incident.
- **Recover**
  - o Resume service delivery.
  - o Repair and/or replace assets as needed.
  - o Make recommendations and changes to incident response as through lessons learned.

1.2 Goals, Objectives, and Tasks of the Program

This Program demonstrates **LCTA**'s process for addressing system security and emergency preparedness. **System security** is the application of operating, technical, and management techniques and principles to reduce threats and vulnerabilities. **Emergency preparedness** is the operating policies and procedures for mobilizing transit agency and other public safety resources to assure rapid, controlled, and predictable responses to safety and security incidents.

1.2.1 Goals

The SSEPP Program provides **LCTA** with a security and emergency preparedness capability that meets the goals listed in Table 1.2-1. These goals all assist **LCTA** in providing safe, secure transportation options for members of the community.

[LIST GOALS IN TABLE 1.2-1]

Table 1.2-1: Security Program Goals.
Goals
Ensure that security and emergency preparedness are addressed during all phases of system operation.
Promotes analysis tools and methodologies to encourage safe system operation.
Creates a culture that supports employee safety and security and safe system operation during normal and emergency conditions.

1.2.2   Objectives and Tasks

Although every threat cannot be identified and/or eliminated, **LCTA** has taken steps to reduce vulnerability and improve response to critical incidents. The Security Program has **3** objectives with associated tasks, listed in Table 1.2-2.

Table 1.2-2: Security Program Objectives and Associated Tasks.	
Objective	**Associated Task(s)**
Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation.	• *Review materials available from FTA, APTA and other agencies regarding industry standards.* • *Establish target measures of system security and emergency preparedness performance.* • *Develop a review process to evaluate the program after any emergency.*
Increase and strengthen community involvement and participation in the system safety and security.	• *Establish scheduled and on-going meetings with local emergency responders.* • *Establish meeting with local EMA/LEPC and review local Emergency Operations Plan.*
Enhance coordination with state and federal agencies regarding security and emergency preparedness issues.	• *Coordinate with FTA Regional Office and State DOT regarding notifications and resources for security and emergency preparedness training.*

1.3   Scope of Program

LCTA'S SSEPP is applicable to all aspects of our current service, ensuring that our operations, training, coordination with local public safety agencies, and general security and emergency preparedness planning address concerns resulting from heightened threat levels. The scope of this SSEPP includes:
- An evaluation of our current capabilities to identify and prevent security incidents that may occur on our property.
- Development of a Vulnerability Assessment Program to identify our weaknesses and guide planning activities.
- Improved Physical Security.

- A review and expansion of our training program for security and emergency response.
- Enhanced emergency planning and procedures development.
- Improved coordination with the Public Safety Agencies in our service area.

1.4   Security and Law Enforcement

LCTA is taking a proactive approach to security and law enforcement by implementing a security and emergency preparedness plan.

1.4.1   Agency Commitment

LCTA has a commitment to employee and passenger safety and ***works with local police*** to provide local law enforcement services and with local government agencies for necessary services. The LCTA works with local police for the services of on-duty Police Officers to provide security and law enforcement to the system. All officers should receive specialized training in transit-related issues and are able to respond to customer needs in a timely and efficient manner, thereby raising the level and perception of security on the system.

1.4.2   Mission Statement

 *The mission of the **LCTA** is the protection of life and property of the **LCTA** ridership and employees. Officers will work in partnership with the community to define and find solutions to problems which confront those who ride or operate **LCTA.***

1.4.3   Response to Security Incidents

All transit security calls are handled by the police department, depending on jurisdiction. Communications with local law enforcement agencies are handled via dedicated phone lines at the **LCTA** bus control centers, direct radio contact through the Police Officers radios, or through mobile data terminals mounted in each Police vehicle.

LCTA maintains a number of radio channels, any of which can be used during a security incident by any involved **LCTA** employee. There is one radio channel dedicated for use by LCTA dispatch personnel. This channel can be utilized in the event of a threat to LCTA or its passengers.

1.5   Management Authority and Legal Aspects

The authority for implementing the SSEPP resides with the **LCTA** Executive Director and the **BOARD OF DIRECTORS.**

Under authority vested by the Board of Directors, the Executive Director the has the overall authority to carry out **LCTA**'s mission statement. The responsibility and authority for the preparation, implementation, and update of the SSEPP rests with the **OPERATIONS MANAGER** as authorized by the Executive Director.

1.6   Government Involvement

LCTA coordinates with state and federal government agencies to receive funding support and to ensure compliance with regulations and grant requirements. Table 1.6-1 lists the funding programs used by **LCTA.**

Table 1.6-1: Funding Programs.		
Program	**Funding Agency/Entity**	**Support Description**
Transit assistance program	*PennDOT*	*County Match*
Air quality management program	*PA DEP*	
Health and human services programs	*DHR*	
Federal grant programs	*FTA*	
Fares	*PennDOT*	

All of the funding sources listed have proven to be stable sources of operational funding. Unless there are major changes in the local, state, or national economy, it is anticipated that these programs will continue at their current levels. This level of government support allows **LCTA** to maintain its security program based on stable budgeting levels.

At the current time, the only funding requirement with a direct impact on security relates to federal funds received under 49 USCS 5336. 49 USCS 5307(J) (i) requires that the recipient of federal transportation funds under 49 USCS 5336 spend at least one percent of the amount received on mass transportation security projects. **LCTA** currently spends approximately 1% of its operating budget on security related projects.

2   Transportation System Description

2.1   System Background and History

THE LCTA IS A MUNICIPAL AUTHORITY INCORPORATED UNDER THE PENNSYLVANIA MUNICPAL AUTHORITIES ACT OF 1945, AS AMENDED AND SUPPLEMENTED PURSUANT TO A RESOLUTION ADOPTED OCTOBER 2, 1972 BY THE COUNTY COMMISSIONERS OF LUZERNE COUNTY. UNDER THIS RESOLUTION THE AUTHORITY WAS AUTHORIZED TO ORGANIZE, AQUIRE, HOLD, CONSTRUCT, IMPROVE, MAINTAIN AND OPERATE ,OWN, LEASE, EITHER IN THE CAPACITY OF LESSOR OR LESSEE, ALL FACILITIES NECESSARY OR INCIDENTAL THERETO FOR THE OPERATION OF A MASS TRANSPORTATION SYSTEM, INCLUDING MOTOR BUSES, FOR PUBLIC USE IN LUZERNE COUNTY.

2.2   Organizational Structure

Figure 2.2-1 illustrates the organizational structure of Luzerne County Transportation Authority. Contact information for Luzerne County Transportation Authority is located in **Appendix B**.

Figure 2.2-1. Agency Organization Chart
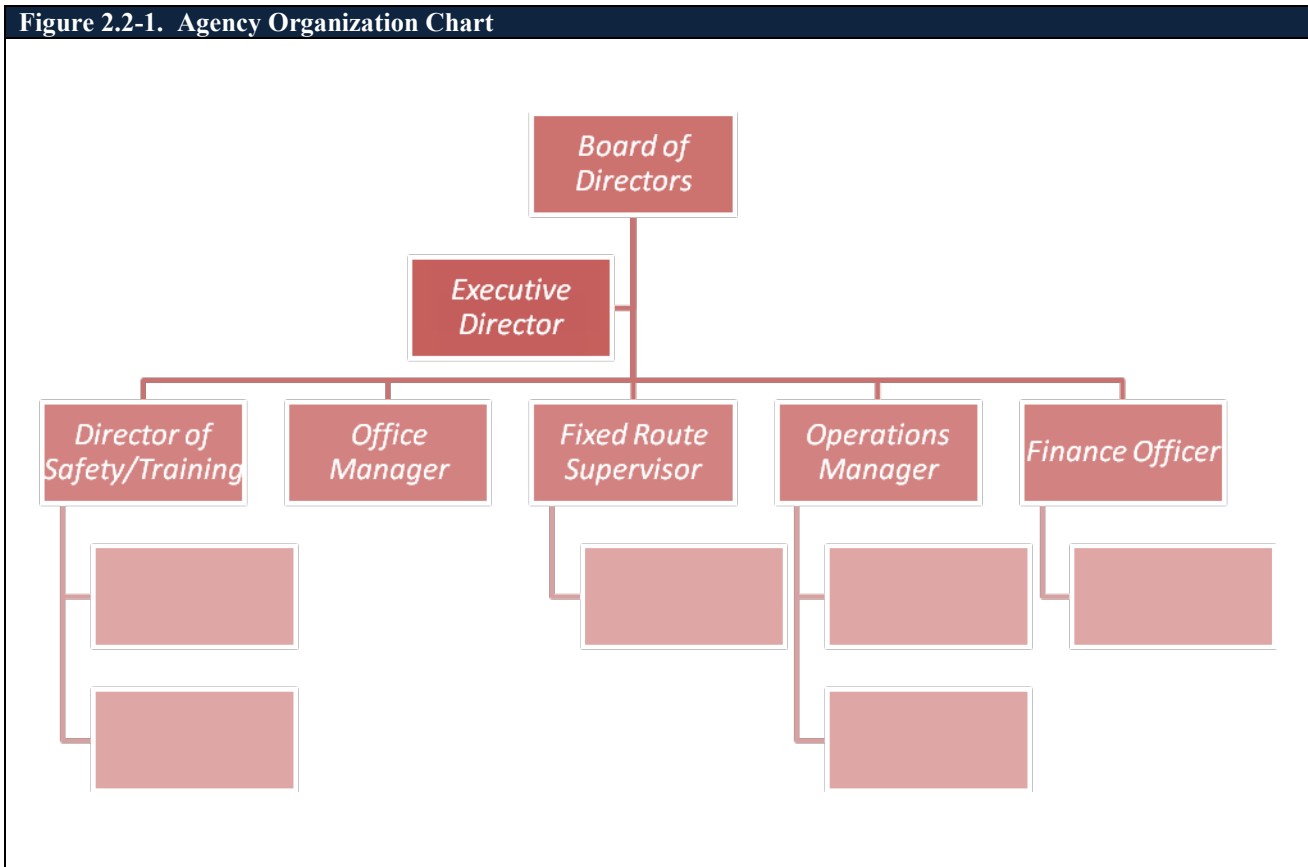
2.3   Human Resources

THE LCTA IS COMPRISED OF THE FOLLOWING EMPLOYEES: 51 BUS DRIVERS, 6 SPOTTERS, 47 SHARED RIDE VAN DRIVERS, 19 MAINTENANCE EMPLOYEES AND 26 ADMINISTRATIVE STAFF. TOTAL EMPLOYEES AS OF THIS DATE IS 149.

2.4   Passengers

The service area of Luzerne County Transportation Authority encompasses Wilkes Barre City and portions of Luzerne and Lackawanna Counties. Luzerne County Transportation Authority serves a population of approximately 300,000 in an area of approximately 1.1 million for bus service and 200,000 for paratransit service. That number includes approximately 20,000 for the S.T.E.P. Program.

Table 2.4-1: Ridership Information for Luzerne County Transportation Authority.		
	Transportation (Bus)	**Paratransit**
Average Weekday Ridership	2700	660
Average Saturday Ridership	1200	25
Average Sunday Ridership	No Service	No Service
TOTAL RIDERSHIP	3900	685

2.5   Services/Operations

[PROVIDE A DESCRIPTION OF TRANSIT AGENCY SERVICES. USE TABLE BELOW TO ASSIST IN DOCUMENTING AVAILABLE SERVICES AND OPERATIONS.]

Table 2.5-1: Services provided by Luzerne County Transportation Authority.		
	Number of Routes/Range of Service	**Hours of Operation**
Fixed Route	16 Routes	14
Demand Response	Av 950 trips per day	14
Route Deviation Service		
Zone Service	Short Zone for each Fixed Route	

Table 2.5-2: Vehicles employed by Luzerne County Transportation Authority.				
Buses	**Vans**	**Sedans/Other**	**Supervisor**	**Maintenance**
35' (36) 30' (2) 32': Articulated: Other:	60	Trolley (1)	2	3

Table 2.5-3: Facilities operated by Luzerne County Transportation Authority.					
Facility Name	**Associated Buildings**	**Square Footage**	**General Function of Facility**	**Number of Employees**	**Security Devices**
KINGSTON	Fuel Shed, Tire Shed, Garage, Maint. Admin		Fixed Route services	91	Motion sensors, key pads, fences, closed circuit TV
FORTY FORT	Admin		Shared Ride/paratransit	64	Key pads. Motion sensors
I					

2.6   Operating Environment

Table 2.6-1: Operating conditions in LUZERNE COUNTY TRANSPORTATION AUTHORITY's service area.	
	Description
Traffic Environment	Major roads that pass through the LCTA service area are: I-81, Rte 315 , Rte 11 and the Pa Turnpike. Most routes for LCTA are on secondary roads.
Geography of Service Area	The area is part of the Appalachian Mtn range. Therefore most routes travel through roads with hills and winding curves. Some exceptions would be Wilkes Barre City , Kingston, Fort andWyoming which are basically in the Susquehanna River Valley.
Weather	Typical climate is marked with seasonal variations in temperature and precipitation. Potential hazards for this area are river flooding from time to time, and snow issues.
Special Operating Conditions	Wintry weather conditions of snow and ice do , at times, create problems for our route service. Period flooding issues also have been known to disrupt fixed route and shared ride schedules.
Other Conditions	State or local road work also affects our service from time to time.

The crime and safety conditions in the service are important to understanding potential threats and vulnerabilities to Luzerne County Transportation Authority. Most of the areas served by the LCTA are safe environments with the exception of a part of Wilkes Barre City serviced by Routes 7 & 18. The Sherman Hills Apartment Complex off Coal Street has been plagued with shootings and violence. Buses 7 & 18 pass by there on a regular basis with bus stops at the complex which has the potential for danger.

2.7   Passenger, Vehicle, and Safety Plans

The LCTA Operations Director and Safety and Training Manager review the total of accidents and incidents that occur each month. Upon review, a hazard mitigation plan is created for each incident type. Upon implementation, the plan is monitored each month.

2.8   Current Security Conditions

It is essential to understand the current security conditions at **LCTA .** There are two safety and security issues that are being addressed.

The first is the security of the Dispatch area.   A card swipe system will be in place soon to stop non employees from walking in that door giving them access to the rest of the building. The entrance is clearly marked for "Employees" but the card swipe will insure security. We have also recently moved visitor parking to the other side of the building giving visitors a natural flow to the main entrance.

The second safety concern is traffic cutting through the LCTA property creating a dangerous situation for employees. We are currently looking at various solutions through the diligence of the Safety Committee.

- Staff is in the facility from 4:30am until 11:30pm. During the hours of 11:30pm until 4:30am the doors and gates are locked.

- The perimeter of the property is secured by 6' high fencing. There is sufficient lighting around the entire property. Periodic patrol is provided by the Kingston Police Department.

- Internal security measures include sensors, motion detectors, closed circuit TV and a security code lock system.

The LCTA does not have a security staff. This section includes a summary of the existing proactive methods, procedures, and actions to prevent, deter, or minimize security incidents:

- Management and training emphasis on agency personnel awareness.

- Review and implementation of security procedures

- Analysis of any security incidents and/or suspicious activity to determine a proper course of action including:

1. Identifying potential and existing problem areas

2. Developing action plans

3. Implementing the plans

4. Measuring results

    - Hosting an annual meeting with local law enforcement.

    - Annual meeting with local emergency management agency.

    - Review of local and transit emergency plans.

    - Review of FTA documentation on system security and emergency preparedness.

A summary of other existing proactive actions and systems to prevent, deter, or minimize security incidents that include:

- Conducting security surveys with local law enforcement as a formal threat and vulnerability analysis process.

- Local police notification /participation in employee discharge and/or discipline process as needed.

- Evaluation of security/emergency response procedures for completeness and accuracy.

- Development and distribution of crime prevention information on agency brochure for passengers.

2.9   Existing Security Capabilities and Practices

- The LCTA depends on local police services for a primary response. They respond if an alarm is set off as well as routine patrol after normal hours of operation.

3 Preparation

3.1 Overview

The Preparation phase examines Luzerne County Transportation Authority's efforts to understand its safety and security, not just within the transit system but in the greater context of the community and service area. Preparation encompasses the Agency's threat and vulnerability assessment, emergency planning process and procedures, coordination with stakeholders and partners, public information efforts, and exercises and drills.

The Luzerne County Transportation Authority Threat and Vulnerability Assessment provides a framework by which to analyze the likelihood of hazards and threats damaging the system and the potential impacts of those threats. The assessment incorporates qualitative and quantitative techniques to identify opportunities to increase the security and safety of the system. Often, this process incorporates historical event analysis, physical surveys of facilities and equipment, expert evaluation, and illustrative scenario analysis. This analysis is guided by three critical questions:

1. Which assets can we least afford to lose?
2. What is our responsibility to protect these assets?
3. Where do we assume total liability for risk and where do we transfer risk to other agencies/entities (local/state/Federal government, insurance, etc)?

In conducting the Preparation phase, Luzerne County Transportation Authority has completed a Capability Assessment. This assessment provides a comprehensive look at the agency's capabilities in seven key areas: security awareness and threat management; security and preparedness planning; security and preparedness management; threat and vulnerability assessment; physical security; emergency response capabilities, and previous experiences.

3.2 Threat and Vulnerability Identification, Assessment, and Resolution

Threats and vulnerabilities to a transit system cover a wide array of events ranging from acts of nature to man-made security and emergency incidents. Rarely can a threat can be totally eliminated while the transit system is still in operation, so it is essential to identify threats and vulnerabilities, assess their impact on the entire system, and determine the degree to which the threats can be resolved or reduced.

A threat is any action with the potential to cause harm in the form of death, injury, destruction, disclosure, interruption of operations, or denial of services. Luzerne County Transportation Authority categorizes threats into six categories: accidents and incidents, acts of nature, critical infrastructure, hazardous materials, criminal activity, and terrorism. Threat analysis indicates the severity of individual threats by evaluating the probability and impact of the threat. This process involves collecting historical data about the threats, and determining which information is relevant in assessing the threats against Luzerne County Transportation Authority. Threat analysis also seeks to assign priority to threat events, allowing the focus of ongoing security efforts to remain on events that are more likely and more severe.

Vulnerability is anything that can be taken advantage of or can make the system more susceptible to a threat. This includes vulnerabilities in the design and construction of facilities or technological systems, in safety and security procedures, and in transit equipment and staff. Vulnerability analysis identifies and prioritizes specific weaknesses to identified threats that should be accepted, mitigated, or eliminated.

3.2.1 Threat and Vulnerability Identification
The primary method used by Luzerne County Transportation Authority to identify threats and vulnerabilities to the transit system is the collection and analysis of historical data, incident reports submitted by drivers, supervisors, and staff members, information from local law enforcement, and information provided by federal and state government.

Information resources for the development of this plan include but are not limited to the following:
- Incident and breach reports,
- Risk management reports,
- Vehicle maintenance reports,
- Employee reports and complaints,
- Personnel records,
- Passenger feedback,
- Physical plans of facilities,
- Staff meeting notes,
- Statistical reports,
- Historical data,
- Information from public safety officials,

Luzerne County Transportation Authority reviews safety/security information resources and determines if additional methods should be used to identify system threats and vulnerabilities. Once system threats and vulnerabilities are identified, they are assessed to determine their impact on the entire transit system.

Security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection includes the following three-phase approach:
1. Confirming the preparedness of all equipment,
2. Testing and evaluating employee proficiency with the equipment,
3. Evaluating the effectiveness of preparedness through drills and exercises.

Luzerne County Transportation Authority is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threat. This is a dynamic and ongoing process which requires continual effort to ensure system security. Responsibility for this process is assigned to , in order of command: Executive Director, Operations/Safety Director, Road Supervisor, Maintenance Supervisor.

Luzerne County Transportation Authority has also used scenario analysis in order to assess threats and connect them to transit system vulnerabilities. Scenario analysis encourages transportation personnel, emergency responders, and contractors to brainstorm and role-play in order to identify threats to the system and assess vulnerabilities. This process enables the system's leadership to identify capabilities required to deal with identified threats and promotes awareness of threats and vulnerabilities. Scenarios

also assist Luzerne County Transportation Authority in determining whether to eliminate, mitigate, or accept the consequences of a full suite of threats.

Taking the information resources and the scenarios discussed throughout this planning process into consideration, Luzerne County Transportation Authority identifies the following threats to the transit system.

ACCIDENTS AND INCIDENTS
- **Transit vehicle accidents**
  Threat includes collisions with other vehicles, objects or persons with the potential for damage to people and/or property and the possibility of lawsuits and/or criminal charges.
- **Transit passenger incidents**
  Threat involves passenger falls, injuries relating to lift and securement operation, injuries before boarding or after alighting, and passenger illness.
- **Employee accidents and incidents**
  Threat includes injuries within the office, on official travel, while maintaining equipment, and on system property but not while operating a vehicle. While these incidents and accidents may not directly impair the system's ability to function, they create the possibility for loss of workforce, lawsuits, and worker's compensation claims.

ACTS OF NATURE
- **Flood**
  Flooding is the temporary condition of partial or complete inundation of normally dry land. Caused by excessive rainfall, rapid snow melt, ice jams, dam failure, or levee failure, floods can cause loss of life, injury, damage to vehicles and other infrastructure, telecommunications interruptions, power outages, and dangerous road conditions. Flooding may occur because of a prolonged period of precipitation or as a flash flood, when a large amount of rain falls in a short time over a given location. Flooding is Pennsylvania's most significant natural disaster, and the transit system may be needed to aid in evacuations.
- **Hurricane, Tornado**
  The high winds incumbent in these events may lead to wind-blown debris and downed trees and power lines. These conditions make roadways impassable or dangerous, damage facilities or vehicles, cause power outages, and threaten the safety of both passengers and employees. These events may require the use of the system to aid in evacuations.
- **Pandemic Disease**
  Pandemic diseases affect or attack the population of an extensive region; they generally cause sudden, pervasive illness in all age groups on a global scale. Pandemic events may trigger staff shortages, which have an immediate impact on the system's ability to deliver service.
- **Thunderstorm**
  Thunderstorms have the potential to produce flash flooding, lightning, tornadoes, winds of at least 50 knots, and/or hail of at least 1 inch in diameter. Thunderstorms can cause power or telecommunication system outages, damage facilities and equipment, and make roads dangerous or impassable.

- **Winter Storms**
  Winter storms include snow, sleet, freezing rain, or a mix of these wintry types of precipitation. A winter storm can range from moderate snowfall or ice event in a small period of time to blizzard conditions with wind-driven snow. Winter storms in Pennsylvania have a long history of making roadways impassable or dangerous, damaging vehicles, equipment, and facilities, and disrupting the ability to deliver transit services.

CRITICAL INFRASTRUCTURE

- **Power Outages**
  Power outages can be caused by acts of nature, intentional acts, or accidents. They may be short or long in duration, and can impact overall ability to operate transit services and limit the functioning of transit equipment and facilities.
- **Computer crashes/cyber attacks**
  These events trigger a loss of critical data which can negatively impact the ability to schedule and dispatch services. This can also compromise sensitive information, potentially leaving the system open to other threats.
- **Communications system failure**
  Communications system failures can be caused by acts of nature, intentional acts, or accidents. They can have serious effects on the ability to deliver services and keep employees out of harm's way.
- **Supply chain interruption**
  Supply chain interruption occurs when something impedes the continuous supply of fuel, lubricants, tires, spare parts, tools, etc. Supply chain interruption may be the result of adverse weather, road closures, acts of terrorism or war, or loss of supplier facilities; regardless of the cause, this may limit the system's ability to maintain service.
- **Vehicle fires**
  Vehicle fires can cause vehicle operator, passenger, or other employee injury or death in addition to the damage or loss of the transit equipment. Vehicle fires also have the potential for lawsuits.
- **Facility loss**
  Threat includes loss of administrative, maintenance, or operations facilities for any reason can impair service.
- **Structural fire**
  Fire in any transit facility structure can cause injury or death for employees and customers alike, and can damage facilities and equipment. Depending on the structure impacted, transit vehicles may need to be used either as a shelter or as a means of evacuation.
- **Staff shortage**
  Staff shortages may be caused by labor disputes, poor human resource management, or regional employee shortages. Shortages have an immediate impact on the system's ability to deliver service.
- **Employee malfeasance**
  Malfeasance is defined as illegal and/or illicit behavior by employees, particularly when in uniform or on duty. This threat largely impacts intangible aspects of the system, like organizational image or employee morale.

HAZARDOUS MATERIALS
- **Bloodborne pathogens**

  This threat occurs when disease-causing microorganisms enter the body of another person by accidental puncture by a contaminated object, like broken glass, or by open cut or wound contact with contaminated blood or body fluids. Exposure to these pathogens put drivers, employees, passengers, and bus cleaning and maintenance staff at risk for contracting disease.
- **Toxic material spills**

  There are four basic categories of toxic materials: blister agents, cardio-pulmonary agents, biological agents, and nerve agents. These spills may be accidental or may be a terrorist act, and endanger human life and pose a risk to employee and environmental health.
- **Radiological emergencies**

  Radiological emergencies include any accidental or intentional release of radioactivity from stationary power plants or materials in transit by truck or train. These incidents cause endanger human life, and the transit system may need to be used to aid evacuation.
- **Fuel-related incidents**

  Fuel incidents include the release of petroleum or natural gas, pipeline rupture, fire, and explosion. This threat can endanger human life, cause damage to facilities and vehicles, and may require the transit system to aid evacuation.

CRIMINAL ACTIVITY
- **Trespassing**

  The unlawful entry of transit facilities penetrates the system's security system and can increase vulnerability to other criminal activity, theft, violence, and terrorist attack.
- **Vandalism/Criminal mischief**

  Threat includes graffiti, slashing, loitering, or other such events that damage vehicles, stops, shelters, facilities, and intangibles like organizational image.
- **Theft and burglary**

  Threat involves loss of assets due to break-in of facilities and vehicles as well as employee theft. This threatens physical property assets, information assets, and intangibles like organizational image.
- **Workplace violence**

  Threat encompasses assaults including menacing, battery, sexual assault, and murder. Threat may be perpetrated employee on employee, passenger on passenger, passenger on employee, or employee on passenger and can endanger human life, cause injury, and damage organizational image.
- **Commandeered vehicle**

  This is defined as the taking of a transit vehicle to perpetrate a crime and the taking of hostages as a negotiating tool. This threat endangers human life of both employees and passengers.

TERRORISM
- **Dangerous mail**

  Chemical, biological, radiological and explosive devices delivered through the mail put the lives of transit employees and occupants of transit facilities at risk, and have the potential for damage of facilities and equipment.

- **Suicide bombers**
  Suicide attacks are those in which the attacker expects or intends to die. While not a common terrorist activity in the United States, suicide bombers are still a threat to transit systems. These events cause injury and death, damage to transit vehicles or facilities, and may require transit to aid in evacuation attempts.

- **Improvised Explosive Device (IED) or Vehicle-Borne Improvised Explosive Device (VBIED)**
  These homemade explosive devices or bombs may be a threat on vehicles, within transit facilities, or anywhere in the transit service area. VBIEDs, commonly known as car bombs, are improvised explosive devices placed inside a car or other vehicle and then detonated. They are commonly used as a weapon of assassination, terrorism, or guerrilla warfare to kill the occupants of the vehicle, people near the blast site, or to damage buildings or other property. Car bombs act as their own delivery mechanisms and can carry a relatively large amount of explosives without attracting suspicion, especially in larger vehicles and trucks. Both regular and vehicle-borne IEDs are designed to cause injuries and deaths to transit employees, passengers, and other members of the community. In the case of an IED, transit vehicles may also require the transit system to aid evacuation.

3.2.2   Threat and Vulnerability Assessment

Luzerne County Transportation Authority understands the importance of not only identifying but also assessing the consequences of threats in tandem with the frequency threats are expected to occur.

In a risk analysis, each threat is scored 1 through 4 in both likelihood and severity. The scoring criteria are as follows:

- Probability score criteria:
  - 1: Improbable: Event will not occur.
  - 2: Remote: Event is possible but unlikely.
  - 3: Occasional: Circumstances exist for the event, but it may or may not occur.
  - 4: Probable: Expect event to occur.
- Severity score criteria:
  - 1: Negligible: Limited or no impact.
  - 2: Marginal: Relatively inconsequential impact.
  - 3: Critical: Survivable but costly impact.
  - 4: Catastrophic: Disastrous event.

Table 3.2-1: Risk Analysis				
	PROBABILITY 1-4	**SEVERITY 1-4**	**ASSETS THREATENED**	**RISK SCORE (probability x severity)**
PASSENGER INCIDENTS	4	2	Schedules, Trips, Lawsuits	8
VEHICLE ACCIDENTS	4	2	Schedules, trips, vehicle down time	8
EMPLOYEE ACCIDENTS/INCIDENTS	3	2	Lost time, insurance issues	6
FLOODING	3	3	Property loss	9

WINTER STORMS	4	2	Schedules, revenue hours, driver stress, vehicle problems	8

3.2.3   Threat and Vulnerability Resolution

Luzerne County Transportation Authority understands the importance of addressing and resolving threats. Some threats are sufficiently severe to demand immediate response, others may require short- or long-term planning, and still others may be accepted as part of doing business, with no particular action taken to preclude them from occurring. These three options can be defined as eliminate, mitigate, or accept.

If the decision is made to eliminate the problem, there must be a discussion of redesign, retraining or changes in procedure that are required to institute the change.

If the decision is to mitigate then the risk management issues resulting in change must be discussed. There must also be discussion of the specifics of the change such as procedures, addition of police or security oversight, or physical security changes. There must also be implementation dates of any changes and details as to how employees at the specific facility will be affected.

When the decision is made to accept the problem there must be discussion on how the threat was determined to be acceptable (remote enough to ignore). Also a discussion of the nature of the danger, however small, represented by the threat, and how the system's operating environment mitigates the threat, allowing it to be classified as acceptable.

A somewhat different category of response can be termed "emergency," and will describe measures enacted to counter a temporary, short term threat. Examples of a temporary threat might include civil disobedience by a group known to have been violent or destructive in the past, an event known to have resulted in violence in the past, or recurring threats to the system (without actual incidents) known to have caused fear and bad perceptions of safety (a large number of bomb threats that have disrupted workers' sense of security).

Threat and vulnerability resolution generally includes:
- Mechanisms for activating certain types of emergency response including those authorized to respond, what levels of response are possible, and the duration the emergency response is capable of being maintained.
- Methods to be employed to investigate security breaches including circumstances that led to the breach.
- In-depth research of threats and vulnerabilities to determine if the risk(s) can be managed and to provide criteria for long-term improvements in identified security risk areas.

Security issues are typically resolved in a three-part process. First, an awareness program is developed and implemented to alert employees and patrons of a potential security risk on the system. Next, new

procedures are developed or existing procedures are revised to minimize the interim impact of the potential hazard. Finally, if physical enhancements are essential to mitigate the risk, the facility or system component may be redesigned, modified, or replaced to improve system security. This process provides a temporary/short term solution for the potential risk until permanent, remediation measures can be implemented.

Specific risk reduction strategies that Luzerne County Transportation Authority will use to reduce risk are enumerated in Section 4.2. An important aspect of the resolution process is a subsequent follow-up assessment to validate the effectiveness of the corrective action(s), and possible alternative/supplemental measures, if necessary.

3.3   Emergency Planning

The creation of this SSEPP formalizes Luzerne County Transportation Authority's commitment to security, emergency planning, and preparedness and ensures clear management authority and written policies and procedures to address system threats and vulnerabilities. Luzerne County Transportation Authority believes that emergency planning will have four primary benefits:

- The planning process itself encourages identification of opportunities for physical, policy, and procedure security enhancements.
- The written plan can be used to train and simulate exercises with personnel and will ensure employees have an understanding of and resources for a variety of threat situations.
- The written plan fosters cooperation and shared response with local law enforcement and first responders.
- The written plan can be an essential resource in the event of an actual emergency.

3.3.1   SSEPP Management

Luzerne County Transportation Authority management recognizes the priority of system security and expects all employees, especially front-line employees, to understand and adopt their security roles and responsibilities, thereby increasing their own personal safety and the safety of the ridership.

While all employees have a role in system security, the Executive Director and Operations/Safety Manager are primarily responsible for determining security policy on behalf of the system and for carrying out the SSEPP as the Security Program Manager(s).

3.3.1.1 Responsibility for Mission Statement and Policy
The LCTA does not have its own security or police force but we work with local and county departments for insuring the security of both properties. We do have an alarm system tied into Vector Security who contacts a local fire or police department and a supervisor when any alarm on the property is triggered.

3.3.1.2 Management of the Program
Under the authority of the Luzerne County Transportation Authority's Board of Directors, the Executive Director has the overall authority to carry out Luzerne County Transportation Authority's mission statement. The responsibilities of the Executive Director include the following specific security activities:

- Being ultimately responsible for secure transit system operations,
- Communicating security as a top priority to all employees,
- Developing relations with outside organizations that contribute to the program,

- Developing relations with investigatory agencies such as the National Transportation Safety Board (NTSB),

The SSEPP is intended to act as a living document requiring annual updating. The responsibility and authority for the preparation, implementation and update of the System Security Plan rests with the Security Program Manager, as authorized by the Executive Director. The SSEPP will also serve as a security management tool.

The Executive Director and Safety Manager are responsible for the administration of the System Security Program including the performance of specific system security tasks as well as monitoring and providing support for system security activities throughout Luzerne County Transportation Authority.

In addition to professional, managerial, and administrative security operations work, the Security Program Manager is accountable for the following specific security activities related to the implementation and performance of the Security System Program Plan:

- Listening to and taking appropriate action on all security concerns brought to the attention of the appropriate individual or group,
- Identifying potential security concerns in any part of the transit system's operations,
- Actively soliciting the security concerns of other employees,
- Serving as a liaison between the LCTA management, the Safety Committee, and all transit system employees,
- Working to ensure that the Program is carried out on a daily basis.
- Periodically updating and modifying this plan as needed

3.3.1.3 Division of Program Responsibilities

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

This level of proficiency requires the establishment of formal mechanisms to be used by all Luzerne County Transportation Authority personnel to identify security threats and vulnerabilities associated with Luzerne County Transportation Authority's operations, and to develop controls to eliminate or minimize them. The Security Plan also requires Luzerne County Transportation Authority's process for coordinating with local law enforcement and other public safety agencies to manage response to an incident that occurs on a transit vehicle or affects transit operations, and identifying a process for integrating Luzerne County Transportation Authority's resources and capabilities into the community response effort to support management of a major event affecting the community.

Luzerne County Transportation Authority management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the Security Plan. In order to do this, all personnel must understand their individual roles and responsibilities in carrying out this SSEPP.

ALL PERSONNEL

To ensure the success of the Security Plan, the following functions must be performed by all Luzerne County Transportation Authority personnel:

1. Immediately report all suspicious activity, no matter how insignificant it may seem, to the Executive Director or his/her designee.
2. Immediately report all security incidents.
3. Use proper judgment when managing disruptive passengers and potentially volatile situations.
4. Participate in all security and emergency preparedness training, including drills and exercises.
5. Become familiar with and operate within all security and emergency preparedness procedures for the assigned work activity.
6. Notify the Executive Director or his/her designee when a physical or mental condition, or required medications or therapies, may impair the ability to perform security or emergency preparedness functions.
7. Accurately complete "Employee Statements" on appropriate reports.

EXECUTIVE DIRECTOR

Under the authority of the Luzerne County Transportation Authority's Board of Directors, the Executive Director has the overall authority to develop and execute the agency's Security Plan. Ultimate accountability for implementation of the Security Plan rests with the Luzerne County Transportation Authority Executive Director. In addition, the Executive Director is responsible for the following specific activities:

1. Ensure that sufficient resources and attention are devoted to the Security Plan, including:
   - Development of standard operating procedures related to employee security duties,
   - Development and enforcement of safety and security regulations,
   - Development emergency operating procedures to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents,
   - Provision of proper training and equipment to employees to allow an effective response to security incidents and emergencies.
2. Develop an effective notification and reporting system for security incidents and emergencies.
3. Designating a Manager for the System Security Program and Plan.
4. Communicate security and emergency preparedness as top priorities to all employees.
5. Develop relations with outside organizations that contribute to the Security Plan, including local public safety and emergency planning agencies.

SECURITY PROGRAM MANAGER

To ensure coordinated development and implementation of the SSEPP, the Executive Director has designated the Safety/ Scheduling Manager as the Security Program Manager for development and implementation of the Security Plan. The Security Program Manager, who reports directly to the Executive Director, has been granted the authority to utilize Luzerne County Transportation Authority resources to develop the Security Program and Plan, to monitor its implementation, and to ensure attainment of security goals and objectives.

The Safety Manager has the responsibility for overseeing the Security Program on a daily basis. The Safety Manager will be the direct liaison with the agency's operators and dispatchers, regarding the Program. That person will also serve at the Luzerne County Transportation Authority's primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the Safety Manager will serve as the lead liaison for the agency. That person will also be responsible for the security-related agenda items for Safety/Security Committee meetings and actions.

In managing this Program, the Security Program Manager will:
1. Be responsible for successfully administering the Security Plan and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives.
2. Review current agency safety, security and emergency policies, procedures, and plans, and identifying needed improvements.
3. Develop and implement plans for addressing identified improvements.
4. Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees.
5. Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness.
6. Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness.
7. Review new agency purchases to identify security related impacts.
8. Ensure performance of at least one emergency exercise annually.

SECURITY AGENDA FOR SAFETY COMMITTEE

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

The Security Program Manager will be responsible for managing the security agenda during the Safety Committee meetings. When appropriate, members of local fire and police departments will be invited to participate in the security portion of the Safety Committee meetings.

The Safety Committee provides the primary mechanism through which the agency:
1. Identifies security conditions and problems at the agency.
2. Organizes incident investigations and develops and evaluates corrective actions to address findings.
3. Obtains data on agency security performance.
4. Develops strategies for addressing agency security problems.
5. Coordinates the sharing of security responsibilities and information.
6. Manages the integration of security initiatives and policies in agency operations.

7. Evaluates the effectiveness of the security program.
8. Ensures document reviews and configuration management.
9. Manages the development and revising of agency policies and proceedures.

The Committee also ensures that all agency employees, volunteers and contractors:
- Have a full knowledge of the security program and emergency preparedness programs.
- Make security and emergency preparedness a primary concern while on the job.
- Cooperate fully with the agency regarding any incident investigation.
- Raise security and emergency preparedness concerns.

SUPERVISORS

Supervisors are responsible for communicating the transit agency's security policies to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to Luzerne County Transportation Authority operations personnel in a manner that encourages them to incorporate SSEPP practices into their everyday work. Supervisors are expected to:
1. Have full knowledge of all standard and emergency operating procedures.
2. Ensure that drivers make security and emergency preparedness a primary concern when on the job.
3. Cooperate fully with the Security Plan regarding any accident investigations as well as listening and acting upon any security concerns raised by the drivers.
4. Immediately report security concerns to the Safety Manager or Executive Director.

 In addition, when supporting response to an incident, supervisors are expected to:
1. Provide leadership and direction to employees during security incidents.
2. Handle minor non-threatening rule violations.
3. Defuse minor arguments.
4. Determine when to call for assistance.
5. Make decisions regarding the continuance of operations.
6. Respond to fare disputes and service complaints.
7. Respond to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance.
8. Complete necessary security related reports.
9. Take photographs of damage and injuries.
10. Coordinate with all outside agencies at incident scenes.

DRIVERS

In addition to the general responsibilities identified for all personnel, drivers (including volunteers and contractors) are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Each driver will:
1. Take charge of a security incident scene until the arrival of supervisory or emergency personnel.

2. Collect fares in accordance with agency policy.
3. Attempt to handle minor non-threatening rule violations.
4. Respond verbally to complaints.
5. Attempt to defuse minor arguments.
6. Determine when to call for assistance.
7. Maintain control of the vehicle.
8. Report all security incidents to dispatch.
9. Complete all necessary security related reports.

OTHER PERSONNEL

Other personnel who support Luzerne County Transportation Authority also have responsibilities for the Security Plan.

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

Mechanics (including volunteers and contractors) are expected to:
1. Report vandalism.
2. Report threats and vulnerabilities of vehicle storage facilities.
3. Provide priority response to safety and security critical items such as lighting.

Human Resources personnel are expected to:
1. Ensure all pre-employment screening processes are carried out effectively.
2. Notify the Executive Director of employee disciplinary action that may result in the affected employee becoming a risk to Luzerne County Transportation Authority facilities, systems, passengers, employees or other assets.
3. Educate employees on employee ID policy and procedure.

Communications/ Customer Service personnel are expected to:
1. Provide insight into potential threats and vulnerabilities through feedback from customer feedback and other information sources.
2. The Executive Director will act as the Public Information Officer (PIO) for media contact regarding security incidents and issues.

3.3.2 SSEPP Roles and Responsibilities
3.3.2.1 Planning

Planning for security at the transit system is an integral part of maintaining and operating a secure transit system. Planning activities include new security activities, security program budgeting, and response to internal concerns about security situations. Planning for security also includes ensuring that security considerations are taken into account when designing operations, purchasing new equipment, and facility design and renovation.

During the development and implementation of the SSEPP, the Security Program Manager will be responsible for security planning, including:

- Assisting the Executive Director in the overall development of the plan,
- Writing specific portions of the plan,
- Coordinating the establishment of security procedures with other department and division managers,
- Coordinating the security issues with the Safety Committees,
- Coordinating the establishment of a security incident reporting system,
- Coordinating the establishment of a system wide threat and vulnerability assessment program,

The Security Program Manager is also responsible for coordination with external law enforcement and emergency management agencies, establishing and attending security planning meetings, soliciting ideas from all staff on security, and reviewing, modifying, and updating the SSEPP, with the approval of the Executive Director. After the establishment of the initial plan most planning activities will become ongoing and will involve the Security Program Manager, division and department heads, and the Safety Committee.

 Department heads will be responsible for:

- Reviewing new security activities to determine how they impact the areas for which each manager is responsible,
- Developing implementation strategies for security-related activities to be assigned within the Department Safety and Security Action Plans,
- Sharing their security concerns and ideas for improvement with the Security Manager and safety committee.

Members of the Safety Committee will be responsible for:

- Soliciting ideas from all staff on improved security,
- Determining training needs for security related activities,
- Determining equipment requirements for all security activities,
- Developing time lines for implementation of new security programs,
- Developing resolutions for identified security problems,
- Assessing agency readiness for response to security threats.

All employees regardless of rank or assignment will be expected to consider the security of transit passengers, vehicles, and facilities in the performance of all of their regular activities and offer

suggestions for the improved security of transit passengers, vehicles, and facilities to their Supervisor, the Security Program Manager, or to members of the Safety Committee.

3.3.2.2 Proactive Measures

Proactive security measures encompass all activities undertaken to prevent breaches in security and/or to minimize threats and vulnerabilities. A number of proactive measures have been implemented for **LCTA** and are carried out as regular, on-going activities.

The LCTA property in Kingston is completely fenced in with locked gates. The building is secured by a security system including motion detectors. Access is gained with a key and personal code. In the near future all employees will be allowed access via ID cards that will be swiped at each entrance of the building. The Forty Fort facility is not fenced but the building is secured with the same system as Kingston. Lighting is adequate for the vans at the Forty Fort facility to deter vandalism, but they are still parked in an area where they are susceptible to damage.

The fixed route buses have been equipped with eight (8) cameras both inside and out. There are three (3) inside and four (4) on the outside for each side, front and back. Each bus and van has a two way radio connected to Dispatch for emergency use if needed. Each bus is also equipped with a "Call Police" button the driver can engage without being noticed. This will flash the outside destination sign "Emergency Call Police" and all the lights on the outside of the bus will flash to draw attention.

Before anyone is hired at LCTA background checks and /or child abuse clearances are requested.

The LCTA also conducts random "ride alongs" by supervisors or other undercover personnel to check accurate passenger counts, help drivers with 'problem' passengers, or to see first hand any possible safety or security problems along a route. These ride alongs can be scheduled by the Executive Director, or come from a request from the Safety Committee or any driver making such a request.

3.3.2.3 Vehicle Operator/Driver and Other Personnel Training

Concern from employees should be expected in crisis or emergency situations. During these events, it will likely be impossible to get operators and drivers to help others and help the agency unless they know their families are taken care of. To this end, Luzerne County Transportation Authority is dedicated to helping its vehicle operators, drivers, and other personnel prepare their families in the case of an emergency.

Preparedness training will, at a minimum:
- Be tailored to the types of disasters that may occur in the service area,
- Provide an explanation of what should be in the household emergency kit,
- Explain how to make a household emergency plan, including deciding where to meet after an emergency,
- Distribute emergency contact cards for each household to assist in planning,
- Include information on what to do with pets in emergencies. They are considered essential parts of some families and must be addressed,
- Address the special circumstances that exist in households with a disabled person.

3.3.2.4 Day-to-Day Activities

LCTA has developed standard operating procedures that integrate security into the day-to-day activities of the transit system. These procedures are enumerated below.

Day-to-Day Security Activities: Facilities
- Implement employee identification badge program.
- Implement Facility access controls.
- Manage cardkey access control systems.
- Manage facility traffic and parking control.
- Observe and control of perimeter and interior areas of administrative facilities.
- Report incidents and document emergency response.
- Stay in contact with local police, and other law enforcement services.

Day-to-Day Security Activities: Law Enforcement
- Liaise with other law enforcement agencies for the coordination of major civic, political, sporting or entertainment events.
- Schedule additional personnel for problem time periods and events.
- Coordinate with the private security contractor.
- Coordinate the exchange of information regarding events or problems on the system.
- Receive information from employees regarding vulnerable or frequently targeted vandalism sites.
- Coordinate with the County Office of Emergency Services during major emergency and/or disaster situations.
- Request and coordinate the utilization of special resources where and when appropriate.
- Maintain databases on all calls for service and all reported criminal activities, to assess specific problems, trends and locations of activity.
- Ensure that the agency follows up on all assaults within 24 hours.

Day-to-Day Activities:
- Work with and review the actions and activities of local law enforcement
- Respond to serious crime and accident scenes.
- Review and file all crime reports.
- Receive and resolve complaints in a positive manner and establish favorable public relations.
- Provide assistance to passengers, including fare and route information.
- Provide information to employees on security related issues.
- Provide assistance to jurisdictional agencies and Transportation Supervisors during the investigation of accidents involving Luzerne County Transportation Authority vehicles and equipment.
- Serve as a liaison between Luzerne County Transportation Authority and outside agencies at security scenes and accident scenes.
- Perform searches of Luzerne County Transportation Authority vehicles and property for suspicious objects and persons.
- Identify security and safety hazards and make/request appropriate notifications.

- Work variable hours during all types of weather depending on the nature of the event.
- Work extended duty when required during emergencies.
- Perform additional duties as required during emergencies.

Day-to-Day Activities: Transportation Dispatch
- Provide direct supervision of system operations during regular hours and emergency situations
- Receive radio calls for assistance from employees and contact proper authorities.
- Dispatch supervisory, law enforcement, and emergency services personnel as needed.
- Notify supervisory and managerial personnel of serious/significant incidents involving transit personnel, vehicles, property or equipment.
- Complete any required security-related reports.
- Provide verbal direction and assistance to on-scene personnel.

Day-to-Day Activities: Transportation Supervisors
- Provide leadership and direction during security incidents
- Handle minor, non-threatening rule violations.
- Defuse minor arguments.
- Make decisions regarding the continuation of operations.
- Respond to service complaints.
- Complete necessary security related reports.
- Photograph damage and injuries.
- Coordinate with transportation dispatchers and with outside agencies at incident scenes which disrupt bus service.

Day-to-Day Activities: Bus Operators
- Report all security incidents to Dispatch.
- Manage accident scenes so as to minimize the possibility of any injuries to employees, patrons or citizens, and to minimize the possibility of damage to any Luzerne County Transportation Authority equipment or property, or the equipment or property of any other persons.
- Attempt to handle minor, non-threatening issues
- Respond verbally to complaints.
- Do not make any comments with regard to the incident with anyone else involved, only to police or LCTA management.
- Maintain safe control of their vehicle.
- Complete all necessary safety/security related reports.

Day-to-Day Activities: Revenue Transfer Officers
- Use proper money handling techniques to assure the security of monies collected.
- Identify security issues relative to revenue collection and processing.
- Attempt to avoid threatening situations when collecting revenue.
- Report all security incidents to proper management personnel.

3.4 Coordinating with Emergency Management

Luzerne County Transportation Authority understands that coordinating with emergency management and other local government agencies is an important part of security and emergency planning. Luzerne County Transportation Authority is committed to proactively coordinating with local emergency management, law enforcement, and first responders in order to prepare for integrated response to security and emergency incidents. Toward this end, Luzerne County Transportation Authority meets with these partners and reviews the local and transit agency emergency plans to ensure that the transit system is integrated into these plans and is prepared to fulfill its specified role in emergencies.

Luzerne County Transportation Authority coordinates with local community emergency management to fulfill all SSEPP functions including threat mitigation, consequence management planning, exercising and training, and post-incident analysis.

Luzerne County Transportation Authority's Security Program Manager works with local law enforcement and the Pennsylvania State Police to improve preparedness and response capabilities. These coordination activities include:

- Maintaining regular communications between law enforcement and **LCTA ,**
- Developing and sharing emergency contact lists,
- Participating in cooperative emergency preparedness training programs,
- Establishing appropriate methods of communication for continuous coordination during a security and emergency event,
- Establishing procedures for supplying transit vehicles for use in an emergency,

Luzerne County Transportation Authority works with the local fire departments to support improved preparedness and response. Coordination activities include:

- Maintaining regular communications between fire departments and **LCTA,**
- Establishing the extent of equipment and personnel to be delivered in response to emergencies,
- Specifying in advance the chain of command, methods of communication, and each agency's responsibilities at the scene of an emergency,
- Providing training and drills with and/or for fire department personnel to ensure they can operate transit features necessary in an emergency,
- Scheduling a meeting to ensure transit issues (e.g., evacuation of transit vehicles, considerations for persons with disabilities) are understood by fire officials,
- Identifying any special tools and equipment the firefighters might need to address transit emergencies and educating them on the use of the tools ,
- Reviewing current fire-related plans and policies and ensuring fire-related evacuation procedures are part of operator training.

Luzerne County Transportation Authority works with the local emergency medical services including hospitals to support improved medical response. Preparations include the following activities:

- Maintaining regular communications with EMS,

- Scheduling a meeting at least annually to ensure transit issues (e.g. evacuation of transit vehicles, considerations for persons with disabilities) are understood by EMS responders
- Establishing appropriate methods of communication for continuous coordination during a response,
- Familiarizing EMS personnel with transit vehicles and facilities through site visits/tours,
- Conducting periodic drills in conjunction with EMS personnel,

In a security or emergency situation, it may also be important to coordinate with other transit agencies in neighboring communities. LCTA works closely with two neighboring transportation systems (County of Lackawanna Transportation and Hazleton Public Transit) and in case of emergency would coordinate with either or both of those if needed.

3.5 Coordinating Public Information

Having a consistent, coordinated public information campaign is invaluable in a security or emergency situation. Luzerne County Transportation Authority is committed to working with local emergency management and law enforcement agencies to establish a public message that is simple, timely, accurate, relevant, credible, and consistent. The Security Program Manager will meet jointly with local emergency management and law enforcement to establish each agency's role in communicating with the public in a crisis. This communications planning process will clarify roles and responsibilities in press conferences and establish procedures for written information releases such as press releases, and social media updates, etc. It will also establish procedures for data and information sharing amongst response agencies in an effort to provide a consistent, united message.

3.6 Exercise and Drills

In order for the Security and Emergency Preparedness Program to be successful, Luzerne County Transportation Authority must actively practice the plan. To do this, Luzerne County Transportation Authority is committed to testing their emergency preparedness plans through disaster drills and exercises, both internally as an agency and externally as a partner in community emergency response exercises. This commitment requires the transportation system and community public response agencies to plan and conduct increasingly challenging exercises over a period of time, and the process allows the agencies to review plans and policies, identify security and emergency considerations, develop operating procedures, and maintain ongoing communication.

There are five major types of exercises included in this program, each with a different purpose and requirement. Each step is progressively more sophisticated in nature and will be undertaken in a step-by-step and long-term implementation plan that is integrated into overall community response.

1. **An orientation seminar** is an informal discussion designed to familiarize participants with roles, plans, procedures, and resolve questions of coordination and assignment of responsibilities.
2. **A tabletop exercise** simulates emergency situations in an informal, low stress environment. It is designed to elicit discussion as participants examine and resolve problems based on existing crisis management plans and practical working experience.
3. **A drill** is a set of supervised activities that test, develop, or maintain skills in a single response procedure. Drills can be handled within the organization, or coordinated with partner agencies,

depending upon the drill objective(s). Drills help prepare players for more complex exercises in which several functions are simultaneously coordinated and tested.

4. **A functional exercise** is a full-scale simulated incident that tests one or more functions in a time-pressured realistic situation that focuses on policies, procedures, roles and responsibilities.

5. **A full-scale exercise** evaluates the operational capability of emergency response management systems in an interactive manner. It includes the mobilization of emergency personnel and the resources appropriate to the scale of the mock incident. Functional exercises measure the operational capability of emergency response management systems in an interactive manner resembling a real emergency as closely as possible.

FEMA urges local communities to perform one full-scale exercise every three years, with tabletops and functional exercises conducted in the off years. Luzerne County Transportation Authority is committed to participating in these exercises.

4 Prevention

4.1 Overview

The Prevention Phase encompasses identifying and selecting the appropriate risk reduction measures that will eliminate or reduce the threats and vulnerabilities that have been identified and assessed during the Preparation Phase. In addition to selecting the appropriate risk reduction measures it is important to also develop strategies that will minimize overall risk.

When faced with hazards or threats the Luzerne County Transportation Authority, must decide whether to eliminate, mitigate, transfer, or accept the risk. These options may be defined as:

- **Risk reduction/elimination:** the choice to change facilities, equipment, or operating procedures in such a way that risk is significantly lowered or eliminated.
- **Risk control/mitigation:** the choice to accept some risk but to take proactive action to either reduce the likelihood of a threat or diminish its impact on the system.
- **Risk transference:** the choice to have risk assumed by an external entity, like an insurance company.
- **Risk acceptance:** the choice to accept risk as part of doing business, with no particular action taken to preclude them from occurring.

4.2 Risk Reduction

Being successful in reducing vulnerability involves identifying risk reduction strategies relating to personnel, facilities, vehicles, and information. Risk reduction strategies can include physical protective measures designed to reduce system asset vulnerability to explosives, attacks, and the release of hazardous, toxic, chemical, biological, radiological, or nuclear materials as well as procedural security measures, including procedures to detect and mitigate terrorism, crime, or violence and procedures to train those involved in responding to a threat.

Best practices that have been found to reduce vulnerability include:

- Involving staff and contractors (if any) in the identification of hazards and threats,
- Involving staff and contractors (if any) in creating strategies that can eliminate or reduce the likelihood of unwanted incidents,

- Providing training that raise staff awareness about agency-specific hazards and threats,
- Conduct drills that educate staff on how to react to an incident, proper use of emergency equipment and how to properly communicate during an emergency,
- Use tabletop exercises to establish, assess and improve emergency response procedures and improve coordination across all departments involved.

Strategy No.	Table 4.2-1: Risk Reduction Strategies
	Personnel
1	*Drug and Alcohol Policies-Discuss with all transit agency employees what behaviors will and will not be accepted in the workplace.*
2	*Reports and Communication Procedures-Provide training for all staff to become knowledgeable about completing incident, risk management, and maintenance reports and how to properly document complaints, passenger letters and phone calls, and special requests.*
3	*Vehicle and Operator Training-Provide training on traffic regulations, defensive driving and accident prevention, vehicle orientation and inspection, passenger sensitivity and assistance, and crisis management.*
4	*Maintenance-Provide training on mechanic skill development, defensive driving, and incident response protocols.*
5	*Scheduling and Dispatching-Provide training on scheduling and dispatching skill development, customer relations, radio usage, and, crisis management, and incident response protocols.*
6	*Management and Supervision-Provide training on leadership skills, coaching and counseling, crisis management, accident investigation, and crime scene preservation and evidence collection requirements.*
	Facilities
7	*Transit Facility Safety and Security Review-Set dates for conducting and re-evaluating risk assessments, agency security procedures, and security plans.*
8	*Alternate Business Locations-Establish plans for alternate facilities and backup equipment and personnel.*
9	*Emergency Drop-Off Locations- Identify drop-off locations that may need to be used during disaster events. Items to consider are geographic distribution, community safety areas, and critical needs of the passengers.*
10	*OSHA Requirements-List proper working conditions that meet OSHA requirements.*
	Vehicles
11	*Vehicle Inspection- Conduct training on what the driver's vehicle checklist and mechanic's vehicle checklist should cover.*
12	*Vehicle Maintenance- Identify what is required to be serviced on a daily basis, what should be inspected periodically, what is interval maintenance, and what to do if vehicular failure occurs.*
13	*Vehicle Readiness-Involves ensuring that all transit vehicles are fully stocked with a first aid kit, bio-hazard kit, fire extinguisher, reflective triangles, seat belt cutter, and flashlight.*
	Information
14	*Checking Weather and Other Hazardous Conditions*
15	*Aborting or Changing Route Due to a Hazard*

Table 4.2-2 provides matrix for resolving threats, including the identification of appropriate risk reduction strategies for each threat.

Table 4.2-2: Threat Resolution Matrix			
Threat	Risk Level (High, Moderate, Low)	Resolution Option (Eliminate, Mitigate, Accept)	Identified Risk Reduction Strategy
Threat 1 Winter Storms	High	Accept	Later Start or Run Cancellation
Threat 2 Flood	Moderate	Accept	Use proven evacuation plan

To better understand what preventative practices and/or strategies are already in place, Luzerne County Transportation Authority has completed the FTA Action Items Checklist for Transit Agencies. This checklist helps identify gaps in system security and assist in the selection of future strategies.

The Luzerne County Transportation Authority maintains complete and accurate records of all training and certifications, as well as the training materials and grading mechanism. Drivers as well as all other staff are required to demonstrate skill and performance competency in their specific role/function at Luzerne County Transportation Authority. Because training transit operations personnel is not a onetime activity Luzerne County Transportation Authority provides ongoing/recurring training necessary to reinforce policies and procedures as well as to provide a mechanism to brief Luzerne County Transportation Authority staff on new policies, procedures and/or regulations.

4.3   Security Awareness

The Luzerne County Transportation Authority supports the FTA Transit Watch initiative and prepares all its employees to help promote safety and security within the community, region and nation.

Transit Watch was developed by the Federal Transit Administration (FTA) and encourages transit employees, transit riders and community members to be aware of their surroundings and alert to activities, packages or situations that seem suspicious. If something out of the ordinary and potentially dangerous is observed, it should be reported immediately to the proper transit supervisor who may investigate and/or notify law enforcement authorities.

In order to promote safety and security within the community, region and nation, employees must be able to identify suspicious items, vehicles, people and activities. Transit agencies are frequently exposed to unattended packages. More often than not, theses packages are left behind accidently by passengers. They seldom turn out to be bombs or other mechanisms that could cause severe damage to people and/or property, but personnel must be prepared to deal with suspicious packages. Packages and/or devices should be considered suspicious if they meet any of the following criteria:

- Common objects being placed in unusual locations,
- Uncommon objects being placed in common locations,
- A threatening message is attached to a device or package,
- Unusual batteries or wires are visible,
- Stains, leaks, or powdery residue are evident,
- Sealed with excessive amounts of tape, string, or other material,
- A clock timer is attached,

- A strange odor, cloud, mist, vapor or sound emanates from it,
- Addressed with cut and paste lettering and/or common words misspelled,
- Abandoned by someone who quickly leaves the scene

Luzerne County Transportation Authority understands that vehicles such as cars, trucks, boats, and motorcycles are frequently used in criminal or terrorist attacks. As a result, agency employees are trained be alert to vehicles in and around their work environment. Employees are told to report vehicles to system management and authorities when they notice vehicles that:

- Show signs of forced entry,
- Have altered or makeshift company insignia or license plates,
- Are located in an unauthorized area or near a potentially catastrophic target,
- Contain unusual equipment which could be used in a violent act,
- Appear to be overloaded and/or have bulging tires or sagging frames,
- Emit unusual odors, leaks or residues

Lastly, Luzerne County Transportation Authority teaches its employees to be aware of suspicious people and activities. Employees are taught to focus on behavior and not on a person's color, nationality, ethnicity or religion. Employees, when faced with a person or persons they believe are to be suspicious, should focus on where the suspicious person is, when he or she is there, and what he or she is doing. Specific actions that are of concern and may meet the threshold of reporting as suspicious include people appearing to be:

- Gathering intelligence,
- Running security tests,
- Attempting infiltration

Employees are taught by Luzerne County Transportation Authority to determine if a behavior is suspicious based on the following categories:

- Attitude of the person,
- Apparel and accessories,
- Body language (e.g. Reaction to uniformed presence),
- Actions in and around crowds,
- Attention to secure or high profile locations

4.4 Safety Data Acquisition/Analysis Procedures

The process of collecting and analyzing data can help allocate necessary resources, implement safety program elements, and determine trends in system operations. Examples of data that should be collected include:

- Passenger injuries or claims,
- Passenger complaints,
- Employee injuries,
- Accidents and incidents

Obtaining current and up-to-date data should assist with selecting the appropriate risk reduction measures that will negate the threats and vulnerabilities that have been identified and assessed during the Preparation Phase. The ultimate goal of obtaining this type of data is to reduce damage to life and property associate with Luzerne County Transportation Authority.

5   Response

5.1   Overview

An incident may arise where transit agency assets are threatened and essential and non-essential functions may become limited. While planning, providing exercises, and conducting drills will not fully eliminate all hazards and threats, it will have personnel ready to manage an incident until first responders arrive.

When faced with an incident Luzerne County Transportation Authority, will assist first responders by using good judgment, ensuring due diligence, and following procedures and protocols set in place through conducted exercises, drills, and trainings. Management and personnel will continue to coordinate with local law enforcement and other public safety agencies to manage the response until the incident has been stabilized.

5.2   Communications

Incidents that are critical in nature may require that decisions are made quickly. Often these quick decisions are made under stressful situations with limited information and resources. While responding to incidents, management and personnel of Luzerne County Transportation Authority should keep in mind four primary response objectives: preservation of self, protection of others, protection of property, protection of the environment, and stabilization of the incident.

In this SSEPP, Luzerne County Transportation Authority defines its internal processes for indentifying safety and security events and managing or assisting in an incident. The successful implementation of the processes outlined in this SSEPP relies on intra/interagency cooperation, communication, and coordination.   As a result, Luzerne County Transportation Authority will provide the local emergency management agency with a copy of this SSEPP so that it can be incorporated into their planning mechanisms as well. **LCTA** has included provisions requiring contractors to have the appropriate training in risk reduction strategies, emergency response protocols and procedures in case they are required to assist with response. Luzerne County Transportation Authority has executed a memorandum of understanding with the local emergency management agency to ensure seamless response communication and coordination**.**

5.2.1   Notification Protocols
5.2.1.1 Transit Threat Alert Systems
The National Terrorism Advisory System, or NTAS, replaces the color-coded Homeland Security Advisory System (HSAS). Luzerne County Transportation Authority follows the NTAS to be consistent with Department of Homeland Security's Advisory System and receives NTAS alerts. NTAS alert recipients may be set and changed at the following website: http://www.dhs.gov/files/programs/ntas.shtm.

The NTAS system was created to more effectively communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector. After reviewing the available information, the Secretary

of Homeland Security will decide, in coordination with other Federal entities, whether an NTAS Alert should be issued (DHS, 2011).

NTAS Alerts will only be issued when credible information is available. These alerts will include a clear statement that there is an **imminent threat** or **elevated threat**. Using available information, the alerts will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses and governments can take to help prevent, mitigate or respond to the threat.

The NTAS Alerts will be based on the nature of the threat: in some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American people through both official and media channels (DHS, 2011).

An individual threat alert is issued for a specific time period and then automatically expires. It may be extended if new information becomes available or the threat evolves. NTAS Alerts contain a sunset provision indicating a specific date when the alert expires, meaning there will not be a constant NTAS Alert or blanket warning that there is an overarching threat. If threat information changes for an alert, the Secretary of Homeland Security may announce an updated NTAS Alert. All changes, including the announcement that cancels an NTAS Alert, will be distributed the same way as the original alert (DHS, 2011).

LCTA also receives alerts from the following resources:
- **Surface Transportation and Public Transportation Information Sharing and Analysis Center**: https://www.surfacetransportationisac.org/,
- **Commonwealth of Pennsylvania Alert System**: http://alert.pa.gov,
- Local and regional based alerts
    - **Pittsburgh EMA alerts**: http://www.pittsburghpa.gov/ema/,
    - **Ready Notify PA** (Currently available for Southeastern PA counties): http://www.readynotifypa.org/,

5.2.2   Inter-Jurisdictional and Inter-Agency Communication

LCTA maintains accurate and up-to-date internal contact information on key staff and board members required to respond to safety and security emergencies. **LCTA** also maintains accurate and up-to-date external contact information on key community emergency management personnel and first responders to be notified in the case of safety and security emergencies.

LCTA is committed to proactively coordinate with local emergency management, law enforcement and other first responders in preparing for an integrated response to emergencies and security related events. Meetings will occur annually with local emergency management staff, local law enforcement and other first responders. These meetings will cover updates to the SSEPP and other related planning mechanisms. Changes in staff that will affect contact sheets will be obtained in order for all contact lists to remain current.

5.2.3   Public Information

Information regarding a threat and/or incident will be provided to the public utilizing the same protocol and procedures sent forth in the NTAS. Additionally, the Executive Director will be available as the agency spokesperson in select situations throughout the response and recovery process.

5.3   Response Coordination

Not all personnel will be involved with the response process, but every member of **LCTA** should be able to perform key functions and use good judgment in an emergency, especially:

- Reading and becoming familiar with this SSEPP,
- Using good judgment when dealing with potentially volatile situations,
- Immediately reporting suspicious packages, persons, or activities,
- Notifying a direct supervisor should a condition arise that impairs a staff member from carrying out his or her responsibilities,
- Immediately reporting all safety and security incidents,
- Participating in emergency management/security related drills, trainings, and exercises.

5.3.1   Internal Incident Response Responsibilities

5.3.1.1 Division of Responsibilities

LCTA will designate specific incident response responsibilities to relevant personnel members. Responsibilities are typically handled by these job functions:

- Executive Director,
- Safety/Security Officers,
- Managers/Supervisors,
- Dispatchers,
- Vehicle Operators,
- Mechanics,
- Administrative Staff

5.3.1.2 Call Down List Activation

During an incident each department or team leader of **LCTA** will activate the Emergency Response Team by contacting individuals on the agency call tree. If there is no answer the lead should leave a voicemail. Each lead should communicate a brief overview of the situation, if/where the employee should report and expected duties, the status of current response team or procedures implemented (if known), how to reach the team leader, and who on the call list the employee should be contacted next.

5.3.1.3 Transit Incident Management Protocol

LCTA has designated employees responsible for managing incidents until first responders arrive. Designated employees are instructed to assist first responders until the incident or threat is resolved using the response objectives, concerns, requirements, and constraints described below.

Primary response objectives include preservation of self, protection of others, protection of property, protection of the environment, and stabilization of the incident.

Priority response objectives include triage, risk management, and requesting incident resources.

Response concerns include accurate analysis of the incident, transfer of able-bodied passengers, and passenger accountability.

Response requirements include being knowledgeable of SSEPP protocols and procedures, remaining calm, adaptable, and flexible, using quick thinking, being decisive, understanding agency limitations, and knowing how to reach out for assistance.

Response constraints include the time-sensitive manner of decision-making in an emergency, the limited resources and information available at the time of initial response, and the potential for compromised communication systems.

5.3.2   Interagency Coordinated Emergency Response
5.3.2.1 National Incident Management System (NIMS)
NIMS provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. A basic premise of NIMS is that all incidents begin and end locally. NIMS does not take command away from state and local authorities; instead, it simply provides the framework to enhance the ability of responders, including the private sector and NGOs, to work together more effectively (FEMA, 2011a).

The benefits of utilizing NIMS is that the approach enhances organizational and technological interoperability and cooperation, provides a flexible framework, promotes all-hazards preparedness, and enables a wide variety of organizations to assist with emergency response procedures. NIMS was built on the Incident Command System (ICS) and focuses on the 5 key components of preparedness, communications and information management, resource management, command and management, and ongoing management and maintenance (FEMA, 2011a).

5.3.2.2 Incident Command System
The ICS is a widely applicable management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is a fundamental form of management established in a standard format, with the purpose of enabling incident managers to identify the key concerns associated with the incident—often under urgent conditions—without sacrificing attention to any component of the command system. It represents organizational "best practices" and, as an element of the Command and Management Component of NIMS, has become the standard for emergency management across the country. Designers of the system recognized early that ICS must be interdisciplinary and organizationally flexible to meet management challenges such as:
- Meeting the needs of incidents of any kind or size,
- Allowing personnel from a variety of agencies to meld rapidly into a common management structure,
- Providing logistical and administrative support to operational staff,
- Being cost effective by avoiding duplication of efforts.

ICS consists of procedures for controlling personnel, facilities, equipment, and communications. It is a system designed to be used or applied from the time an incident occurs until the requirement for

management and operations no longer exists (FEMA, 2011). The ICS organizational structure consists of five major pre-designated functions: command, operations, planning, logistics, and finance/administration.

In order to be NIMS/ICS compliant each transit agency must identify the individuals who may have active roles in emergency response. They also need to be trained on their functional area of responsibility. More information on NIMS/ICS trainings can be found at: http://training.fema.gov/IS/crslist.asp. An example organization chart using ICS is provided below.

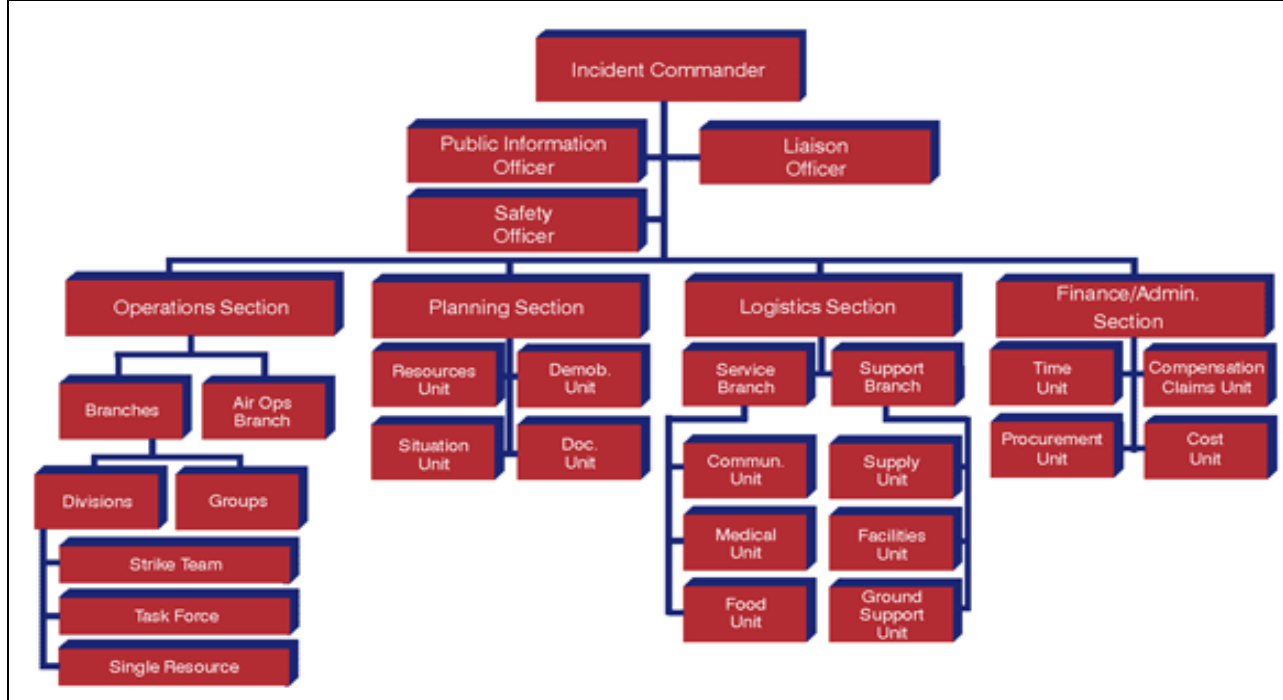**Figure 5.3.2-1: ICS Organizational Chart (FTA).**

Table 5.3-1 lists **LCTA'S** designated staff for each of the 5 major ICS functions.

Table 5.3-1: ICS Function Designations	TITLE	RESPONSIBILITY
Incident Commander	Executive Director	• Developing strategies • Managing resources • Planning of overall operations
Operations Section Lead	Operations Director	• Responsibility for the coordinated tactical response of the incident
Planning Section Lead	Admin Services Director	• Ongoing situation assessment • Collection, evaluation, dissemination, and use of information on the incident • Development of incident intelligence information to assist in development of contingency plans (including status of response efforts and resources)
Logistics Section Lead	Procurement Manager	• Entails provision of facilities, services, and materials, including transportation and fuel, shelter, personal hygiene, food, potable water, water for fire suppression, medical attention and supplies, and relief personnel

Finance/Administration Section Lead	Director of Finance	• Includes tracking all incident costs and evaluating the financial considerations of the incident.

5.3.3   Normal Hours Emergency Response Coordination Protocol

When an emergency, threat, or incident occurs in the community and a state of emergency which requires the use of agency vehicles or participation of the transit agency is declared, the local emergency manager contacts **LCTA** as soon as possible. During normal hours of operation, the following response policy is used:

- Initial contact is made by the emergency manager or his/her designee, using the first responder checklist maintained in the Emergency Management Plan.
- The most senior person on duty is the initial **LCTA** Emergency Response Coordinator (ERC). The ERC gives the individual calling a telephone number (or other means through which the ERC will remain constantly available) for updated emergency information communications during the emergency.
- The ERC performs the following functions:
    - Contacts all on-duty vehicles (by radio) to notify them that they are needed for an emergency response.
    - Directs all affected drivers to unload their passengers at a designated point and proceed to the staging area designated by **LCTA**
    - Records an approximate time of arrival (estimated time of arrival - ETA) at that staging area with notification upon arrival.
    - The ERC calls employees on the emergency phone list, informs them that **LCTA** is responding to a community emergency.
    - Establishes a **LCTA** incident command center at the transit facility or other available location as circumstances dictate.
- The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.
- The ERC has the authority to allocate all **LCTA** personnel and equipment as necessary to respond to the emergency at hand.
- The ERC has the emergency authority to procure parts, fuel, and other essentials necessary to continue and sustain **LCTA** emergency response activities.
- The ERC continues to make efforts to contact all **LCTA** personnel, as well as **LCTA** board members (as time and response efforts may permit, to inform them of participation).
- The ERC provides personnel and resources in the quantities requested and to various locations as directed by the emergency manager or his/her designee.
- The ERC remains on-duty in an active status until relieved or directed by the emergency manager or his/her designee that the transit agency's participation in the emergency response is no longer required.

5.3.4   After Hours Emergency Response

The procedure for after-hours emergency response coordination is similar to the procedure during normal business hours. After hours emergency response protocol is as follows:

- Initial contact will be made by the emergency manager or his/her designee using the emergency contact list the **LCTA** supplied to them.
- The ERC begins to call persons listed on the internal contact list, informing them that **LCTA** is responding to a community emergency. During this stage, the ERC:
    - Coordinates the opening of the transit facility where **LCTA** vehicles are located
    - Establishes a **LCTA** incident command center at the transit facility or other available location as circumstances dictate.
- The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.
- The ERC has the authority to allocate all **LCTA** personnel and equipment as necessary to respond to the emergency at hand.
- The ERC has the emergency authority to procure parts, fuel, and other essentials necessary to continue and sustain **LCTA** emergency response activities.
- The ERC continues to contact all **LCTA** personnel, as well as **LCTA** board members (as time and response efforts may permit) to inform them of our participation.
- The ERC provides personnel and resources in the quantities requested and to various locations as may be directed by the emergency manager or his/her designee.
- The ERC remains on duty in an active status until relieved or directed by the emergency manager or his/her designee that the transit agency's participation in the emergency response is no longer required.
- The ERC maintains time annotated log of all activities as well as contact log.

5.3.5   Evacuation Procedures

When **LCTA** provides evacuation and transportation support for the community, agency management will coordinate with local emergency managers to ensure policies and procedures are followed. **LCTA** defines roles and responsibilities in place for management, dispatcher, and bus drivers. These roles and responsibilities are listed below and may need to be modified depending on staff changes and the emergency incident.

Transit Management
- Coordinates with local emergency management or County Emergency Operations Center (EOC).
- Reports to the transit agency incident command center.
- Provide drivers with a briefing about the incident and pick-up instructions.
- Determine the location of all shelters and identify the logistical support required.

Dispatchers
- Establish communications and provide support to transit management and other agencies involved.
- Notify appropriate sources about disruptions and/or cancellations of service.
- Sustain whatever level of essential or non-essential functions can take place.
- Begin contingency planning for driver replacement, rest, and recycling.

Bus Drivers
- Communicate with dispatch.
- Follow guidance provided by the transit incident command center and dispatch.
- Avoid and document areas that may put driver, passengers, or vehicle at significant risk.

- Help passengers that have visual, hearing, or mobility impairments to get on or off the bus as needed.
- Rest, refuel, and eat when possible.
- Notify transit management immediately for a replacement if fatigue becomes a safety issue

5.3.6   Suspension/Restoration of Service

After being notified of an emergency, the **LCTA** Director of Operations will evaluate whether the transit agency can maintain operations. If service must be suspended, the Emergency Response Team is responsible for coordinating service suspension procedures and for taking steps to restore essential agency functions within the constraints of resource availability and safety considerations. Issues to be considered during service suspension/restoration include notifying the public and the release of sensitive information.

Emergency Information Dissemination: Public and Sensitive Information

LCTA understands that during a threat or incident, information that is conveyed to the public must be carefully selected in order to avoid panic or create a loss of confidence in the transit agency.   After the incident it is important for the transit agency to keep fostering positive relationships with elected and appointed officials, civic leaders and the media to help the agency meet its goals for ridership, revenue and public recognition on a day-to-day basis.   During a threat or incident the transit agency needs to ensure that the media provides the public with accurate, verified information regarding what has happened, what the agency is doing about it and how it might affect the community. In incidents involving injuries and deaths, **LCTA** will follow all federal guidelines in regards to information that can be released.

6 Recovery

6.1 Overview

Recovery, the final phase after an emergency, involves returning operations to their pre-disaster/incident stage. The recovery phase tends to also be the most difficult in the four phases of emergency management. This phase will encompass continuity of operations, business resumption, crisis counseling, and long term recovery.

6.2 Continuity of Operations

Continuity of Operations, often referred to as "COOP planning," involves evaluating how long it will take to have Luzerne County Transportation Authority up and running after any type of disaster event. Throughout the process of developing this SSEPP, Luzerne County Transportation Authority has begun to develop the framework for a Continuity of Operations Plan. COOP planning identifies and evaluates the agency's functions and defines which functions are essential and what are nonessential. This includes a review of the organizational chart and roles and responsibilities, and should set procedures for continuing essential functions. COOP planning also clearly outlines just how long these functions can be disrupted before negative repercussions will occur. Unlike a SSEPP, COOP planning sets procedures for emergency payroll and establishes a process for expediting financial decisions during a disaster. These procedures can also assist with tracking costs accrued by Luzerne County Transportation Authority during an event. A COOP plan contains a list of suppliers and other resources that are dealt with on a dealing basis and their contact information as well as a plan for safeguarding data and electronic assets. Finally, a COOP plan defines an alternate location for continuing operations.

6.3 Business Resumption

This section discusses the clean-up and other activities that should occur as Luzerne County Transportation Authority resumes the operation of nonessential functions and gets back to business as usual.

6.3.1 Clean-up and Inspection

Luzerne County Transportation Authority will inspect facilities, vehicles, and all other agency property for damage. Agency personnel will ensure that all inspections and inventories are well documented, which may include completing checklists and gathering photo documentation of assets damaged. Documentation of resources includes but is not limited to facilities, vehicles, and equipment. This activity is meant to assist in the complete restoration of the facility to its pre-disaster/incident state. Some recovery activities may be immediate while others may be long term (e.g., replacement of vehicles or facilities).

After an emergency, **LCTA** management will document the use of agency resources including any vehicles, equipment, and staff overtime that was used during the event. Management will use this information to complete a full damage assessment.

The Luzerne County Transportation Authority management will review its insurance policies and coverage with its insurance carriers to secure funding for repair and/or replacement of damaged items.

Additionally, management will make appropriate changes to future insurance policies as may be deemed appropriate based on an evaluation of existent coverage.

6.3.2   Follow-up and Debriefing

In order to mitigate the possible negative psychological effects of an emergency, **LCTA**   staff involved in emergency incidents will meet to discuss response activities and other issues that occurred during the event.   Luzerne County Transportation Authority managers should ensure to all staff and other parties impacted directly or secondary to the event the availability of support services.

6.3.3   After Action Reporting

Following an incident, Luzerne County Transportation Authority management will work with staff and responders involved with the incident to complete a report to assess response process to the incident. This information should be used to modify policies, provide additional training, and give feedback to those involved to enhance future incident responses.   This report will focus on such issues as the emergency notification process, the establishment of incident command, the incident communication system and strengths and weaknesses of the response effort.

Questions to consider while completing the after action report process are:
- What training and information provided by the SSEPP was most helpful?
- What was missing or most confusing about utilizing the information contained in the SSEPP?
- What unexpected challenges or surprises did you encounter during the transit incident?
- What can be done to help better prepare for a similar incident?

6.4   Crisis Counseling

In order to mitigate the possible negative psychological effects of an emergency or incidents of violence on **LCTA** staff, management ensures the availability of support services to all parties who may have been directly or secondarily impacted by an event.   **LCTA** is committed to providing such support including a mandatory post-incident debriefing, making referrals to professional counseling resources, being an empathetic good listener and doing anything else that can provide assistance to those involved in emergencies or incidents of violence. Consideration is given to the possible impact on **LCTA** personnel's family members as well.

6.5   Long Term Recovery

The goal of long-term recovery is to ensure that **LCTA** is in pre-event condition, which normally occurs 30 days and beyond. Additionally with long term recovery, the agency will incorporate lessons learned from the crisis to mitigate the potential for another event or be more prepared to lessen the impacts. **LCTA**'s long term recovery initiatives include the following steps:

1. Analyze the After Action Report to assist with developing successful long term recovery strategies.
2. Determine the financial impact of the emergency on the transit agency and budget for recovery, including insurance reimbursement and non-reimbursement issues, and federal and state financial assistance opportunities.
3. Build relationships with emergency management and first responders to improve interagency response with future incidents.

Initiating public relations activities rebuild confidence in the transit operation on the part of customer and the community as a whole.

7 Modification of SSEPP Plan

7.1 Initiation

LCTA management is committed to provide safe, secure and reliable services for its passengers and employees. It is committed, as well, to be a safety, security and emergency preparedness resource to the community, region and nation. Towards this end the SSEPP is an important and ongoing cornerstone of this system's transit operation.

7.2 Review Process

 Luzerne County Transportation Authority is committed to maintaining and updating the SSEPP. This document will be reviewed annually or after a disaster incident. Items that should be reviewed annually include:

- Staff contact information, emergency response team roster, and phone trees.
- Capability assessment.
- Prioritized Threat and Vulnerability Report and assessment forms.
- Action items that were identified in the SSEPP.
- Evaluation of trainings offered to all transit agency personnel.
- Review of Alternate Operating Facilities and their associated checklist(s).

Table 7.2-1 records the annual review of the SSEPP.

Table 7.2-1: SSEPP Action and Status Review LUZERNE COUNTY TRANSPORTATION AUTHORITY					
DATE	BRIEF DESCRIPTION OF ACTION ITEM	NOT DONE	UNDERWAY	COMPLETED	ONGOING
5/2014	Annual Review			X	
5/2015	Annual Review			X	
5/2016	Annual Review			X	
5/2017	Annual Review			X	
5/2018	Annual Review			X	

Table 7.2-1: SSEPP Action and Status Review <u>LUZERNE COUNTY TRANSPORTATION AUTHORITY</u>					
DATE	**BRIEF DESCRIPTION OF ACTION ITEM**	**NOT DONE**	**UNDERWAY**	**COMPLETED**	**ONGOING**
5/2019	Annual Review			X	
5/2020	Annual Review			X	

Table 7.2-2 provides a record of changes for the modifications within the SSEPP. This section is completed after any changes are made to the plan.

Table 7.2-2 SSEPP Record of Changes for <u>LUZERNE COUNTY TRANSPORTATION AUTHORITY</u>			
DATE	**DESCRIPTION OF CHANGE MADE IN SSEPP OR RISK REDUCTION MEASURE INCORPORATED**	**CHANGE MADE BY (PRINT NAME)**	**CHANGE MADE BY (SIGNATURE)**
5/2014	Annual Review	R. Henderson	R. Henderson
5/2015	Annual Review	N. Gavlick	N. Gavlick
5/2016	Annual Review	N. Gavlick	N. Gavlick
5/2017	Annual Review	N. Gavlick	N. Gavlick
5/2018	Annual Review	N. Gavlick	N. Gavlick
5/2019	Annual Review	N. Gavlick	N. Gavlick
5/2020	Annual Review	L. Horton	L. Horton

7.3   Implement Modifications

After internal and external evaluations, and based upon SSEPP review findings, **LCTA** management will revise this SSEPP and implement any new practices, policies and procedures. The revised SSEPP, accompanied by a new Memorandum of Executive Approval of the SSEPP, will then be shared with all transit employees and all key stakeholders within the community.