Regional Emergency Evacuation Transportation Coordination Annex

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Regional Emergency Evacuation Transportation Coordination Annex

OVERVIEW OF THE REVISED REGIONAL EMERGENCY EVACUATION TRANSPORTATION COORDINATION (REETC) ANNEX

The Metropolitan Washington Council of Governments (COG) adopted the Regional Emergency Coordination Plan (RECP[SM]) on September 11, 2002. Included in the RECP[SM] was a Regional Emergency Support Function (R-ESF) #1 – Transportation chapter, as well as a Regional Emergency Evacuation Transportation Coordination (REETC) Annex. R-ESF #1 and the REETC Annex addressed regional emergency transportation issues, with the R-ESF #1 having an overall perspective, and the REETC Annex focusing particularly on events that might involve evacuation or other protective actions for the population.

A new update of the REETC Annex was undertaken from April 2003 to March 2004. The revised REETC Annex represented an improvement over the September 2002 edition by incorporating the following features:

- An increased level of involvement of federal, state, and local emergency management agency personnel, bringing their vital perspectives into the document
- An improved structure to address how regional emergencies often begin, unfold, and evolve, and strategies to address incident evolution and periods of uncertainty in that evolution
- Better integration with associated protective actions planning, including public warning and education strategies and human behavioral considerations
- More technical detail in the transportation analysis, with better supporting information, databases, and Geographic Information System (GIS) files
- Lessons learned in real incidents, as well as input generated by a series of scenario-based emergency transportation planning workshops held in conjunction with the REETC Annex update process.

The revised REETC Annex follows the standard RECP[SM] chapter outline:

- An “Introduction” section, including a listing of participating agencies and overview of the REETC Annex.

- A "Policies" section, describing the relationship of the REETC Annex to participating agency actions.
- A "Situations" section, examining twelve situations critical to emergency transportation planning.
- A "Concept of Coordination" section, addressing how R-ESF #1 will coordinate (similar to a "concept of operations").
- A "Responsibilities" section, including systems responsibilities and "essential elements of information" to be shared with R-ESF #5 (Information and Planning).
- A "Preparedness Cycle" section, addressing maintenance of regional readiness on REETC Annex issues.

Following the main text of the REETC Annex, there are three extensive appendices:

- Appendix I contains a set of emergency through route and Metrorail maps, resulting from coordination that took place during revision of the REETC Annex, and reflecting the maps and routings designated by and under the purview of the District of Columbia, Maryland, and Virginia Departments of Transportation and the Washington Metropolitan Area Transit Authority. It was noted in developing the Annex that routes to be used in emergencies are not fixed in advance; rather, they should be identified by officials as safe and appropriate to use according to the nature of the regional emergency.
- Appendix II is a review of findings from technical analysis on potential impacts of successful demand management and public messaging strategies on the region's transportation system during an emergency.
- Appendix III contains sets of worksheets to provide structure to transportation agency coordination during regional emergencies, including detailed (filled-in) worksheets resulting from workshop discussions held during the REETC Annex update, other sample (filled-in) worksheets addressing several different types of regional emergencies, and a set of blank, ready-to-use worksheets that transportation agencies may utilize in emergencies to guide interagency communications.

Revision of the REETC Annex to Reflect Stages or Chronology of a Regional Incident

The REETC Annex follows the same format as the other components of the existing RECP[SM], with revised and improved details. These details address *communications strategies* among transportation stakeholders; *systems management strategies* to get the optimum performance out of roadways and transit in the evacuation or other emergency; and *demand-oriented strategies* to encourage prioritization of use of transportation infrastructure by those who most need it. The structure has been revised to reflect the typical chronology or evolution of an incident and its key stages. These stages may be summarized as:

- Discovery of an incident
- Initial transportation reaction and advice
- Convening of transportation representatives (R-ESF #1)
- Convening of regional decision-makers (R-ESF #5 [Information and Planning])
- Agency follow-through actions, and advice to the public (R-ESF #1 through R-ESF #5 to R-ESF #14 [Media Relations and Communications Outreach])
- Continuance and updates
- Recovery or re-entry actions.

The REETC Annex focuses on transportation coordination during a major emergency involving evacuations or other protective actions, and addresses both components.

Transportation coordination issues examined included transportation system and demand management strategies; communications among transportation agencies; and essential elements of information to be provided to the emergency managers and regional decision makers in R-ESF #5 (Information and Planning). Workshops held during revision of the Annex examined transportation coordination that might take place during specific scenarios, including a potential explosion at Ronald Reagan Washington National Airport, an ice storm, and a complete, extended closure of the Metrorail system. These workshops provided opportunities for stakeholders to probe the effectiveness of regional emergency transportation communication and coordination activities and interactions, such as which agency might take the lead to initiate regional transportation coordination; timing of potential conference calls; and how critical information for transportation management will be obtained and shared.

Protective actions issues associated with emergency transportation were also examined in developing the Annex and in the workshops. These included advance public education; clear warning systems giving appropriate guidance and continuous updates; coordination across jurisdictions, functions, and all levels of government for message content; consideration of special populations such as schools, nursing homes, hospitals, and correctional facilities; and pet or animal considerations in evacuations.

The REETC Annex and Communications

Incidents can affect a large portion of the Washington, D.C. region, with many agencies involved. Even in smaller incidents the impact often will become widespread, especially if they occur at a critical location such as one of the bridges over the Potomac River. It is necessary to recognize early that a local incident may have a widening impact, and that an informed stakeholder should take the lead on shepherding the regional transportation coordination and communications process. Since many incidents affect the entire metropolitan area,

or large portions of it, timely communications are vital inter-jurisdictionally and inter-functionally.

September 11, 2001 was a watershed event in cementing the perception that participants must deal with major incidents as a region, in addition to individual responses. Technology has enabled instant communications, resulting in increased expectations for communicating. One important regional response to 9/11 was to form the means and method for inter-jurisdictional and inter-agency communications and coordination. As a means, COG developed the Regional Incident Communications and Coordination System (RICCS[SM]). As a method, COG developed the Regional Emergency Coordination Plan (RECP[SM]), of which the revised REETC is an important component.

The primary functions of the RICCS[SM] are to support emergency notifications and interagency conferencing. Text messages can be sent to appropriate recipients' pagers, cell phones, or e-mail . Conference calls among key regional decision makers and responders in various function areas can be convened quickly (30 minutes). Such conference calls enable regional incident assessment, coordination of decisions, and crafting of common messages to the media and public. RICCS[SM] supports interagency communications. Information is provided by member agencies (not a new, independent source of information). The Regional Emergency Coordination Plan (RECP[SM]) provides the framework for and structure of the coordination that can be done via the RICCS[SM].

Communications Responsibilities

Challenges have remained in the transportation sector even after establishment of the RECP[SM] and the RICCS[SM]. Enabling and ensuring inter-agency coordination in major incidents has remained a challenge, particularly during "non-transportation" incidents that secondarily impact transportation conditions. Recognizing that an incident has become a regional incident, especially if there is a significant level of uncertainty about the nature of the incident, remains a challenge for member agency personnel. Personnel busy with incident response have also had to shoulder the additional burden of inter-agency communications, and this has been a challenge from a resource and time perspective. There is no designated authority or staff to shepherd regional interagency transportation communications on a unified, metropolitan-wide basis. All such communications depend upon existing agency staff to add interagency notifications and communications to their already demanding emergency duties. Options for strengthening communications capabilities within the transportation sector were examined during the course of revising the REETC Annex to address this staffing challenge:

- Improving the effectiveness of the current "voluntary" coordination through training and exercises

- Further exploring potential technical improvements, particularly interagency database integration
- Increasing the specificity of the current "voluntary" coordination, perhaps through an agency-by-agency duty rotation cycle
- Creating and funding a dedicated staff to undertake a specialized function of regional transportation information sharing. For example, metropolitan New York-New Jersey-Connecticut has such an institution, called TRANSCOM.

Stakeholders expressed a variety of support, concerns, or objections on all three of these potential approaches, with regard to effectiveness, cost, or institutional complexity. In particular, the cost and cost-effectiveness of establishing a dedicated staff in a new TRANSCOM-like institution was of great concern to many participants. How best to strengthen regional transportation communications and coordination remains a key issue which needs to be addressed by the region.

Key Public Communications and Warning Considerations

Studies and discussions leading to this revised edition of the REETC Annex indicated that advance public education and clear, consistent, and timely messaging during an incident have a significant impact on people's behavior in an emergency situation. If people are informed in advance about the different kinds of incidents that might occur, and on how to best prepare for and react to these incidents, they are more likely to act both in their own self-interest and in the overall public interest in effectively managing the emergency.

Case studies and extensive research and experience with civilian responses to emergencies suggest that achieving public compliance with emergency warnings and recommended actions is a major effort, requiring advance public education, careful pre-crafting of messages, and timely and repeated dissemination of unambiguous messages by credible sources over multiple channels of communication. Experience has shown that people are generally reasonable and cooperative when they are given adequate information about an emergency, which underscores the importance of getting official information out as quickly as possible, and updating it regularly.

In emergencies, the "first instinct" of fleeing or evacuating may be exactly the wrong thing to do. It may be safer to stay in place. Advance education on appropriate responses to emergency situations, and good and timely public communications in the event of an emergency are among the most critical components of effective emergency management procedures.

Transportation System Impacts of Communications and Demand Management

In the process of developing this REETC Annex, analysis has been undertaken to test the level of impact that communications and demand management might have on the region's roadway system in an emergency. Appendix II of the REETC Annex shows maps and detail from this technical analysis.

The greatest potential for improvement of flow on the region's roadways, according to the analysis, lies in a reduction of demand (e.g., number of trips). This reinforces the concept that education and messaging to the public not to drive if not necessary for safety reasons may be the best course of action during an emergency. Even moderate levels of compliance with the "if you are safe, stay where you are" message can help alleviate projected congestion and improve flow for both persons evacuating from danger as well as responder vehicles. Analysis conducted during the update of the REETC Annex suggested decreases in travel times by as much as 50% for some critical evacuees, especially in the critical first 30 minutes of a regional incident, when emergency responders and people fleeing danger are most in need of travel.

Demand reduction strategies may offer the possibility of best facilitating the needed transportation response to an emergency, could be developed in the near future, and could be implemented without the large capital expenditures and long construction periods associated with transportation system capacity increases. Additionally, information developed in conjunction with the REETC Annex may help transportation agencies to identify bottlenecks, and in turn to identify which transportation system capacity improvements could further improve levels of service under emergency conditions.

Summary

Revision of the REETC Annex provided an opportunity to strengthen regional emergency transportation coordination, and to identify areas where further strengthening is needed. The need for more extensive public education well before an emergency takes place was made clear, as was the need to have a concerted, coordinated protective actions-focused regional effort to address public information, outreach, and timely messaging during an incident. A need was also identified for continuing planning to strengthen regional emergency communication and coordination in the transportation sector, focused in particular on the management of inter-agency communications, and communications with the public, on a real-time basis during a regional incident.

Acknowledgments

The March 2004 update of the REETC Annex was advised by the R-ESF #1 – Emergency Transportation Work Group, chaired by the Honorable David Snyder of the City of Falls Church, Virginia. Annex development was also supported by a number of committees, participants, consultants and staff. The consultant team of the Louis Berger Group, Inc., BMI-SG, Inc., Caliper Corporation, and independent consultants supported development of the Annex, with particular thanks to principal author Deborah Matherly and consultant David McMillion. COG staff project management was provided by Andrew Meese for transportation aspects, and by Vincent Sakovich for protective actions aspects. The time and interest of Chairman Snyder and the many Emergency Transportation Work Group participants, representing transportation, emergency management, public safety, federal, and other agencies, were greatly appreciated.

ORGANIZATIONS

Regional Coordinating Organizations

Metropolitan Washington Council of Governments/National Capital Region Transportation Planning Board

Federal Government Transportation Organizations

U.S. Department of Transportation

Transportation Operating Agencies

District of Columbia

District Department of Transportation

State of Maryland

Maryland Department of Transportation
- State Highway Administration
- Maryland Aviation Administration (MAA)—see entry under "Airports" below
- Maryland Transit Administration (MTA)—see entry under "Maryland Transit Services" below
- Maryland Port Administration
- Maryland Transportation Authority (MdTA)
- Motor Vehicle Administration

Maryland Local Jurisdictions

Maryland Transit Services
- Maryland Transit Administration—administered by MDOT
- Maryland Area Rail Commuter (MARC)—administered by MDOT/MTA
- Maryland Local Bus Transit Providers
  - Frederick County—TransIT Services of Frederick County
  - City of Laurel—Connect-a-Ride
  - Montgomery County—Ride On
  - Prince George's County—The BUS

Commonwealth of Virginia

Virginia Department of Transportation

Virginia Local Jurisdictions

Virginia Transit Services
- Virginia Department of Rail and Public Transportation
- Virginia Railway Express
- Northern Virginia Transportation Commission
- Potomac and Rappahannock Transportation Commission and OMNIRIDE
- Virginia Local Transit Providers
  - Arlington County—ART – Arlington Transit
  - City of Alexandria—DASH

- City of Fairfax—CUE Bus System
- Fairfax County
  - Fairfax Connector
  - RIBS (Reston Internal Bus Service)
- Loudoun County—Loudoun County Commuter Bus

Regional Transit Operator

Washington Metropolitan Area Transit Authority

National Park Service

U.S. Park Police
National Capital Directors Office

Airports

Baltimore Washington International (BWI) Airport—administered by MDOT/MAA
Metropolitan Washington Airports Authority

Private Sector and Other Transportation Organizations

Amtrak
Commuter Connections
Commuter Transit Bus Companies
CSX Transportation Inc.
Norfolk Southern
Private and Commercial Bus Services
Trucking & Hauling Associations

Other Organizations

Federal

Department of Homeland Security
Office of Personnel Management
Department of Health and Human Services
Military District of Washington
Department of Defense
Federal Emergency Management Agency
General Services Administration

State

District of Columbia Emergency Management Agency
Maryland Emergency Management Agency
Virginia Department of Emergency Management

Public Safety

R-ESF #4—Fire, Technical Rescue, and Hazardous Materials Operations and *R-ESF #13— Law Enforcement* public safety organizations will coordinate and interact with R-ESF #1 on an as needed basis.

Private

Greater Washington Board of Trade (GWBOT)

Reference Summary of Regional Emergency Support Functions (R-ESFs)

An R-ESF is a basic function shared by all jurisdictions. Individual R-ESFs identify organizations with resources and capabilities for a particular type of assistance or requirement frequently needed in a large-scale emergency or disaster. Each of the R-ESFs uses the same format to identify participant organizations, establish basic policies and planning assumptions that will guide activities, and explain how they will communicate and coordinate with each other and with other regional partners. A short synopsis of the content of each R-ESF to be used before, during, and after a regional incident or regional emergency follows:

R-ESF #1: Transportation—facilitates communication and coordination among regional jurisdictions and agencies concerning regional transportation issues and activities before, during, and after a regional incident or emergency.

R-ESF #2: Communications Infrastructure—ensures the coordination and communication of information concerning hardware and capacity for interoperability.

R-ESF #3: Public Works and Engineering—ensures an effective and timely response to regional public emergencies concerning regional water supply (including potable water and ice), wastewater (including wastewater treatment), and solid waste and debris management.

R-ESF #4: Fire, Technical Rescue, and Hazardous Materials Operations—facilitates communication and coordination among regional jurisdictions concerning regional firefighting and EMS, technical rescue, and hazardous materials operations issues and activities. Note: R-ESFs #4, #9, and #10 are structurally the same and are all contained in R-ESF #4.

R-ESF #5: Information and Planning—facilitates the collection, processing, and dissemination of information among regional jurisdictions and organizations. This function enhances substantive regional dialogue and communication by facilitating information sharing with all of the R-ESFs, and others as necessary, in an integrated and coordinated manner**.**

R-ESF #6: Mass Care—promotes and ensures a coordinated regional capability to provide mass care assistance to victims that have been impacted by a regional incident or regional emergency, including a weapons of mass destruction event.

R-ESF #7: Resource Support—facilitates communication and support among regional jurisdictions to assist in the effective and timely coordination of resources following an emergency.

R-ESF #8: Health, Mental Health, and Medical Services—facilitates communication, cooperation, and coordination among local and state jurisdictions and a vast array of hospitals, social workers, and private-practice physicians concerning regional health, mental health, and medical services issues and activities.

R-ESF #9: Technical Rescue—R-ESFs #4, #9, and #10 are structurally the same and are all contained in R-ESF #4.

R-ESF #10: Hazardous Materials—R-ESFs #4, #9, and #10 are structurally the same and are all contained in R-ESF #4.

R-ESF #11: Food—facilitates the procurement, storage, transportation, and distribution of food provisions and food stamps and also feeding assistance. R-ESF #11 works in conjunction with and in continuance of the mass-feeding activities performed under R-ESF #6: Mass Care.

R-ESF # 12: Energy—ensures an effective and timely response to public emergencies that affect the regional energy infrastructure (including the supply and delivery of electricity, natural gas, and petroleum fuels).

R-ESF #13: Law Enforcement—facilitates communication and information coordination among regional jurisdictions concerning law enforcement issues and activities.

R-ESF #14: Media Relations and Communications Outreach—provides accurate, authoritative, and timely regional information to news media representatives, thereby supporting other regional partners as they work to protect the health and safety of citizens.

R-ESF #15: Donations and Volunteer Management—facilitates the communications and coordination among regional jurisdictions and agencies regarding the need for and availability of donations and volunteer services.

I. Introduction

A. Purpose

The Regional Emergency Evacuation Transportation Coordination (REETC) Annex of the Regional Emergency Coordination Plan Framework (RECP[SM]) (REETC Annex) is intended to address the transportation aspects of moving people around or out of the regional area and moving required resources into the area in anticipation of, and following a regional incident or emergency that requires evacuation. The transportation system cannot operate at peak efficiency when it is subject to extreme surges of demand. Therefore, this annex also addresses coordination of demand management, identifying situations and strategies where the majority of people do not evacuate the area, but shelter in place, to ensure that transportation system capacity is available for those who truly need it.

The Washington, D.C. Metropolitan Region is very well served by competent, sophisticated and innovative transportation agencies and other Federal, State, local, regional and private entities that share in evacuation responsibilities. Many emergency plans and procedures are already in place. R-ESF #1 and this annex are intended to provide additional tools to be used by these agencies for planning and response, when warranted by extraordinary incidents.

More importantly, our adversaries are creative and flexible and we need to be the same. Herein is the major contribution of the annex--additional capability to plan and respond to any type of incident, anywhere in the region and involving any conditions. To achieve the highest degree of readiness, this annex must be implemented in the context of the RECP[SM], especially the coordination and communication provided through the Regional Incident Communications and Coordination System (RICCS[SM]), it must be used by all agencies in their planning and it must be extensively practiced and drilled to evolve specific responses and plans to specific incidents at specific locations. Just as our adversaries know no rules, so too must we be innovative and flexible in response. This annex helps both with planning and response and with both the need to be innovative and the need to establish as specific as possible response protocols.

B. Scope

The REETC Annex addresses primarily those regional incidents or emergencies that will require the information exchange and the decision-making resources designated in the RECP[SM] Framework to coordinate R-ESF #1 (Transportation) efforts across jurisdictional boundaries. The parameters and strategies described in the annex can be useful in a wide variety of incidents where there might be surge demands on the transportation system. The REETC annex addresses the need for coordination among transportation agencies regarding road closures, network status, and similar issues; the need for coordination among decision-makers regarding employee- or school- release advisories or other demand strategies related to the nature of the emergency and the status of the transportation system; and the desire by the public to be advised on their best course of action regarding transportation (selective evacuation, staged or phased evacuation, full evacuation, or expedited commute); or sheltering-in-place or simply "watching and waiting".

A major incident can lead to panic and spontaneous evacuation of an area far greater than necessary, resulting in gridlock on the transportation network that compounds the dangers and difficulties in responding to the initial incident. Regional coordination with the incident commanders and managers, and in particular clear, accurate and timely communication among decision-makers and with the public, may help reduce the panic levels and keep the evacuation to a more manageable level that will save lives. Therefore, with incidents that may lead to panic and spontaneous evacuation, it is critical for the incident commander or manager to:

1. Identify the parameters of the situation and the radius of the incident;
2. Communicate (through R-ESF #5 (Information and Planning), R-ESF #14 (Media Relations and Community Outreach), and the RICCS[SM]) exactly who is advised to leave what specific area, and strongly advise that in most cases all others should stay/ shelter in place, both for their own safety and to allow those who must get out to get out;
3. Coordinate (via R-ESF #5 and RICCS[SM]) with transit agencies on available resources and the best safe locations to send directly-affected pedestrians for further transport out of the area; and
4. Communicate (via R-ESF #14) to those who are involved in an incident and need to clear an area how best to do so and where to go, utilizing strategies in part enumerated in the "Overview of Regional Strategies to Facilitate Regional Evacuation" section (Section I.D) of this REETC Annex.

Many government offices and private sector businesses have developed routine evacuation plans for individual buildings. A number of other evacuation or emergency transportation plans have been developed by

individual regional jurisdictions, that adequately address the evacuation of an area in which the extent and severity of the threat or the size/population of the area exceeds the limits of routine evacuation (i.e., evacuation of a single dwelling or limited area). The REETC Annex addresses the regional transportation implications of events that may occur in a localized sector where the transportation impacts extend beyond the evacuation or coordination resources of a single local jurisdiction, or events that require a multi-jurisdictional evacuation and transportation coordination effort of multiple communities in the greater Washington region.

Procedures in this REETC Annex may be used to coordinate evacuation required by a broad spectrum of hazards including, but not limited to, fire, flood, severe weather, hazardous materials accidents/incidents, and acts of terrorism or deployment of weapons of mass destruction. Procedures in this REETC Annex are organized within a range of twelve generic situations that together address nearly every conceivable type of transportation response, regardless of the stimulus. This REETC Annex primarily addresses coordination among transportation providers, and is not intended to serve directly as a recommendation for actions that the public should take in evacuation situations. Recommendations for direct action will come from local jurisdictions or from state and federal authorities, in accordance with the particulars of the incident or emergency at hand.

This REETC Annex is not intended to duplicate or supersede the current emergency or evacuation plans of local jurisdictions, and is a supplement to the RECP[SM]. Reference is made to the RECP[SM] procedures and R-ESFs throughout this document. As demonstrated in the section on Situations, below, the variety and type of incidents that can occur is virtually infinite. Therefore, in planning for such events, it is critical to establish a flexible framework for decision-making and coordination that can be adapted in an emergency. This is achieved in large part through the already-established RECP[SM], building on local jurisdiction plans. Key features of this REETC Annex include:

1. A better understanding of the human factors in emergency transportation planning, with corresponding implications for public information and coordination with protective actions;
2. Generic situations that describe transportation responses to varied emergency stimuli;
3. Specific examples of certain of those situations to inform R-ESF #1 on coordination and communication needs;
4. Regional demand and supply strategies for management and coordination in emergencies tailored to those situations;
5. Emergency situation cycle structure to help managers assess the situation, and to provide a framework for transportation systems coordination;

6. Worksheets for analysis of scenarios, applicable for future scenario development, exercises, and situations;
7. Regional maps of key through routes supported by regional databases of important transportation elements such as variable message signs, park and ride lots, and transit facilities;
8. An inventory and assessment of transit availability and operations considerations, including private providers and school buses.

C. Definitions

Regional Incident: Regional incidents are events that have the potential to disrupt essential services, mobility, public safety or health on a regional basis.

Regional emergency: Regional emergencies are events that have disrupted essential services, mobility, public safety or health on a regional basis.

Evacuation: Moving persons a safe distance from an incident, or ordering persons with the capability to move on their own, from a high-risk area to a lower risk area. In most cases, an evacuation occurring exclusively within particular city, county, or other jurisdictional limits will not be considered a regional incident or emergency. Likewise, an incident requiring evacuation that can be managed through standard operating procedures and bilateral agreements between adjacent jurisdictions would not constitute a regional incident or emergency.

Regional Incident or Emergency Requiring Evacuation: An incident or emergency requiring evacuation within a single jurisdiction, or even between two adjoining jurisdictions, will only be considered a regional incident or emergency requiring evacuation if and when the primary jurisdiction invokes the RICCS[SM], requests decision-making support in the form of a conference call according to R-ESF protocols, and requires significant resource support from outside the jurisdiction limits. Incidents or emergencies requiring evacuation support across multiple jurisdictional lines will be considered regional incidents or emergencies.

Assembly Point: A location in a safe area, such as a Metro station or other location, where people will be directed to gather after an incident in order to be transported to shelter or designated meeting places. It may also refer to gathering places for emergency car pool pick-up points ("super-slug" points of contact.)

Shelter: A school, church, recreational facility or other non-resident public or private building used to temporarily lodge, feed and provide medical care and welfare services for persons who have been evacuated from their homes or other locations.

Shelter Manager: The person designated by the agency normally occupying the building (for jurisdictionally-controlled government buildings), or the person designated by the Red Cross (for non-jurisdictionally-controlled government buildings) to manage the shelter.

Note that the REETC Annex is intended primarily to apply to evacuation, and to unusual cases of surge demand. For example, a typical snow emergency may

create a surge of demand for transportation, and requires the standard coordination efforts among highway officials and transit providers. This demand surge is typically for commuters or other workers returning home, and will rarely result in the need for exceptional evacuation and/or shelter requirements. Shelter requirements for travelers who may be stranded by a winter storm are likewise accommodated through existing arrangements. On the other hand, a forecast for a major hurricane that could potentially damage large sectors of the region with high winds and flooding clearly constitutes a regional incident requiring evacuation, with attendant requirements for shelter and response efforts.

D. Organizations

See the RECP[SM] for full descriptions and interrelationships. Evacuation coordination is a cross-functional and cross-jurisdictional effort, and involves most if not all regional emergency support functions. The incident commander on the scene of the event may be from the local fire department, but evacuation will engage a variety of functional areas, including transportation, communications infrastructure, information and planning, media relations and community outreach, law enforcement, mass care, and possibly others. The current document focuses on the transportation component, but recognizes that transportation is but one element of evacuation and identifies critical interfaces among R-ESF #1 (Transportation), R-ESF #5 (Information and Planning) and R-ESF #14 (Media Relations and Community Outreach).

It is critical to coordinate this REETC Annex with the local, state and federal agencies and jurisdictions represented in the full RECP[SM] such as local governments and emergency response agencies, as well as with private and non-profit sector agencies such as the Red Cross. One set of key jurisdictional interfaces that has a major bearing on how well the region can react to and coordinate efforts for an emergency is the interaction with Federal officials and understanding of procedures for agencies such as the Office of Personnel Management (OPM), Federal Emergency Management Administration (FEMA), General Services Administration (GSA), the National Park Service and United States Park Police, Secret Service, Federal Highway Administration (FHWA), and the U.S. Department of Homeland Security.

II. Policies

A. The REETC Annex will not usurp or override the policies of any federal agency, state government, or local government or jurisdiction.

B. COG/TPB is responsible for coordinating the planning for transportation aspects of emergency preparedness and maintaining the REETC Annex in concert with the stated missions and objectives of the RECP[SM]. Member jurisdictions are responsible for operations and the execution of the REETC Annex.

C. COG/TPB and member jurisdictions will work to ensure that individual agency Standard Operating Procedures and the REETC Annex procedures coincide and are consistent.

D. R-ESF #1 (Transportation) and the REETC Annex will utilize terminology consistent with the U. S. Department of Homeland Security (USDHS) to describe various regional threat conditions and possible transportation scenarios.

E. Agencies participating in the evacuation and implementation anticipate coordinating to the greatest extent possible with those federal agencies that may have transportation contingency plans and national security plans, such as OPM, USDHS, GSA, FEMA, FHWA, the Military District of Washington, (MDW), the Secret Service, the Department of Defense (DOD), the Department of Health and Human Services (DHHS), and other agencies. Efforts will be made to engage appropriate agencies and personnel from the executive, legislative and judicial branches, as well as independent agencies. In addition, there must be coordination with local and state emergency management agencies, which have responsibilities in emergencies.

F. During a regional emergency, local jurisdictions and transit agencies will use their internal processes to disseminate information provided by the state departments of transportation and WMATA to coordinate and formulate their respective response to transportation emergencies. (For example, MDOT, VDOT, WMATA, the FHWA DC Division of USDOT, the Federal Motor Carrier Safety Administration DC Division of USDOT, and COG signed a Memorandum of Understanding with DDOT for the development and coordination of a transportation emergency preparedness plan and communication system which obligates the signatories to perform certain duties relating to handling transportation emergencies. These duties include integrating emergency operating centers, developing a data-sharing network, and updating mass evacuation plans.)

G. In each situation, one or more Level A Transportation agencies (see the text of R-ESF #1) will be designated to consolidate transportation information provided by the involved agencies and to provide this information to the Incident Commander and to the media and real-time public information resources. For example, WMATA has a web site that provides important transportation status information to the traveling public on a real time basis. Level B agencies (designated in the text of R-ESF #1) will also be consulted as necessary, and apprised on public information advisories. Information from other R-ESF responsibility areas, such as emergency management and mass care, will follow their respective protocols.

H. Essential elements of information (described below in Section V Part B) will be reported by a designated agency to the R-ESF #5 (Information and Planning) through the Regional Incident Communication and Coordination System (RICCS[SM]) based on the regional emergency.

III. Situations

A. Regional Emergency Condition

This section provides for R-ESF #1 (Transportation) the background for understanding the transportation implications of emergency situations in general, strategies for dealing with such situations, a framework and worksheets for systematically addressing the transportation aspects of emergency situations, and some example applications of the worksheets and analytical process, as developed through experience and workshops.

Part B of this section presents overriding assumptions.

Part C provides a brief overview of the regional transportation network and maps of major roadways that may serve as primary transportation routes in the event of an evacuation or other emergency.

Part D identifies a range of demand and supply strategies that can be employed in R-ESF #1 to help deal with transportation surge demands from major incidents.

Part E identifies a range of interagency and public communications strategies that can be employed in R-ESF #1to help deal with transportation surge demands from major incidents.

Part F gives an overview of findings from technical analysis on how communications and demand management strategies may mitigate congestion during an incident.

Part G identifies key common issues to all assumptions and backgrounds for REETC-involved incidents.

B. Planning Assumptions

1. Categories of Protective Actions

The major protective actions are evacuation or sheltering in place. During the process to develop this REETC Annex, representatives of the U.S. Department of Homeland Security asked that regional emergency planning consider four categories of these protective actions:

- Shelter-in-place;
- Selective evacuation (for a limited geographic area);
- Staged or phased evacuation (for a larger geographic area, with reasonable notice of an impending event); and
- Full-scale evacuation.

All four categories have unique transportation implications. Overall, a wide range of incidents may occur which require some type of protective action with transportation implications: selective evacuation, staged or phased evacuation or full-scale evacuation. In some emergency situations, such as a tornado or an air-borne chemical, nuclear or bio agent, an attempt to evacuate may expose more people to greater danger. If congestion is likely, people stuck in gridlock or waiting for transportation will have increased exposure. This type of situation may include a relatively short advanced warning and a time-limited duration of the danger. In these cases "sheltering in place" may be the best protective action.

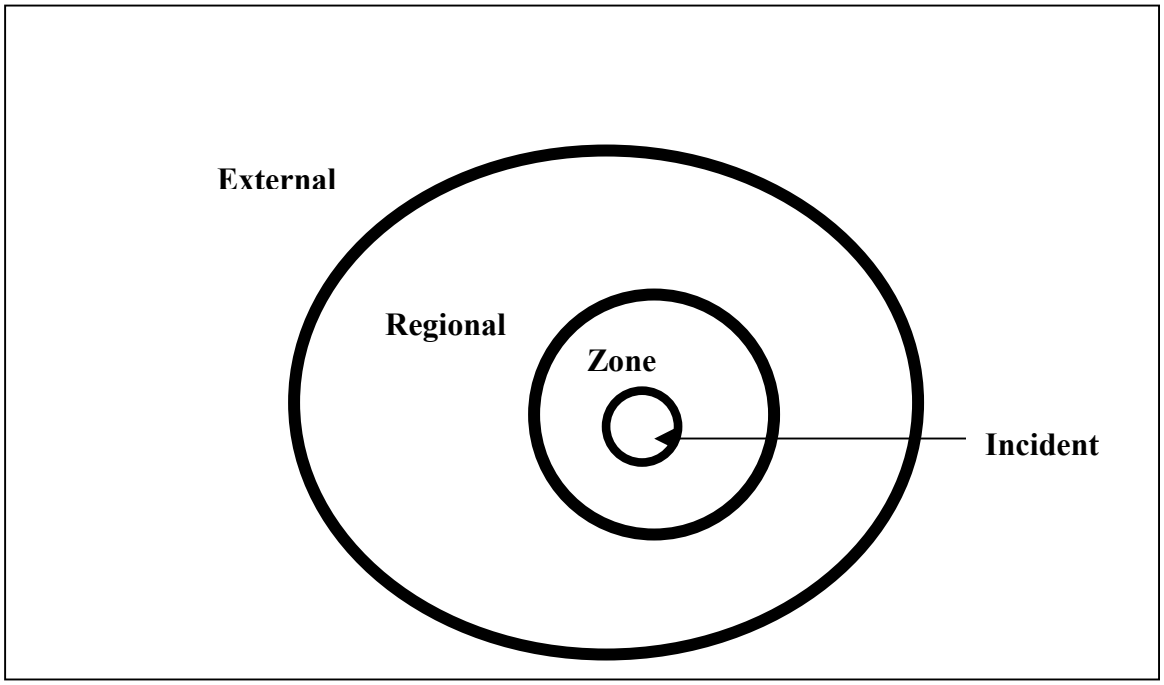
Directing the appropriate protective actions for persons in danger will always be the purview of the Emergency Managers and Incident Commanders. However, in many cases, the actions and reactions of those persons not in immediate danger will impact the resources and choices available to the Emergency Managers as well as the Transportation Managers. Widespread news of a particular event may have the potential to initiate a large-scale spontaneous expedited commute, or even an evacuation, beyond the specific requirements of the incident or direction given by the Incident Commander.

2. Regional Incident Geography

As illustrated in Figure III-1, Schematic of Regional Incident Geography, an incident typically involves varying levels of geography, with accompanying spheres of responsibility. The Incident itself is under the direction and control of the Incident Commander, typically law enforcement or emergency management personnel. The Zone around the incident is under control of the local Emergency Operations Center, or EOC. This zone is where the most immediate secondary effects of the

incident are felt. The Region bears the impact of unusual traffic flows, disrupted roadways, and other repercussions of the incident and controls that are implemented in the zone. In many cases, even a small incident may create ripple effects that require regional coordination. In some instances, the effects of an incident may extend beyond the boundaries of the region, and involve state or multi-state EOCs to provide direction and control to mitigate broad impacts. The REETC and R-ESF #1 focuses on the regional aspects of coordination, beyond the immediate incident and the emergency zone.

Figure III-1
Schematic of Regional Incident Geography



3. Situations Assumptions and Listing

Twelve generic situations, with specific example scenarios, are discussed in greater detail below. Such incidents rely upon the regional transportation system and may overwhelm the resources or capabilities of a single jurisdiction and/or require coordination across multiple jurisdictions. Each situation has unique aspects and impacts from the transportation perspective. Assumptions behind these situations are as follows.

1. Demand management will be critical in such incidents to avoid overwhelming the system. Advance public education, tests, and drills, plus public information during the incident, are critical to achieve success.

2. During such incidents the region may experience localized or widespread disruptions to the regional transportation system or infrastructure. These may include deliberate closures by law enforcement, military, or other government agencies to protect strategic assets or damage to infrastructure. Access to areas of the region will improve as routes are cleared and repaired and as detours or workarounds are provided.

3. Surges in requirements will be placed upon the transportation system by emergencies in other functional areas, in addition to the surge in demand as a result of the evacuation and response activity.

4. Infrastructure damage and communications or power disruptions will likely inhibit efficient coordination of transportation support during the immediate response and post-disaster period.

5. Transportation disruptions will likely impact the movement of relief supplies throughout the region. Gradual clearing of access routes and improved communications will permit an increased flow of emergency relief, although localized distribution patterns might remain unusable for a significant period.

For the purposes of the REETC Annex, particular meanings are assumed for the terms "situation" and "scenario". A *situation* is in general terms – it may be described as a category of emergency important to and engendering a probable set of responses from R-ESF #1 (Transportation). A *scenario* is in specific terms – it may be described as an instance of a general situation, but with more details, notably specific nature of the incident, time of day, day of week, precise location, duration, or other factors.

A list showing the twelve situations to be addressed in the REETC Annex is shown in Table III-1. The twelve situations, in turn, nest into the definitions of four categories of evacuation-related protective actions described by the U.S. Department of Homeland Security.

The twelve situations are a basis for the interpretation of emergencies as described in following sections of this Chapter III, and provide a basis for actions following the regional concept of coordination described in Chapter IV. The situations list enables a structure resembling a playbook for regional emergency transportation coordination. The following sections of Chapter III describe the transportation network, strategies, and

tools at hand for R-ESF #1 coordination during an emergency, and Chapter IV describes the process by which coordination can be undertaken. Both Chapters are in part illustrated and amplified by the twelve listed scenarios.

Table III-1: List of Situations and Categories for Regional Emergency Transportation Planning

Shelter-in-Place	Selective Evacuation	Phased Release Evacuation	Full Evacuation
• Shelter-in-place • Quarantine	• Selective Evacuation • Multiple Locations • Official Expedited Commute • Unofficial Expedited Commute • Complete Metrorail Closure • Other Major Transportation Facility Closure	• Phased Release • Widespread Power Failure • Military, police, or government action	• Full Evacuation

C. The Regional Network

The regional transportation network comprises highways, from limited access highways and interstates, (some with High Occupancy Vehicle (HOV) lanes), to arterials, collectors, and neighborhood roads; fixed route rail lines and stations serving freight, commuter rail and Amtrak; the Metrorail lines and stations; and pedestrian and bicycle facilities, from dedicated trails and bike lanes to sidewalks. Roads and rail lines are all capacity-constrained, and subject to overcrowding. In addition, in an emergency situation, capacity may be further reduced through roadway closures, station closures, or partial rail line closures.

The transportation system cannot operate at peak efficiency when it is subject to extreme surges of demand. A building or room can be evacuated more quickly when it is managed so that stairways are not overcrowded. The same is true of the transportation system components (i.e., Metrorail, freeways and arterials). Therefore, demand management will be a key strategy for managing an emergency situation. This includes identifying situations and strategies where the majority of people do not evacuate the area, but shelter in place.

Public transportation providers range from commuter rail and Metrorail to Metrobus, regional bus, local bus, and paratransit systems. Here capacity is also constrained, but can provide significant resources. For example, WMATA has approximately 1,450 buses and 800 rail cars. Ride-On, the Fairfax Connector, The Bus, PRTC, Alexandria Transit, CUE and ART supply approximately 700 buses. VRE has about 70 commuter rail passenger cars and close to 20 locomotives, while MARC has over 150 passenger cars and more than 30 locomotives. However, these capital resources cannot be assumed to all be available in the event of an emergency. On any given day, perhaps twenty percent of any given fleet will be temporarily out of service for either routine or heavy maintenance. Depending on the time of day of an event, vehicles may be out of service for fueling, or may be in service but too far from the site of an incident to be of use. In addition, the logistics of deploying drivers and vehicles, for example in midday, night, or times when drivers and vehicles are not typically available in full force, may be complex and time-consuming.

In addition to the public transit providers, there are additional significant sources of transportation capacity, from school buses, to private charter and tour services, to taxis. Area schools have approximately 5,600 buses, with the largest fleets in Fairfax County (approximately 1,400), Prince George's County (approximately 1,250) and Montgomery County (approximately 1,200). There are also more than 760 commuter and other buses in or near the region, according to initial surveys. The logistics of contacting, organizing,

and deploying school fleets and private providers are more significant and time-consuming than deploying public fleets, but given sufficient time, resources and justification, such additional capacity could prove useful.

Probably the largest source of carrying capacity is privately owned automobiles and other passenger vehicles. This capacity may be able to be tapped in some types of emergency situations, without overwhelming the system, if people are advised to form super-car pools- to fill each available automobile with as many people as it can carry, regardless of destination, in order to clear buildings and clear the area as quickly as possible.

Regional emergency through route maps are provided in Appendix I of the REETC Annex. These maps include an overall regional map and a smaller-scale maps for major jurisdictions. A map of the regional Metrorail system is also included.

Maps are included in this document solely as a technical reference. **Maps and routes recommended for use in emergencies are subject to change, both in general and according to specific situations.** Members of the public should rely on advice or instructions given by authorities during an incident. It is assumed that through-route or other emergency maps are in the purview of the District of Columbia, Maryland, and Virginia Departments of Transportation, and those agencies will be the source of such updated information during emergencies.

D. Regional Strategies to Facilitate Regional Evacuation and Emergency Transportation Responses

1. Overview

In the event of a regional emergency requiring evacuation, all aspects of the regional network will be highly stressed, in particular if one or more transportation facilities is disabled or closed in the incident. This Part D addresses a variety of strategies that can be employed prior to and during an emergency to address the interrelated issues of public communications, in particular the public's need for appropriate transportation and safety information that may reduce surge demands on roadways; and transportation strategies that can optimize the effectiveness of the limited roadway capacity available.

Table III-2 and the following pages comprise a suggested toolbox of strategies to address regional management through highway and transit supply management, and public communications. Strategies range from simple extensions and expansions of current policy to more extreme measures that will require extensive advance regional planning and

cooperation to develop and deploy. There is overlap between the demand and highway and transit supply strategies, as they are all aspects of an integral intermodal system. The categorization here is intended for guidance only. The strategies listed should be considered a menu of possibilities, and additional strategies may also be developed through further planning efforts. Particular strategies may or may not be advisable in specific situations.

Key elements for coordination include the following: 1) Understanding human behavior and reactions during emergencies, and ensuring that messages to the public include timely, accurate information and instruction for those in danger, and equally clear advice to those not in danger to stay where they are, watch, and wait, and monitor TV or radio news reports for information or official instructions as they become available; 2) An effective information exchange and coordination mechanism among transportation agencies, and with emergency management and other agencies; and 3) Clearly defined courses of action that can be implemented by highway and transit transportation agencies and/or recommended to the public. **The availability of timely, accurate emergency and transportation condition information will greatly aid the public in deciding how best to respond to the regional incident.**

In the course of an emergency event, initial communication among agencies will take place prior to developing messages to the public. However, although the public message takes place later in the chronology, this does not imply a lower priority for this action. Because the public is likely to learn about the event from the news media almost simultaneously with transportation managers and decision makers, and because the public reaction to events is so critical to the functioning of the transportation system, shaping the initial and subsequent public messages about transportation should be very high priority issues for transportation managers and decision-makers. These messages should consider factors of human behavior, methods and media for warning the public, public communications, and desired public responses with respect to the transportation system.

Table III-2: Overview of Regional Strategies to Facilitate Regional Evacuation and Emergency Transportation Responses (page numbers indicated in parentheses)

Roadway Strategies	Transit System Strategies	Internal Communications Strategies	Public Communications and Transportation Demand-Oriented Strategies
• Traffic signals and traffic control (37) • Closed circuit television, improved communications, and roadway signs (38) • Operating peak-hour lane configurations during non-peak hours (38) • Prohibiting or limiting access on key routes (or in the vicinity of an incident) (38) • Dynamic rerouting (38) • Roadway clearance (39) • Emergency set-aside routes for buses and emergency vehicles (39) • Access restrictions (40) • Reversing lanes/directions [not recommended in most cases] (41) • Active management – critical intersections (42)	• Metrorail utilization (43) • Assembly points (43) • Metrobus and local buses maintain regular routes (43) • Buses on priority routes (43) • Buses in special evacuation service (43) • Charter/school buses, taxis, other providers deployed (43) • Bus shuttles between key Metrorail stations (44) • Regional buses divert to Metrorail stations (44) • Traffic control at key stations, and diversion of auto access to alternate pick-up sites (44) • Strategies if there is a complete closure of Metrorail (45)	• Protocols (46) • Transit communications (46) • Federal engagement – demand (46) • Federal engagement – supply (46)	• Persons in immediate danger (48) • Human behavior in emergencies – implications for transportation management (48) • Public warning systems in the area: implications for R-ESF #1 (50) • Importance of including transportation messages, recommended actions into public communications messages (51) • Demand management through public communications (52) • Staggered/timed release (52) • HOV facilities (existing) (52) • Emergency HOV restrictions/ “super-slugging” (53) • Pedestrian and bicycle strategies (53)

2. Roadway Network Strategies

Controlling surge demands, as much as possible, through public communications is the most critical element in emergency transportation planning. However, additional tools and strategies can optimize the effective use of the limited capacity available on the system, and improve traffic flows and movement of people in an emergency Regional coordination in the event of a major emergency should ensure that consistent instruction and coordination is provided regarding any of the strategies discussed below that have been implemented, as well as providing information on the status of the roadway system.

Strategies described in this section should be considered a menu of possibilities, not necessarily applicable in a given regional incident. It should also be noted that these strategies may take significant amounts of time to institute, and may be dependent upon transportation agency, law enforcement, or other emergency personnel. Depending upon the scale of the regional incident, few such personnel may be available to undertake these activities, and this should be considered in regional coordination discussions.

a. Traffic signals and traffic control: R-ESF #1 (Transportation) jurisdictions have individual signal plans in place to change signal timing to facilitate inward or outward movements for peak hour flows. Many jurisdictions have plans in place to deploy law enforcement personnel at key intersections to prevent blocking of intersections and potential gridlock. R-ESF #1 jurisdictions have also worked together to develop coordination of signals along corridors crossing jurisdictional boundaries for normal peak hour travel as well as in the event of an emergency. Signal systems differ as to their capabilities and degree of automation. Most signal systems can be controlled from central operations centers, while some must be manually changed from a normal cycle. In addition, signal communications mechanisms vary across the region in terms of capacity and potential conflict with other communications mechanisms.

1) In the event of an emergency, it may be advisable to coordinate signal timing on key routes across jurisdictional boundaries. Such coordination may include granting longer green times on the main thoroughfare, with less green time to side streets and establishing compatible cycles along corridors.

2) Some jurisdictions will be able to implement such a strategy almost instantaneously, while others will require more time, in

some cases including deploying personnel in the field, depending on the state of the technology.

3) Electric power and telephone communications systems failures or outages may adversely impact signal operations. Backup power, either by backup batteries (for approximately two hours) or use of generators may be possible in limited cases.

b. Closed circuit television, improved communications, and roadway signs: These techniques are increasingly being deployed in many jurisdictions, both to monitor events and to inform the public as to roadway status and detours or alternatives. Such systems may also be impacted by electric power or telecommunications outages.

c. Operating peak-hour lane configurations during non-peak hours: Various roadway segments have reversible lanes controlled by signals and reinforced by permanent signs, to provide additional capacity in the primary flow direction**.** Where lanes are not blocked by off-peak parking (see strategy f, Roadway clearance) it may be advisable to operate an "early rush hour". Note that a substantial traffic flow in the peak direction must be achieved and maintained in order to keep a lane operating at peak efficiency, even during "normal" peak periods.

d. Prohibiting or limiting access on key routes (or in the vicinity of an incident) to non-critical vehicles. In many cases emergency managers and law enforcement will prohibit non-emergency travel in the vicinity of an incident. In some events, a more general "traveler advisory" may also be appropriate, recommending that all non-essential travel be avoided. The message may be similar to that used for critical snow days- don't travel if you don't have to during a particular time period or near a particular area. The level of availability of transportation, law enforcement, or other emergency personnel to institute and enforce this strategy should also be considered in coordination discussions in any given regional incident.

e. Dynamic Rerouting: It will often be necessary to reroute traffic around an incident or traffic obstruction. It is advisable to coordinate such detours through R-ESF #1, to ensure that all transportation agencies are aware of what is being proposed, and the potential implications for transit and other transportation agencies.

f. Roadway clearance:

1) Construction/ Maintenance Activity. Each jurisdiction maintains lists or inventories of construction locations, usually in the Permits office. Some are kept more current than others. It is recommended that emergency transportation coordinators for each jurisdiction identify the source of such information (if not already known) and maintain procedures to obtain immediate access to such information and to facilitate immediate clearance of construction, where feasible.

2) Parked Cars: If local laws permit, in the event of a (declared) emergency, it may be advisable to remove parked cars from critical segments that are known to be potential bottlenecks. This can be accomplished by advising residents, employees and customers to move their cars, through bullhorns and other alert systems, as well as by towing vehicles that are not moved within a specified period.

3) Rapid clearance of stalled vehicles/ other incident clearance: It is recommended that jurisdictions develop stand-by agreements with tow truck operators that they will deploy to critical staging areas in case of emergency to quickly remove stalled or other obstructing vehicles from key routes.

g. Emergency Set-Aside Routes for Buses and Emergency Vehicles: There may be merit in evaluating and designating certain routes parallel to the major through routes that would be limited to transit vehicles for outgoing movements, with appropriate signalization. Still other routes may be reserved for incoming and/or emergency vehicles. This will require coordination with R-ESF #13 (Law Enforcement; possibly auxiliaries), and R-ESF #3 (Public Works and Engineering). Communications among transit providers, highway agencies, law enforcement personnel, and R-ESF #5 (Information and Planning) are critical. Communicating transit reroutings to the public is also critical, through every means possible – media, websites, phone recordings and information, others as available, via R-ESF #14 (Media Relations and Community Outreach).

The District of Columbia has designated certain routes as Emergency Ingress. All jurisdictions have designated emergency through routes, as noted above. As incident locations, requirements, and network availability and conditions will vary, set-aside bus route or emergency vehicle route designations may be needed on an "ad hoc" basis. Advance planning and practice as

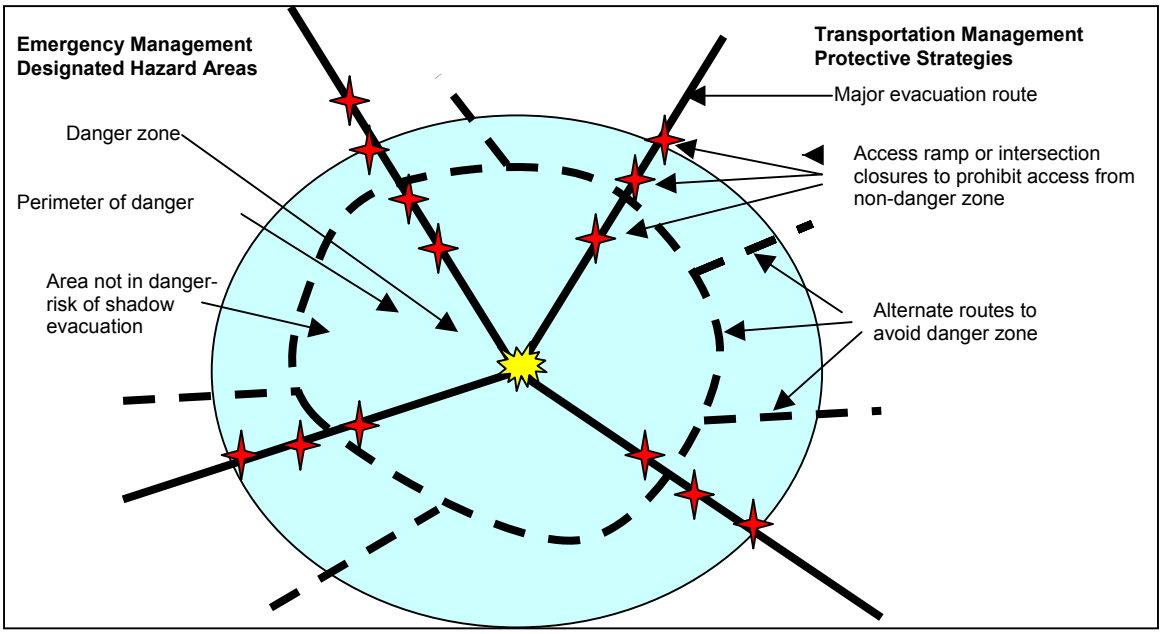
to when such a set-aside strategy might be most beneficial, and coordination on the scene between emergency managers, law enforcement and transportation personnel, is likely the best strategy. However, if transportation and emergency personnel agree in advance on likely emergency assembly areas for large-scale emergency events (such as a stadium or large public facility), then it may be feasible and advisable to designate key routes to and from that facility as reserved for emergency response and transit vehicles.

h. Access Restrictions: Restricting access to major facilities outside the perimeter of the incident in order to ensure available capacity for access to or evacuation from the area at risk is both an access management and a demand strategy. This could entail ramp closures to major routes in the areas on the perimeter of the incident, for example, such as deploying maintenance vehicles or other barriers to impede access to the roads from outside the danger zone. Figure III-2 provides a schematic overview of the access restriction strategy. In common with many other strategies identified in this REETC Annex, preparing the policy protocols and decision-framework for such potentially life-saving actions will require regional cooperation and decision-making well in advance of an emergency that might require such actions.

Another facet of access control is perimeter control. This is needed to secure facilities and create perimeter control to stop people from coming into the evacuation area. This is primarily the responsibility of Law Enforcement, with critical support required from the Credentialing Annex. These must both be coordinated with government and business Continuity of Operations Plans (COOPs), which may require that certain personnel have special access to restricted areas.

Transportation managers in such a situation will clearly be called upon to develop and identify alternate routes for those who would otherwise be traversing the incident area, or using the primary facilities. Major congestion may be expected on such facilities; public knowledge of what to expect on such facilities may also serve to curb surge demands. The level of availability of transportation, law enforcement, or other emergency personnel to institute this strategy should also be considered in coordination discussions in any given regional incident.

Figure III-2
Example of Access Controls for a Regional Incident – Ramp or Other Access Closures Outside Danger Zone Facilitate Evacuation



i. **Reversing Lanes/ Roadway Directions**: The region's transportation professionals participating in development of this REETC Annex recommended against reversing major interstates or other roadways (having all lanes running in one direction). Such reversals may cause safety hazards from a traffic engineering standpoint. Reversals will be difficult to accomplish unless appropriate barriers, gates, signage, and other features are retrofitted to the roadways in question. These same routes may be necessary for emergency workers and equipment to access (travel inbound to) the danger zone, thus necessitating maintenance of two-way traffic to address the travel needs of emergency responders. Reversals may also require significant numbers of transportation or public safety personnel to direct traffic, numbers likely not available in a regional emergency.

In the long term, if reversed facilities were to be considered (cognizant of the transportation professionals' concerns stated above, they may best be placed on limited access highways where on and off-ramps could be closed in the counter-flow direction in the affected area. An example of how and where such a technique might be deployed would be at a location where outbound lanes

currently drop from four lanes to two lanes. Assuming the outbound traffic from the emergency is filling the four lanes, the counterflow lanes could be made available using a highway crossover, with law enforcement personnel to direct traffic to the crossover and trucks and/or other barriers to prevent entry to the inbound lanes. This will require identification of crossover and median breaks on major roadways and testing of strategies for tight control of access points. Many of the region's roads are not engineered to accommodate reverse directions, and would require more study and planning to develop analogous strategies. This strategy would take a significant amount of time to institute, and is thought to be applicable mainly to long-term (i.e., multi-day) regional incidents, where appropriate barriers, signage, and personnel could be deployed well before evacuation began.

j. **Active Management- Critical Intersections:** For the purposes of this REETC Annex, regional critical intersections are defined as intersections that are located on through routes, in particular those that represent an at-grade crossing of two through routes, or high volume at-grade intersections for accessing through routes. Such intersections may require higher level, active management, from traffic control monitoring and signal timing, up to and including active law enforcement to ensure that traffic continues to move through the intersections. The level of availability of transportation, law enforcement, or other emergency personnel to institute this strategy should also be considered in coordination discussions in any given regional incident.

3. Transit System Strategies

a. Metrorail Utilization: The rail system, comprising Metrorail, VRE, and MARC will be utilized to the maximum extent possible to move people from the "core area" (or other affected area) to outlying stations. WMATA will provide Metrorail, (or substitute bus service, if feasible), to key Metrorail stations, especially terminal stations. If Metrorail is fully or partially unavailable, alternatives will have to be considered among the other strategies in the REETC Annex.

b. Assembly Points: Rail stations, especially terminal Metrorail stations, will be used as assembly points for passengers. (Note: shelters are under the purview of R-ESF 6, Mass Care). It is likely that most scenarios would include a higher volume of, and less "transit-familiar", passengers than usual. Additional staging areas should be designated within walking distance of major Metrorail stations.

c. Metrobus and Local Buses Maintain Regular Routes: Metrobus and local jurisdictional bus systems will transport passengers from Metrorail, VRE, and MARC stations along their regular routes to the maximum extent possible.

d. Buses on Priority Routes: Metrobus and local jurisdictional bus systems will transport passengers from key available Metrorail, VRE, and MARC stations, relying primarily on normal service configurations, with reductions of service in some branches and special route variations. Such a strategy may be necessary if buses must also provide special evacuation services and/or substitute for Metrorail or commuter rail services.

e. Buses in Special Evacuation Service: If time is available, buses (Metrobuses, Maryland MTA buses, or buses from local transit services) may be deployed to designated points near the incident to transport people to a safer area. It is anticipated that most people would walk to these staging areas. The bus pick-up areas must be in a safe location (for the drivers and passengers) and easily distinguishable. Buses may also serve as shuttles from key Metro stations to safe areas.

f. Charter/ School Buses, Taxis, Other Providers Deployed: Taxi companies, school buses, charter bus companies, and other transportation providers may be integrated into the service annex, as determined appropriate, to supplement the rail and bus systems. This may require conditional contracts, MOUs, or emergency powers

legislation to permit cooperation/ lifting of operating restrictions, or other issues.

g. **Bus Shuttles between Key Metrorail Stations:** In the event of a major outage, as in one line or a major portion of a line being out of service, it is intended that Metrorail service would transport passengers that would normally use the out-of-service line to the closest Metrorail station on an unaffected line. For example, if service to one terminal station were affected, passengers could be transported to the nearest adjacent, working station, which might be a terminal station on another line. A shuttle would be set up between the two stations, using available resources such as Metrobus, local buses, school buses, charter buses, or other transportation providers, depending on availability. In this manner, local transit services such as Ride-On and DASH, would maintain their current routes. R-ESF #5 (Information and Planning) procedures will be used to inform emergency personnel as to status and operations; R-ESF #14 (Media Relations and Community Outreach) will inform the public. Note that buses cannot provide the level of capacity of Metrorail trains, and thus significant passenger delays would result if part of the Metrorail system were shut down.

h. **Regional Buses Divert to Metrorail Stations:** If downtown roadways are blocked with traffic, regional buses such as OmniRide and MTA suburban services may be better off serving outlying Metrorail stations, rather than losing time trying to navigate downtown. This must be communicated to patrons in time for them to alter their plans and get to the designated station. There may be a need to inform some riders of unfamiliar transportation alternatives in some locations. Note that there must be communication with Metrorail to anticipate additional traffic if commuter buses are not coming downtown, but are directing riders to take Metrorail to staging areas.

i. **Traffic Control at Key Stations, and Diversion of Auto Access to Alternate Pick-Up Sites:** In a major incident, key Metrorail stations may be used as staging areas for buses to take people to safer sites, or on to homes or other locations. Such an incident is also likely to initiate a much higher than normal demand for auto access. In such an event, it may be necessary to prohibit auto traffic (as in the kiss-and-ride lots) in order to handle the additional bus traffic, and to avoid overwhelming the system. This is likely to require official or auxiliary law enforcement personnel. Key stations should have a designated auto-overflow facility, where patrons and auto pick-up persons can meet. This should either be within easy walking distance, such as a nearby mall, or clearly marked shuttle buses should be available to

transport patrons. This may require advance agreements with malls and other sites, to ensure cooperation in the event of an emergency.

j. Strategies If There Is a Complete Closure of Metrorail. A complete closure of the Metrorail system is certainly not a transportation management strategy, but is a scenario that may have to be anticipated or addressed through other transportation management strategies in an emergency. If the entire Metrorail network is affected, either through contamination, massive, multiple power failures, or other incident, the full range of supply and demand strategies must be considered. Emergency bus response procedures will come into play to essentially operate buses parallel to the rail line, but could not approach the capacity of Metrorail. Other strategies such as emergency HOV, bringing in charter buses, school buses, and possibly employing taxis (with prearrangement) may be necessary in the immediate aftermath to deal with displaced crowds. Certain roads may need to be designated as bus routes to ensure traffic flow.

4. Internal and Public Communications Strategies

Internal communications among functions and across jurisdictions are substantially addressed in R-ESF #2 (Communications Infrastructure) and R-ESF #5 (Information and Planning), as well as within each function. Public communications are addressed in R-ESF #14 (Media Relations and Community Outreach). Some additional critical communication issues regarding transportation aspects of evacuation in a regional incident or emergency include the following:

a. Internal Communications Strategies

1) **Protocols:** Communications for an evacuation should follow the RICCS[SM] protocols for emergency incidents, using RICCS[SM] and initiating conference calls with the incident commander or manager. Details are discussed in the overall RECP[SM], notably R-ESF #5 (Information and Planning), and in separate documentation available to RICCS[SM] participants. Additional parties beyond local jurisdictions may need to be involved, e.g., state governors or other authorities that can declare the state of emergency and authorize evacuation.

2) **Transit Communications**: Communication among transit providers is an important factor for coordinating response to a need for evacuation, or other emergency (See text of R-ESF #1). The Washington Metropolitan Area Transit Authority (WMATA) is responsible for contacting other transit providers/agencies. Many agencies contact their drivers via phone calls or contact the contractors to mobilize drivers in the event of an emergency.

3) **Federal Engagement-Demand:** Communication and coordination with federal agencies is imperative for improving emergency communications and implementation efforts in the region. Federal executive branch employee release directives often have a ripple effect far beyond federal employees, extending to policies for release of other branches of government and private sector employees. Federal participation (in particular the OPM/GSA/FEMA release coordination group) in the RICCS[SM] and R-ESF #5 conference calls for coordination provides crucial support for regional demand management coordination. (See also Staggered/Timed Release under Demand Strategies.)

4) **Federal Engagement-Supply:** In many areas, roadway closures mandated by various branches of the federal government can create significant blockages, such as in Arlington County where the federal government leases a number of buildings, or in the District of Columbia, where access to and from major government buildings may

be preempted by federal government entities. Similarly, National Park Service and U.S. Park Police actions on major roadways such as the Baltimore-Washington Parkway or the George Washington Memorial Bridge can greatly impact emergency response efforts. Federal participation (in particular the GSA, National Park Service, U.S. Park Police, U.S. Secret Service, U.S. Military District of Washington, and possibly other DoD agencies, depending on location) in the RICCS[SM] and R-ESF #5 conference calls for coordination would provide crucial support for regional supply management and coordination.

b. Public Communications Strategies

1) **Persons in Immediate Danger:** Persons in an area of risk should always follow the direction from R-ESF #4 (Fire, Technical Rescue, and Hazardous Materials), R-ESF #5 (Information and Planning), and/or R-ESF #13 (Law Enforcement) as appropriate.

2) **Human Behavior, Public Communications, and Demand Management Strategies**

Public Communication is substantially addressed in R-ESF #14 (Media Relations and Community Outreach). The message that gets out to the general public (deliberate or not) has an immense impact on whether or not the transportation system will break down when faced with surge demand (depending on the size, timing and spread of the surge demand). Therefore, R-ESF #1 has a major responsibility to ensure that public communications in emergency situations clearly delineate and regularly update the transportation situation and options for the public, including advice (if appropriate) to stay where they are, watch, and wait for those not in immediate danger.

3) **Human Behavior in Emergencies- Summary Implications for Transportation Management**

Studies of human behavior in emergencies reveal that in most cases, people do not panic; they focus, and react to behavioral cues and other information that are available to them. If people are provided with timely, believable information on what is happening, and specific and credible guidance on what they as an individual or family member should do, they are likely to comply, in particular if they have received training or other information in advance of the event that is consistent with current directions. Coordinating actions and messages among government jurisdictions, including local school districts, is essential. Critical among the components of such messages are in the following principles:

Action-oriented – Clear directions or guidance as to actions to take – even if the message is only "be alert" or stay where they are, watch, and wait.

Credible- trustworthiness of the spokesperson (e.g. familiar traffic reporter) as well as believability of the information (is it consistent with what I can see, hear, and smell with my own senses, and with what people around me are doing?);

Consistent – "consistency – many voices, one message"; with agreement between official and media pronouncements, dissemination across many channels (radio, TV, internet, and phone, including radio and TV stations in multiple languages directed at diverse cultures);

Timely – virtually concurrent with the initial reporting of the event with regular updates promised (and delivered) as more is known; and

Specific and Simple: If people are being advised to stay off roads or otherwise avoid a particular geographic area, where possible the area should be described using clear, widely-known landmarks and boundaries versus possibly more accurate but more confusing lesser-known features.

c. Public Warning Systems in the Area: Implications for R-ESF #1

There are many mechanisms for alerting the public to an emergency. While much of the public may find out about an emergency situation through radio or television news broadcasts and/or word of mouth from co-workers and family members, there is still the need to alert those individuals who may not otherwise hear, as well as the need to provide authoritative, official information and direction. R-ESF #1 (Transportation) should have some understanding of the types of systems in use, as some mechanisms are limited in the amount and complexity of information they can convey. Therefore some alert mechanisms may not be suitable for conveying complex transportation information.

All jurisdictions have one or more public alert systems. For some types of emergencies, law enforcement and/or emergency service personnel will go door to door to alert individuals in particular danger. Some jurisdictions have sirens – which for the most part simply let people know that "something" is happening; they will likely then seek another information source for full information. Some jurisdictions have "dial-down" systems where all phones within a specified geographic area are automatically dialed to provide a specified message. Some have Internet alert systems- in particular, many Federal agencies participate in a common e-mail alert system. No system reaches everyone; duplication and some redundancy are necessary to ensure greater coverage and message penetration.

All jurisdictions, and most broadcasters, participate in the Emergency Alert System (EAS) (previously known as the Emergency Broadcast System), which has been revised and updated in 2003. The revised EAS plan includes full protocols and procedures on how to issue an alert that will be transmitted to primary radio and television stations. "Subordinate" stations monitor these primary stations and also issue the alerts, although such alerts may be delayed. The protocols include information on testing the system as well as on message length. As a result, R-ESF #1 may or may not be able to include its transportation message in the initial alert, depending on the type of incident, but should be prepared to state its case to R-ESF #5 (Information and Planning) and R-ESF #14 (Media Relations and Community Outreach) within this context. In most cases the warning, (usually scrolling at the bottom of the television screen, or an interruption to a radio broadcast) alerts people to tune elsewhere for full information. That second source of information may be one of R-ESF #1's primary opportunities for disseminating transportation-related information, with agency-controlled options such as agency Web sites and highway advisory radio (small area broadbands) providing additional outlets.

d. Importance of Including Transportation Messages, Recommended Actions into Public Communications Messages

Advance Planning: It is critical to ensure the publication, dissemination, and availability of accurate public advice for general emergency planning in advance of an incident. It is also critical to include transportation planning advice for the general public in the event of an emergency (those not in immediate danger). This should include knowing school procedures and having backups near home for after schoolchild care if necessary. This should also include developing family/neighbor/workplace contingency plans if one's inbound transportation mode (Metro, MARC, VRE, commuter bus, local bus, carpool, or single occupancy vehicle) is suddenly unavailable.

Tourist, Visitor Information: R-ESF #1 (Transportation) communication must address the needs of tourists, especially since they may be unfamiliar with through routes and transit options.

Roadway Status: Clear, timely information must be provided on the status of roadways with respect to damage, closures, congestion, and other issues. If strategies such as road reversals, access restrictions, roads dedicated to transit or emergency vehicles, or HOV restrictions have been implemented, these must also be clearly communicated, along with recommendations for alternative routes, staying in place, and other recommendations as necessary.

Transit Status: Metrorail status, transit bus reroutings, locations for emergency pick-ups, and other actions must be clearly communicated using available media, as discussed above.

Staging, meeting sites, recommendations. If school children have been evacuated, parents must know where to find them or whom to call to find out. Families and other groups will need to know likely sources for information, if they have not previously arranged for a meeting site. Although this is primarily an R-ESF #5 (Information and Planning), R-ESF #14 (Media Relations and Community Outreach) and school system responsibility, R-ESF #1 must be kept informed, as R-ESF #1 personnel will often be the most accessible "official contact" for the public. As noted above, Metrorail kiss-and-ride lots may be closed to autos, and the alternate pick-up sites must be made known.

5. Transportation Demand Management-Oriented Strategies

a. Overview: As noted in Section III.E.2.a, persons in an area of risk should always follow the direction from R-ESF #4 (Fire, Technical Rescue, and Hazardous Materials), R-ESF #5 (Information and Planning), and/or R-ESF #13 (Law Enforcement) as appropriate. Separately, regarding persons whom are not in a danger zone, or for whom there is a significant amount of time before dangerous conditions will be upon them, communications may aid the goal of managing demand on the transportation system to obtain the most effective use of limited transportation capacities. This section explains the transportation demand management strategies that may be utilized in such situations.

b. Demand Management through Public Communications: There may be times when people are safer in their buildings than on the streets, at least until streets are navigable. RICCS[SM] and prompt public communications can help manage or avert panic by clearly defining the at-risk area, defining shelter in place recommendations, and providing roadway advisories to let people know in advance what they will be getting into on highways and transit. This should include communication of all demand and supply strategies that have been agreed upon through the conference calls, such as staggered employee release, emergency HOV, restricted highway access outside the critical perimeter, location of transit assembly areas, and other measures.

c. Staggered/Timed Release: In order to ensure that transportation network capacity is not overwhelmed and in gridlock, which may endanger great numbers of people, it may be advisable for government and private sector employers to stagger the release of employees, beginning with those in the most at-risk areas. This may be accomplished through announcements, e-mails or other mechanisms, and will be far more effective if education and drills have taken place prior to the incident.

d. HOV Facilities (Existing): High occupancy vehicle (HOV) restrictions may play a role in managing transportation loads in an emergency, but their appropriateness needs to be considered in each case. If possible initially, the regular peak period HOV restrictions on HOV facilities should remain in place. There may also be cases where HOV restrictions on existing HOV roadways are imposed during non-peak hours in the event of an emergency to facilitate the flow of people. HOV procedures generally emphasize movement of people over vehicles. The level of availability of transportation, law enforcement, or other emergency personnel to institute this strategy should also be considered in coordination discussions in any given regional incident. Ability to enforce HOV restrictions may be limited in a regional emergency, but moderate

levels of voluntary compliance may have significant benefits to traffic flows on the region's roadways. Overall, each jurisdiction, in coordination with the other jurisdictions of the region, needs to make the call on how these measures would be implemented (if at all) or modified as the emergency unfolds.

e. **Emergency HOV Restrictions/ "Super-slugging":** In an emergency, mandatory HOV restrictions on roadways that are not normally designated HOV or at times when HOV restrictions are not normally in place, may be considered. Restrictions can be put in place in the long-term aftermath of a regional incident or emergency, as done for Manhattan in the wake of Sept. 11, 2001. Mandatory HOV restrictions would apply to severely impacted areas. For example, restrictions could extend to allowing one car per family (as in a night-time evacuation situation), or mandating that only vehicles with four or more persons per vehicle be allowed access to major through routes. The level of availability of transportation, law enforcement, or other emergency personnel to institute this strategy should also be considered in coordination discussions in any given regional incident. Ability to enforce HOV restrictions may be limited in a regional emergency, but moderate levels of voluntary compliance may have significant benefits to traffic flows on the region's roadways.

   Public information and advisory outreach prior to an event could set up "emergency car pool" contingency plans in offices throughout the area, such that employees would know in advance who in their building typically headed home in approximately their direction, if there is time for such organization. If there is no time available, people may simply be advised to fill every private vehicle as it leaves each building or parking facility, regardless of ultimate destination, in order to clear the area as quickly as possible. Assembly areas may also be set up for those unable to secure a ride from a particular building for whatever reason. This could be termed "super-slugging", and would require planning and policy decision-making and coordination well in advance of an event.

f. **Pedestrian and Bicycle Strategies:** Many incidents will require persons in the affected area to walk (or bicycle) to an assembly area, for longer-range transport to a safer area. This can be facilitated by clear media and other public communications, clear direction from emergency responders and law enforcement on the scene, and dedication of entire roads, if necessary, to pedestrian and bicycle traffic. Bicycles may also be of service in outlying assembly areas to reduce demand for other forms of transport (such as shuttle buses). It will be important to watch for safety issues if pedestrians spill out into roadways or freeways.

6. Findings from Technical Analysis of Situations

In the process of developing this REETC Annex, analysis has been undertaken to test the level of impact that communications and demand management might have on the region's roadway system in an emergency. Appendix II of the REETC Annex shows maps and more detail from this technical analysis.

The greatest potential for improvement of flow on the region's roadways, according to the analysis, lies in a reduction of demand (e.g., number of trips). This reinforces the concept that education and messaging to the public not to drive if not necessary for safety reasons may be the best course of action during an emergency. Even moderate levels of compliance with the "if you are safe, stay where you are" message can help alleviate projected congestion and improve flow for both persons evacuating from danger as well as responder vehicles. The analysis suggested reductions of congestion levels of up to 20% with a successful set of transportation demand management strategies, especially in the critical first 30 minutes of a regional incident, when emergency responders and people fleeing immediate danger are most in need of travel. This results in the suggestion that demand reduction strategies offer the possibility of best facilitating the needed transportation response to an emergency, in that the fairly significant level of up to a 20% reduction in congestion could be achieved, could be developed in the near future, and without the large capital expenditures and long construction periods associated with transportation system capacity increases.

7. Key Common Issues for Transportation and Communications Strategies

Timeliness of the Message to the Public: It will be imperative in emergencies that information about the emergency and about the status of transportation systems will be made available to the public in a timely manner, in order that the members of the public can make the best decisions on how they individually respond to the incident.

Authority: Multiple jurisdictions and authorities will be involved in all major evacuation situations, and will coordinate through the R-ESFs and the RICCS[SM]. A lead agency may be designated for an evacuation incident that clearly establishes a chain of command, but that may vary depending on the jurisdiction where the incident occurs.

Initiating the More Extreme/ Higher Level Response Actions: Agencies contemplating the use of the "more extreme" transportation supply or demand management strategies will coordinate regionally through the RICCS[SM].

Sheltering in Place: Notwithstanding that this REETC Annex primarily addresses movement of people and vehicles, as noted throughout the

document, it must be considered that sheltering in place of the population or segments thereof may be the most feasible strategy, and thus must be clearly communicated to the public if applicable.

Planning considerations may include the necessity to convince the general population of the need to shelter in place, rather than trying to join their family. This may require reassuring parents that their children are safer in school than in transit, making sure special needs populations are cared for, and providing scenario specific instructions and up to date information on the location and probable duration of the hazard, identifying shelter locations for people who are already in transit, and, perhaps, even shutting down transportation. As noted elsewhere, direction for protective actions is the responsibility of the Incident Commander and Emergency Managers. However, as R-ESF #1 (Transportation) is likely to be called upon to provide a supporting role in most incidents, Transportation Managers should be aware of the types of support that may be required, up to and including closing down specific transportation links or systems.

IV. Concept of Coordination

A. General

The concept of coordination for the REETC Annex is supplementary to and is closely associated with the concept of coordination described in the R-ESF #1 text. R-ESF #1 will communicate and coordinate regarding transportation actions, providing information as necessary to R-ESF #5 (Information and Planning), and acting as necessary from information provided by R-ESF #5. The impacted agencies, whether transportation, emergency services, or other, will rely on internal processes to respond initially, to convene conference calls with other affected agencies, and to maintain coordination and communication through the RICCS[SM] under R-ESF #5.

B. Organization of Coordination

1. Overview

R-ESF #1 transportation managers will typically proceed through a series of steps for most emergency situations of a regional scale. Depending on the duration and scale of the event, some steps will be repeated multiple times as more information becomes available and as the situation develops.

The transportation aspects of evacuation will be coordinated primarily through R-ESF #5 (Information and Planning). Through R-ESF #5 (Information and Planning), functions involved in an evacuation likely will also include Public Works and Engineering (R-ESF #3), Firefighting (R-ESF #4), Information and Planning (R-ESF #5), Mass Care (R-ESF #6), Health, Mental Health and Medical Services (R-ESF #8), Law Enforcement (R-ESF #13), Media Relations and Community Outreach (R-ESF #14), and Donations and Volunteer Management (R-ESF #15). Other R-ESFs may be involved, depending on the nature of the incident. (A reference summary description of all the R-ESFs may be found on page 8 of the REETC Annex) These agencies may exchange the following information that may impact R-ESF #1 actions:

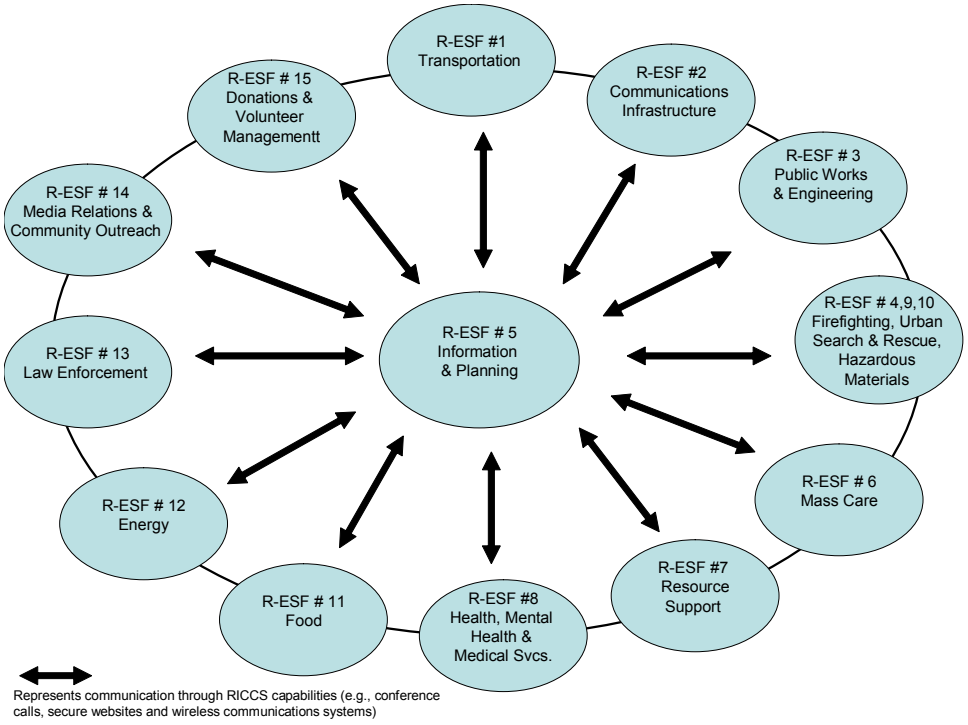
1. Evacuation options, shelter in place options, and safety radius.
2. Potential special transportation requirements and pick-up points for people in need of transportation, such as hospital patients, and areas with limited auto ownership. In a primarily pedestrian evacuation (to initial assembly points), transportation options for persons with limited mobility.
3. Potential evacuation routes and assembly points.

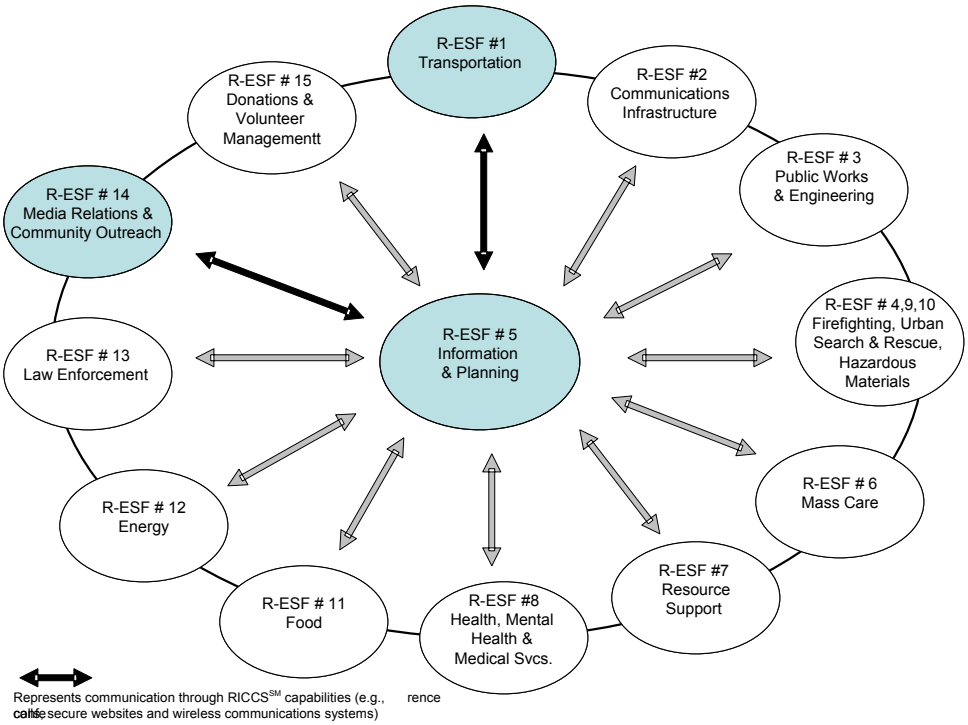
4. Potential strategies to be employed to facilitate demand and supply management, and maximize safe evacuation and appropriate sheltering in place.
5. Verification of the continuing safety of evacuation infrastructure.
6. Evacuation and re-entry information for dissemination to R-ESF #5 (Information and Planning), and R-ESF #14 (Media Relations and Communications Outreach).

Figure IV-1 shows the centrality of R-ESF #5 (Information and Planning) in the RECP[SM] structure, and highlights the importance of the exchange of information between R-ESF #1 (Transportation) and R-ESF #5 (Information and Planning), as well as the flow of information from R-ESF #1 through R-ESF #5 to R-ESF #14 (Media Relations and Communications Outreach) for the purpose of getting timely and accurate messages out to the public.

Figure IV-1: RECP[SM] Communications Diagrams

The top diagram shows the overall central relationship of R-ESF #5 (Information and Planning) to all other R-ESFs. The bottom diagram highlights the important links among R-ESFs #1 (Transportation), #5 (Information and Planning), and #14 (Media Relations and Communications Outreach) in the REETC Annex.





2. Coordination Outlines

The cycle of learning about, reacting to, and coordinating an emergency situation on a regional scale may be broken into the following outline elements. Most of these elements are repeated through regular updating as more information becomes available, and as plans and actions evolve throughout the incident. During each cycle, a series of questions should be asked and answered, in greater detail and with greater definition as more information becomes available. The outline and other critical findings have been incorporated into a series of worksheets, provided in Appendix III at the end of the REETC Annex. These worksheets can be used during workshops, and can also be used to help organize thoughts and discussion for R-ESF #1 (Transportation) RICCS[SM] conference calls. They are also intended to serve as reminders or checklists of potential strategies that can be employed that may require coordination. Sample worksheets have been filled out based on information gathered in the workshops with the R-ESF #1 Working Group.

a. Outline 1 – Focusing on the Initial Phases of a Regional Incident

1. Discovery
    a. From within R-ESF #1
    b. From outside R-ESF #1
    c. Determination that the situation is at a regional scale
2. Initial individual agency reactions
    a. Initiating actions within the agency
    b. Initiating actions for regional response and coordination
        i. Defining who is the R-ESF #1 lead agency
        ii. Who should initiate an R-ESF #1 RICCS[SM] call (if appropriate)
        iii. Determining when the call should be made
        iv. Determining triggering and sequencing of (subsequent) R-ESF #1 RICCS[SM] conference call(s) and/or other communications
3. Development of an initial or preliminary R-ESF #1 public message for R-ESF #14 (Media Relations and Community Outreach) dissemination
4. Initial R-ESF #1 information exchange
    a. About the incident
    b. About the transportation system
    c. Potential actions to be taken
    d. Potential recommendations to decision-makers
5. Communications to decision makers
    a. Within R-ESF #1

   b. Beyond R-ESF #1- generally to R-ESF #5 (Information and Planning), #14 (Media Relations and Community Outreach), others as appropriate
6. Shaping the full public message about transportation
7. Regular updating
   a. Information gathering
   b. Information exchange
   c. Communications to and from decision-makers
   d. Decision-making about the transportation system among transportation agencies
   e. Information dissemination to the public about the transportation system, with recommendations for actions
   f. Individual agency actions/ reporting of progress
   g. Repetition through the process as necessary to ensure regular updating

Outline 2 summarizes issues to assess and address during each cycle of an emergency situation under the concept of coordination.

b. Outline 2 – Focusing on Continuing Cycles of a Regional Incident

1. General Context
   a. Assumption: the incident is, has become, or is likely to become regional, in the purview of R-ESF #1
      i. Duration > 2-4 hours
      ii. More than one jurisdiction or level of government involved
      iii. Occurrence at a critical location

   b. Protective action called for by Emergency Management or Law Enforcement (if any)
      i. Shelter in place
      ii. Selective evacuation
      iii. Staged or phased evacuation
      iv. Full evacuation
      v. Other

2. Internal and Interagency Communications:

   a. Method(s) by which you/ your agency is notified about the event

   b. Type of information (from other R-ESFs or from other R-ESF #1 – Transportation agencies) needed by your/ your agency upon initial notification

c. Type of information your agency has that would be useful to other R-ESF #1 agencies, other R-ESFs

d. Triggering of initial R-ESF #1 RICCS[SM] conference call

   i. Organization/ entity responsible for initiating call (based on RECP[SM])
   ii. Topics to be addressed
      1. System / agency status
      2. Decision-making on coordination
      3. Specific supply strategies to employ, coordinate
      4. Public message
   iii. Scheduling for subsequent call(s)

e. Other information exchange
   i. Mechanisms to exchange other information
   ii. Type of information to exchange

f. Information about the transportation system (capacity, status, preferred actions by public, other information as necessary.) needed by R-ESF #5 (Information and Planning)

g. Subsequent R-ESF #1 RICCS[SM] conference call(s)
   i. Topics to be addressed
      1. System / agency status
      2. Decision-making on coordination
      3. Specific supply strategies to employ, coordinate
      4. Public message
   ii. Scheduling for subsequent calls

h. Other information exchange
   i. Mechanisms to exchange other information
   ii. Type of information to exchange

i. Information about the transportation system (capacity, status, preferred actions by public, other information as necessary) needed by R-ESF #5 (Information and Planning)

c. Outline 3 – Focusing on Public Communications and Messages

a. Initial message content needed by public regarding transportation capacity or status
   i. **Actions** recommended to broader public (not those in danger as determined by emergency management or law enforcement)
      1. Stay where you are, watch, and wait

2. Curb non-essential travel
3. Other

ii. **Consistency/ Credibility**:
1. Coordinated regional transportation information (one message, many voices) from credible source (e.g., known traffic reporter)
2. R-ESF #1 message coordinated with R-ESF #5 (Information and Planning) and R-ESF #14 (Media Relations and Community Outreach)

iii. **Timeliness:** Transportation message disseminated as soon as possible after notification of incident

b. Individual agency information dissemination to public
i. Message content
ii. Delivery mechanism(s)

c. Subsequent message content needed by public regarding transportation capacity or status

i. **Actions** recommended to broader public (not those in danger as determined by emergency management or law enforcement)
1. Detours in place, alternate routes available
2. Status of highway system
3. Transit status
4. Other strategies- carpooling, "stay put", etc.
5. Curb non-essential travel
6. Other

ii. **Consistency/ Credibility**:
1. Coordinated regional transportation information (one message, many voices) from credible source (e.g., known traffic reporter)
2. R-ESF #1 message coordinated with R-ESF #5 (Information and Planning) and R-ESF #14 (Media Relations and Community Outreach)

iii. **Timeliness:** Transportation message disseminated as soon as updated information is available

d. Individual agency information dissemination to public
i. Message content
ii. Delivery mechanism(s)

C. Notification

Notification will be carried out as under R-ESFs #1 and #5 (Information and Planning), through the RICCS[SM]. Any evacuation or related situation involving more than one jurisdiction will be considered cause for the most impacted or most able Level A agency to convene R-ESF #1 communications processes through the RICCS[SM].

D. Coordination

1. Initial Actions

When the threat of an incident or disaster is perceived, a number of preparatory tasks must be accomplished for R-ESF #1 (Transportation). The following represents a basic list of reasonable preliminary individual agency actions that may be undertaken on a provisional basis until there is further direction from R-ESF #5 (Information and Planning).

- Alert personnel as to the potential need for action.
- Gather information on the status of the system and personnel.
- Identify preliminary strategies and actions that may be applicable to the situation.
- Communicate transportation status to decision makers, and other R-ESF #1 information as appropriate.
- Develop and disseminate an appropriate public message with regards to transportation- e.g., be aware that something has happened, and is being investigated; unless you are told otherwise by law enforcement or emergency management, please stay where you are, watch, and wait.

2. Continuing Actions

The successful implementation of the transportation aspects of evacuation is dependent upon the careful coordination between R-ESF #1, R-ESF #5 (Information and Planning) and R-ESF #14 (Media Relations and Community Outreach). R-ESF #1 actions and interdependencies include:

- R-ESF #5 (Information and Planning) will review and evaluate all available information relative to the situation and initiate a regional conference call using RICCS[SM], including their recommendation as to the best course of action.
- R-ESF #1 may initiate a separate conference prior to and/or subsequent to the R-ESF #5 (Information and Planning) conference call. R-ESF #1 will contribute information and recommendations to the R-ESF #5 (Information and Planning) conference call, including recommendations for the transportation message to the general public that is to be issued through R-ESF #14 (Media Relations and Community Outreach). R-ESF #1 will develop and disseminate individual agency information regarding transit and transportation system status, such as bus route detours, transit system delays, and congested locations, as needed.
- Upon receipt of approval to evacuate (from appropriate authorities), or upon determination that an unofficial or spontaneous evacuation is

likely, imminent and/or underway, all pertinent R-ESFs are alerted. R-ESF #1 will mobilize as possible and provide support as directed within available resources.

- Participating R-ESF #1 agencies are responsible for:

  1) Following the direction of R-ESF #5 (Information and Planning) with regards to implementation of assigned or recommended evacuation routes.
  2) Assisting R-ESF #13 (Law Enforcement) as directed in control of perimeter and outbound routes from the evacuation area, and in limiting access to evacuated areas.
  3) Facilitating traffic flow where possible through coordinated signals, implementing peak hour lane configurations, identifying strategic locations where removing parked vehicles will significantly improve traffic flow;

  4) Identifying and/or dealing with accidents, breakdowns and other impediments to traffic flow,

  5) Assisting in identifying alternate routes and traffic capacity expansion, and ensuring that the public is informed through Variable Message Signs and R-ESF #14 (Media Relations and Community Outreach)

  6) Coordinating across the region to facilitate transportation well outside the incident area to deal with overflow traffic and repercussions from the incident.

- Participating R-ESF #1 agencies will provide the designated Public Information Officer (R-ESF #14 (Media Relations and Community Outreach)) with the following information:

  1) What to advise the public who are not within the specific areas to be evacuated regarding their recommended course of action, likely to be stay where they are, watch, and wait.
  2) Providing input to R-ESF #5 (Information and Planning) for the purpose of advising R-ESF #14 (Media Relations and Community Outreach) as to specific evacuation routes.
  3) Providing input to R-ESF #5 (Information and Planning) regarding transit deployment times and status, for the purpose of advising the public of the pick-up points and times for those in need of transportation.
  4) Advising the public of any special HOV restrictions, highway access restrictions, bus reroutings, or similar transportation strategies that may be implemented.

- The advent of the *recovery* phase of an incident or disaster imposes an entirely new set of responsibilities upon the R-ESFs involved in the REETC Annex in as much as the focus of the operation becomes re-entry and security. Transportation mobilization and coordination may be required.

3. Stand Down

At the point where the regional emergency is no longer affecting more than one jurisdiction, a notification will be made through the RICCS[SM] and a stand down debriefing conference call may take place.

4. After Action Critique

Within a reasonable period of time of stand down of the regional emergency, information for an After Action Critique will be gathered and the critique will be discussed at the appropriate regional coordination meetings.

E. Steps and Structure for Coordination

Worksheets are included in the REETC Annex to facilitate and support R-ESF #1 coordination communications, including communications through the RICCS[SM]. Figure IV-2 shows a sample worksheet. This figure shows only the initial page of the worksheets; the complete worksheets contain a series of seven sections, number Sections I through VII, which follow the chronological evolution of an incident as described in the REETC Annex's Concept of Coordination. The initial page of the seven sections is perhaps the most critical, with its emphasis on recognizing the initiation of a regional incident, and a corresponding need to initiate R-ESF #1 communications, possibly through use of the RICCS[SM], in conjunction with this evolving regional emergency.

Sets of twelve filled-out example worksheets corresponding to the twelve emergency transportation situations can be found in Appendix III of this REETC Annex; three examples have all seven Sections filled in, and the remaining nine have the critical first page filled in.

Also contained in Appendix III is a ready-to-use set of blank worksheets. This critical component of the REETC Annex is intended to be a handy tool for use by R-ESF #1 or other agencies both at the beginning and throughout the course of an event.

These worksheets will also have important potential applications as components of regional workshops, tests, or exercises that may be undertaken in conjunction with the RECP[SM] or regional emergency coordination planning.

Figure IV-2: SAMPLE R-ESF #1 COORDINATION WORKSHEET
(First of seven worksheet sections; see Appendix III for more examples and for a ready-to-use blank worksheet.)

Initial Discovery Communications	
	Incident Description
Situation Location	National Airport parking lot, near perimeter (see map), close to residential and office facilities
Nature of Incident/ Type of Danger (describe briefly)	Example: Credible threat of a van loaded with conventional explosives set to detonate if attempt is made to approach or intervene.
Situation Category (check all that apply)	**Shelter-in-Place:** __ Shelter-in-place; __ Quarantine **Selective Evacuation:** _✓ Selective evacuation; __ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation:** __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation:** __ Full evacuation
Time of Day/ Day of Week	12 noon weekday
Wind speed/ direction	N/A
Warning Time	N/A
Expected Duration	4 to 8 hours of standoff or more

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).	✓	MWAA should communicate with Arlington EMA, Park Police, WMATA and VDOT and Arlington Transportation – MWAA is a transportation agency, but may not typically consider communicating with R-ESF #1
Need for one-on-one calls/ communications? With whom?	✓	VRE and WMATA; VDOT and Park Service
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:	✓	*Comment: need to identify "triggers" for calls*
▪ **Determine R-ESF #1 Lead Agency**	✓	Probably VDOT – if not, WMATA will volunteer
▪ **Who initiates call?**	✓	If VDOT is too busy WMATA will initiate call
▪ **Who participates in call?**	✓	MWAA, Virginia and DC transportation and local transit agencies, MD if interested, WMATA, BWI likely to "sit in"
▪ **When will initial call take place?**	✓	As soon as threat is established, likely before law enforcement confirms the threat- to look at potential actions, establish next call
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).	✓	Clear need for information from law enforcement, EMAs- not clear how timely communications will be established with law enforcement, passed down

V. Responsibilities

In addition to those agencies listed in R-ESF #1, Section V, the following entities may have responsibilities related to evacuation situations from the transportation perspective.

A. R-ESF #1 Participating and Supporting Agencies and Entities

1. Non-Transportation Aspects

R-ESF #11 (Food) and R-ESF #6 (Mass Care) will have primary responsibility for securing shelters and supplies. Other annexes, such as Business Continuity, National Pharmaceutical Stockpile Annex, and Protective Actions, will also play key roles in coordination and recovery operations.

2. Roles for Private Carriers in Bringing in Food, Emergency Supplies

CSX Transportation, Inc.—CSX Transportation, Inc. operates 42,700 miles of track and serves every major population and industrial care center east of the Mississippi. CSX is based in Richmond, Virginia. CSX runs freight service from Baltimore through Washington, DC to Northern Virginia and points south and west.

Norfolk Southern—Norfolk Southern is a Virginia based holding company with headquarters in Norfolk. It controls a major freight railroad, Northern Southern Railway Company, which runs a freight service from Baltimore through Washington DC to Northern Virginia and points south and west.

Trucking & Hauling Companies— Trucking and hauling companies may play an important role in an emergency situation and will be treated as the general public and contacted as needed.

B. Essential Elements of Information

One of the primary purposes of the RECP[SM] is to facilitate the exchange of information among the signatory agencies during regional emergencies. R-ESF#5 (Information and Planning), is responsible for the exchange, analysis, reporting, and dissemination of regional information. R-ESF #5 contains detailed information about the process of information exchange and describes regional Essential Elements of Information (EEIs), which have been determined as the minimum essential information categories to satisfy coordination needs among the R-ESFs and with the RICCS[SM].

From the perspective of the REETC Annex —Emergency Evacuation, the participating agencies are responsible for providing the following Essential Elements of Information to R-ESF #5 through the RICCS[SM] concerning incidents involving regional evacuation:

- Status of highway network to support evacuation, including signals, infrastructure, and locations of congestion or gridlock
- Status of transit system to support evacuation, including vehicle and operator availability, Metro capacity, and the interaction of bus transit with the highway system (e.g., alternate routes to avoid congestion).
- Description of significant disruptions in the transportation system in any jurisdiction that has the potential for regional impacts.
- Status of resources, personnel, equipment and facilities impacted by the incident/threat of incident.
- Actual/potential (social, economic, political) impacts on the function and/or jurisdiction.
- Other R-ESFs potentially impacted.
- Overall resource shortfalls, response needs and priorities.
- Relevant historical and demographic information.
- Short term, medium and long-range response and recovery plans.
- Recommendations for emergency ingress/egress for responders.

VI. Preparedness Cycle

The Preparedness Cycle is a means of assuring a high level of readiness for the RECP[SM] through continuous improvement in the REETC Annex and procedures. The cycle begins with sound planning practices, followed by training of personnel who will be engaged in executing those plans. When personnel have been trained, annex and procedures are tested through exercises or simulations designed to check planning assumptions against a range of scenarios. The performance of the respective organizations is evaluated as a means of refining the REETC Annex and the cycle repeats.

A. Planning

COG/TPB will coordinate planning regarding the REETC Annex, including review and revisions of the text. All participating transportation agencies will contribute to the planning of the REETC Annex. Updates of the REETC Annex will be in accordance with procedures of updating the overall RECP[SM]; the decision of whether to undertake an update of the REETC Annex will be coordinated with REETC Annex stakeholders.

Planning will include a comprehensive assessment of current capabilities in the regional emergency evacuation sector and identification of unfunded regional transportation emergency response and coordination needs.

Planning may address from the R-ESF #1 perspective getting timely, effective messages or instructions out to people everywhere on what they need to do in the emergency: people in the immediately affected area or perimeter, who may be in danger; people outside but near the affected area, who may need to act, move, or stay where they are according to the emergency; or people in the rest of the region, whose travel patterns (or choice not to travel) will greatly impact the regional transportation system's ability to handle the incident.

Planning may also address how incidents are likely to evolve, and public safety responses during the evolution of incidents impact transportation responses. Issues may include the length of time taken to verify the incident, the uncertainty of duration as the incident unfolds, and the need for the transportation sector to manage systems in an uncertain atmosphere. Thus planning may address the strengthening of interactions among transportation, emergency management, law enforcement, and public information activities in very uncertain, real-time situations, and the use of RICCS[SM] for uncertain, real-time situations. Planning may also address whether formation of a regional 24-hour-a-day, seven-day-a-week

dedicated coordination staff capability could aid the efficacy and timeliness of this coordination.

Exercises may take the form of scenario-based workshops, with a valuable multi-stakeholder participation. It is anticipated that planning and exercises will be led by and centered on R-ESF #5 (Information and Planning) and its emergency management agencies, addressing regional communications and coordination and emphasizing public messaging and education.

B. Training

There will need to be ongoing and scheduled training related to the RECP[SM] and R-ESF #1 (Transportation), and R-ESF #5 (Information and Planning) responsibilities.

RICCS[SM] utilization is a critical component of the REETC, and thus training to support its application in emergencies is critical. Training should focus on who will initiate and use RICCS[SM], when will it be used, and what will be discussed during conference calls. Exercises (see below) can be a critical component of exploring these issues. Training should continue to address how R-ESF #1 and RICCS[SM] triggering and communications procedures can be maintained and strengthened. The availability of timely, accurate emergency and transportation condition information will greatly aid the public in deciding how best to respond to the regional incident.

C. Exercise

In order for the RECP[SM] to be effective, a series of transportation simulations/exercises should be conducted regularly to test the REETC Annex in the multifunctional environment to which it belongs, combining R-ESFs of the RECP[SM]. The exercise series is composed of tabletop exercises, functional communications and coordination drills and field exercises

Exercises may take the form of scenario-based workshops, with multi-stakeholder participation. Exercises should be led by and centered on R-ESF #5 (Information and Planning) and its emergency management agencies, addressing regional communications and coordination and emphasizing public messaging and education.

D. Evaluation

In order to ensure continuous improvement in the transportation function and in the RECP[SM], the plans, policies and procedures that support operational proficiency should be evaluated through real world experience and exercises. Lessons learned from these experiences should be captured in a corrective action system and issues should be tracked in order to ensure that they are resolved and incorporated into REETC Annex revisions as appropriate.

E. Corrective Action

Lessons learned from exercises and real world experiences will be captured and available to member jurisdictions and stakeholder groups.

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APPENDIX I

Emergency Through Route Maps

Overview of Emergency Through-Route Maps

Figures A-I-1 through A-I-10 are maps that identify regional transportation facilities that could be important to any significant regional emergency. Exhibit A-I-1 displays all of these facilities for the entire Washington area. Exhibits A-I-2 through A-I-10 provide maps for the District of Columbia and individual Maryland and Virginia counties with associated cities. Each map identifies freeways and arterials. Emergency through routes that have been identified by local and state transportation divisions are highlighted in red. Figure A-I-11 illustrates the Metrorail system.

Exhibit A-I-1
Regional Emergency Through Routes

Exhibit A-I-2
Emergency Through Routes in Montgomery County, Maryland

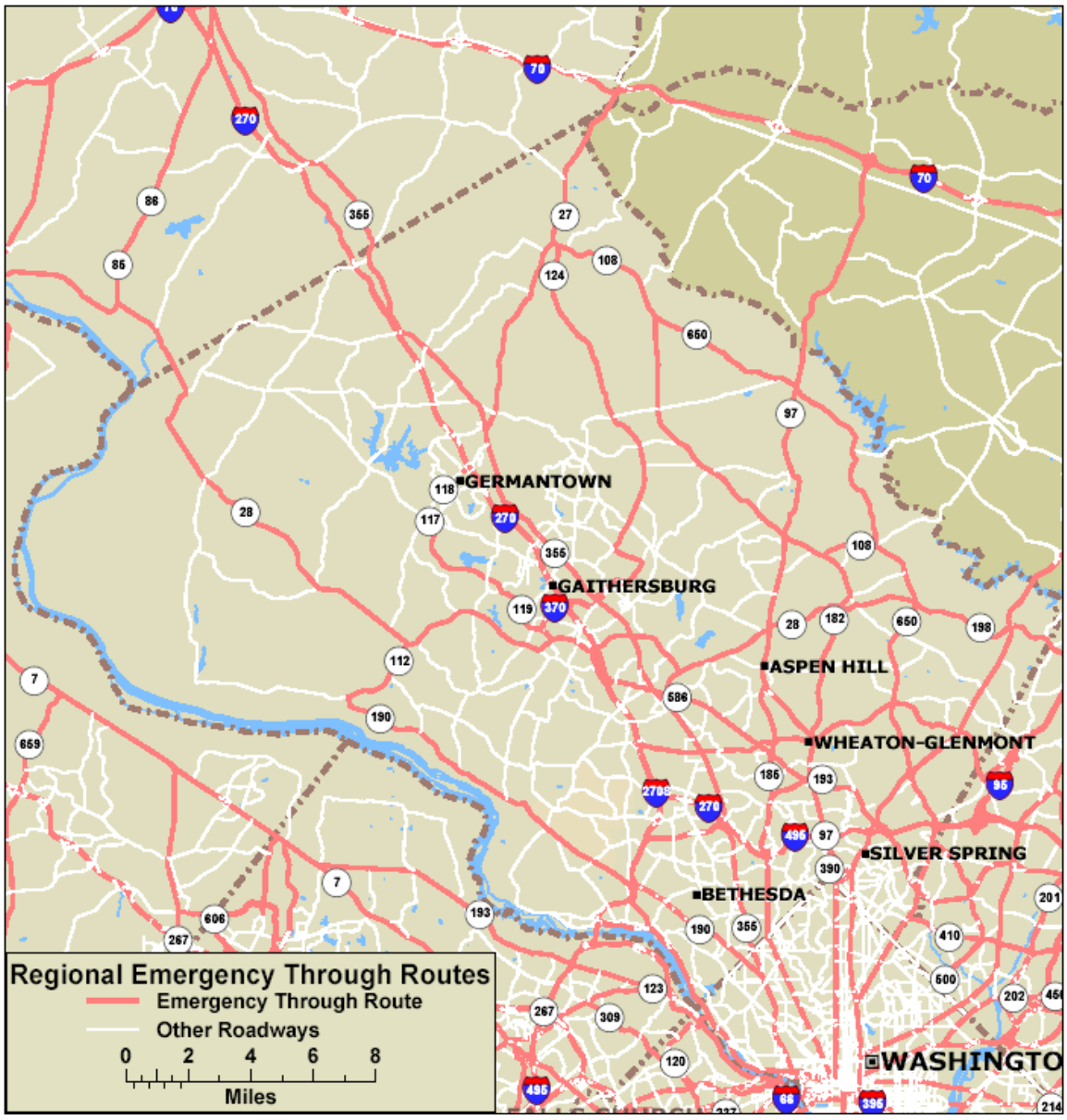

Exhibit A-I-3
Emergency Through Routes in Frederick County, Maryland

Exhibit A-I-4
Emergency Through Routes in Prince George's County, Maryland

Exhibit A-I-5
Emergency Through Routes in Charles County, Maryland

Exhibit A-I-6
Emergency Through Routes in the District of Columbia

Exhibit A-I-7
Emergency Through Routes in the City of Alexandria and Arlington County, Virginia

Exhibit A-I-8
Emergency Through Routes in Fairfax County, City of Fairfax, and City of Falls Church, Virginia

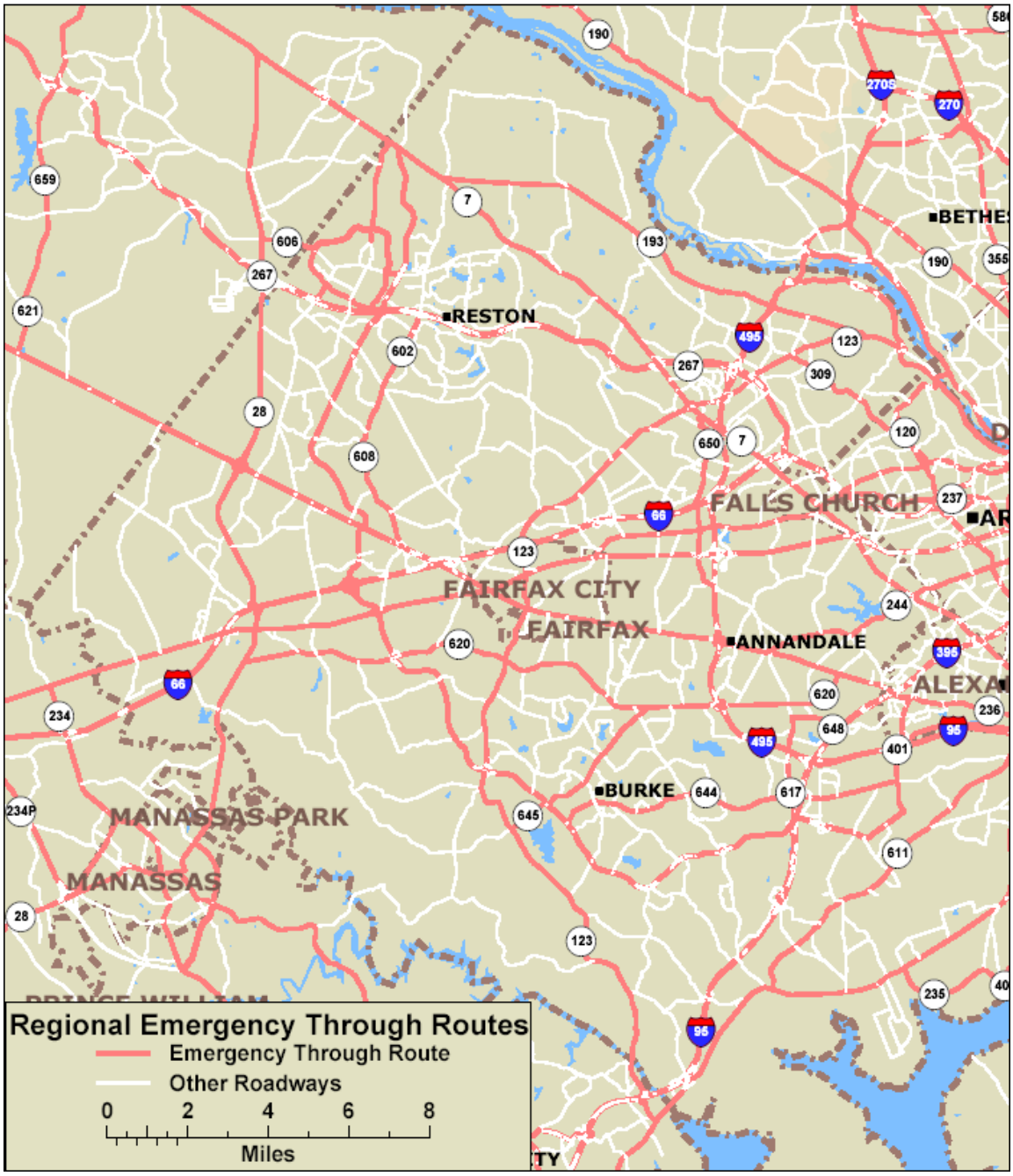

Exhibit A-I-9
Emergency Through Routes in Loudoun County, Virginia

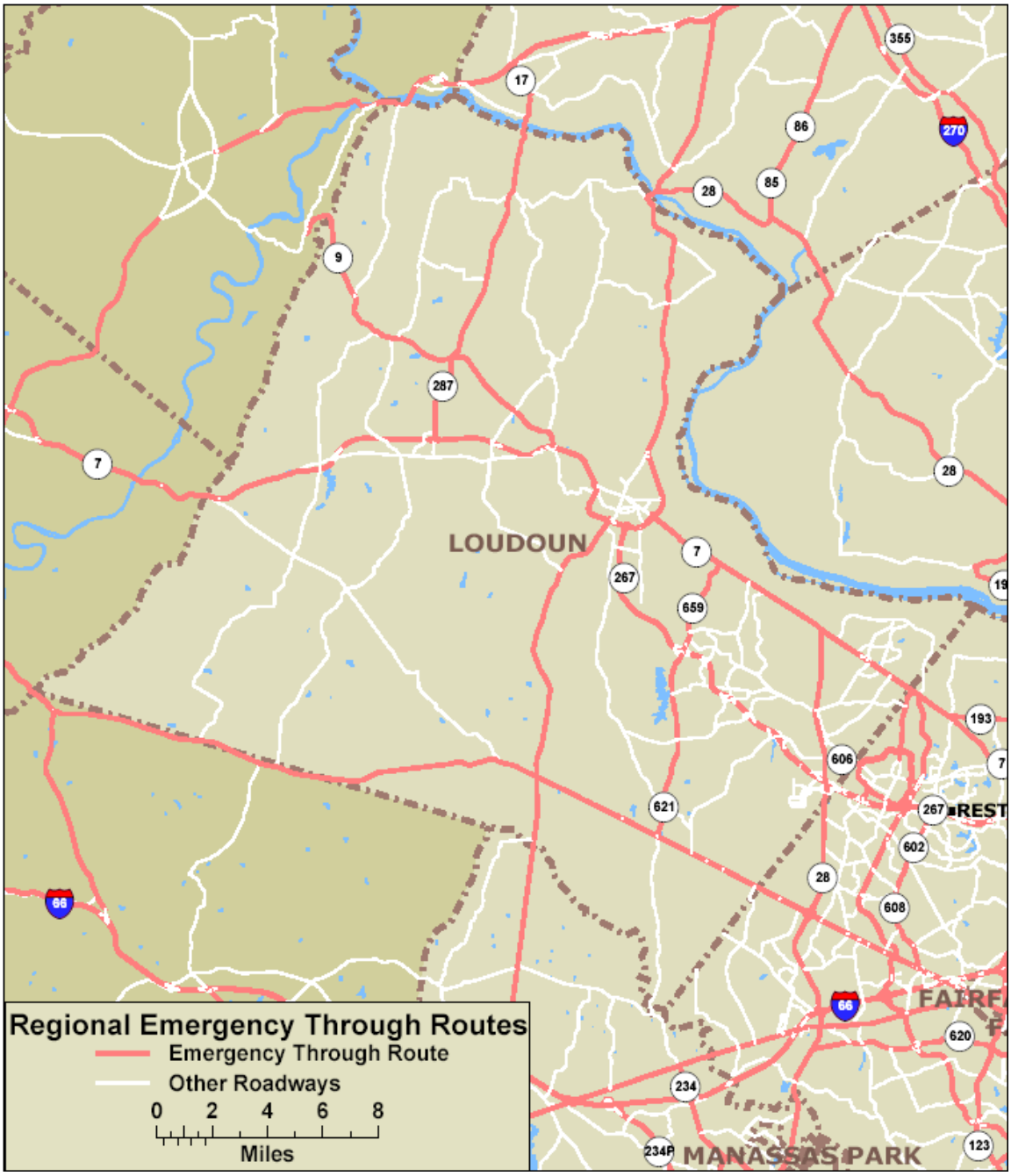

Exhibit A-I-10
Emergency Through Routes in Prince William County, City of Manassas, and City of Manassas Park, Virginia

Exhibit A-I-11
Metrorail System

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APPENDIX II

Review of Findings from Technical Analysis on Impact of Demand Management Strategies on the Transportation System

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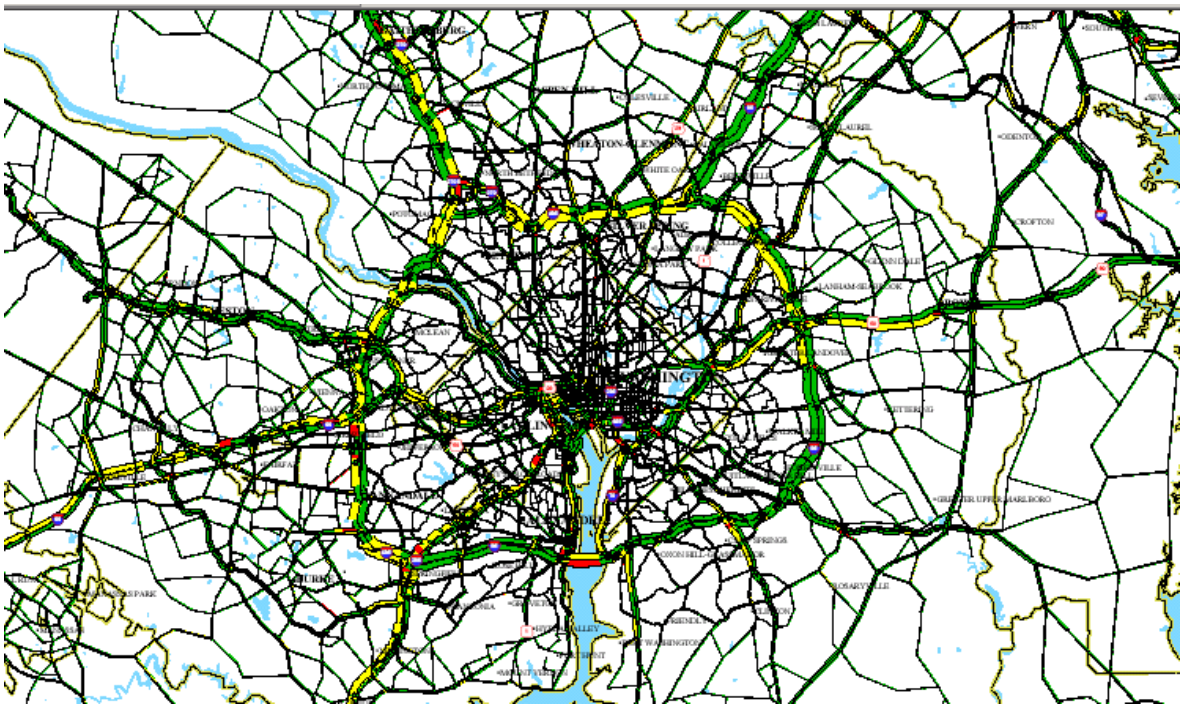
Findings from Technical Analysis of Situations

Finding: even moderate levels of compliance with messages or instructions to the public to manage travel and demand can have significant and beneficial congestion reduction impacts on the region's transportation system in an emergency.

Analysis has been undertaken to test the level of impact communications and demand management might have on the region's roadway system in an emergency. This analysis has shown that the greatest level of improvement of flow on the region's roadways and transit systems could be achieved with a reduction of demand (e.g., number of trips). This reinforces the concept that education and messaging to the public not to drive if not necessary for safety reasons may be the most effective means of maximizing the performance of the region's transportation system during an emergency. It was also noted in the analysis that even moderate levels of compliance with the "if you are safe, stay where you are" message can help alleviate projected congestion and improve flow for both persons evacuating from danger as well as responder vehicles.

Daytime population estimates were used as the basis for evaluating a series of incidents and situations. For each set of situations, three "levels" of network stress were imposed: Base-level or "normal" conditions; Controlled or Mid-level, taking into account the particular incident and its impact on the network, but employing strategies of demand management and transportation management with extensive public adherence to official directives; and high-level, assuming surge demands that vary depending on the particular incident. In the examples shown in Figures A-II-1 through A-II-3, red indicates volume to capacity (V/C) greater than 1.2; yellow indicates V/C from .8 to 1.2; and green indicates V/C less than .8. There is clearly variation in network effects depending on the size of the incident, and depending on the stress placed on the network by surge demands. The Ice Storm Situation Analysis clearly demonstrates the difference in transportation system performance when surge demands are imposed, compared to more controlled staged releases. The Base Case indicates a "normal" early rush hour period, with no accidents or weather impediments.

Figure A-II-1
Base Level 4:30 PM Regional Network Loads (Normal day traffic patterns)

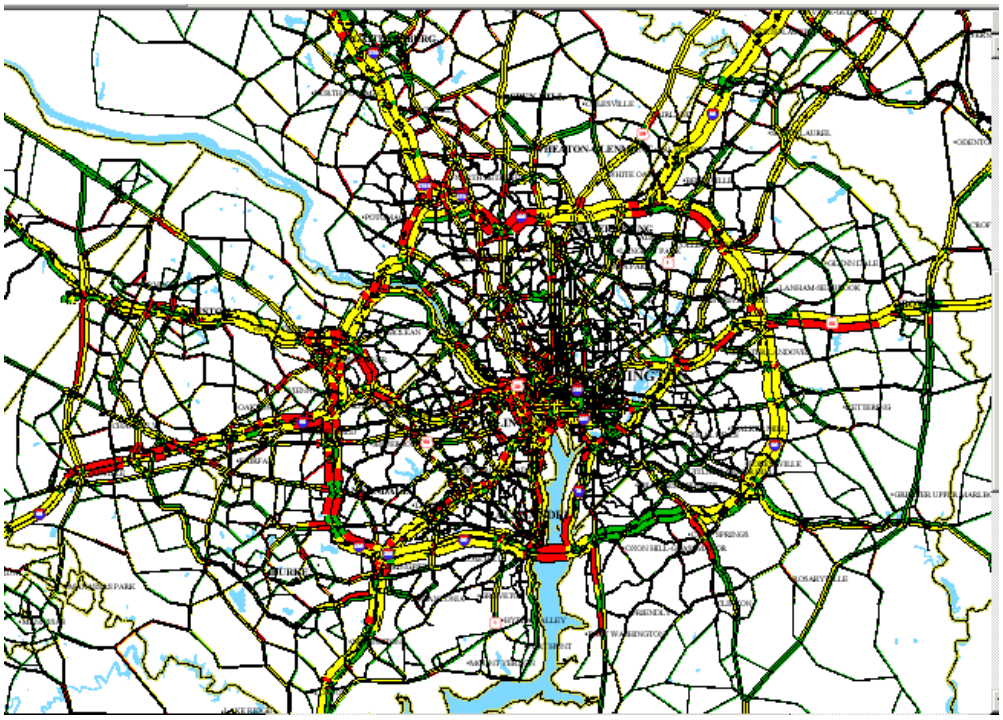


Comparing Figure A-II-1 to Figure A-II-2, with Figure A-II-2 representing a Staged Release, it is very difficult to discern clear differences in the flows. Most of the points of congestion appear identical in the two figures, and represent the expected points of congestion, while much of the system flows smoothly.

Figure A-II-2
With compliance with staged release instructions, the traffic flow in anticipation of the ice storm may remain similar to normal flow.

As shown by the comparing Figure A-II-2 with Figure A-II-3, under surge demand conditions the system exhibits many more locations of slow and stopped traffic. By comparing the number of segments that are yellow or red in Figure A-II-3 versus identical segments that are green or yellow in Figure A-II-2, it may be surmised that flow can be improved in the order of magnitude of 20 percent with a reasonable amount of demand management.

Figure A-II-3
With no demand management strategies or instructions to the public in place for the ice storm scenario, analysis shows much higher than normal demands on the region's roadway system.



As displayed in the analysis, and as evident from every day experience, the network quickly becomes overwhelmed by greater than average traffic flows, costing many members of the public more time and aggravation.

The greatest potential for improvement of flow on the region's roadways, according to the analysis, lies in a reduction of demand (e.g., number of trips). This reinforces the concept that education and messaging to the public not to drive if not necessary for safety reasons may be the best course of action during an emergency. Even moderate levels of compliance with the "if you are safe, stay where you are" message can help alleviate projected congestion and improve flow for both persons evacuating from danger as well as responder vehicles. The analysis suggested reductions of congestion levels of up to 20% with a successful set of transportation demand management strategies, especially in the critical first 30 minutes of a regional incident, when emergency responders and people fleeing immediate danger are most in need of travel. This results in the suggestion that demand reduction strategies offer the possibility of best facilitating the needed transportation response to an emergency, in that the fairly significant level of up to a 20% reduction in congestion could be achieved, could be developed in the near future, and without the large capital expenditures and long construction periods associated with transportation system capacity increases.

APPENDIX III

REETC COORDINATION WORKSHEETS

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Overview of the REETC Coordination Worksheets

The following worksheets can be used during workshops, and can also be used to help organize thoughts and discussion for R-ESF #1 RICCS[SM] conference calls. They are intended to serve as reminders or checklists of potential strategies that can be employed that may require coordination. Blank worksheets are followed by samples of completed worksheets. The samples have been filled out based on information gathered in the workshops with the R-ESF #1 Working Group.

Table A-III-1: Index for REETC Coordination Example Worksheets for the Twelve Situations

Shelter-in-Place	Selective Evacuation	Phased Release Evacuation	Full Evacuation
• Shelter-in-place – p. 133 • Quarantine – p. 134	• ***Selective Evacuation – pp. 99-108*** • Multiple Locations – p. 135 • Official Expedited Commute – p. 136 • Unofficial Expedited Commute – p. 137 • ***Complete Metrorail Closure – pp. 119-130*** • Other Major Transportation Facility Closure – p. 138	• ***Phased Release – pp. 109-118*** • Widespread Power Failure – p. 139 • Military, police, or government action – p. 140	• Full Evacuation – p. 141

Blank worksheets ready for use are at the end of the document: pp. 143-151.

In Table A-III-1, items shown in larger type have examples of all Sections I through VII of the worksheets filled out, taken from information from emergency planning workshops held October to December, 2003. The remaining nine have examples of the critical first Section I filled in for use as an example or playbook component. Beginning page numbers of each example worksheet or worksheet set are indicated. Blank worksheets are provided at the end of the examples for ease of finding.

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SELECTIVE EVACUATION EXAMPLE

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R-ESF #1 COORDINATION WORKSHEET
Section I of VII
Selective Evacuation Example

Initial Discovery Communications	
	Incident Description
Situation Location	National Airport parking lot, near perimeter (see map), close to residential and office facilities
Nature of Incident/ Type of Danger (describe briefly)	Example: Credible threat of a van loaded with conventional explosives set to detonate if attempt is made to approach or intervene.
Situation Category (check all that apply)	**Shelter-in-Place**: __ Shelter-in-place; __ Quarantine **Selective Evacuation**: _✓ Selective evacuation; __ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation**: __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation**: __ Full evacuation
Time of Day/ Day of Week	12 noon weekday
Wind speed/ direction	N/A
Warning Time	N/A
Expected Duration	4 to 8 hours of standoff or more

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).	✓	MWAA should communicate with Arlington EMA, Park Police, WMATA and VDOT and Arlington Transportation – MWAA is a transportation agency, but may not typically consider communicating with R-ESF #1
Need for one-on-one calls/ communications? With whom?	✓	VRE and WMATA; VDOT and Park Service
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:	✓	*Comment: need to identify "triggers" for calls*
▪ **Determine R-ESF #1 Lead Agency**	✓	Probably VDOT – if not, WMATA will volunteer
▪ **Who initiates call?**	✓	If VDOT is too busy it may be necessary for WMATA to initiate call
▪ **Who participates in call?**	✓	MWAA, Virginia and DC transportation and local transit agencies, MD if interested, WMATA, BWI likely to "sit in"
▪ **When will initial call take place?**	✓	As soon as threat is established, likely before law enforcement confirms the threat- to look at potential actions, establish next call
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).	✓	Clear need for information from law enforcement, EMAs- not clear how timely communications will be established with law enforcement, passed down

R-ESF #1 COORDINATION WORKSHEET
Section II of VII
Selective Evacuation Example

Initial R-ESF #1 Essential Elements of Information (EEI) Exchange		
Description	✓	**Comments**
About the incident – see p. 1		
1) About the transportation system		
A. Roadway Status		
-Limited closures (list if possible)	✓	Close George Washington Parkway bordering the airport; Jeff Davis Highway from 18th Street to 21st St., Eads St. from 18th St. to 26th Rd
-Extensive closures (describe briefly)		
-Other		
B. Rail System Status		
-Limited closures (list if possible)	✓	Close Crystal City Metro, National Airport Metro, Crystal City VRE station
-Extensive closures		
-Other		
C. Bus Transit System Status		
-Limited closures (list if possible)	✓	See Roadways
-Extensive closures		
-Other		
2) Potential actions to be taken		See Strategy Worksheets
3) Potential recommendations to decision makers	✓	Get word out to general public (outside danger area) to "watch and wait" and avoid the area. if possible
4) Initial R-ESF #1 input through R-ESF #5 for R-ESF #14 general public message	✓	Ask travelers, persons awaiting travelers to "stay tuned"; ask general public to avoid area until more is known
5) Confirm time for next call	✓	As soon as confirmation of event is received from law enforcement- WMATA or VDOT will page, set up call
6) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section III of VII
Selective Evacuation Example

Initial R-ESF #1 information exchange with R-ESF #5		
Description	✓	**Comments**
1) Information needed from decision-makers	✓	Need law enforcement info ASAP- R-ESF #1 has to make decisions with incomplete conflicting info (news vs. official notices)
2) Information needed from federal agency representatives	✓	MWAA, FAA others: what are their intentions?
3) Information to provide to decision makers	✓	Are prepared to act, need confirmation
4) Information to provide to federal agency representatives	✓	Same
5) Other issues		

EMA Direction- ✓as appropriate	**Perimeter of Affected Area**	**Surrounding Affected Area**	**Rest of Region**
Shelter In Place			
Selective Evacuation	✓		
Staged or Phased Evacuation			
Full Evacuation			
No danger anticipated / "Watch and Wait"		✓	
No action			✓
Anticipated/ Actual Federal Actions	None	Possible Pentagon alert	None
Comments: Law enforcement directives	Evacuate, relocate ½ mile perimeter (2,750 feet), prohibit reentry	1-2 mile perimeter – airport travelers stay tuned, check with airlines for updates on flights	Outside 2 mile perimeter- airport travelers stay tuned

R-ESF #1 COORDINATION WORKSHEET
Section IV of VII
Selective Evacuation Example

Subsequent R-ESF #1 Calls		
Description	✓	**Comments**
R-ESF #1 information exchange		
1) Update on incident	✓	Incident confirmed
2) Status of transportation system	✓	See closures- above
3) Update on agency preparedness	✓	WMATA has closed stations, roadways closed, VMS detour signs deployed
4) R-ESF #1 coordination needed	✓	WMATA needs DOT help to institute bus bridges around closed stations
5) (Additional) strategies to consider		
6) Recommendations to decision makers	✓	Ask public to avoid area, watch and wait; potential rush hour problems with VRE and Metro- bus bridge alternatives
7) Define updated R-ESF #1 input to R-ESF #5 for R-ESF #14 general public message	✓	Ask public to avoid area, watch and wait, VRE and Metro riders check website
8) Confirm time for next call	✓	Prior to rush hour- confirm plans
9) Other issues		

Updated R-ESF #1 information exchange with R-ESF #5		
Description	✓	**Comments**
1) Information needed from decision-makers	✓	Info on likely duration?
2) Information needed from federal agency representatives		
3) Information to provide to decision makers	✓	Local backups occurring on cut-off areas; will have significant "local" problems on Metro, VRE and roadways if situation continues through rush hour; need to let public know about Metro, VRE and road closures
4) Information to provide to federal agency representatives	✓	Same as info to decision makers
5) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section V of VII
Selective Evacuation Example

Worksheet designed as checklist reminder of roadway strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transportation Roadway Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
- Coordinated traffic signals, traffic control	✓	✓	✓	VDOT, DDOT, Arlington, Park Service
-CCTV, VMS, Signage	✓	✓	✓	Detours
-Highway Advisory Radio	✓	✓	✓	
- AM or PM peak roadway configurations in effect (during off-peak hours)				
-Dynamic rerouting	✓	✓	✓	Detours
-Roadway clearance Tow trucks deployed? Maintenance/ Construction lanes cleared?				
-Bus set- aside routes	✓	✓	✓	Bus bridges- WMATA, VRE
-Access restrictions				
-Permit shoulder use				
-Reverse lanes, roadway directions				
-Active management- critical intersections				
Other				

R-ESF #1 COORDINATION WORKSHEET
Section VI of VII
Selective Evacuation Example

Worksheet designed as checklist reminder of transit strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transit System Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
-Metrorail utilization	✓	✓		
-Metrobus maintains regular routes	✓	✓		
-Metrobus on priority routes	✓	✓	✓	Bus bridges: Metro & VRE
-Metrobus in special evacuation service	Evacuees w/in walking distance, airport buses handle non-ambulatory			
-Time required for arrival of transit vehicles				
-Recycling potential- feasible? Needed?				
-Local buses maintain regular service				
-Local buses on priority routes				
-Local buses in special service				
-Time required for arrival of buses				
-Recycling potential- feasible? Needed?				
-Charter/school buses deployed				
-Taxis, others deployed				
-Bus shuttles between key Metro stations	✓	✓	✓	W/ highway agencies
-Regional buses divert to Metro stations				
-Traffic control at key stations				
-Auto traffic to alternate pick-up sites- ad hoc parking				
VRE, MARC- normal service				
VRE, MARC- normal service, changed time				
-VRE, MARC, AMTRAK - added service – w/ CSX, other				
Other				VRE svc

R-ESF #1 COORDINATION WORKSHEET
Section VII of VII
Selective Evacuation Example

Transportation Demand Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
See also Communications				
-HOV mgt.- regular restrictions in effect, normal hours	✓		✓	Maintain
-HOV mgt.- regular restrictions in effect, changed hours				
-Emergency HOV; "Super-slug"				
-Timed/ staged Fed. Release				
-Staged/ staggered general release				
-"Stay Put"/lock down- population not at-risk				
-Close roads for pedestrian use	✓	**Law not R-ESF #1**		
-Embargo vehicles- e.g., delivery (except emergency supplies)	✓	**Law not R-ESF #1**		
-Pedestrian & bicycle strategies	✓			
Other				

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PHASED RELEASE EXAMPLE

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R-ESF #1 COORDINATION WORKSHEET
Section I of VII
Phased Release Example

Initial Discovery Communications	
	Incident Description
Situation Location	Regionwide
Nature of Incident/ Type of Danger (describe briefly)	Example: Imminent ice storm- weather forecast of an unexpected ice storm that will impact the region starting at approximately 4 pm
Situation Category (check all that apply)	

Shelter-in-Place	Selective Evacuation	Phased Release Evacuation	Full Evacuation
__ Shelter-in-place __ Quarantine	__ Selective evacuation __ Multiple locations __ Official expedited Commute __ Unofficial expedited commute __ Complete Metrorail closure __ Other major trans. facility closure	✓ Phased release __ Widespread power failure __ Military, police, gov't action	__ Full evacuation

Time of Day/ Day of Week	10 am weekday
Wind speed/ direction	E – SE
Warning Time	6 hours
Expected Duration	Hours of storm, days of recovery

Initial Discovery Stage Communications	✓	**Comments**
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).	✓	Upon first notification from weather service- public likely to move fast
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:	✓	
▪ **Determine R-ESF #1 Lead Agency**	✓	WMATA (likely) – quickly affected, likely actions impacts other decisions
▪ **Who initiates call?**	✓	WMATA
▪ **Who participates in call?**	✓	All R-ESF #1 agencies, Weather Service, (OPM?)
▪ **When will initial call take place?**	✓	ASAP: 10:30 AM?
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).	✓	YES

R-ESF #1 COORDINATION WORKSHEET
Section II of VII
Phased Release Example

Initial R-ESF #1 Essential Elements of Information (EEI) Exchange		
Description	✓	**Comments**
About the incident – see p. 1		
1) About the transportation system		
A. Roadway Status		
-Limited closures (list if possible)		
-Extensive closures (describe briefly)	✓	Anticipate extensive closures throughout region
-Other		
B. Rail System Status		
-Limited closures (list if possible)		
-Extensive closures	✓	Anticipate closing Metrorail when ice accumulates to ¼ inch
-Other		
C. Bus Transit System Status		
-Limited closures (list if possible)		
-Extensive closures	✓	Anticipate extensive closures throughout region
-Other		
2) Potential actions to be taken		**See Strategy Worksheets**
3) Potential recommendations to decision makers		Recommend employee release after 12 noon to allow transportation time to gear up for early rush
4) Initial R-ESF #1 input through R-ESF #5 for R-ESF #14 general public message		Inform public that transit and roadways will be prepared for early rush hour starting at 12 noon- signals, lane reversals, buses in rush hour operation at that time where possible
5) Confirm time for next call	✓	One hour
6) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section III of VII
Phased Release Example

Initial R-ESF #1 information exchange with R-ESF #5		
Description	✓	**Comments**
1) Information needed from decision-makers	✓	Will early closure be announced? When?
2) Information needed from federal agency representatives	✓	When will early closure be announced? Exceptions?
3) Information to provide to decision makers	✓	Time needed to gear up- approx. 2 hours; potential strategies to employ
4) Information to provide to federal agency representatives	✓	Same as decision makers
5) Other issues		

EMA Direction- ✓as appropriate	**Perimeter of Affected Area**	**Surrounding Affected Area**	**Rest of Region**
Shelter In Place			
Selective Evacuation			
Staged or Phased Evacuation	✓	✓	✓
Full Evacuation			
No danger anticipated / "Watch and Wait"			
No action			
Anticipated/ Actual Federal Actions	Early release- 3 hours prior to normal		
Comments	Surge demand likely, delays likely		

R-ESF #1 COORDINATION WORKSHEET
Section IV of VII
Phased Release Example

Subsequent R-ESF #1 Calls		
Description	**✓**	**Comments**
R-ESF #1 information exchange	✓	Need Weather Service, OPM on call, plus transportation agencies
1) Update on incident	✓	Confirm early closure, weather status
2) Status of transportation system	✓	Anticipated power problems (Metro, signals, other), roadway problems
3) Update on agency preparedness	✓	Operations alerted for early rush; Metro taking lead, may need to close early
4) Coordination needed	✓	See strategy worksheets for detail
5) (Additional) strategies to consider	✓	Highway asked to coordinate with transit as to priorities for road clearances- key transit routes often low on list
6) Recommendations to decision makers	✓	Declare snow emergency (clear lanes); ready to deploy early rush, maintain HOV, time needed to gear up
7) Define updated R-ESF #1 input to R-ESF #5 for R-ESF #14 general public message	✓	Transit and highways gearing up, will not be ready until noon (if poss. get message out through known traffic reporters); check WMATA, other websites; "Metrorail anticipates operating a lower level of service after 4 pm"
8) Confirm time for next call	✓	One to two hours- when weather outlook is updated
Other issues		
Updated R-ESF #1 information exchange with R-ESF #5		
Description	**✓**	**Comments**
1) Information needed from decision-makers	✓	Does R-ESF #1 with Law Enforcement have authority to clear parked vehicles from critical road junctures (declared snow emergency)?
2) Information needed from federal agency representatives	✓	Staged release- clearly identified to employees?
3) Information to provide to decision makers	✓	WMATA Metrorail may close early. Need to stand up ops for 24 hr shifts.
Information to provide to federal agency representatives	✓	Metrorail may close early
Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section V of VII
Phased Release Example

Worksheet designed as checklist reminder of roadway strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transportation Roadway Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
- Coordinated traffic signals, traffic control	✓	✓	✓	Peak patterns, non peak hours- some have to set manually
-CCTV, VMS, Signage	✓	✓	✓	
-Highway Advisory Radio	✓	✓	✓	
- AM or PM peak roadway configurations in effect (during off-peak hours)	✓	✓	✓	Need flow to keep lanes open
-Dynamic rerouting				
-Roadway clearance Tow trucks deployed? Maintenance/ Construction lanes cleared?	✓	✓	✓	Need Snow Emergency declaration
-Bus set- aside routes	✓	✓	✓	After storm- coord w/ transit – priority routes for snow clearance
-Access restrictions				
-Permit shoulder use				
-Reverse lanes, roadway directions				
-Active management- critical intersections				
Other				

R-ESF #1 COORDINATION WORKSHEET
Section VI of VII
Phased Release Example

Worksheet designed as checklist reminder of transit strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transit System Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
-Metrorail utilization	✓			Deploy early peak service
-Metrobus maintains regular routes	✓		✓	Deploy early peak service
-Metrobus on priority routes	✓		✓	After storm-coord. w/ hwy road crews
-Metrobus in special evacuation service				
-Time required for arrival of transit vehicles				
-Recycling potential- feasible? Needed?				
-Local buses maintain regular service	✓		✓	Deploy early peak service
-Local buses on priority routes	✓		✓	After storm-coord. w/ hwy road crews
-Local buses in special service				
-Time required for arrival of buses				
-Recycling potential- feasible? Needed?				
-Charter/school buses deployed				
-Taxis, others deployed				
-Bus shuttles between key Metro stations				
-Regional buses divert to Metro stations				
-Traffic control at key stations				
-Auto traffic to alternate pick-up sites- ad hoc parking				
VRE, MARC- normal service				
VRE, MARC- normal service, changed time	✓			Try to deploy early- or deploy buses
-VRE, MARC, AMTRAK - added service – w/ CSX, other				
Other				

R-ESF #1 COORDINATION WORKSHEET
Section VII of VII
Phased Release Example

Transportation Demand Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
See also Communications				
-HOV mgt.- regular restrictions in effect, normal hours				
-HOV mgt.- regular restrictions in effect, changed hours	✓	✓	✓	Early HOV- beg. @ noon
-Emergency HOV; "Super-slug"				
-Timed/ staged Fed. Release	✓	✓	✓	Get the word out
-Staged/ staggered general release	✓	✓	✓	Get the word out
-"Stay Put"/lock down- population not at-risk				
-Close roads for pedestrian use				
-Embargo vehicles- e.g., delivery (except emergency supplies)				
-Pedestrian & bicycle strategies				
Other				

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COMPLETE METRORAIL CLOSURE EXAMPLE

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R-ESF #1 COORDINATION WORKSHEET
Section I of VII
Complete Metrorail Closure Example

Initial Discovery Communications	
	Incident Description
Situation Location	Terrorist attacks at multiple Metro stations and railcars
Nature of Incident/ Type of Danger (describe briefly)	Example: Simultaneous small aerosol explosions of white powder at multiple stations at entries and on platforms, and on two trains, simultaneous call to radio station claiming substance is anthrax
Situation Category (check all that apply)	

Shelter-in-Place	Selective Evacuation	Phased Release Evacuation	Full Evacuation
__ Shelter-in-place __ Quarantine	__ Selective evacuation __ Multiple locations __ Official expedited Commute __ Unofficial expedited commute ✓ Complete Metrorail closure __ Other major trans. facility closure	__ Phased release __ Widespread power failure __ Military, police, gov't action	__ Full evacuation

Time of Day/ Day of Week	9 am weekday
Wind speed/ direction	N/A
Warning Time	Zero
Expected Duration	Hours? Days? Months? To be determined

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).	✓	
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:	✓	
▪ **Determine R-ESF #1 Lead Agency**	✓	WMATA- will be busy
▪ **Who initiates call?**	✓	WMATA will initiate call to transit
▪ **Who participates in call?**	✓	All R-ESF #1 transportation agencies; also need Emergency Mgt. & Health Officials to answer technical questions on risks, measures required (if substance is anthrax)
▪ **When will initial call take place?**	✓	WMATA to request call by 10 am
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).	✓	Health officials should be notified- likely by fire or police- not a direct R-ESF #1 responsibility – if they participate in R-ESF #1 call, issue is addressed

R-ESF #1 COORDINATION WORKSHEET
Section II of VII
Complete Metrorail Closure Example

Initial R-ESF #1 Essential Elements of Information (EEI) Exchange		
Description	✓	**Comments**
About the incident – see p. 1		
1) About the transportation system		
A. Roadway Status		
-Limited closures (list if possible)	✓	Adjacent to Metro air vents- if necessary (EMA direction)
-Extensive closures (describe briefly)		
-Other		
B. Rail System Status		
-Limited closures (list if possible)		
-Extensive closures	✓	Close entire Metrorail system "immediately"- bypass directly affected stations, drop passengers off, return to base facilities
-Other		
C. Bus Transit System Status		
-Limited closures (list if possible)	✓	See Roadways- will depend on EMA direction- possibility of contamination from rail passengers
-Extensive closures		
-Other		
2) Potential actions to be taken		**See Worksheet Sections V-VII**
3) Potential recommendations to decision makers		Do not initiate an early release- ask the public to "watch and wait" for the moment.
4) Initial R-ESF #1 input through R-ESF #5 for R-ESF #14 general public message		"An incident has occurred on the Metro. Metrorail is shutting down temporarily to assess the situation. Please do not enter stations in order to use Metrorail until further notice. Please go to the website or call xxx for updates and further information, including information about Metrobus and local bus service."
5) Confirm time for next call		Within one to two hours- see if incident is likely to carry through the rush hour; make plans in case it does.
6) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section III of VII
Complete Metrorail Closure Example

Initial R-ESF #1 information exchange with R-ESF #5		
Description	✓	**Comments**
1) Information needed from decision-makers	✓	Need immediate info about risks to drivers, passengers- direct exposure, contagion, etc.- to assess needs for closures, protective gear, decontamination, etc.
2) Information needed from federal agency representatives	✓	Need info on likely gov't actions- emergency commute plans in place? Will Feds go to early release? (not recommended by R-ESF #1)
3) Information to provide to decision makers	✓	Trans. status, plans to activate bus, other plans; need public to find other ways home
4) Information to provide to federal agency representatives	✓	Need feds, others to prepare to activate emergency commute plans, form emergency car pools, etc.- flexible schedules needed
5) Other issues	✓	

EMA Direction- ✓as appropriate	**Perimeter of Affected Area**	**Surrounding Affected Area**	**Rest of Region**
Shelter In Place			
Selective Evacuation	✓	✓	
Staged or Phased Evacuation		✓	
Full Evacuation			
No danger anticipated / "Watch and Wait"			✓
No action			
Anticipated/ Actual Federal Actions		"Flex time" for early / late releases to coordinate car pools, van pools, other joint transportation- Private sector the same??	
Comments	Stations, trains, roadways possibly contaminated by air from Metrorail vents		

R-ESF #1 COORDINATION WORKSHEET
Section IV of VII
Complete Metrorail Closure Example

Subsequent R-ESF #1 Calls: E.g., 2 PM Prepare for Rush Hour		
Description	**✓**	**Comments**
R-ESF #1 information exchange	✓	Include EMAs and Health officials again for additional questions/ confirmation
1) Update on incident	✓	Metro to remain closed through rush hour- more definitive word at 9 pm
2) Status of transportation system	✓	(Assumption- e.g., per EMA direction)- Those directly "sprayed" are being treated, only Metrorail shut down- roads near vents not in danger, buses not at risk
3) Update on agency preparedness	✓	See strategies- all as ready as possible for rush hour
4) Coordination needed	✓	Discussion- local buses to stations; priority routes; anticipated issues
5) (Additional) strategies to consider	✓	Any strategies not discussed in first call
6) Recommendations to decision makers	✓	Get the word out- every way possible
7) Define updated R-ESF #1 input through R-ESF #5 for R-ESF #14 general public message (*Note- there was some discussion as to whether the DOT message/ strategy would be feasible. New York has a single authority controlling bridges, and could authorize such a step. It would be more difficult here, with multiple authorities, but would clearly be extremely helpful in this situation. This would encourage "super-slugging"- in this event would authorities acknowledge the practice and encourage it through signs, announcements of locations, etc? This was not resolved during the discussions).*	✓	**Metro Message:** "The entire Metrorail system will be closed at least through the evening rush hour. Limited Metrobus service will be available between key stations. Regular Metrobus service will be operating on a Saturday schedule. Crowding and long delays are expected. If at all possible, riders are requested to seek alternate transportation through co-workers, fellow students, etc. Please check the website for information on Metrobus and local bus schedules and service, or call xxx-xxx-xxxx." **DOT Message:** "The following roads are closed to automobile traffic from 3 pm to 9 pm so that bus service can operate "bus bridges" for the Metrorail system, which is now closed: w, x, y, z: The following streets and bridges will be open only to vehicles with three or more persons: a, b, c, d." (Streets not specified- to be determined.)
8) Confirm time for next call	✓	9 pm – after lab confirmation of substance
9) Other issues		

Updated R-ESF #1 information exchange with R-ESF #5		
Description	**✓**	**Comments**
1) Information needed from decision-makers	✓	Authority, political will to implement "radical" strategies? See above, below.
2) Information needed from federal agency representatives	✓	Ability, will to issue "emergency flex time" to Metrorail riders, others for carpools, vanpools
3) Information to provide to decision makers	✓	Plans ready, crowding, confusion, delays inevitable
4) Information to provide to federal agency representatives	✓	Same as decision makers
5) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section IV of VII
Complete Metrorail Closure Example

Subsequent R-ESF #1 Calls: 9 PM Call Substance Confirmed as Anthrax		
Description	**☑**	**Comments**
R-ESF #1 information exchange	✓	Include all transportation agencies, "Commuter Connections" specialists, PIO advisers
1) Update on incident	✓	Metrorail to be closed at least one week, no other danger to report
2) Status of transportation system	✓	Metrorail closed, other transportation "normal"
3) Update on agency preparedness	✓	Can borrow a few buses from MTA, poss. some contractor buses; run Saturday service, others as bus bridges
4) Coordination needed	✓	Constant- at least twice daily
5) (Additional) strategies to consider	✓	Update daily "lessons learned"
6) Recommendations to decision makers	✓	Demand containment critical- liberal leave, flex time, telecommute, car pools, van pools- all
7) Define updated R-ESF #1 input through R-ESF #5 for R-ESF #14 general public message	✓	"The entire Metrorail system will be closed for approximately one week for evaluation, disinfection and restoration. Patrons are encouraged to telecommute or seek alternate transportation. The Office of Personnel Management has authorized liberal leave policies for this period. During this period regular Metrobus service will operate on a Saturday schedule, with remaining buses operating between rail stations. Contract buses have been hired to supplement the Metrobus station runs. Local buses will operate their regular schedules. Information is available on the Metro website, (www.xxx.xxx) including links to local bus service information, and on special touch-tone information lines (xxx-xxx-xxxx). Travel delays should be anticipated. The following streets are closed to automobile traffic during this period to facilitate bus movement: w, X, y, z. Note: vanpools will be permitted to use these streets. The following streets are open only to HOV 3 or more: a,b,c,d."
8) Confirm time for next call	✓	Next am, before and after rush hour, same with afternoon
9) Other issues		

Updated R-ESF #1 information exchange with R-ESF #5		
Description	**✓**	**Comments**
1) Information needed from decision-makers	✓	Authority, political will needed to mandate, enforce HOV restrictions, all-day parking and turning restrictions on key routes, etc.
2) Information needed from federal agency representatives	✓	Will they authorize/ where possible enforce demand management commuter options for

		extended period?
3) Information to provide to decision makers	✓	Metrobus can accommodate approx. 1/3(?) of daily Metrorail load in bus bridges with other Metrobuses operating Saturday Metrobus service- other services can provide marginal assistance; delays, crowding likely, demand measures critical; roads closed for bus bridges make regular traffic worse; extra cars from choice riders would create gridlock
4) Information to provide to federal agency representatives	✓	Same as decision makers- request maximum support, assistance in getting word out to employees on demand management options
5) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section V of VII
Complete Metrorail Closure Example

Worksheet designed as checklist reminder of roadway strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transportation Roadway Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
- Coordinated traffic signals, traffic control	✓	✓	✓	
-CCTV, VMS, Signage	✓	✓	✓	
-Highway Advisory Radio	✓	✓	✓	
- AM or PM peak roadway configurations in effect (during off-peak hours)				
-Dynamic rerouting				
-Roadway clearance Tow trucks deployed? Maintenance/ Construction lanes cleared?	✓	✓	✓	Emergency parking restrictions, turn prohibitions (?)
-Bus set- aside routes	✓	✓	✓	For bus bridges
-Access restrictions				
-Permit shoulder use				
-Reverse lanes, roadway directions				
-Active management- critical intersections	**?**	**?**	**?**	Maybe after 1st day experience
Other				

R-ESF #1 COORDINATION WORKSHEET
Section VI of VII
Complete Metrorail Closure Example

Worksheet designed as checklist reminder of transit strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transit System Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
-Metrorail utilization				
-Metrobus maintains regular routes				
-Metrobus on priority routes	✓	✓	✓	Bus bridges and Saturday service- all other routes
-Metrobus in special evacuation service				
-Time required for arrival of transit vehicles				
-Recycling potential- feasible? Needed?				
-Local buses maintain regular service	✓	✓	✓	Coordinate w/ WMATA
-Local buses on priority routes				
-Local buses in special service				
-Time required for arrival of buses				
-Recycling potential- feasible? Needed?				
-Charter/school buses deployed	✓	✓	✓	MTA has a few to lend as well
-Taxis, others deployed	✓	✓	✓	Unofficial
-Bus shuttles between key Metro stations	✓	✓	✓	
-Regional buses divert to Metro stations				
-Traffic control at key stations				
-Auto traffic to alternate pick-up sites- ad hoc parking	✓	✓	✓	If station seen as risky
VRE, MARC- normal service				
VRE, MARC- normal service, changed time				
-VRE, MARC, AMTRAK - added service – w/ CSX, other	✓	✓	✓	If possible
Other				

R-ESF #1 COORDINATION WORKSHEET
Section VII of VII
Complete Metrorail Closure Example

Transportation Demand Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
See also Communications				
-HOV mgt.- regular restrictions in effect, normal hours	✓	✓	✓	
-HOV mgt.- regular restrictions in effect, changed hours				
-Emergency HOV; "Super-slug"	✓	✓	✓	If authorized
-Timed/ staged Fed. Release	✓	✓	✓	
-Staged/ staggered general release	✓	✓	✓	
-"Stay Put"/lock down- population not at-risk				
-Close roads for pedestrian use				
-Embargo vehicles- e.g., delivery (except emergency supplies)				
-Pedestrian & bicycle strategies				
Other	✓	✓	✓	Employ, advise more flex time, telecommute, liberal leave, other demand strategies

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OTHER EMERGENCY TRANSPORTATION SITUATION EXAMPLE COORDINATION WORKSHEETS

The following pages show Section I of the worksheet sets for nine other example emergency transportation situations for reference purposes.

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R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Shelter-in-Place Example

Initial Discovery Communications	
	Incident Description
Situation Location	Greenbelt Metro Station and CSX line
Nature of Incident/ Type of Danger (describe briefly)	Example: Using a shoulder-fired missile, terrorists explode a rail-car tanker filled with chlorine gas as it approaches the Greenbelt Metro station. A plume of the gas is headed across the Beltway towards residences, offices and Baltimore Washington Parkway.
Situation Category (check all that apply)	**Shelter-in-Place**: _✓ Shelter-in-place; __ Quarantine **Selective Evacuation**: _✓ Selective evacuation; __ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation**: __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation**: __ Full evacuation
Time of Day/ Day of Week	3 pm weekday
Wind speed/ direction	W- NW at 5 mph
Warning Time	None
Expected Duration	Hours to dissipate gas

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**		
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Incident Requiring Quarantine Example

Initial Discovery Communications	
	Incident Description
Situation Location	Regionwide
Nature of Incident/ Type of Danger (describe briefly)	Example: Outbreak of SARS (or other virulent, highly contagious, often fatal disease) in region, with highest numbers of cases noted in Arlington and Silver Spring.
Situation Category (check all that apply)	**Shelter-in-Place:** __ Shelter-in-place; ✓ Quarantine **Selective Evacuation:** __ Selective evacuation; __ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation:** __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation:** __ Full evacuation
Time of Day/ Day of Week	First cases noted on a Saturday, word spreads between hospitals, media reports the outbreak on a Monday- 15 separate cases to date, three fatalities.
Wind speed/ direction	
Warning Time	
Expected Duration	

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**	✓	All transportation agencies including airports
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Selective Evacuation of Multiple Locations- Example

Worksheet designed to assist in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Locations	Dupont Circle, Georgetown, Pentagon City, Bethesda, and 15th and K, NW
Nature of Incident/ Type of Danger (describe briefly)	Example: Five almost-simultaneous explosions take place in front of well-known coffee shops; threats of additional explosions are called in. (Alternative: suicide bomber on transit vehicle, other locations)
Situation Category (check all that apply)	**Shelter-in-Place:** __ Shelter-in-place; __ Quarantine **Selective Evacuation:** _✓ Selective evacuation; _✓ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation:** __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation:** __ Full evacuation
Time of Day/ Day of Week	10 am weekday
Wind speed/ direction	NA
Warning Time	None
Expected Duration	All day

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**		
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Official Expedited Commute Example

Worksheet designed to assist in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Location	16th and Massachusetts NW (Scott Circle) (Alternative: apartments across from Pentagon)
Nature of Incident/ Type of Danger (describe briefly)	Example: A credible threat is received that an upper story apartment at this location is rigged with explosives that will be detonated in 4 hours if demands are not met. A phased evacuation is called for, with a one-mile radius leaving first, and up to a two-mile radius evacuating next.
Situation Category (check all that apply)	**Shelter-in-Place**: __ Shelter-in-place; __ Quarantine **Selective Evacuation**: __ Selective evacuation; __ Multiple locations; _✓ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation**: _✓ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation**: __ Full evacuation
Time of Day/ Day of Week	Weekday
Wind speed/ direction	SE 15 mph
Warning Time	hours
Expected Duration	Storm- hours, aftereffects- days

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**		
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Unofficial Expedited Commute

Worksheet designed to assist in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Location	Region-wide
Nature of Incident/ Type of Danger (describe briefly)	Example: During a period of high alert, the media reports that various Federal facilities in New York, Chicago and San Francisco have just experienced "significant" explosions. Rumors abound that Washington, DC is the next target. Many federal and some private sector employees leave work immediately without instructions to do so.
Situation Category (check all that apply)	**Shelter-in-Place**: __ Shelter-in-place; __ Quarantine **Selective Evacuation**: __ Selective evacuation; __ Multiple locations; __ Official expedited Commute; _✓ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation**: __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation**: __ Full evacuation
Time of Day/ Day of Week	
Wind speed/ direction	
Warning Time	
Expected Duration	

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**		
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Major Transportation Facility Closure (not Metrorail)

Worksheet designed to assist in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Location	I-495 Inner Loop at the intersection with George Washington Memorial Parkway
Nature of Incident/ Type of Danger (describe briefly)	Example: A fuel tanker is involved in a multi-vehicle chain-reaction collision on I-495, right below the overpass from the GW Memorial Parkway. Intense flames cause visible damage to the Parkway superstructure, such that there is fear of collapse onto the Beltway. That Inner Beltway portion of I-495, including the American Legion Memorial Bridge and the terminus of GW Memorial Parkway are closed for at least two days for intense inspection.
Situation Category (check all that apply)	**Shelter-in-Place**: __ Shelter-in-place; __ Quarantine **Selective Evacuation**: __ Selective evacuation; __ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; _✓ Other major trans. facility closure **Phased Release Evacuation**: __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation**: __ Full evacuation
Time of Day/ Day of Week	3 pm weekday
Wind speed/ direction	NA
Warning Time	None
Expected Duration	Days

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		**VDOT, MDOT, DDOT**
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		**VDOT**
▪ **Who initiates call**		**VDOT**
▪ **Who participates in call?**		**All transportation agencies**
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions-transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Widespread Power Failure Example

Worksheet designed to assist in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Location	Region-wide
Nature of Incident/ Type of Danger (describe briefly)	Example: Sudden power failure across the region, affecting the power grids of Virginia, Maryland and the District. Weekday air-conditioning loads, with thunderstorm activity taking out several substations, has ripple effect across the power grid.
Situation Category (check all that apply)	**Shelter-in-Place**: __ Shelter-in-place; __ Quarantine **Selective Evacuation**: __ Selective evacuation; __ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation**: __ Phased release; _✓ Widespread power failure; __ Military, police, gov't action **Full Evacuation**: __ Full evacuation
Time of Day/ Day of Week	Summer weekday 2pm
Wind speed/ direction	NA
Warning Time	None
Expected Duration	Days to restore full power

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		**WMATA?**
▪ **Who initiates call?**		**WMATA?**
▪ **Who participates in call?**		**All transportation agencies**
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Military, Police or Government Action

Worksheet designed to assist in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Location	Downtown DC
Nature of Incident/ Type of Danger (describe briefly)	Example: Thousands are assembled to hear the outcome of a controversial court case. When the verdict is announced, there is a strong negative reaction. Initial small-scale violence escalates to major unrest that spreads through the city. Public safety officers advise government and other offices to shut down; a cordon is established throughout much of the downtown.
Situation Category (check all that apply)	**Shelter-in-Place**: __ Shelter-in-place; __ Quarantine **Selective Evacuation**: _✓ Selective evacuation; __ Multiple locations; _✓ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation**: _✓ Phased release; __ Widespread power failure; _✓ Military, police, gov't action **Full Evacuation**: __ Full evacuation
Time of Day/ Day of Week	2 pm weekday
Wind speed/ direction	NA
Warning Time	Limited
Expected Duration	1 Day? More?

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**		
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section I of VII (see blank worksheets for Sections II-VII)
Full Evacuation Example

Worksheet designed to assist in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Location	Region-wide threat
Nature of Incident/ Type of Danger (describe briefly)	Example: A terrorist organization announces that it has smuggled a large nuclear device into the city and will detonate it in one week if a major ransom is not transmitted to a numbered Swiss account. The threat is deemed credible, as the organization has issued proof in the form of pictures and serial numbers of weapons known to be missing from former Soviet arsenals, as well as other classified verification. The exact location of the weapon is not known, nor is the proposed delivery or detonation mechanism known to the public, but the threat is perceived to be real and immediate. The order is given to evacuate the entire COG region over the next six days.
Situation Category (check all that apply)	**Shelter-in-Place**: __ Shelter-in-place; __ Quarantine **Selective Evacuation**: __ Selective evacuation; __ Multiple locations; __ Official expedited Commute; __ Unofficial expedited commute; __ Complete Metrorail closure; __ Other major trans. facility closure **Phased Release Evacuation**: __ Phased release; __ Widespread power failure; __ Military, police, gov't action **Full Evacuation**: ✓ Full evacuation
Time of Day/ Day of Week	Threat received on a Monday morning
Wind speed/ direction	NA
Warning Time	One week
Expected Duration	??

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**		
▪ **When will initial call take place**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

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COORDINATION WORKSHEETS
(Blank, ready for use)
Sections I through VII

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R-ESF #1 COORDINATION WORKSHEET
Section I of VII

Worksheet designed to assist R-ESF #1 in planning for regional coordination during initial assessment stages of an incident.

Initial Discovery Communications	
	Incident Description
Situation Location	
Nature of Incident/ Type of Danger (describe briefly)	
Situation Category (check all that apply)	

Shelter-in-Place	Selective Evacuation	Phased Release Evacuation	Full Evacuation
__ Shelter-in-place __ Quarantine	__ Selective evacuation __ Multiple locations __ Official expedited Commute __ Unofficial expedited commute __ Complete Metrorail closure __ Other major trans. facility closure	__ Phased release __ Widespread power failure __ Military, police, gov't action	__ Full evacuation

Time of Day/ Day of Week	
Wind speed/ direction	
Warning Time	
Expected Duration	

Initial Discovery Stage Communications	✓	Comments
R-ESF #1 Information exchange: Is there a need for communications across jurisdictions **within transportation? If yes,** confirm details, below, and prepare R-ESF #1 Essential Elements of Information (Section II).		
Need for one-on-one calls/ communications? With whom?		
Need for RICCS[SM] R-ESF #1 Call(s)? If yes:		
▪ **Determine R-ESF #1 Lead Agency**		
▪ **Who initiates call?**		
▪ **Who participates in call?**		
▪ **When will initial call take place?**		
R-ESF #5 Information exchange: Is there a need for communications within jurisdictions across functions- transportation, EMA, law enforcement, other? **If yes,** prepare R-ESF #1 Essential Elements of Information (Section II) for Initial R-ESF #1 Information Exchange with R-ESF #5 (Section III).		

R-ESF #1 COORDINATION WORKSHEET
Section II of VII

Worksheet designed to assist R-ESF #1 in early assessment of situation.

Initial R-ESF #1 Essential Elements of Information (EEI) Exchange		
Description	✓	**Comments**
About the incident – see Sec. I		
1) About the transportation system		
A. Roadway Status		
-Limited closures (list if possible)		
-Extensive closures (describe briefly)		
-Other		
B. Rail System Status		
-Limited closures (list if possible)		
-Extensive closures		
-Other		
C. Bus Transit System Status		
-Limited closures (list if possible)		
-Extensive closures		
-Other		
2) Potential actions to be taken		**See Strategy Worksheets- Sections V, VI and VII**
3) Potential recommendations to decision makers		
4) Initial R-ESF #1 input through R-ESF #5 for R-ESF #14 general public message		
5) Confirm time for next call		
6) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section III of VII

Worksheet designed to assist in formulating R-ESF #1 information exchanges with R-ESF #5 decision-makers.

Initial R-ESF #1 Information Exchange with R-ESF #5		
Description	✓	**Comments**
1) Information needed from decision-makers		
2) Information needed from federal agency representatives		
3) Information to provide to decision makers		
4) Information to provide to federal agency representatives		
5) Other issues		

EMA Direction- ✓as appropriate	**Perimeter of Affected Area**	**Surrounding Affected Area**	**Rest of Region**
Shelter In Place			
Selective Evacuation			
Staged or Phased Evacuation			
Full Evacuation			
No danger anticipated / "Watch and Wait"			
No action			
Anticipated/ Actual Federal Actions			
Comments			

R-ESF #1 COORDINATION WORKSHEET
Section IV of VII

Worksheet designed to assist in updating information for coordination within R-ESF #1 and with R-ESF #5 as the situation develops.

Subsequent R-ESF #1 Calls		
Description	**✓**	**Comments**
R-ESF #1 information exchange		
1) Update on incident		
2) Status of transportation system		
3) Update on agency preparedness		
4) Coordination needed		
5) (Additional) strategies to consider		
6) Recommendations to decision makers		
7) Define updated R-ESF #1 input through R-ESF #5 for R-ESF #14 general public message		
8) Confirm time for next call		
9) Other issues		
Updated R-ESF #1 information exchange with R-ESF #5		
Description	**✓**	**Comments**
1) Information needed from decision-makers		
2) Information needed from federal agency representatives		
3) Information to provide to decision makers		
4) Information to provide to federal agency representatives		
5) Other issues		

R-ESF #1 COORDINATION WORKSHEET
Section V of VII

Worksheet designed as checklist reminder of roadway strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transportation Roadway Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
- Coordinated traffic signals, traffic control				
-CCTV, VMS, Signage				
-Highway Advisory Radio				
- AM or PM peak roadway configurations in effect (during off-peak hours)				
-Dynamic rerouting				
-Roadway clearance Tow trucks deployed? Maintenance/ Construction lanes cleared?				
-Bus set- aside routes				
-Access restrictions				
-Permit shoulder use				
-Reverse lanes, roadway directions				
-Active management- critical intersections				
Other				

R-ESF #1 COORDINATION WORKSHEET
Section VI of VII

Worksheet designed as checklist reminder of transit strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transit System Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
-Metrorail utilization				
-Metrobus maintains regular routes				
-Metrobus on priority routes				
-Metrobus in special evacuation service				
-Time required for arrival of transit vehicles				
-Recycling potential- feasible? Needed?				
-Local buses maintain regular service				
-Local buses on priority routes				
-Local buses in special service				
-Time required for arrival of buses				
-Recycling potential- feasible? Needed?				
-Charter/school buses deployed				
-Taxis, others deployed				
-Bus shuttles between key Metro stations				
-Regional buses divert to Metro stations				
-Traffic control at key stations				
-Auto traffic to alternate pick-up sites- ad hoc parking				
VRE, MARC- normal service				
VRE, MARC- normal service, changed time				
-VRE, MARC, AMTRAK - added service – w/ CSX, other				
Other				

R-ESF #1 COORDINATION WORKSHEET
Section VII of VII

Worksheet designed as checklist reminder of transportation demand management strategies that may be useful and that may require coordination across jurisdictions in the event of a major incident.

Transportation Demand Strategies				
Description	**Is this needed? ✓**	**Individual Action Needed?**	**Coordi-nation Needed?**	**Comment**
See also Communications				
-HOV mgt.- regular restrictions in effect, normal hours				
-HOV mgt.- regular restrictions in effect, changed hours				
-Emergency HOV; "Super-slug"				
-Timed/ staged Fed. Release				
-Staged/ staggered general release				
-"Stay Put"/lock down- population not at-risk				
-Close roads for pedestrian use				
-Embargo vehicles- e.g., delivery (except emergency supplies)				
-Pedestrian & bicycle strategies				
Other				