City and County of San Francisco Emergency Response Plan

ESF #1: Transportation Annex

Contents

FOREWARD

Event Process Flowchart ..... *iii*

SECTION 1: INTRODUCTION 1

1.1 Coordinating and Supporting Departments 1
1.2 ESF Responsibilities 1
1.3 Purpose 1
1.4 Scope 1

SECTION 2: CONCEPT OF OPERATIONS 3

2.1 General Concepts 3
2.2 Transportation Primary Roles 3
2.2.1 Transportation Department Operation Centers 3
2.2.2 EOC Transportation Branch 4
2.3 Emergency Transportation of People 7
2.3.1 Evacuation 7
2.3.2 Operation Return Plan 8
2.3.3 Paratransit 9
2.4 Emergency Transportation of Animals 9
2.4.1 Animal Care 9
2.5 Private Sector Partners 10
2.5.1 Private Sector and Non-Governmental Organizations 10
2.6 Information Flow 11
2.7 Transportation Organization and Structure 13
2.7.1 Organization 13
2.7.2 Transportation Responsibilities 14
2.8 Notification and Activation 17
2.8.1 Notification 17
2.8.2 Activation 17
2.8.3 Response Actions 18
2.8.4 Deactivation 20

SECTION 3: PLANNING ASSUMPTIONS 21

APPENDIX A: LIST OF ABBREVIATIONS AND ACRONYMS 23

APPENDIX B: DPW EMERGENCY PRIORITY ROUTES 25

APPENDIX C: OPERATION RETURN PLAN 27

APPENDIX D: FINANCIAL DISTRICT EVACUATION PLAN 29

TABLES

Table 2-1: Agencies Potentially Involved in an Evacuation Order
Table 2-2: ESF #1 Private Sector Partners
Table 2-3: ESF #1 Responsibilities
Table 2-4: Scalable ESF #1 Activation

FIGURES

Figure A: Event Process Flowchart
Figure 2-1: ESF #1 Transportation Information Flow
Figure 2-2: ESF #1 Transportation Organization

ESF #1: Transportation
Event Process Flow Chart

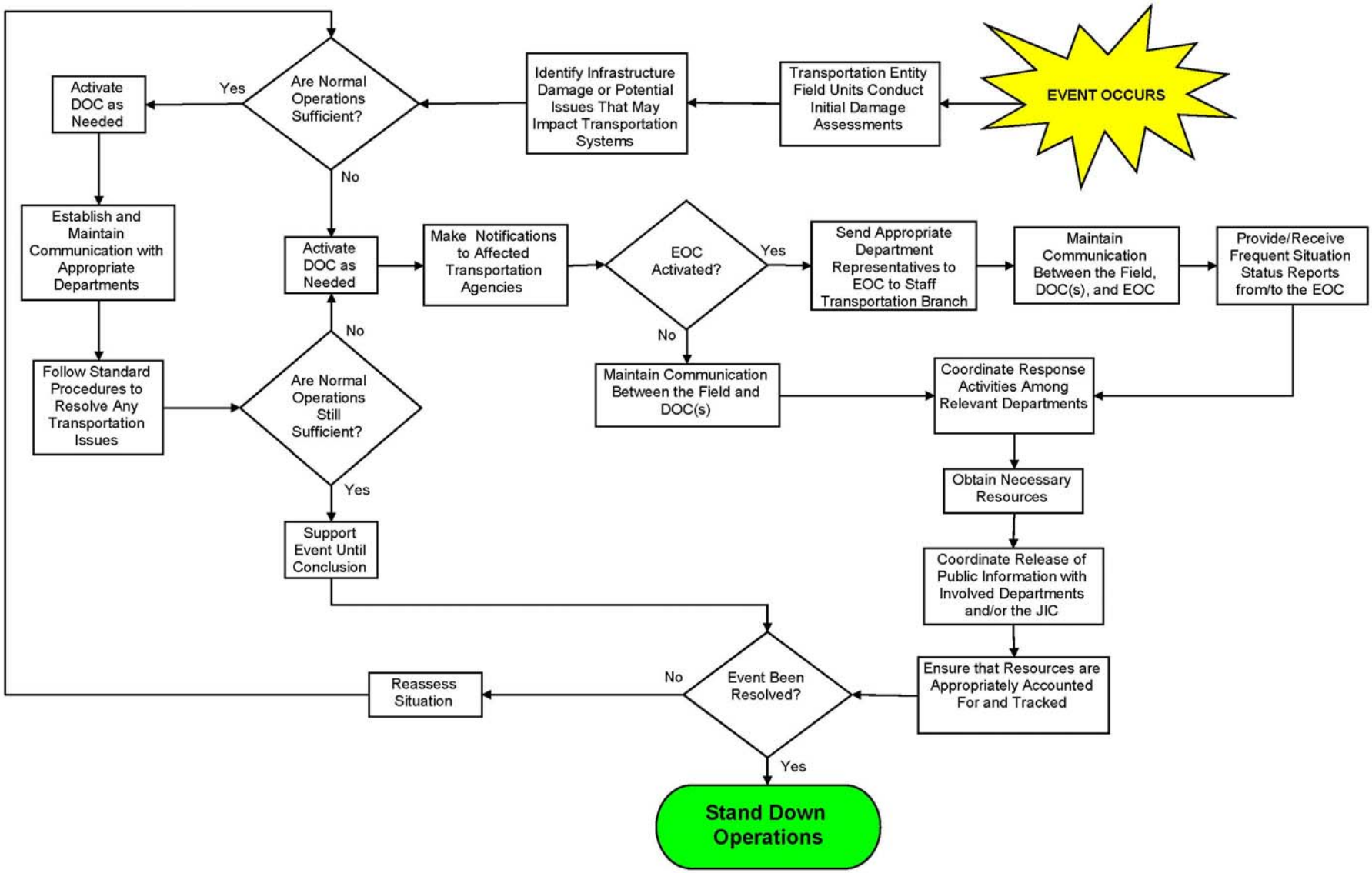

Figure A: Event Process Flow Chart

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Section 1: Introduction

1.1 Coordinating and Supporting Departments

Coordinating Department	MTA
Supporting Department(s)	DEM, DPW, Port, SFO, SFPD, SFSD, BART

1.2 ESF Responsibilities

Department	Responsibilities
MTA	• Coordinate all CCSF ESF #1 activities • Maintain contact with field personnel and/or DOC(s) involved with response operations • Staff EOC Transportation Branch as required • Request Mutual Aid when needed • Coordinate the use of additional transportation resources • Maintain communication with ESF #1 representatives; provide ongoing situation status updates
DEM **DPW** **Port** **SFO** **SFPD** **SFSD** **BART**	• Provide agency-specific damage assessment information • Send a representative to the relevant DOC(s) or EOC to assist with transportation activities • Provide ongoing situation status updates to the EOC and/or appropriate DOC • Assist with transportation route reconnaissance and reconfiguration • Perform other emergency responsibilities as assigned

1.3 Purpose

The *Emergency Support Function (ESF) #1: Transportation Annex* provides guidance for the effective coordination of citywide transportation response activities and identifies the actions of all involved entities during threatened or actual disaster events within the City and County of San Francisco (CCSF). The purpose of this function is to provide citywide coordination among aviation, maritime, surface, and railroad transportation activities, as well as between public and private organizations.

1.4 Scope

ESF #1: Transportation supports CCSF transportation response activities by facilitating the collection and coordination of transportation system information. This annex details the

procedures, responsibilities, and concept of operations of ESF #1 during a potential, imminent, or declared emergency. Specific objectives of ESF #1 are to:

- Monitor and report status of damage to transportation systems, facilities, and infrastructure as a result of the incident.
- Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinate the restoration and recovery of the transportation systems, facilities, and infrastructure.
- Coordinate mutual aid assets through the Regional Emergency Operations Center (REOC) as the availability of regional assets is impacted by and/or has an effect on CCSF.

Section 2: Concept of Operations

2.1 General Concepts

ESF #1: Transportation is the responsibility of all the transportation systems and providers within CCSF. During a CCSF Emergency Operations Center (EOC) or transportation agency Department Operations Center (DOC) activation, the implementation of the *ESF #1: Transportation Annex* will be led by the San Francisco Municipal Transportation Agency (MTA) and supporting departments. Procedures pertaining to this function are in compliance with the Standardized Emergency Management System (SEMS), Incident Command System (ICS), the Regional Emergency Coordination Plan (RECP) Transportation Subsidiary Plan, and the San Francisco Emergency Response Plan (ERP).

This Concept of Operations outlines the following elements of the Transportation function:

- Transportation Primary Roles
- Emergency Transportation of People
- Emergency Transportation of Animals
- Private Sector Partners
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

2.2 Transportation Primary Roles

2.2.1 Transportation Department Operation Centers

A DOC is an operational/logistical entity designed to serve as a departmental coordinating body in support of field-level incident management. Its broad function is to assist in bringing an incident to a close, to maintain internal department operations—e.g., continuity of operations (COOP) and continuity of government (COG)—and, when necessary, to collaborate a citywide response through the CCSF EOC.

Depending on the type and scale of the event, CCSF transportation departments may activate their DOCs in order to better facilitate departmental response operations. If the event is large in scale, Unified Command may be established among several CCSF departments to better coordinate field operations. In addition, the CCSF EOC may be activated to coordinate a citywide emergency response. If the EOC is activated, CCSF transportation departments may send a representative to the EOC Transportation Branch to assist with the citywide coordination of transportation activities.

The following CCSF transportation departments have DOCs that may be activated in an emergency situation:

- Municipal Transportation Agency (MTA)
    - Municipal Railway (Muni)
- Port of San Francisco (Port)
- San Francisco International Airport (SFO)

2.2.2 EOC Transportation Branch

The primary purpose of the EOC Transportation Branch is to collect and disseminate information about the status, needs, and available resources of the transportation systems and infrastructure within CCSF. The Transportation Branch will ensure that information is sufficiently verified and coordinated with EOC Operations Support Section branches, CCSF departments, and other transportation entities. During an EOC activation, the Transportation Branch provides a single point within the City wherein all transportation-related information is collected and a common operating picture is developed. With this information, the Transportation Branch will facilitate citywide coordination of the following activities:

- Support route clearance and recovery activities
- Designate ingress/egress routes for emergency response vehicles and personnel
- Coordinate response operations designed to restore and maintain normal operations of CCSF public transportation systems
- Designate evacuation routes and provide evacuation information to emergency responders and the Joint Information Center (JIC)
- Assist with the transportation of individuals unable to evacuate themselves
- Assist with transportation of the ill and injured under ESF #8: Public Health and Medical Services, and those in custody under ESF #13: Law Enforcement
- Provide transportation for CCSF Disaster Service Workers (DSWs) and emergency responders during recall operations, to include busing employees from outside the city to various work locations within the city (see *Appendix C: Operation Return Plan*)
- Assist with the transport of emergency commodities and assets

The Transportation Branch is composed of liaisons from MTA, the Port of San Francisco, the San Francisco International Airport (SFO), Bay Area Rapid Transit (BART), and any other transportation agency deemed appropriate to the situation. The EOC Transportation Branch has direct lines of communication with other city departments, regional and state authorities, and private sector partners.

Transportation Branch Positions

According to the needs of the event, the following positions may be activated within the Transportation Branch:

- **Transportation Branch Coordinator:** The Transportation Branch Coordinator is the designated branch lead, and is responsible for coordinating information to and from the Transportation Branch and the EOC Operations Section. The Transportation Branch Coordinator will be staffed by a representative from MTA.

  The Transportation Branch Coordinator is responsible for the following:
  - Collect and compile situation status reports from transportation DOCs on a recurring basis; submit situation status reports to the Planning Section Situation Status Unit; provide updates to the Operations Support Section Chief
  - Disseminate EOC Action Plans and Cumulative Situation Status Reports to branch staff and associated DOCs
  - Ensure that objectives proposed to EOC Action Plan meet the needs to bring the situation under control
  - Coordinate with regional partners to provide resources to restore air, water, and land transportation systems (the REOC; Metropolitan Transportation Commission [MTC])
  - Coordinate and assist with the development of alternative solutions and resources in order to complete missions tasked to the branch

- **Route Recovery Unit Leader:** The Route Recovery Unit Leader will coordinate with the Infrastructure Branch, California Highway Patrol (CHP), and CalTrans to gather assessment data about damage to roads and highways, and with the Infrastructure Branch, Construction and Engineering Group to identify priority routes and develop and implement route recovery plans. The Route Recovery Unit Leader will also coordinate with the Law Enforcement Branch and the Human Services Branch to facilitate the following:
  - Evacuation transportation
  - Transportation of the ill, injured, and those in custody with law enforcement
  - Transportation of DSWs and emergency responders during recall operations
  - Transportation of emergency commodities and assets

- **Traffic Control Unit Leader:** The Traffic Control Unit Leader will coordinate with the MTA DOC and the Law Enforcement Branch to ensure that appropriate traffic control measures are in place.

- **Mass Transit Unit Leader:** The Mass Transit Unit Leader will coordinate the assessment of all mass transit systems, facilities, and infrastructure within CCSF. The Mass Transit Unit will then coordinate mass transit restoration and recovery activities with the appropriate local and/or regional entities. These may include the following:
  - MTA
  - BART
  - Caltrain
  - San Mateo Transit District (SamTrans)

- Santa Clara Valley Transportation Authority (VTA)
- Alameda-Contra Costa Transit (AC Transit)
- MTC
- Other private mass transportation providers throughout the region

- **Water Transportation Unit Leader:** The Water Unit Leader will coordinate the assessment and restoration of water-based transportation systems, facilities, and infrastructure within CCSF. The Water Unit Leader may coordinate with the following water transportation entities:
  - Port
  - Ferry Companies
  - United States Coast Guard
  - Water Emergency Transit Authority (WETA)
  - Other private water transportation providers throughout the region

- **Air Transportation Unit Leader:** The Air Unit Leader will coordinate the assessment and restoration of air transportation systems, facilities, and infrastructure. Information and operations will be coordinated with air transportation entities throughout the region, to include:
  - SFO
  - Oakland International Airport (OAK)
  - Norman Y. Mineta San Jose International Airport (SJC)
  - Moffett Federal Airfield (NUQ) in Mountain View and Sunnyvale, Santa Clara County
  - Travis Air Force Base (SUU) in Fairfield, Solano County
  - Concord/Buchanan Field Airport (CCR) in Concord, Contra Costa County
  - Hayward Executive Airport (HWD) in Hayward, Alameda County
  - Livermore Municipal Airport (LVK) in Livermore, Alameda County
  - Napa County Airport (APC) in Napa, Napa County
  - Palo Alto Airport (PAO) in Palo Alto, Santa Clara County
  - Reid-Hillview Airport (RHV) in San Jose, Santa Clara County
  - San Carlos Airport (SQL) in San Carlos, San Mateo County
  - Charles M. Schulz - Sonoma County Airport (STS) in Santa Rosa, Sonoma County
  - Other private air transportation providers throughout the region

2.3 Emergency Transportation of People

2.3.1 Evacuation

The authority for evacuation orders, along with managing the movement of evacuees, is the responsibility of the San Francisco Police Department (SFPD), with logistical support by many other City departments. Evacuation authorities are defined at both the State and City levels in the *Closing Areas in Emergencies* Section of the California Penal Code 409.5(a) and the Government Code, Section 8607.

In addition to SFPD, other officials may issue an evacuation order. The order can be issued by the Mayor in consultation with the San Francisco Department of Emergency Management (DEM) Director and/or the Policy Group, or the following individuals or their designee:

- DEM Director
- San Francisco Fire Department (SFFD) Chief
- San Francisco Sheriff's Department (SFSD) Sheriff
- Department of Public Health (DPH) Director

Once approved, SFPD and their mutual aid partners will be dispatched to affect the order if it is safe to do so.

The following City departments and supporting organizations may be involved in an evacuation order:

City Departments and Supporting Organizations	
American Red Cross (ARC)	San Francisco Police Department (SFPD)
Building Owners and Managers Association (BOMA – SF)	San Francisco Sheriff's Department (SFSD)
California Highway Patrol (CHP)	San Francisco Unified School District (SFUSD)
San Francisco Animal Care and Control (ACC)	San Francisco Giants / AT&T Park (SFG/ATTP)
San Francisco Department of Building Inspection (DBI)	Mayor's Office (MO)
San Francisco Department of Emergency Management (DEM)	Municipal Transportation Agency (MTA)
San Francisco Department of Public Health (DPH)	Port of San Francisco (Port)
San Francisco Department of Public Works (DPW)	Neighborhood Emergency Response Team (NERT) Under SFFD
San Francisco Fire Department (SFFD)	Public Utilities Commission (PUC)
San Francisco Human Services Agency (HSA)	United States Coast Guard (USCG)
San Francisco Office of the Chief Medical Examiner (OCME)	

Table 2-1: Agencies Potentially Involved in an Evacuation Order

Evacuation Routes

Evacuation routes will be established by SFPD, in collaboration with DPW, MTA, Caltrans, and CHP. *Appendix D: Financial District Evacuation Plan* identifies evacuation routes from within the city to the Embarcadero. MTA will staff traffic control points until the above listed departments have sufficient resources to implement road and street closures.

- DPW will place message boards at requested intersections to divert traffic along the evacuation routes if required
- SFPD, SFSD, and CHP will provide security by setting up roadblocks, barricades, and/or a system of patrols; DPW may also provide assistance with barricades

For further details about evacuation, please refer to *Appendix D: Financial District Evacuation Plan*.

2.3.2 Operation Return Plan

All CCSF employees are designated as Disaster Service Workers (DSWs) during a disaster situation. However, many DSWs do not live within city boundaries, and will need special transportation assistance in order to report to work in San Francisco. The same is true of emergency responders who work in Federal, State, and critical private sector positions. Following a disaster that severely impacts normal transit routes in and around the City, the CCSF Operation Return Plan (Operation Return) will be activated. Operation Return provides DSW and emergency responders with transportation into and around the City, and tourists and non-residents transportation out of the city.

Operation Return is CCSF's plan to transport responders who arrive in San Francisco via the Regional Emergency Coordination Plan: Transportation Coordination and Response Plan. Buses, trains, planes, and boats will transport those incoming DSW's and emergency responders to Collection Points in San Francisco.

Operation Return provides transportation options and guidelines within, outside of, and around San Francisco following an event where normal transportation is shutdown on two of the four major transportation arteries. Operation Return activation affects all CCSF agencies employing DSW's, as well as other emergency responders who must enter San Francisco for work. Implementation of Operation Return specifically relies on the following agencies:

- MTA
- Port
- DPW
- DHR
- DEM
- SFPD
- California Emergency Management Agency (CalEMA), Coastal Region (REOC)
- MTC
- USCG
- WETA

Operation Return assumes coordination from the Transportation Branch, which is responsible for coordinating response and recovery support activities of the CCSF's public and private mass transportation systems. MTA is the designated lead agency for the branch when the Operation Return Plan is activated. The Port, SFO, DHR, DEM, SFPD, CHP, BART, and Caltrain are designated support agencies. The EOC Transportation Branch personnel have direct lines of communication with other city departments, regional and state authorities, and private sector partners.

For further information about Operation Return, see *Appendix C: Operation Return Plan.*

2.3.3 Paratransit

San Francisco Paratransit, operated by MTA, provides an essential lifeline of service which links the San Francisco Bay Area disabled and transit dependent population to life sustaining, critical medical and other necessary services. When a disaster occurs, damage to CCSF transportation infrastructure, including paratransit services, may result in a significant decrease of available service.

During an emergency event, San Francisco Paratransit may be called upon to provide transportation for life sustaining medical treatment, supplemental services for emergency response, or for assistance in recovery efforts. Specifically, San Francisco Paratransit may support emergency transportation activities in the following areas:

- Support MTA with the emergency movement of people by providing personnel and/or resources such as paratransit buses and vans
- Continue operation of San Francisco paratransit services by supplying passengers with needed transportation to life-sustaining medical appointments, support facilities, etc., as the situation permits
- Communicate service changes, interruptions, or suspensions of San Francisco Paratransit' service to contract service providers and customers

Paratransit services will be conducted by organizations pre-identified by and contracted through MTA, or by community-based organizations, such as On-Lok. Presently, the Mayor's Office on Disability and the Disability Disaster Preparedness Committee is working to engage the non-profit and service providers who work with seniors and disabled persons in a Statement of Understanding Project (SOU).

2.4 Emergency Transportation of Animals

2.4.1 Animal Care

The Animal Care and Control (ACC) representative in the Human Services Branch will coordinate with the Transportation Branch to arrange for the transportation of injured animals to triage areas, field hospitals, or other operational animal facilities as deemed necessary. Ongoing assessments will be made to determine the type and number of transportation vehicles that will be needed. This information will be relayed to the ACC DOC or the ESF #11: Animal Response representative in the EOC as appropriate. For further information, refer to the *ESF #11: Animal Response Annex*.

2.5 Private Sector Partners

2.5.1 Private Sector and Non-Governmental Organizations

Some private sector organizations, such as privately owned utilities and transit companies, play a direct response role in emergency transportation. Others may assist in providing response and recovery resources. Responsibilities of private sector organizations and non-governmental organizations may include:

- Transporting goods, providing equipment, removing debris, and performing other response and recovery functions under contracts with local and state governments
- Providing status reports and sending liaisons to local EOCs, Operational Area EOCs, the REOC, or the State Operations Center (SOC) upon request
- Coordinating with government agencies to facilitate an effective restoration of services
- Providing specific emergency response and recovery roles (for example, the American Red Cross, represented in the REOC Care and Shelter Branch, the SOC, and most Operational Area EOCs, may provide care and shelter for displaced persons during a regional emergency or disaster)
- Providing resources to support an emergency event in response to a Governor's Order, as authorized in the Emergency Services Act
- Receiving EOC Cumulative Situation Status Reports in order to inform field-level response teams

Private sector partners that may have a role in mass transportation operations include the following:

Private Sector Partners	
AC Transit	Golden Gate Ferry
Angel Island/Tiburon Ferry	Golden Gate Transit
BART	Greyhound Lines
Bayline Tours	Hotel Transit Vans
Blue & Gold Fleet	SamTrans
Caltrain	Taxis (Luxor, Desoto, Yellow, Black & White)
Coach America	Veolia Transportation

Table 2-2: ESF #1 Private Sector Partners

2.6 Information Flow

ESF #1 facilitates communication among multiple response levels during citywide coordination of transportation information. The following provides an overview of the various ESF #1 coordination levels that maintain communication during a disaster event. Figure 2-1 below depicts the relationship of how information is collected and passed up from the field level to the EOC and from the EOC back to the field level.

- **Field Level**
  - Assess and monitor the status of transportation systems
  - Implement transportation operations as necessary
  - Submit frequent situation status reports to the appropriate DOC
  - Repair and restore transportation roadways, facilities, and infrastructure
- **DOC Level**
  - Maintain communication with the field level regarding the status transportation systems
  - Receive requests for resources from the field; fulfill requests internally or communicate requests to the EOC
  - Coordinate with the appropriate agencies to plan for multiple operational period needs
  - Submit periodic situation reports to the EOC
- **EOC Transportation Branch**
  - Gather information from DOC representatives on a continual basis
  - Submit DOC situation status reports to the Transportation Branch Coordinator
  - Disseminate cumulative EOC situation status reports to the DOC and field level teams
  - Coordinate with regional, State, or Federal entities as necessary
- **Operations Support Section Chief**
  - Ensure EOC situational awareness of ongoing transportation system status/issues
  - Exchange information about support operations, needed resources, and field situation status for projected multiple-operational periods
  - Develop objectives in the EOC Action Plan to mitigate further transportation damage and restore needed transportation services
- **Supporting ESF Departments**
  - Support MTA as the lead agency in transportation system issues; support the EOC, DOC(s), and field operations as requested
  - Maintain communication with appropriate departmental representatives by providing frequent situation status updates

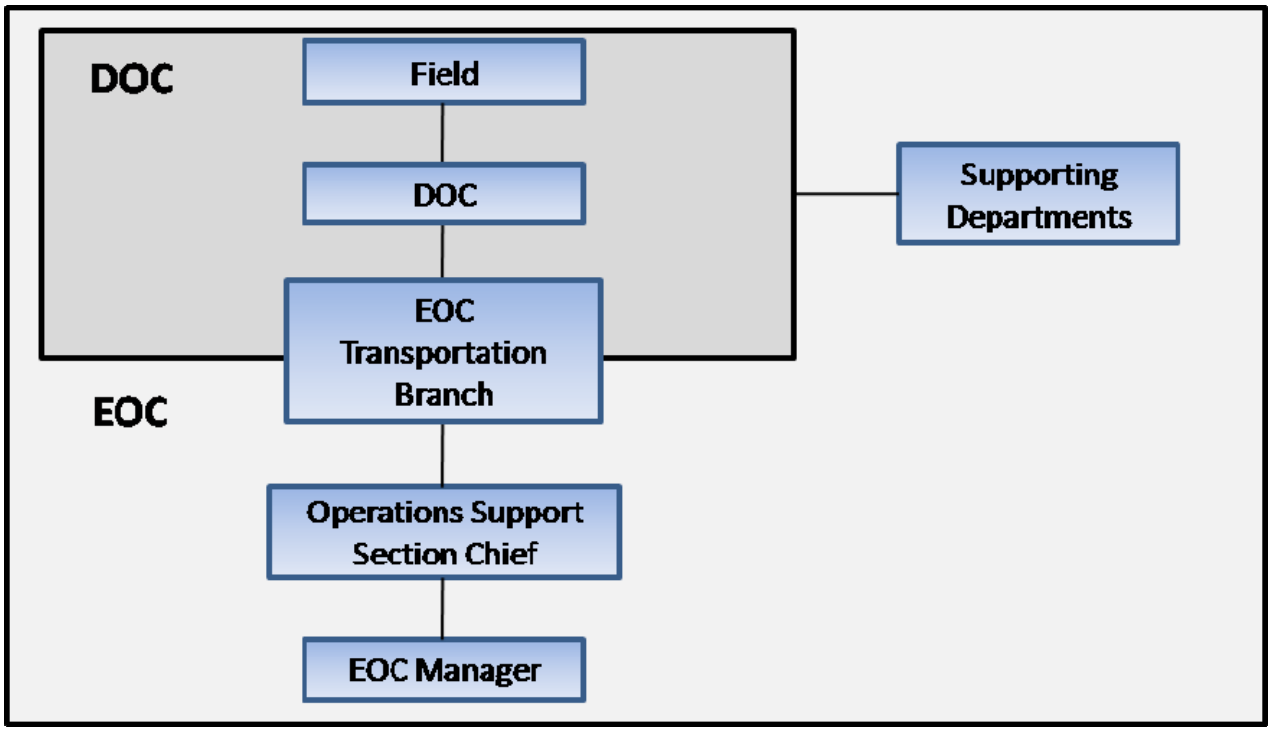

Figure 2-1: ESF #1: Transportation Information Flow

2.7 Transportation Organization and Structure

2.7.1 Organization

ESF #1 encompasses support from numerous transportation entities to ensure that citywide transportation information and activities are communicated and conducted in a coordinated manner. The EOC Transportation Branch is the central location in which this coordination takes place during a major CCSF event. Figure 2-2 depicts the relationship between the EOC Transportation Branch and the various involved CCSF departments, as well as its coordination within the EOC.

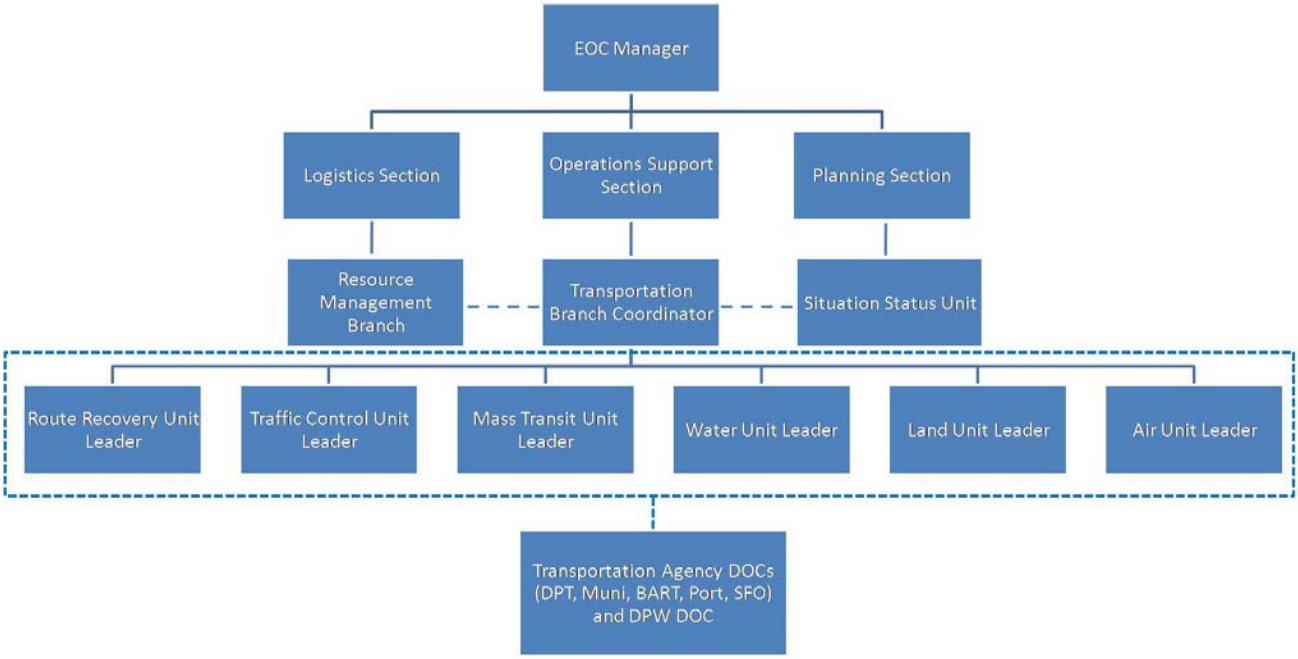

Figure 2-2: ESF #1: Transportation Organization

2.7.2 Transportation Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with an ESF #1 activation. Entities needed to support ESF #1 operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
CCSF Entities	
MTA	• Activate MTA DOC as necessary • If activated, send an MTA representative to act as a liaison between the EOC and the MTA DOC • Coordinate the collection, organization, and dissemination of information about the operational status of ESF #1 agencies • Report all road closures, and ensure that accurate information about road closures is communicated to the EOC Situation Status Unit and Operations Support Section Chief • Forward all transportation resource and assistance requests that cannot be filled internally to the EOC Logistics Section, noting which requests require involvement from the REOC • Liaise with state and federal ESF #1 agencies; ensure appropriate integration of state and federal agencies into local command and support organizations • Ensure damage assessments are performed on transportation systems, infrastructure, facilities, and equipment • Provide personnel for enforcement of traffic control points • Assist Muni and DPW with the identification of alternate routes of travel • Assist emergency responders with traffic enforcement as requested • Provide road signage for access to and egress from incident site • Assist with control and access to and from the incident site • Report updated situation status, damage assessment, and road closure information to the EOC Transportation Branch • After DPW verifies bus routes, distribute route information and maps to EOC, DOCs, and Unified Command Post; communicate updates on route status to field units • Develop alternate routes and collection points based on streets that are accessible to buses, per the Operation Return Plan • Re-route transportation services in order to avoid area congestion • Report updated situation status, damage assessment, and closure information to the EOC Transportation Branch
BART	• Report updated situation status and information to the EOC Transportation Branch
DEM	• Activate the EOC • Assist in acquiring regional, State, and Federal resources, if requested

Entity	Responsibility
DPW	• Activate DPW DOC as necessary • Report updated situation status information to the EOC Transportation Branch • Maintain accurate information regarding road closures; ensure this information is accurately submitted to the EOC Situation Status Unit and the Operations Support Section Chief • Support traffic management through placing barricades, placing signage, adjusting traffic signals, etc. • Clean streets for essential routes
Port	• Activate Port DOC as necessary • On land, coordinate with law enforcement (SFPD) for crowd control • On water, coordinate with SFPD Marine Unit, SFFD Fire Boat, USCG, and WETA • Report updated situation status, damage assessment, and transportation closure information to the EOC Transportation Branch • Determine regional ferry debarkation and CCSF collection point site status; if pre-determined ferry collection points are unusable • Establish alternate ferry terminals and provide new maps for distribution to the Port, MTA, and SFPD at ferry collection points when Operation Return is activated • Identify needed materials or personnel resources (e.g. barricades, staff, etc.) in order to carry out Transportation Branch functions • Develop new transportation information for immediate dissemination to the EOC, DOCs, and the JIC for release to the media outlets
SFO	• Activate the SFO DOC as necessary • If appropriate, send a SFO representative to staff the EOC Transportation Branch, Air Unit • Report updated situation status and damage assessment information to the EOC Transportation Branch • Through coordination with the Transportation Branch, conduct assessments and restoration of SFO systems, facilities, and infrastructure • Ensure that information and air operations are coordinated with air transportation entities throughout the region
SFPD / SFSD	• Activate the SFPD and SFSD DOC as necessary • Request traffic control through MTA • Determine evacuation routes, manage evacuation traffic, and evacuate citizens to safety zones • Provide Port with enforcement of security and safety zones using law enforcement officers as requested through the EOC • SFPD Marine Unit will work collaboratively with USCG and Neptune Coalition to secure resources from outside the region, if necessary • Ensure efforts are coordinated with the Port, SFFD, and MTA • If Operation Return has been activated, ensure that law enforcement officers track DSWs getting on bus, prioritize loading of buses, and establish perimeter security and crowd control measures

Entity	Responsibility
Regional/State/Federal Entities	
CalEMA	• Activate the REOC • Receive a damage report (Situation Status Report) that includes damage, incapacitation, closure of facilities and of major roads; casualties sustained on transportation systems in the City and County of San Francisco • Notify MTC, Caltrans, WETA, CHP, USCG and other affected transportation agencies that an emergency response is underway in San Francisco. • Prepare, coordinate, and communicate regional emergency information, response activities, resources, and transportation capabilities available to respond to the transportation needs for CCSF • Receive and process a request, from the CCSF EOC for CCSF Operation Return activation, for the issuance of an activation order to the MTC • Issue a mission assignment to the MTC to activate the Regional Emergency Coordination Plan and Regional Transportation Coordination and Response Plan. • In coordination with the MTC and USCG, notify the CCSF EOC Transportation Branch Coordinator that Operation Return is operational, and the types and levels of service transit providers in and near the affected area are capable of and will provide. • Make decisions when competing demands for limited resources exist
CHP	• Enforce route restrictions on California roadways and bridges • Implement road and street closures in the affected areas • Assist with establishing and securing traffic control and access points as needed • Inform the EOC Transportation Branch, in conjunction with the 511 Traveler Information System and Caltrans, of information for roadway conditions, capacity, and delays within or affecting CCSF
MTC	• Activate the MTC EOC • Coordinate the response of Bay Area transit resources among mass transportation agencies, CalEMA, USCG, CHP and CalTrans • Activate the Regional Emergency Coordination Plan and Regional Transportation Coordination and Response Plan • Notify the REOC and CCSF EOC of those activations, and establish the schedule for collecting Situation Status Reports. • Establish the types and levels of services that transit providers in and near the affected areas are capable of and will be providing while the Plan is activated • Manage the 511 Traveler Information System, which is a free phone and Internet service providing up-to-the-minute information on Bay Area traffic conditions; incidents; detour routes; driving times; schedule, route and fare information for public transit services; transportation alternatives; park-ride facilities; and other information

Entity	Responsibility
USCG	• Maintain, monitor, and report on the safety and navigability of Bay Area Waterways; and conduct patrols of waterways within the affected area • Make and enforce decisions regarding the use, opening or closing of Bay Area waterways or ports to vessel traffic. Notify REOC and WETA of decisions • Activate, if required, a mutual aid assistance plan to San Francisco and Treasure Island, in which ferry operators in the region have agreed to respond to incidents that threaten the safety of passengers and crew aboard vessels in the San Francisco Bay and the California Delta • Raise and lower the MARSEC level as appropriate. During MARSEC 3, the ports will likely be shut down • Provide emergency response services as requested by REOC
WETA	• Coordinate waterborne emergency transportation response with REOC • Receive and coordinate requests for basic waterborne transportation services from MTC, Op Areas, other transit operators, and REOC. WETA is the current coordinator for contracts with private ferry companies • Coordinate emergency transportation response functions with port staff • Provide information to MTC regarding terminal locations, schedules and capacities

Table 2-3: ESF #1 Responsibilities

2.8 Notification and Activation

2.8.1 Notification

In the event of a CCSF emergency requiring citywide transportation coordination, MTA in coordination with the San Francisco Department of Emergency Management (DEM) will determine the activation needs of ESF #1. Notification will then be issued to relevant supporting ESF #1 departments, and to any additional departments or agencies as required. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail incident information, reporting instructions, and any relevant coordination information.

2.8.2 Activation

ESF #1 activation will be concurrent with any incident requiring an elevated need for transportation coordination. The level of activation will be determined according to the needs and magnitude of the event. Transportation DOC(s) and/or EOC coordination may be necessary during the following situations:

- During any event where transportation operations exceed the capacity of normal operations
- During regional activities that require activation of multiple transportation DOCs
- The magnitude of the event requires mutual aid

- Response and recovery operations will involve multiple city departments
- Response and/or recovery efforts are expected to last an extended period of time

Scalable Activation

ESF #1 operations will increase or decrease based on the type and nature of the emergency and the magnitude of the event. The level of activation is generally based on an event's resource or staffing requirements and the impact on the community. Table 2-2 below illustrates a scalable emergency response activation according to event type.

Emergency Situation	Example	Coordinating Department	Activation Type
Simple Event	An event involving routine assistance from supporting departments.	MTA	• Field Operations • DOCs (as necessary)
Complex Event	A large-scale event that requires assistance from multiple departments/ESFs, and/or EOC activation.	MTA	• Field Operations • DOCs • EOC (as necessary)

Table 2-4: Scalable ESF #1 Activation

2.8.3 Response Actions

Step 1: Initial Assessment

- Transportation entity field units conduct initial damage assessments
- Identify infrastructure damage or potential major problems that may impact transportation systems; report to department supervisors

Step 2: Activate DOC(s); Provide EOC Staff

- If appropriate, activate the MTA DOC, Port DOC, and SFO DOC
- If EOC is activated, send departmental representatives as requested to staff the Transportation Branch
    - Determine activation needs of Transportation Branch Units and assign unit leader responsibilities to the most appropriate personnel
- Make notifications to affected transportation agencies in CCSF, the REOC, MTC, and Caltrans

Step 3: Gather Information

Obtain continual situational awareness of the entire transportation network for specific impacts from the incident. Information will be gathered from the following sources:

- Transportation personnel in the field
- Other responding departments

- Transportation DOCs
- Private transportation entities
- Regional transportation entities (MTC, WETA)
- State and Federal agencies, as appropriate (Department of Traffic [DOT], the Federal Emergency Management Agency [FEMA], etc.)
- Media (via broadcast, web information, blogs, print, social media)

Step 4: Coordinate Response Activities

- Identify potential major problems and mitigate minor problems on priority roadways and at roadway structures
- In collaboration with DPW or the EOC Infrastructure Branch, identify temporary alternative transportation solutions to be implemented by others when primary systems or routes are unavailable or overwhelmed
    - Provide Muni vehicle operators and copilots, plus law enforcement officers, with route information and maps
    - Update all affected transportation agencies of road closures and route changes
- Implement appropriate air traffic and airspace management measures
- Coordinate the issuance of regulatory waivers and exemptions
- In the event of an evacuation or activation of Operation Return, notify SFPD of security needs at all the collection points such as perimeter security, crowd control issues, and assistance for:
    - Loading DSWs and/or emergency responders on Operation Return shuttles
    - Crowd management for people leaving on out-bound regional vehicles
    - Tracking DSW's as they board vehicles for destination locations

Step 5: Coordinate/Obtain Resources

- Arrange and acquire required resources such as: buses, trains, planes, taxi's, shuttle vans, ferries (both locally and regionally), and vehicle operators, co-pilots, and support personnel
- Notify and request assistance from supporting departments as needed
- Determine additional transportation resource needs and request mutual aid assistance as necessary
- Track all costs including personnel time, fuel, repairs and resources for reimbursement and cost expenditure records

Step 6: Release Public Information

- Provide information and instructions to the JIC or Public information officers (PIOs) for the public, regarding transportation system use
- Disseminate emergency information and guidance to the public, private, and government organizations

- Initial public information includes, but not be limited to, the following:
    - Damage assessment and estimated/anticipated duration
    - Transportation actions to resolve issues
    - Collaborative community efforts from businesses, industries, and residents

Step 7: Continue to Monitor, Track, and Inform

- Monitor and report the status of and damage to the transportation system and infrastructure
- Receive and respond to requests for information
- Provide situation updates, as necessary
- Obtain continual situational awareness of the entire transportation network for specific impacts from the incident.

2.8.4 Deactivation

ESF #1 will be deactivated when the need for additional transportation coordination has diminished, ceased, or returned to normal operations. Deactivation of ESF #1 may occur incrementally according to the need or lack of need for specific ESF #1 functions. ESF #1 may be deactivated or scaled back at the discretion of MTA, the EOC Manager, or the Operations Support Section Chief once a plan for demobilization has been coordinated.

Section 3: Planning Assumptions

The following planning assumptions for ESF #1: Transportation apply:

- Roads and bridges immediately surrounding the affected area will be damaged or heavily congested, impairing emergency transportation to, from, and within the area.
- Disasters can reduce the availability of many local resources and may require the transportation of resources to the affected area.
- Hazards that affect CCSF may damage transportation infrastructure and may hamper the movement of emergency personnel and delay the delivery of vital resources.
- Transportation missions may include:
    - Support to general evacuation, including traffic management (e.g., road closures, altering traffic signals, etc.)
    - Support to evacuation of vulnerable populations
    - Supporting management of traffic around incident sites to secure the site and allow for adequate ingress/egress of emergency vehicles
    - Transport of the elderly or other vulnerable populations who might be stranded in their homes
    - Transportation of emergency workers and other critical personnel
    - Transportation of materials such as supplies, fuel, and equipment
- In addition to the coordinating/supporting agencies with ESF #1 responsibilities, ESF #1 interagency coordination may also involve:
    - Regional and/or state entities for mutual aid
    - Public safety agencies, PUC, and others regarding priorities for the restoration of critical routes
    - Law enforcement agencies regarding traffic control
    - PIOs and/or the citywide JIC, enacting ESF #15: Joint Information System, to keep stakeholders and the public informed about road closures, alternate routes, and the timing of route restoration

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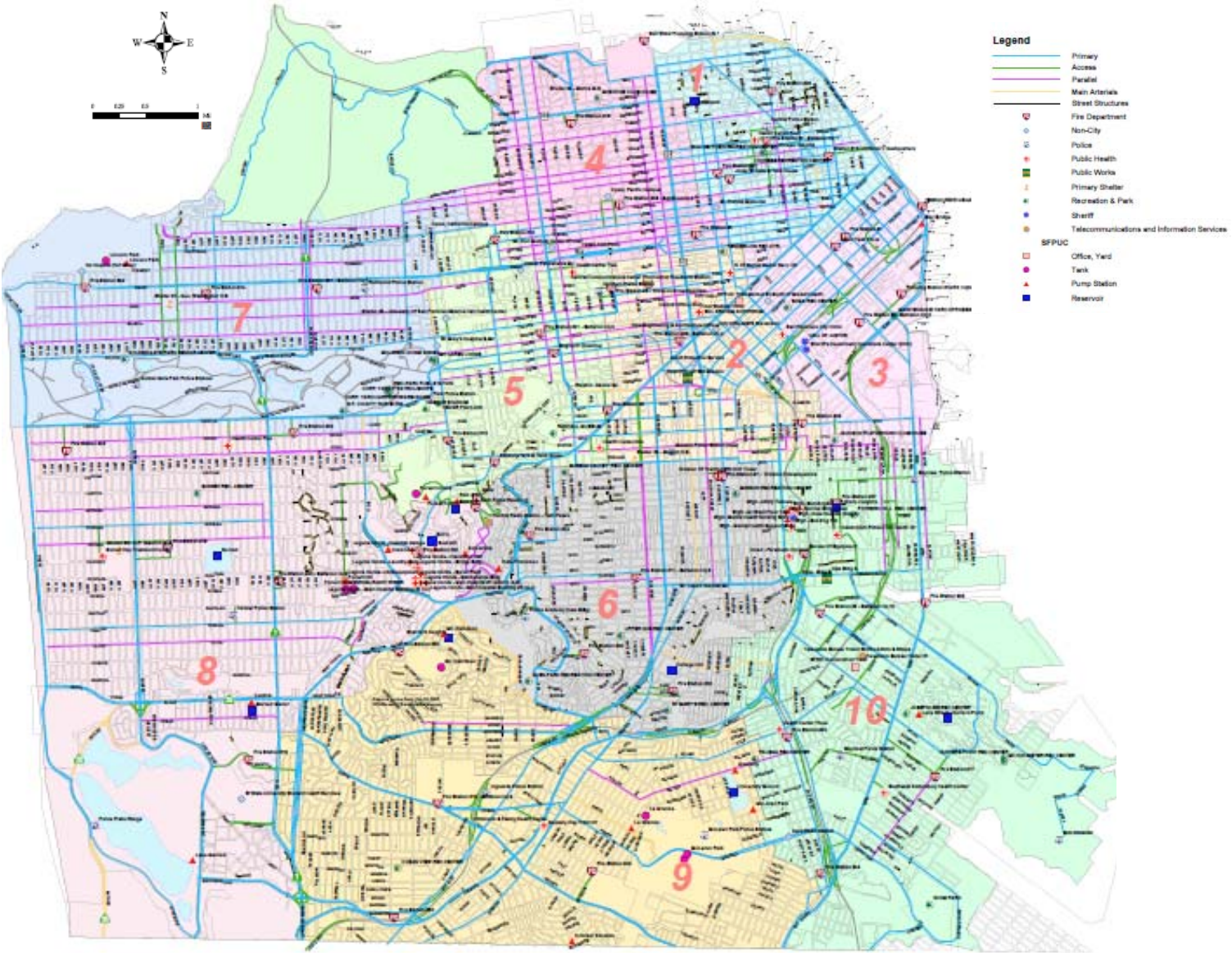
Appendix A: List of Abbreviations and Acronyms

The following abbreviations and acronyms are used in this annex:

AC Transit	Alameda-Contra Costa Transit
ACC	Animal Care and Control
APC	Napa County Airport
ARC	American Red Cross
BART	Bay Area Rapid Transit
BOMA	Building Owners and Managers Association
CalEMA	California Emergency Management Agency
CCR	Concord/Buchanan Field Airport
CCSF	City and County of San Francisco
CHP	California Highway Patrol
COG	Continuity of Government
COOP	Continuity of Operations
DBI	Department of Building Inspection
DEM	Department of Emergency Management
DOC	Departmental Operations Center
DPH	Department of Public Health
DPW	Department of Public Works
DSW	Disaster Service Worker
EOC	Emergency Operations Center
ERP	Emergency Response Plan
ESF	Emergency Support Function
HSA	Human Services Agency
HWD	Hayward Executive Airport
ICS	Incident Command System
JIC	Joint Information Center
LVK	Livermore Municipal Airport
MO	Mayor's Office
MTA	Municipal Transit Authority
MTA	Municipal Transportation Agency
MTC	Metropolitan Transportation Commission
NERT	Neighborhood Emergency Response Team
NUQ	Moffett Federal Airfield
OAK	Oakland International Airport
OCME	Office of the Chief Medical Examiner

PAO	Palo Alto Airport
PIO	Public Information Officer
Port	Port of San Francisco
PUC	Public Utilities Commission
RECP	Regional Emergency Coordination Plan
REOC	Regional Emergency Operations Center
RHV	Reid-Hillview Airport
SamTrans	San Mateo Transit District
SEMS	Standardized Emergency Management System
SFFD	San Francisco Fire Department
SFG/ATTP	San Francisco Giants / AT&T Park
SFO	San Francisco International Airport
SFPD	San Francisco Police Department
SFSD	San Francisco Sheriffs Department
SFUSD	San Francisco Unified School District
SJC	Norman Y. Mineta San Jose International Airport
SOC	State Operations Center
SQL	San Carlos Airport
STS	Charles M. Schulz – Sonoma County Airport
SUU	Travis Air Force Base
USCG	United States Coast Guard
VTA	Santa Clara Valley Transportation Authority
WETA	Water Emergency Transit Authority

Appendix B: DPW Emergency Priority Routes



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Appendix C: Operation Return Plan

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Appendix D: Financial District Evacuation Plan

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