Crisis Management for Small Urban, Rural and Tribal Transit Agencies

2020 NTICC

September 1, 2020

Rob Lynch
Training Coordinator
Small Urban and Rural Center on Mobility

NDSU | UPPER GREAT PLAINS TRANSPORTATION INSTITUTE
SMALL URBAN AND RURAL CENTER ON MOBILITY

RED RIVER

SANDBAG XPRS

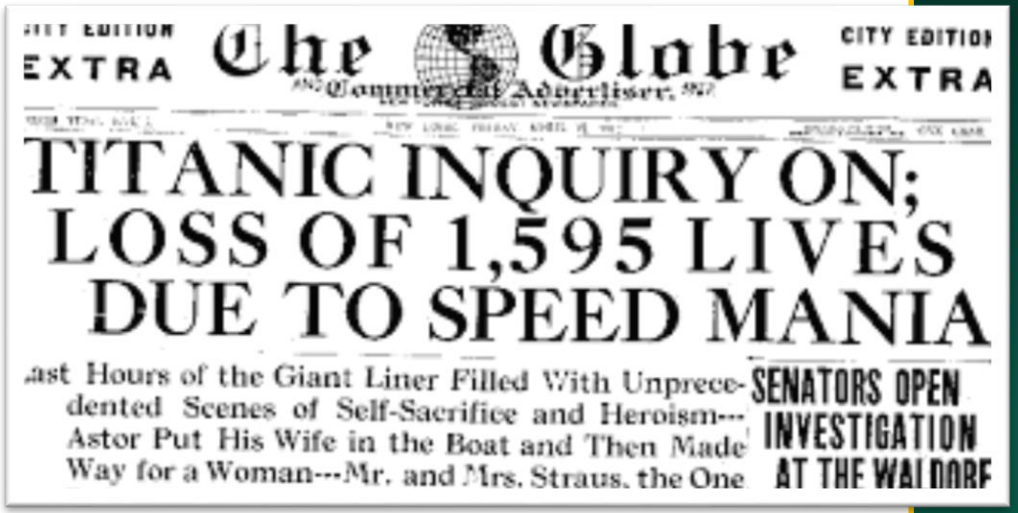
WEST TRAIL

Casualties of a crisis

Property damage

Injury

Loss of life


EXTRA The Globe and Commercial Advertiser. EXTRA

TITANIC INQUIRY ON; LOSS OF 1,595 LIVES DUE TO SPEED MANIA

ast Hours of the Giant Liner Filled With Unprece-dented Scenes of Self-Sacrifice and Heroism--- Astor Put His Wife in the Boat and Then Made Way for a Woman---Mr. and Mrs. Straus, the One

SENATORS OPEN INVESTIGATION AT THE WALDORF

Transit agency <u>REPUTATION</u>

What is a crisis in transit?

- An adverse event that causes a disruption in our normal operations
  - **Naturally occurring events**
  - **Man-made events**
  - **Employee/staff situations**
  - **Asset specific events**

What is a crisis in Transit?

Flooding

Winter storm

Hurricane

Tornado

Wildfire

Drought

Health crisis

- Foodborne
- **Bodily fluids**
- Pandemic

Bomb threats

Active shooter/sniper

Hostage situation

Vandalism

Technology hacking

Terrorism

Economic crisis

Traffic accidents

Boycotts and protests

Civil Unrest

What is a crisis in Transit?

Workplace injuries

Negligent hiring

Employee misconduct

Workplace violence

Drug/alcohol abuse

Internal theft

Board crisis

Strikes/workplace protests

Staffing crisis

Fuel/chemical spills

Service/route changes

Contracts and agreements

Power/utility failures

Vendor disruptions

Procurement issues

Equipment failure

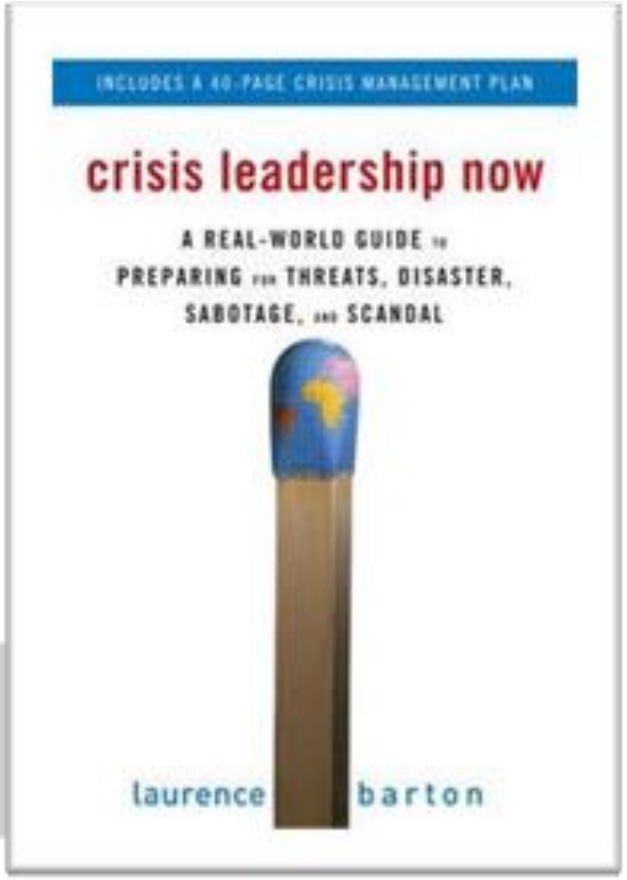
Bus/building fire

Structural failure

Communication

- ✓ Increase communication, don't decrease
- ✓ Communicate in regular intervals
- ✓ Communicate clearly and concisely
- ✓ Provide facts, not opinions
- ✓ Provide the appropriate information to the appropriate people
- ✓ Use multiple tools for communicating
- ✓ Provide opportunities for feedback

Working with the media



Working with the media

We will answer questions honestly and in a timely manner.

We will minimize the use of technical terms and industry jargon.

We will emphasize that we are cooperating with first responders and investigators and we will avoid speculation as to the cause of the emergency until government investigations are completed.

Working with the media

We will acknowledge every question, but we also will recognize that we do not have to answer any question that requires speculation on the part of the company.

We will avoid the phrase "no comment" and ask for the public's patience as we attempt to assess the complexity of our situation.

Working with the media

We will provide our customers with realistic estimates as to what happened, but we will avoid speculative comments why and how the crisis occurred until a complete investigation is performed.

Components of a plan

- Facility, vehicle maintenance, TAM plans
- Strategic plan
- Public participation plan
- Marketing plan
- Manpower plan
- Financial plan
- Business continuity plan
- Performance measurement plan

Resources

- *crisis leadership now* by Laurence Barton (includes a 40 page Crisis Management Plan) www.larrybarton.com
- www.ready.gov/business
- www.ugpti.org/surcom/training
- FTA www.transit.dot.gov *Critical Incident Management Guidelines*

Thank you!

Rob Lynch
Training Coordinator
Small Urban and Rural Center on Mobility

rob.lynch@ndsu.edu.com
www.ugpti.org/surcom

Rural Transit During Crisis

National Transportation in Indian Country Conference
September 1, 2020

John David Tovey III "J.D." Ph.Dc. AICP

Tribal Planning Director
Confederated Tribes of the Umatilla Indian Reservation, Pendleton OR
2014 - Present

Enrolled member of the CTUIR

Bachelors of Landscape Architecture
University of Idaho, 2003

Master of Urban Planning
Certificate of Urban Design
University of Washington, 2008

Inter. PhD Urban Design & Planning
University of Washington:
Candidate

Senior Urban Designer
Green Consulting Group, Inc.
Mount Dora, Florida 2004-2008

Marchand, M et.al. (2013) *River of Life: Sustainable Practices of Native American Indigenous Peoples.* Seattle, WA: Higher Education Press

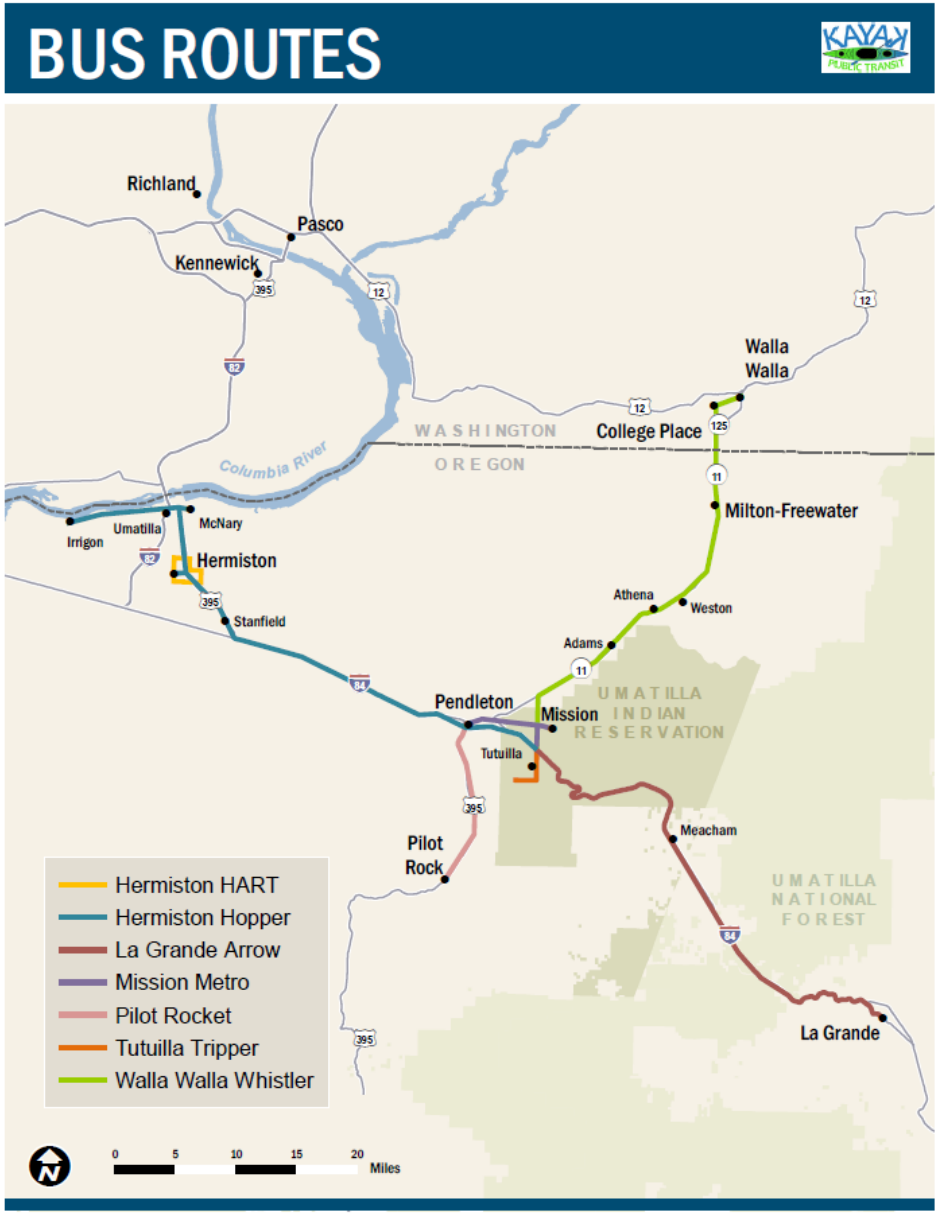
Marchand, M et.al. (2019) *The Medicine Wheel: Environmental Indigenous Decision Making Process of Indigenous Peoples.* East Lansing, MI: Michigan State University Press

Kayak Public Transit

- Public Transit Agency Funded by 5311, 5311(c), and other state and local dollars.
- Founded in 2001 as CTUIR Public Transit, rebranded in 2014 as Kayak Public Transit
- K'ay'ak means "to remove hindrances."
- Serves 4 counties in Northeast Oregon and Southeast Washington
- Serves 18 Communities, Towns and Cities – 1 will be added in 2021-2022.
- Ridership in 2019 was 106,000

Maps by CTUIR GIS Program

Kayak Public Transit



Maps by CTUIR GIS Program

Kayak Public Transit

CTUIR voters approve 1855 Treaty boundary

Constitutional amendment OK'd by 2-to-1 margin

Story Page 3

CUJ

Confederated Umatilla Journal

The monthly newspaper of the Confederated Tribes of the Umatilla Indian Reservation ~ Pendleton, Oregon

March 2020 Section A Volume 28, Issue 3

Casino, schools re-open after coronavirus scare

Wildhorse employee is third positive test in Oregon

By Casey Brown of the CUJ

MISSION – Wildhorse Resort & Casino and Nixyaawii Education Center re-opened Wednesday, March 5, two days after Tribal officials learned that an employee of the gaming facility had tested presumptive positive for coronavirus.

It was the third person in Oregon who was presumed positive for COVID-19, commonly referred to as novel coronvirus. The other two cases are in Lake Oswego.

Tribal leaders closed Wildhorse, including the hotel, and the Education Center at noon Monday, March 3, as a safety precaution and ordered a sanitizing regimen.

A battery of workers toiled for two days cleaning the facilities.

Wildhorse Casino General Manager Al Tovey reported that the building had been sanitized by Monday afternoon (March 3).

He said that day that crews were going to "double clean" the facility and were considering bringing in an outside company for more cleaning.

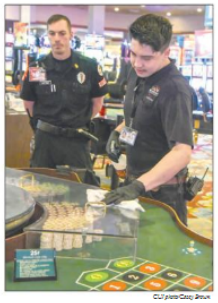
As of March 4, the COVID-19, which originated in China, had caused illness across more than 70 countries. In the United States, the virus had spread to 14 states. Nine people had died in Washington state.

An employee of Wildhorse Resort & Casino, fell ill at an AAU basketball tournament in Weston and was taken to a hospital in Walla Walla, Washington.

In response, Wildhorse was closed for the first time in its 23-year history.

The Board of Trustees (BOT) met in an emergency meeting early March 2 and established an Incident Command, which consists of staff from Yellowhawk Tribal Health Center and

Coronavirus closes casino on page 2A



CUJ photo/Casey Brown

Joseph Adams, custodian, and Andrew Lofting, security supervisor, were two of the staff members that sanitized Wildhorse Resort & Casino during a temporary closure.

February flood hammers Reservation

SPECIAL REPORT

FLOODS OF FEBRUARY 2020

SECTION C

By Casey Brown of the CUJ

UMATILLA INDIAN RESERVATION – A State of Emergency was declared Feb. 6 by the Board of Trustees for the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) when the Umatilla River breached its banks Feb. 6-7.

Heavy snow topped by four inches of rain and unusually warm temperatures caused a melt that resulted in record-level flooding on the Umatilla Indian Reservation and in three eastern Oregon counties and Walla Walla County in Washington. Residents of the reservation, in Pendleton, Weston, Milton-Freewater, and Echo were hit hard.

Several other locations issued states of emergency: in Umatilla, Wallowa, and Union counties; several municipalities, including Pendleton and Milton-Freewater; and at the state level by Governor Kate Brown. A federal disaster designation is being considered by the Confederated Tribes and State of Oregon.

A measuring station near Gibbon records the height of the river in feet. In 2019 the average was between 3.5-4.5 feet. The floodwater Feb. 6 sent the river level to a new high of 12.08 feet.

According to Kate Ely, CTUIR Umatilla Basin hydrologist, that equated to water flows of 13,500 cubic feet per second (cfs).

Water levels were much higher than what people typically refer to as a "100-year flood," but is more appropriately called a 100-year recurrence interval, according to the United States Geological Survey in the US Department of the Interior.

Ely said the numbers fall in the upper range of the 500-year frequency. The peak was just over 12 feet near Gibbon and caused

Flood hammers reservation on page 6A

CUJ photo/Kelsey

Valentine's Gathering

Nicholl and Nila Mayfield, the children of Ken Mayfield and Cicily Moses, get their stess in around the Longhouse floor during the Valentine's Gathering at the Mission Longhouse Feb. 12. Community members gathered to share a meal, dance, and spend time together. For more pictures, turn to Page 11A.

CTUIR Incident Command Team taking aggressive measures as world wrestles with COVID-19

Wildhorse Resort & Casino will remain closed through April. The golf course is closed to the public, but open to members who want to walk. CUJ photo/Kelsey

CTUIR vs. COVID-19

Wildhorse to furlough 900 employees

Board of Trustees orders residents of Umatilla Reservation to stay at home

By Wil Phinney of the CUJ

MISSION – The COVID-19 outbreak hasn't officially hit any individual member of the Confederated Tribes of the Umatilla Indian Reservation, but the worldwide pandemic has still punched the Tribes in the gut.

Besides turning the community's day-to-day routine upside down, the coronavirus is wreaking havoc at Wildhorse Resort & Casino, a source of funding for Tribal government. Wildhorse operates the casino with several restaurants, a hotel, Cineplex, golf course and RV park.

Wildhorse CEO Gary George said the gaming facility will "break even in March" even after losses that will likely cost the Tribes upwards of $3 million

Wildhorse furloughing 900 on Page 23A

Courtesy of the Confederated Umatilla Journal

Kayak Public Transit

Derailment cleanup

Union Pacific crews, under the watchful eye of federal agency officials, cleaned up the mess after 10 cars derailed about three miles east of Meacham on private land owned by Pendleton Ranches. Only one of the cars was carrying a hazardous substance, which is used in making a commercial strength adhesive. Tribal Fire Department was first on the scene, which was near the border of the Umatilla and Union County lines. The state's HazMat Team in Hermiston was called, along with officals from the railroad and federal agencies. There's more on Page 4.

Photo by Austin Huber, CTUIR Department of Natural Resources

Nine killed and dozens injured in Oregon tour bus crash

31 December 2012 Share

Nine people died and 26 were treated in hospital after a tour bus crashed through a guard rail and plunged 100ft (30m) in Oregon, authorities say.

Around 40 travellers were believed to have been on board when the vehicle veered off Interstate 84 down an embankment on Sunday morning.

The passengers were reportedly

Rescue crews braved wintry conditions ropes to pull survivors from the wreckage

Clockwise from Upper left:
Confederated Umatilla Journal, Kayak Public Transit, East Oregonian, BBC World News,

Obligation

Poll #1

- As a recipient of federal transit dollars we have some obligation to provide assistance as able in the event of an emergency.
- Bus drivers and other staff are not first responders and it would not be appropriate to put any transit employee directly in harms way.
- Reasonable accommodation to assist in evacuations, transporting food or supplies, or service personnel.

American Red Cross

Coordination

- Transit may not be the first thing that comes to mind for local emergency responders or incident commanders.
- Review your jurisdictions Hazard Mitigation Plan and it's Emergency Management Plan. These are documents required by FEMA to qualify for emergency support.
- If you are not listed and have roles assigned work with Emergency Manager to become involved.
- These plans should include all actors, and have "pull-out sheets" for emergency scenarios.
- Table Top Exercises

USA Today

Preparedness

Poll #2

Senior Staff, Dispatchers:

- Training Training Training.
- Senior Staff need to understand their specific roles.
- Understand their obligations and authorities in the event of an emergency
- Having back up plans for back up plans
- FTA Federal Transit Administration Emergency Relieve Manual: Reference manual for States and Transit Agencies on Response from Declared Disasters and FTA's Emergency Relief Program.

Preparedness

Drivers:

- Keeping Drivers up-to-date on passenger safety and driving safety.
- Not all emergencies make the news. A vehicular accident the bus passes by or an accident that involves the bus itself will require the fast and clear headed decisions of the driver.
- Ensure the drivers understand their obligations. Emergencies require quick action. A bus enroute that receives a direction needs to know exactly what to do without much further direction.
- Ensure drivers understand their limitations. Some may want to push safety limits to help.

Preparedness

Organizational and Policy:

- Hazard Pay or Emergency Response compensation.
- Employee support, and relief for reporting for emergencies
- Volunteer onboarding and coordination
- Random items that are often overlooked:
  - Pets
  - Personal belongings
  - Personal connection to the emergency
  - Fueling requirements
  - Continuity of operations – Standing Delegation of Authority
  - Utilization of Facilities as shelters
  - Route and System wide shut down policy and procedures

Reporting

- In the event of an emergency, money shouldn't stop you from providing assistance
- Have a process in place prior that ensures accurate record keeping that identifies all expense (salary, O&M, supplies, other expenditures).
- In the event of a tribal, state or national emergency, reimbursement for expenditures may be available.

Floods of 2019 & 2020

2019
Helped evacuate a senior living home that was threatened by floods.

2020
On standby for evacuation transport.

Recovery efforts in transporting residents.

COVID 19

CTUIR Incident Command Team taking aggressive measures as world wrestles with COVID-19

Wildhorse Resort & Casino will remain closed through April. The golf course is closed to the public, but open to members who want to walk. CJ photo/Phinney

CTUIR vs. COVID-19

Wildhorse to furlough 900 employees

Board of Trustees orders residents of Umatilla Reservation to stay at home

By Wil Phinney of the CUJ

MISSION – The COVID-19 outbreak hasn't officially hit any individual member of the Confederated Tribes of the Umatilla Indian Reservation, but the worldwide pandemic has still punched the Tribes in the gut.

Besides turning the community's day-to-day routine upside down, the coronavirus is wreaking havoc at Wildhorse Resort & Casino, a source of funding for Tribal government. Wildhorse operates the casino with several restaurants, a hotel, Cineplex, golf course and RV park.

Wildhorse CEO Gary George said the gaming facility will "break even in March" even after losses that will likely cost the Tribes upwards of $3 million

Wildhorse furloughing 900 on Page 23A

- Immediate concern for staff and passengers. All decisions reflected their safety first.
- One of the first cases in Oregon was associated with Umatilla Indian Reservation
- Pre-existing sanitizing policy
- Shut-down policy enacted
- Notification of staff, passengers, jurisdictions, media, social services, area Public Health Authorities.

COVID 19

- Vehicle modifications include:
  - Restricted occupancy: posted and physical
  - Installation of barriers

- Driver Precautions:
  - Required PPE such as facemasks, face guards, training on behavior and sanitization.

- Detailer/Bus washers
  - Necessary equipment and PPE
  - Documented cleaning schedule

- Dispatchers
  - Protocols for when Contact Tracers contact the agency

COVID 19

Operations:

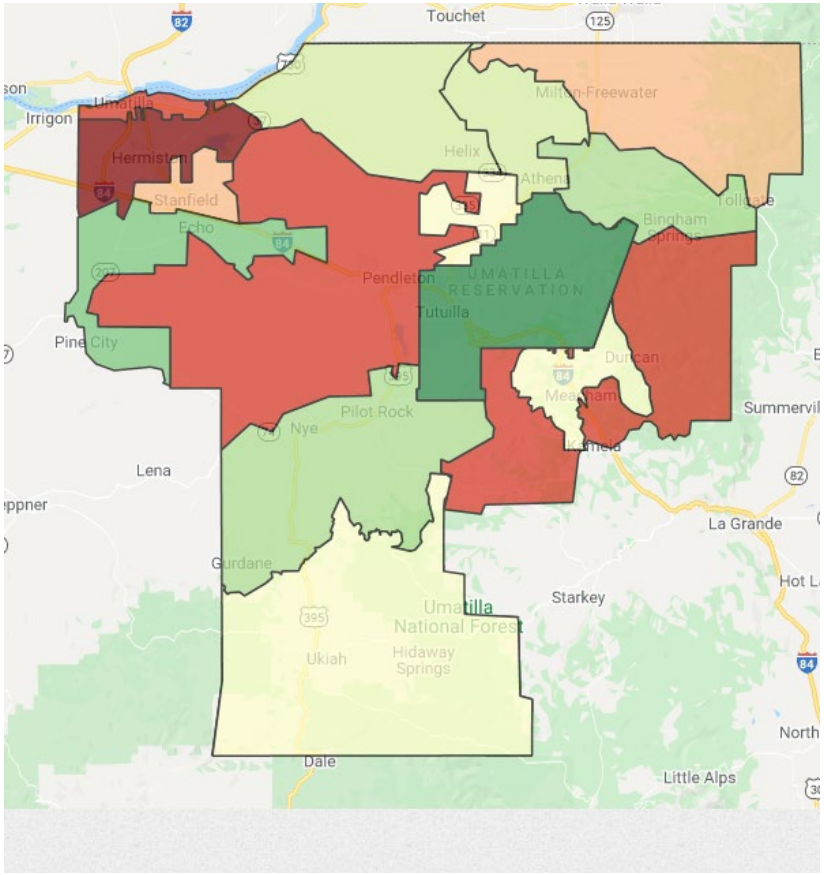
- Developing phases
  - Coordination with Incident Command Team, and Health Authorities.
  - State of Oregon issued guidance documents for transit specifically

- Phase 1
  - Local, Inner-city services
  - Passenger training and notification of requirement

- Phase 2
  - Limited Inter-city services to avoid hotspots

- Phase 3
  - Resumption of services

- Contingency plan for phase rollback



Umatilla County Health Interactive Map: August 26, 2020