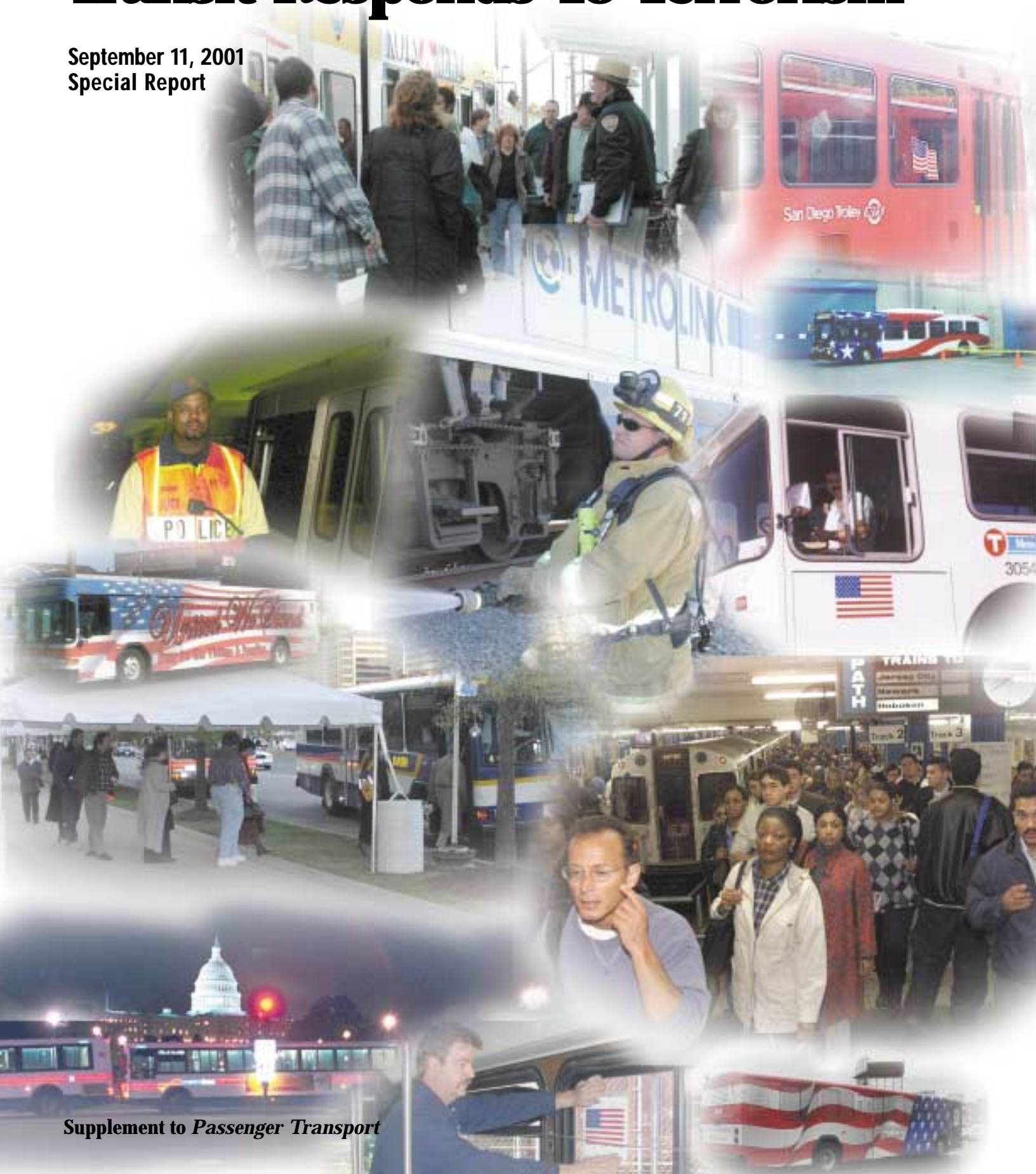


America Under Threat: Transit Responds To Terrorism

September 11, 2001
Special Report



The public transportation industry is in the forefront when it comes to keeping communities moving. Seldom has that been more evident than in the aftermath of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001.

Public transportation again proved it is in a unique position to respond quickly and fill a critical public service role in communities throughout North America. Transit systems in the United States and Canada, led by those in the New York City and Washington, DC, areas, stepped up to meet the challenge.

Transit operators provided direct assistance to ground zero sites in New York City and Washington, including evacuations from affected areas, relocation of bus and rail stops, and emergency transportation of rescue workers and materials.

When office buildings were shut down and airliners were grounded, public transit again demonstrated its role in the national defense. Systems stepped in immediately to deliver people where they needed to go.

Public transit's integral role in building and sustaining communities was clearly established as agencies conducted outreach efforts, such as special service to blood donation sites; relief fund collections; free rides to help stimulate local economies; provisions for transit workers called into active military duty; and rides for workers laid off in the aftermath of the attacks.

Public transportation agencies touched the lives of many and, in the following pages, they tell their stories.

Produced by the staff of



Photo by Michael Rosenthal, New Jersey Transit

PATH Resumes Services and Renews Capital Plans

One month after Sept. 11, the Port Authority Trans-Hudson Corporation was busy carrying 210,000 riders each weekday. Most people do not expect to hear that PATH is providing round-the-clock service. While changes had to be made to accommodate the loss of two key stations, World Trade Center and Exchange Place, PATH is operating more than 1,000 trains a day. That was the norm for PATH, and it is the norm today.

How did PATH do it? The teamwork exhibited by its staff was remarkable. Within hours of the attack and destruction of the World Trade Center, the Transportation Division staff met to develop a new service plan, which would maximize service for the thousands of commuters depending on the system.

Meanwhile, PATH's Way & Structures Division staff was quickly pumping water out of the downtown, under-the-river tunnels and from its Exchange Place Station on the waterfront of Jersey City, N.J.

Exchange Place is a through station and trains cannot be switched to another track; this prohibited operations into and out of the station. In addition, water from the fire-fighting efforts and broken water mains at the World Trade Center had covered the tunnel tracks to Exchange Place and was coming into the station.

PATH took immediate steps to prevent the water from going further into the system. Pumps, sandbags, and finally 16-foot-thick concrete bulkheads were placed over the entrances to the two downtown New York/New Jersey tunnels to prevent water from stopping service as debris is being removed from the 16-acre site where the World Trade Center formerly stood.

Below Ground Zero

What happened to PATH's World Trade Center Line on the morning of Sept. 11? While many people witnessed the events that took place above Ground Zero, few knew until recently what had taken place below Ground Zero. PATH staff's split-second assessments and decisions, along with an emergency response plan, proved invaluable, not only to the staff, but for the riders who were led to safety with no additional loss of life or injuries.



PATH's 33rd Street Station in midtown Manhattan quickly returned to carrying large numbers of commuters during the morning and evening peak periods.

After the first plane hit One World Trade Center, the smoke billowed across the WTC's concourse level and drifted down to the PATH mezzanine level, adding to the tremendous confusion. Calmly, PATH staff and Port Authority Police officers set to work to ensuring the safe evacuation of the last train's passengers in the World Trade Center Station, and the evacuation of passengers waiting on the platform for the next train to New Jersey. Even a homeless man who was reluctant to leave was safely evacuated from the World Trade Center PATH Station.

The PATH Control Center, which monitors all train movements, was notified by Port Authority Police and by a senior staff member to suspend all service into the World Trade Center Station. All but three trains that were already in the station were stopped at intermediate stations or rerouted. PATH's passenger information agents and operation examiners were redirecting passengers to exit platforms and the mezzanine level through stairways to the World Trade Center concourse level.

Police cordoned off the entrance to the PATH station inside the World Trade Center. The last train to enter the station made

the announcement to its 900 passengers that the train would not stop in the station. The train returned safely to New Jersey.

Before Sept. 11, PATH operated five routes through its 14-mile system and carried an average weekday ridership of 260,000 passengers. After the attack, PATH, like the region, was in a state of emergency, allowing passengers free entry into the system when it resumed service at 4:30 p.m. that day and the next day.

Two Stations Lost

As a result of the attack, PATH lost two of its busiest stations—the World Trade Center Station in New York City, located four sub-grade levels below the Twin Towers, and Exchange Place, the last station before the World Trade Center—which together comprised more than 30 percent of typical weekday ridership. PATH quickly resumed service on three routes: Newark to 33rd Street in New York City; Hoboken, N.J., to 33rd Street; and Journal Square in Jersey City, N.J., to Hoboken.

In addition to the amended service routes, PATH coordinated with other re-

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gional transit providers, including New Jersey Transit Corporation, MTA New York City Transit, and NY Waterway, a private ferry operator, to assist the public in re-establishing their daily commutes, especially to lower Manhattan. These efforts proved to be invaluable as each provider assisted in many ways to take passengers to lower Manhattan and along the Jersey City waterfront business district to Exchange Place.

During September and October, NJ Transit allowed PATH riders to transfer onto its Hudson-Bergen Light Rail system at Pavonia/Newport and ride to the Exchange Place area without charging PATH riders.

NY Waterways added ferry service and amended its downtown NYC routes, which originally went to the World Financial Center area by the Hudson River. At first, the new ferry routes landed at Pier 11, on the East River at the foot of Wall Street. More recently, they began docking at Pier A in Battery Park, on the Hudson River, with free transfers available to Pier 11.

Communicating with Riders

PATH used PATHVision, its telecommunications monitor system installed at all stations and public facilities, to make service announcements and inform riders of service alternatives to lower Manhattan using NYC Transit subway connections, or NJ Transit to get to the Exchange Place area. In addition, PATH initiated a comprehensive customer service program to assist passengers at the stations. PATH dispatched management staff and passenger information agents to virtually all stations, and added staff to heavily used stations to help direct passengers and answer questions on alternative connections. PATH also supplemented other forms of communication by making public announcements and issuing written notices to passengers.

Within two weeks of the attack, PATH's ridership returned to 85 percent of its average weekday ridership. However, the changing ridership patterns caused some congestion issues, as most of the stations on the PATH system were built in the nineteenth century and were not equipped to handle the number of riders they are experiencing today.

Focusing on the Future

What changes in service are coming? For PATH, a new schedule was due to be announced for Dec. 2. Thanks to power

traction improvements along its Sixth Avenue route in Manhattan, PATH will be able to improve the timing of some peak period services. In addition, it will revise its service lines to provide greater service and flexibility for riders during the weekend daytime.

In addition to the major loss of two stations, PATH lost its Coin Room operation at the World Trade Center. The Coin Room not only housed the main vault, coin-change banks, and deposit boxes, but was also the QuickCard ticket production center. High-speed encoders, ticket stock, and an inventory of tickets ready for off-site sales were all lost.

To overcome the shortfall of ticket production, NJ Transit was able to assist PATH by using its ticket stock to produce PATH QuickCards and allow PATH to provide tickets for off-site sales to newsstands and shops.

Staff from PATH and the Port Authority of New York & New Jersey have formed a team to work on the future for a PATH station in lower Manhattan. Once engineers can fully assess the damage to the World Trade Center Station, work will begin on one of several proposals now under review.

The first few plans suggest creating an interim station, using the existing station with a sloping ceiling that would cover the street entrance areas and the below-ground station areas. Another option is to start a new station immediately, using an old station used by PATH prior to construction of the World Trade Center. Work plans are being coordinated with the New York Metropolitan Transportation Authority to ensure that the smooth flow of riders and the essential transportation links remain in place

between New York and New Jersey.

In addition to planning a new Coin Room, PATH is moving forward with capital projects that were in place before Sept. 11. Construction work is continuing for the opening of a side platform at the busy Pavonia/Newport Station in Jersey City, blocks north of Exchange Place. A new elevator in compliance with the Americans with Disabilities Act, wider staircases, and more amenities are being constructed to provide riders with easier use of PATH service at the station with the fastest-growing ridership.

New plans are in progress to help PATH deal with congestion in other stations. Now that service is not available to downtown Manhattan, riders are crowding PATH's Christopher Street and Ninth Street stations in New York and its Grove Street Station in Jersey City. PATH is planning to add new entrances to these three stations.

"I am proud of our staff's hard work to quickly resume PATH service on Sept. 11 and to redirect service to help all our riders commute between New York and New Jersey every day," said PATH Director/General Manager Michael P. DePallo. "We are focusing our energies on ways to ease congestion and rebuild a station in lower Manhattan."

PATH is working with the New York MTA and NJ Transit to share information and plans to keep the regional engines running for all its passengers. Thanks to all their help, PATH is gearing up for the future...to carry more passengers in more comfort between New York and New Jersey.

"It's very clear that transit must be a vital component of any city's transportation plans to begin with, and certainly any emergency plans....We need to keep in mind the crucial role that a reliable public transportation network can play in responding to the demands of the traveling public."

U.S. Sen. Paul S. Sarbanes (D-Md.)

New York MTA's Agencies Leap into Action

Within minutes of the Sept. 11 attack on the World Trade Center, the agencies of New York's Metropolitan Transportation Authority responded. Emergency plans went into effect, with initial efforts focused on securing the safety of passengers. Trains were moved to safe locations, passengers discharged, and service halted. **Not a single life was lost.**

For security reasons, subway and commuter rail service was suspended citywide, and all MTA bridges and tunnels were closed.

By midday, subway lines not directly impacted, including remaining service on the affected west side of Manhattan, were running well, allowing for the evacuation of millions of commuters who had come into Manhattan that morning. In addition, the MTA's two commuter railroads, Long Island Rail Road and Metro-North Railroad, were up and running within a matter of hours, amid a series of threats made against them. All subway, bus, and railroad fares and tolls were suspended to facilitate the evacuation of people and vehicles. MTA Bridges and Tunnels reopened outbound.

"I'm very proud of our employees' contributions—both in their jobs and in the volunteer work so many have undertaken—toward getting New York through the crisis following the attack," said MTA Chairman Peter S. Kalikow. "We are looking forward to rebuilding our system as fast as possible while keeping our capital program a top priority."

Within a day of the attack, transit service returned to normal in much of New York City, except for lower Manhattan, and efforts focused on restoring as much service as possible to this area. With the exception of the Brooklyn-Battery Tunnel, which remained closed to general traffic through mid-October, all bridges and tunnels were fully reopened.

MTA New York City Transit pressed its capabilities to the limit to open up this part of the city to business prior to the opening bell of the New York Stock Exchange on Sept. 17. Within a week after the attack, limited bus service was restored to the east side of lower Manhattan, two buses provided service into the financial district, and subway service resumed to four key stations near Wall Street.



An NYC Transit crane and construction workers help with rescue and recovery efforts at Ground Zero.

Both have since expanded service further.

In addition to restoring access to the city, the MTA also played a pivotal role in the rescue and recovery effort. NYC Transit made available a fleet of buses to move the thousands of workers into and out of Ground Zero, shuttling police officers to checkpoints, supplies to staging areas, and firefighters to their firehouses. MTA Long Island Bus diverted 20 buses to assist the city's Office of Emergency Management. More than 3,400 of NYC Transit's steelworkers, welders, masons, and heavy equipment operators responded to the scene to help in the effort, cutting steel and moving mountains of debris. A five-block-long convoy was supplied of every conceivable piece of heavy equipment needed for the effort, from metal saws to backhoes to loaders, dump trucks, and cranes.

MTA Bridges and Tunnels also participated in the recovery by restoring the electrical, ventilation, and plumbing systems in the Brooklyn-Battery Tunnel—a critical artery in the removal of debris from Ground Zero—and providing for the tunnel's necessary cleanup. Bridge and Tunnel officers and the MTA Police assisted in providing 24-hour-a-day security coverage at vulnerable locations and at security checkpoints throughout the system.



The burned-out shell of an MTA New York City Transit bus in the vicinity of the World Trade Center.



The damaged Cortlandt Street subway station, just east of the World Trade Center. This stretch of track will be closed for years because the ceiling of the tunnel caved in beneath the rubble of the collapse.



Severe flooding from a water main break compounded the problems in lower Manhattan, forcing a pumping operation that lasted two days and removed 26 million gallons of water from the subway system.

Photos Courtesy of MTA New York City Transit

NJ Transit Provides Regional Outreach

New Jersey Transit Corporation has joined other public transportation agencies in the New York region in providing extensive support following the Sept. 11 terrorist attacks. Its employees are providing assistance and comfort for the injured, its buses are providing emergency shuttle services to Ground Zero, and two of its Hudson-Bergen Light Rail cars have been stripped of their seats and dedicated for use as personnel and equipment transports.

"NJ Transit's response to the Sept. 11 attacks in New York was nothing short of heroic, from front-line personnel all the way up to the executive staff," said NJ Transit Board Chairman and state Transportation Commissioner James Weinstein. "The corporation's ability to help New Jersey residents flee the disaster scene and provide emergency services support has been an unprecedented effort."

"The tireless efforts of these dedicated employees demonstrates once again that NJ Transit is comprised of caring men and women of whom we should all be proud," said Executive Director Jeffrey A. Warsh. "This is more than a job for us—it is a mission."

Public transportation played a key role in the effort because all bridges and tunnels to and from New York City were shut down, halting all vehicular traffic. NJ Transit provided emergency evacuations from the city on trains from Penn Station New York and on buses staged in New Jersey, and supported emergency response units with buses, employees, light rail vehicles, personnel, and safety gear.

Highlights of NJ Transit's emergency activities include:

On Sept. 11

- Rail operations personnel rushed to the aid of injured victims arriving by ferry at Hoboken Terminal. They provided personal assistance and comfort to thousands of people, and helped the American Red Cross operate decontamination units to cleanse the skin and clothing of survivors.

- Three separate medical triage areas and a decontamination unit were established at Hoboken Terminal to treat World Trade Center victims at the scene.

- NJ Transit implemented an emergency operating plan to move customers quickly out of New York, Hoboken, and Newark Penn Station. Volunteers helped to direct customers to the proper buses and trains.

- NJ Transit buses were used to shuttle emergency response workers from locations in New Jersey and New York to Ground Zero.

The Aftermath

- Several NJ Transit buses were dedicated to the Port Authority of New York & New Jersey Police Department for emergency response shuttle service between the Port Authority Bus Terminal and Ground Zero.

- Several buses were dedicated to the New Jersey State Police to transport the department's Urban Search and Rescue team members to Ground Zero.

- Buses were assigned to Journal Square in Jersey City, transporting emergency responders between New Jersey and New York.

- NJ Transit provided shuttle bus service for the Salvation Army, transporting the organization's employees and volunteers and carrying food, beverages, clothing, and other goods bound for Ground Zero.

- Two stripped-down Hudson-Bergen Light Rail cars were used to transport emergency responders and equipment along the Hudson River waterfront, directly across the river from Lower Manhattan.

- NJ Transit provided hard hats, safety vests, goggles, gloves, dust masks, flashlights, bottled water, and other materials for use at Ground Zero.

- NJ Transit and other regional transportation agencies adjusted their commuter services to respond to changing travel patterns. A new bus/ferry connection was established at Liberty State Park in Jersey City, where construction of a ferry facility was completed in five days—compared with the usual five years.

On the Scene

Northeast Corridor Conductor James Cantwell, a 37-year railroad veteran, was on the last NJ Transit train out of Penn Station New York before authorities shut down the Hudson River tunnels. "The look of horror in their eyes was unbelievable; they all just wanted to get out of Manhattan," Cantwell said of the people on board.

Bus operator Robert Kalczak of Newark's Ironbound Bus Garage was one of several bus operators who helped law enforcement and volunteer organizations working at Ground Zero. Kalczak primarily transported Salvation Army volunteers who were providing food, beverages, and clothing to Ground Zero workers.

"I cried with one chaplain who helped



NJ Transit supplied two stripped-down Hudson-Bergen Light Rail cars for use as shuttles along the Hudson River waterfront.

to pull some of the first firefighters from the wreckage," he said. "But I also saw people every day near Ground Zero, holding signs that thanked firefighters, police officers, and other emergency services workers for their round-the-clock effort."

NJ Transit's supporting role is continuing. On Oct. 28, the system's buses transported family members of the victims to a special memorial service at Ground Zero.

APTA at Forefront of Industry's Response to Security Threats

The American Public Transportation Association has been taking U.S. Secretary of Transportation Norman Y. Mineta's message of "preparation equals performance" to heart.

Ongoing Industry Commitment

Safety and security programs have long played an integral role in APTA's activities, even before the events of Sept. 11.

APTA continues to work with its members to prepare for enhanced safety and security measures through participation in voluntary safety management audit programs. The audits, completed every three years, include programs covering rail, commuter rail, and bus safety.

Under these programs, each transit system receives the benefit of an independent evaluation of its safety management processes by a team of experienced safety personnel. This evaluation plays a critical role in refining safety practices at each system.

An Enhanced and Growing Role

In the days following the Sept. 11 attacks, APTA engaged in a number of activities to support national efforts and keep its members informed on safety and security plans.

APTA immediately wrote to the Federal Transit Administration offering full assistance and cooperation as U.S. DOT develops programs in response to the events of Sept. 11. APTA sent an initial draft list to FTA of critical needs in safety and security functions in the areas of capital, op-

erations, and research and development, and participated in numerous meetings with the FTA to determine areas of joint involvement to enhance industry security resources.

At APTA's Annual Meeting in Philadelphia, a special forum called "Under Attack—Transit Responds" was added to discuss how transit systems responded so effectively to the events of Sept. 11. A capacity crowd heard first-hand experiences from representatives of the Washington Metropolitan Area Transit Authority, MTA New York City Transit, Port Authority Trans-Hudson Corporation, and New Jersey Transit Corporation.

Also at the annual meeting, APTA Chair Peter M. Cipolla established the Security Task Force under the leadership of WMATA General Manager Richard White. This task force will provide strategic direction for APTA's security initiatives, and will also serve to determine the types of research projects that will be implemented under a \$2 million Transit Cooperative Research Program funding allocation for transit security.

One of the very first projects to be implemented will be a series of round-table security forums that will let industry leaders share information and insight into the strengthening of our industry's operations and infrastructure. These forums are scheduled to begin in January, with further information to be provided in the near future.

On Oct. 4, APTA President William W. Millar joined with FTA Administrator Jenna Dorn, WMATA General Manager Richard White, and Amalgamated Transit Union Chief General Counsel Robert Molofsky in testifying on public transportation safety and security before a hearing of the Senate Banking, Housing and Urban Affairs Committee.

Millar praised the readiness of the industry in the wake of the attacks in his remarks at the hearing. He noted that enhancing current transit security will require an increased federal commitment to the nation's transit systems, and will mean investing in ways that do not necessarily meet current requirements for capital investments, such as providing additional security training resources and increasing security and policing support.

APTA continued to share information with its members and with U.S. DOT during the one-day National Transportation Security Summit held Oct. 30 in Washington. The event was co-spon-



U.S. Secretary of Transportation Norman Y. Mineta addresses the National Transportation Security Summit on Oct. 30.

sored by APTA and presented by the Mineta Transportation Institute, attracting representatives of more than 60 transit systems and 28 state DOTs from throughout the nation. Mineta appeared as keynote speaker, urging those in the audience to rethink the way security is provided for passengers. Other speakers outlined the need for ongoing communication during times of crisis and drills to train employees for emergency situations.

APTA's Commuter Rail Committee also has been active in addressing security issues within the commuter rail industry. A recent letter to Federal Railroad Administrator Allan Rutter outlines the collective security efforts of the industry and noted areas requiring further support through the FRA.

Next Steps on the Security Front

The next steps toward promoting safety and security in public transportation include working cooperatively with U.S. DOT and FTA to make certain that these issues remain paramount in the industry. APTA is collaborating with FTA in the development of workshops on emergency preparedness and response planning, which will be provided through the FTA and the Volpe Center in various regions of the country.

APTA is working on a generic checklist for transit systems to use in determining their level of application of emergency preparedness and security procedures. APTA is also planning to join forces with the International Union of Public Transport (UITP) to coordinate efforts among transit systems worldwide to address safety and security concerns.



Testifying on transit safety and security are WMATA General Manager Richard White, right; AIU General Counsel Robert Molofsky, center; and APTA President William W. Millar, left.

WMATA Stays the Course and Rises to the Occasion

Sept. 11 may have dawned bright and beautiful, but the events of that day were anything but. During one of this nation's worst tragedies, the Washington Metropolitan Area Transit Authority's actions that day were a testimony to employees' dedication and drive.

"That's because we stayed the course and did what had to be done on Sept. 11 and afterwards—safely, calmly, and quickly moving hundreds of thousands of people," said Metro Board Chairman Decatur Trotter.

"I was particularly proud of the response of all Metro employees who provided a high level of service in a crisis situation worthy of community and customer commendation," said WMATA General Manager Richard A. White. "We were working in a situation none of us had ever before faced in this authority, in this region, or in this nation. Yet we didn't blink. We kept doing what we knew we had to do."



Metrobuses guard the U.S. Capitol during President Bush's speech on Sept. 20.

Immediate Actions

Within minutes of the attacks on the World Trade Center in New York City, and before the attack on the Pentagon in Arlington, Va., the Metro Transit Police Department went to an escalated "Threat Condition Level." Barry McDevitt, chief of the police department, immediately notified the nearly 10,000 Metro employees that the system was at this level and, as a result, was on heightened alert. He directed his officers to increase ID checks, move to 12-hour shifts, participate in various regional command centers, and wear high-visibility vests.

"As a matter of fact, bright orange vests were donned by Metro Transit Police officers and all operations personnel in the rail system," McDevitt noted.

In addition, one of MTPD's captains was assigned full time to the FBI Counter Terrorism force. The department also has consistently worked closely with local jurisdictional police departments, sharing vital information about security and safety matters.

Metro Deputy General Manager Jim Gallagher activated the system's Emergency Command Center, a centralized location for monitoring Metrorail, Metrobus, and MetroAccess paratransit operations. Each of WMATA's main operating departments and offices had representatives staffing the Command Center to relay information and deploy resources and personnel to any part of the system in need of immediate attention or emergency action. The general manager was often in the Command Center to remain abreast of the latest information and oversee overall operations.

Sept. 11 also brought an early rush hour, with thousands of passengers returning to the system sooner than expected because of the early dismissal of District of Columbia and federal office workers that morning.

"Yet our employees, without regard for their own safety, continued to operate the trains and buses, as well as staff the Metrorail stations and rail yards, to provide exemplary service to customers in a time of crisis," Gallagher said. "Metro became the evacuation method of choice on that day, as thousands literally fled the city."

As rampant rumors flew, one of the first things that Metro did on the day of the attack was to relocate the bus bay at the Pentagon Metrorail Station to a quickly organized bus staging area at the nearby Pentagon City Station. Within a day, messages about this change were being communicated to customers via Metro's web site, telephone message centers, flyers, announcements on trains and at rail stations, and media notices.

In addition, Metrorail's Yellow Line was rerouted away from its bridge over the Potomac River on the morning of Sept. 11, and the Pentagon and National Airport Metro stations were closed to access by passengers. Certain station entrances were closed, but not the stations themselves, at such places as Farragut North, the entrance nearest the White House; Judiciary Square, the entrance nearest the district mayor's office; and Union Station, where an explosive threat was rumored (but, fortunately, never materialized).

Helping in Numerous Ways

Metro's service to the communities affected by the tragedy of Sept. 11 extended beyond providing exemplary, traditional transportation service to its customers.

"We dispatched 20 buses that day to assist with the aftermath of the Pentagon tragedy," explained Jack Requa, chief operating officer for bus. "Our buses served as rest stations for the rescue workers for hours on end at the Pentagon. Then the next day, we dispatched 14 buses to the Metropolitan Police Department in the District of Columbia. D.C. Police used the buses to deploy officers to strategic locations around the city."

As the seemingly unending work continued at the Pentagon over the next week and beyond, Metro employees gathered together hundreds of food items for the emergency medical and fire personnel. The food provided by Metro employees also was shared by the initial group of family members and friends who stood vigil near the Pentagon, awaiting news of their loved ones caught in the plane crash debris.

As the days passed, Metro did not cease its efforts to help the community and the nation. On Sept. 20, when President Bush addressed the nation and a joint session of Congress on the U.S. response to the terrorist attacks, the system sent 20 Metrobuses to ring the Capitol as a safety barrier for the president, congressional leaders, and others attending the President's speech.

Over the next several weeks, White disseminated three editions of "Dear Fellow Rider," a brochure that informed customers of safety

issues in the aftermath of Sept. 11; the reason Metro had decided to remove trash and recycling receptacles from rail stations; and a reminder for customers to be an “extension of our eyes and ears” in reporting suspicious activities or items and unattended packages.

“Our customers are a vital part of the safety and security equation, particularly during these unsettling times we now live in,” White stated. “In addition to the continuing vigilance of Metro Transit Police and employees, passengers add another element of safety by just being more intensely aware of their surroundings.”

After removing trash and recycling bins, Metro took another safety- and security-conscious step by removing newspaper vending machines from inside Metro stations and by placing bicycle lockers farther from the entrance to Metro stations.

“We are constantly keeping an eye out for ways in which to provide an even safer environment to a system which is considered one of the safest in the nation,” said McDevitt. “While these changes may mean inconvenience for passengers, these steps we are taking are in direct response to the events of Sept. 11.”



A Metro Transit Police officer patrols the platform at a Metrorail station.

Additional Security Measures

The authority has requested federal funding to assist with continuing actions that would increase security even more at Metro, including:

- installation of closed-circuit television cameras in the Metrorail system;
- addition of electronic employee ID targets and vehicular gates at all Metro facility security entrance posts and pedestrian entry points;
- completion of the Metrorail fiber optic network, vital for video recording devices;
- installation of programmable intrusion equipment to alert police to the exact location

of any unauthorized intrusion into the subway system;

- CCTV and motion detection alarms for Metrorail yard perimeter fencing and shop facilities;
- purchase of personal protective equipment—suits, gloves, and masks—for 5,000 employees, training, and satellite telephones for key personnel;
- addition of digital cameras and an Automatic Vehicle Location system for Metrobuses;
- expansion of the chemical emergency sensor program currently being tested;
- installation of bomb-resistant containers at all Metrorail stations; and

high-visibility uniformed patrols at seven vulnerable Metrorail stations during revenue hours for 120 days, along with eight additional K-9 teams and vehicles to detect explosives.

“With the requisite funding support for security enhancements in our system, we can move forward in assuring our customers and employees that we are doing everything humanly possible to ensure their safe usage of Metro. That’s our number one priority,” White said.

Norman Y. Mineta

U.S. Transportation Secretary

“America is a fundamentally different place from the one that awoke on Sept. 11th. We have entered into a new era in transportation, an era in which one of our most cherished freedoms, the freedom of mobility, has been threatened. Overcoming that threat will require all of us to take a fresh and honest look at the business we are in. And I will tell you now, this is not business as usual. We must re-think the basic approach with which we provide for the safety and security of everyone traveling on America’s transportation systems.”

“President Bush has said, we are in a war. Vice President Cheney has said that this may be the first war in our nation’s history where the number of casualties on the home front will exceed those on the battlefield.”

“That makes our communities the frontline of this war, and that means the transportation systems you represent here today are at risk. Those systems are at risk of being targets of terrorists. They are also at risk of being used as weapons against Americans—weapons delivery systems used to damage or destroy our communities. Therefore it requires us who are in charge of managing these systems to work around the clock to protect them from these attacks.”

Speaking at National Transportation Security Summit, Oct. 30



Transit Helps Communities Throughout the Nation

Transit systems have been making a difference in their communities since the terrorist attacks on the World Trade Center and the Pentagon. While transit provided immediate assistance in the aftermath by delivering citizens where they needed to go, the industry has also been filling a critical public service role in a host of ways. Here are some highlights of ways transit has been keeping communities moving.

Stimulating Washington Region's Economy with Free Rides

Transit systems in the Washington metropolitan region offered free rides to customers during the weekend of Oct. 13 and 14 in an effort to support and stimulate the local economy. Local residents and visitors were encouraged to sightsee, shop, dine out, and attend community events.

The Washington Metropolitan Area Transit Authority provided free service on Metrorail, Metrobus, and MetroAccess. In northern Virginia, Alexandria DASH, Arlington ART, city of Fairfax CUE, and Fairfax Connector offered free service. In Maryland, Ride On in Montgomery County offered free bus fares, and Baltimore's Maryland Transit Administration offered free light rail, Metro, and bus service.

Aiding Blood Donors in Cleveland

Because of the national blood shortage, the Greater Cleveland Regional Transit Authority offered free rides to anyone who gave blood at the Cleveland headquarters of the American Red Cross.

Laketran Offers 'Liberty Fares' to Spur Local Economy

Lake County is the sixth largest retail area in Ohio, and the rippling effects of the economic impact of Sept. 11 became obvious quickly. To boost the local economy and spur retail sales by increasing access and affordability of public transportation in Lake County, Laketrans introduced "Liberty Fares" of 25 cents on six local fixed routes. The discounted routes began Nov. 1 and continue through Dec. 31.

"We want to do our part to keep our economy moving ahead in the right direction," stated Laketrans General Manager Frank Polivka. The six routes run along Lake County's most densely populated retail corridors, and Saturday service has also been expanded as part of the Liberty Fares program.

Northeast Corridor Travelers' Web Site Launches Early

EZ-WAYS, Inc., based in New York City, launched its new web site, <www.ez-ways.com>, several weeks early to assist in crisis-free ground transportation routing assistance for Northeast Corridor travelers. The web site provides free assistance to those traveling via rail, subway, and ferry through the Northeast Corridor.

"We knew in the aftermath of recent events that we could provide a useful free service to people who are having to change their regular travel routes and who need a single place to learn of new alternatives for the whole region," Gideon Berger, co-founder of EZ-WAYS, Inc., said on Sept. 24.

"We have been working on the development of software for the transit industry for over a year and a half, but felt that due to the recent disruptions in normal travel routing, we should provide this particular service several weeks ahead of the original plan," Berger added.

Amtrak Hosts Blood Drive

Amtrak and the American Red Cross joined together to host a blood drive at Washington Union Station on Oct. 11, one month after the terrorist attacks. In addition, monetary donations to the Red Cross were accepted.

VRE Lends a Hand to Spiritkeepers

With the help of Virginia Railway Express, visitors to the Pentagon Family Assistance Center set up in an Arlington, Va., hotel were able to experience outreach and comfort through the efforts of Spiritkeepers, a group of dog lovers based in Fredericksburg, Va., south of Washington, that organized teams of handlers and dogs. Human and canine members of Spiritkeepers traveled free of charge on VRE to the center daily from Sept. 13 through Oct. 12.

Linda Damiano, co-leader of Spiritkeepers, the Washington-area local chapter of Therapy Dogs International Inc., coordinated with



VRE, which allows service animals on board and has a station that is a 10-minute walk from the hotel housing the assistance center.

Of the 17 handler/dog teams that worked at the Pentagon assistance center, 11 teams took advantage of VRE's offer.

Newly Unemployed Get Free Rides in Las Vegas

The Regional Transportation Commission of Southern Nevada in Las Vegas has been handing out coupons for free rides on any Citizens Area Transit bus to help community members who have lost their jobs since the Sept. 11 attacks. The RTC is giving away 10,000 coupons valid for a one-way ride on CAT.

"Whenever possible, we try to give back to the community, and during this time we are doing it the best way we can—providing transportation for citizens to access employment opportunities and keep their households running," said RTC General Manager Jacob Snow.

Chattanooga's CARTA to Support Its Military

The Chattanooga Area Regional Transportation Authority announced plans to give extra pay to its workers who are called into active military duty. The transit system, according to press reports, will provide employees the difference between their military pay and their CARTA earnings, similar to the measure passed Sept. 21 by the city council to cover city employees.

South Bend's TRANSPO Commits to Assistance in Resolution

The South Bend (Ind.) Public Transportation Corporation Board of Directors adopted a resolution Sept. 17 showing its support for the Port Authority Trans-Hudson Corporation and all members of APTA. The resolution includes TRANSPO's commitment to provide whatever assistance is needed in its community and the state of Indiana, and to aid affected public transportation systems at their request.

SunLine Supports Several Local Efforts

The SunLine Transit Agency in Thousand Palms, Calif., provided two 40-foot buses to serve as temporary waiting rooms for the hundreds of people who came to donate blood at the local blood bank. During two days, more than 700 people sat in the air-conditioned buses rather than outside in triple-digit temperatures. To congratu-

late SunLine for its contributions, the employees involved received large, framed certificates of recognition from state Sen. Jim Battin.

SunLine also provided transportation for the local cast and crew of the Fabulous Palm Springs Follies, whose "Let Freedom Ring" charity concert featured such entertainers as Susan Anton, Hal Linden, Barry Manilow, and Suzanne Somers. The sold-out event raised over \$205,000 for the United Way's September 11th Fund.

Transit Transports Firefighters in Riverside, Calif.

Ten days after the attack, Riverside (Calif.) Transit Agency buses met more than 60 firefighters from the Riverside Urban Search and Rescue Team, who were returning from ground zero. RTA transported the exhausted team of firefighters from March Air Reserve Base to the downtown fire department in Riverside.

Montgomery County's Ride On: A Neighbor to the Nation's Capital

By Alfie Steele
Manager, Ride On
Central Communications
Montgomery County, Md.

Montgomery County was quick to activate its Emergency Operations Center on Sept. 11. Our proximity to the Nation's Capital has tested us before in emergency and contingency planning. The Pentagon "bombing" raised our level from alert to action—this was a full-blown disaster in progress.

The Montgomery County Urban Search and Rescue team was quickly assembled; we sent four of our Ride On transit buses to the county training facility to transport the USAR team to the Pentagon; and we braced for an early, and potentially chaotic, rush hour.

As word of the magnitude of the disaster spread amongst bus operators, the response was immediate and unanimous: all wanted to do something to help. We had absolutely no problem getting four bus operators to drive down to the Pentagon, a potentially hazardous assignment. When we learned that the drivers would have to stay for several days to help transport emergency workers within the Dis-

trict, we expected dissent, but every one of the drivers volunteered to stay.

Cooperation from our bus operators during the midday rush hour was equally great. No one balked at staying late or coming in early. By early evening, rush hour was over. For days afterward, traffic and our bus ridership were extremely light.

In the wake of this disaster, all of us—especially our bus operators—have increased our security awareness. Our drivers check their coaches after every trip for suspicious packages, and check under and around the bus when boarding.

Montgomery County is home to several federal facilities. At all of them, security is tight; detours are prevalent and change almost daily. Both customers and bus operators are sometimes confused about the routes, but inconvenienced passengers are staying tolerant.

For those of us in the transit industry, Sept. 11 will always be a defining moment in security. Proximity card access to buildings and lots, fences and guard posts at garages, video monitoring, silent alarms, and bomb checks are becoming standard operating procedures. With security at the forefront, we will continue to roll, expand, and remain the vital transportation link in our communities.

Alexandria Transit ‘DASHes’ into Action on Sept. 11

On the morning of Sept. 11, Brian Dunbar, an operator with the Alexandria Transit Company in the Washington suburb of Alexandria, Va., was pulling his DASH bus away from the Metrorail station at the Pentagon at the end of rush hour when, as he watched, a low-flying plane slammed into the Pentagon. He immediately called dispatch with his eyewitness report.

The other operators returning to the garage from their morning runs huddled around the television in the employee lounge, while the rest of the DASH system attempted to continue its service on the street, providing a sense of security to the Alexandria community.

ATC offered its assistance to the city's command center. When the Alexandria Fire Department asked for help in transporting fire and rescue personnel and equipment to the Pentagon, off-duty DASH operators volunteered their services. More DASH employees left the employee lounge when three additional buses were requested to stage on location at the Pentagon and serve as backup ambulance transport. Maintenance personnel contributed by running all available buses on the lot through the service lane to ensure they were ready for duty.

“Everyone wanted to help during this time of national crisis,” said Sandy Modell, ATC general manager. “We had operators, mechanics, and supervisors on duty around the clock, waiting for the call to go into service. We were extremely proud of all of our employees that day. The Alexandria community, other transportation operators, and emergency response agencies all counted on Alexandria Transit to meet a variety of transportation needs, and our employees and our company rose to that occasion.”

Meanwhile, ATC received word that Virginia Railway Express and Amtrak were evacuating passengers from Washington to Alexandria's Union Station. To prevent hundreds of commuters from being stranded, DASH instituted a shuttle service between Alexandria, Quantico, and Fredericksburg (approximately 50 miles south), serving all the VRE stops in between.



After the Pentagon attack, the Alexandria Transit Company set up a temporary bus pickup area at nearby Pentagon City.

A DASH supervisor sent to assist the riders at the station was approached by an Amtrak conductor and asked if DASH could transport his trainload of stranded passengers to Richmond, Va. Concerned about losing the use of a bus for four hours, ATC arranged with the Greater Richmond Transit Company to transfer the Amtrak passengers to a GRTC bus in Fredericksburg.

ATC planning and marketing staff also worked to implement route and schedule changes for its routes that serve the Pentagon Metrorail Station. Customers were informed of the changes through information posted on both the DASH and city of Alexandria web sites, and from rider bulletins and revised timetables distributed on board the buses. Road supervisors were stationed as information ambassadors along impacted routes, while customer service representatives took phone calls.

ATC is now working with the local tourist and hotel industries to help boost the local business economy. The system participated in a Washington region free-ride weekend campaign on Oct. 13 and 14, encouraging local residents to “be a tourist in your own hometown.” The campaign brought major ridership gains over the previous four weekends and significant increases over a year ago. Saturday ridership was 74 percent higher than the previous four weekends following the attacks.

ATC is developing both new and updated policies and procedures to enhance safety and security of its employees and customers.

All DASH employees participated in a best practices training program for enhancing safety and security on board buses and within the DASH facility. ATC is also involved in local and regional meetings with other transportation agencies to address transportation concerns in any future emergencies.

Cutting Red Tape to Serve Customers in the Washington Area

By Eric Smith
Transit Operations Manager
Arlington County Department of Public Works
Arlington, Va.

When Ronald Reagan Washington National Airport, located just across the Potomac River from Washington, D.C., in Arlington, Va., shut down indefinitely in the wake of the Sept. 11 attacks, activity at nearby hotels, restaurants, and visitor and travel bureaus—all heavily dependent on the urban airport—lurched to a halt. Business travelers, and just about anyone else who needed to catch a plane out of town, were forced into taking long, often expensive, trips to Baltimore-Washington International Airport in Maryland, or to Washington Dulles International Airport in suburban Virginia.

In response, Jim Hamre, transit coordinator for Arlington County's Department of Public Works, began talking with staff from the county Department of Economic Development within days of the airport shutdown. A bus service emerged as the most promising way to provide immediate help to the hotel industry and local businesses that depend upon close proximity and Metrorail access to National Airport.

On Sept. 17, Hamre gathered his transit team and sketched out concepts for setting up a temporary bus service that would connect three areas in Arlington with Dulles Airport, operating every 30 minutes with an affordable fare of \$3 to \$5. He got the go-ahead to proceed the following day, and service began Sept. 21.

The neighboring city of Alexandria, Va., was added to the service route on Oct. 8, at its request and expense, with an additional stop at a popular Metro station serving the Old Town district.

"It was awesome to see staff from so many different departments and two different jurisdictions pull together so quickly to tackle the problem," said Chris Hamilton, commuter assistance manager for DPW. "The Traffic Engineering Division of DPW had bus stop signs made in hours; the staff

at both Arlington and Alexandria's Convention and Visitors Services contacted every hotel; and the Department of Economic Development and Arlington Transportation Partners forwarded electronic brochures and information to hundreds of Arlington businesses. Even our contractors chipped in, designing brochures, developing a web site, and arranging for 'agents' to be at every bus stop to help passengers and collect fares. Everyone pitched in and worked long hours. The attitude that we needed to do something to help—quickly—started at the top, and everyone responded," Hamilton added.

In Alexandria, Jo Anne Mitchell, executive director of the Alexandria Convention & Visitors Association, was equally impressed with the speed with which service was established. "Getting this service up and running was made far easier by the fact that everyone agreed that it needed to be done. Everyone recognized the value that tourism has, and we had to reach out to the business community and to visitors. This bus service is an important way to demonstrate that we're all in this together, and we'll all get through it together. Anyone can get through the red tape when you have that in mind," Mitchell added.

The service was developed with convenience in mind: fares could be paid on board, or in advance at Arlington County's "Commuter Stores," retail outlets that sell fares and tokens for transportation options in metropolitan D.C., or online. Information and schedules were accessible by phone and online.



The Arlington-Dulles Express connected three areas of Arlington, Va., with Dulles International Airport while Reagan National Airport was closed.

Many hotels in Arlington and Alexandria also opted to subsidize and distribute Arlington-Dulles Express tickets to their guests, while member hotels of the Alexandria Hotel Association worked together to provide van service between Alexandria hotels and pickup points for the bus service.

The Arlington-Dulles Express service was discontinued when Reagan National Airport resumed more than half of its previously scheduled flights. Originally, the service had been scheduled to end with the reopening of the airport on Oct. 4, but it was maintained because of the limited number of flights and destinations at the airport.

VRE Rushes into Emergency Response in Nation's Capital

On Sept. 11, Virginia Railway Express began its emergency response at 9:45 a.m., seven minutes after a hijacked airplane crashed into the Pentagon. VRE began to plan for evacuating its customers from the city.

By 10:30 a.m., the federal government closed, advising all its workers to leave the city. Although the federal government's snow evacuation plan closes the city in stages, the Office of Personnel Management decided to close every office simultaneously on Sept. 11. As a result, thousands upon thousands of federal workers were all leaving for home at the same time.

In anticipation of the federal shutdown, VRE began—at 9:56 a.m.—its tactical response to get all passengers home safely, with a communication advising passengers that we were collecting information and please to stand by. By 10:10, we devised a limited transportation plan and began notifying our riders of available options for getting home.

"As soon as we learned the seriousness of what was occurring, we knew we had a responsibility to our customers to get them home as quickly and as safely as possible,"

said VRE Chief Operating Officer Pete Sklannik Jr.

VRE's operating logistics were made more challenging when the Secret Service closed the CSX tracks and tunnels that run under Washington's Union Station, since VRE trains are stored north of Washington and must use the tracks and the tunnel to operate. This action effectively cut off the majority of our fleet from the passengers who needed them. However, we did have one train on the tracks, and the Washington Metropolitan Area Transit Authority's Metrorail system was operating. It was enough.

VRE immediately established a staging area at the station in Alexandria, Va., for emergency service. We dispatched VRE staff to the station to assist with the evacuation effort and, using the single train that was out of storage, successfully operated shuttle service on the Manassas Line between the Alexandria Station and the end point of Broad Run at 1, 3, 5, and 7 p.m. With the tracks still closed in the afternoon, we supplemented this effort for our Fredericksburg Line passengers by using Alexandria's DASH buses to create a bus

"bridge" by operating four bus runs.

When the Secret Service cleared the CSX tracks and tunnels for use at 1:30 p.m., we updated our plans and operated trains on our Fredericksburg Line at 2, 4, and 6 p.m.

During the course of the 11 hours that VRE operated in an emergency response mode, riders and the general public were notified 39 times of available commuting options, changes in transport, and other pertinent information: 16 announcements or updates on the VRE web site, 20 station announcements, and three separate press releases.

Of the many lessons VRE learned from Sept. 11, we were most reminded of the importance of our role in the local transportation network and the way our passengers rely on our services.

"When unimaginable events struck our nation on Sept. 11, public transportation agencies were in the forefront of the response effort. Transit reaffirmed its role as a significant component of the domestic defense effort as our employees evacuated commuters from business districts, provided help to air travelers stranded in unfamiliar cities, and carried emergency workers and supplies. I want to applaud the industry for demonstrating such leadership and perseverance in the nation's recovery effort."

Peter M. Cipolla

Chair

American Public Transportation Association

Pittsburgh's Port Authority Moves to Protect Customers, Employees

Police, security, safety, and operations personnel of Pittsburgh's Port Authority of Allegheny County implemented a series of actions Sept. 11 to help protect customers and employees while safeguarding the system's facilities.

The response began shortly before 9 a.m., when Port Authority Police Chief William T. McArdle placed all on-duty police and security officers on heightened alert. All off-duty police and security officers were instructed either to report immediately or to be prepared to report at a moment's notice. An extra security dispatcher was called in to assist with all necessary radio and telephone communications.

McArdle then met with local, state, and federal law enforcement officials at the Pittsburgh office of the FBI, and Port Authority Po-

lice Lt. Tom Waschak was dispatched to Allegheny County's Emergency Management Command Center. Port Authority also procured cellular telephones for all officers in the event of disruption to normal radio communications.

As additional police reported, they were dispatched to all bus and rail operating locations, where they remained on site 24 hours a day for the next week.

As many downtown buildings were evacuated and businesses closed during the morning, all available bus and rail operators and maintenance employees were called upon to report for duty. Extra bus and rail service was dispatched to evacuate the city, and the Port Authority conducted a security sweep after closing its subway at 3 p.m.

Port Authority is procuring special breathing devices for its police and safety personnel, and identifying possible gas and chemical detection equipment for its subway.

Five system employees have been called to active military duty since the Sept. 11 attacks. Those employees maintain their seniority and benefits determined by that seniority; receive supplemental military pay benefits to reconcile the difference between their base military pay and their Port Authority salary; and maintain all existing health care benefits.

Jennifer L. Dorn Federal Transit Administrator

"Each year, America's public transportation systems carry more than nine billion passengers and employ nearly 400,000 people. It is estimated that our public transportation infrastructure—subways, light rail, buses, ferries, and commuter railroad services—is valued at hundreds of billions of dollars. Ensuring the security of the Americans who depend upon this infrastructure, as well as the security of these important assets, has always been an important duty of every transit agency, but the events of Sept. 11th have proven to all of us that this responsibility must receive even more attention and more resources in order to keep our communities safe and moving..."

"The State Department reports that in 1991, 20 percent of all violent attacks worldwide were against transportation targets; by 1998, 40 percent involved transportation targets, with a growing number directed at bus and rail systems. The recent attacks on the World Trade Center and Pentagon using hijacked airliners reminds us all that we must respond to a new terrorist reality—terrorism that is well-financed, well-organized, and ruthless. The credible threat of increasing terrorism directed toward our nation's transit systems requires that we take immediate prudent action to prevent, prepare for, and respond to violence—the nature and magnitude of which was once unimaginable."

Testifying before U.S. Senate Banking Committee's Subcommittee on Housing and Transportation, Oct. 4



CamTran Responds to Crash of Hijacked Plane

The Cambria County Transit Authority in Johnstown, Pa., was called on the morning of Sept. 11 to help evacuate the local airport and shopping mall following reports that a hijacked airplane was headed in that direction. Operations staff, drivers, and mechanics raced to the rescue heedless of the potential danger. The plane crashed shortly afterward in nearby Shanksville.

During that afternoon and evening, CamTran drivers transported United Airlines personnel and National Transportation Safety Board crash investigators to area hotels.

After the initial shock, we realized just how close we came to disaster in this small rural

community. CamTran representatives later participated in the APTA Annual Meeting in Philadelphia, learning from sessions including the special forum "Under Attack: Transit Responds," and the Oct. 30 National Transportation Security Summit in Washington.

More recently, we have established an internal security committee to analyze our current emergency policies and procedures. We have distributed the Federal Transit Administration's Anti-Terrorism Toolkit to all senior staff and are in the process of upgrading our emergency procedures, making sure all employees have training and know what to do in emergencies.

CamTran is now upgrading its security systems at facilities around the county; installing warning/panic buttons on buses and in our front-line offices; and is introducing a sign-in procedure for visitors to our facilities and new policies on how to handle mail and parcel deliveries. We are taking the same approach to our review of the emergency policies and procedures for the Johnstown Inclined Plane, which is owned and operated by CamTran.

CamTran wants to instill confidence in all its employees and customers that we have everything in place to make our transit service and facilities as safe as humanly possible.

"We expect that tomorrow will be a very crowded, crowded day. So, you can make life easy for yourself, for us and for everyone if you use public transportation."

New York Mayor Rudolph W Giuliani
New York Times, Sept. 28, 2001

SEPTA Builds on a Strong Security Foundation

During the course of a normal service day, transit properties across the country operate their systems with a vigilant eye to safety. They all have emergency management plans designed to respond to situations from the ordinary—such as power outages, vehicular accidents, or adverse weather—to the extraordinary, like bomb scares or fire evacuations.

Before Sept. 11, the Southeastern Pennsylvania Transportation Authority in Philadelphia believed in expecting the unexpected, with safety training, frontline personnel certification and recertification, hazardous materials training, and emergency and disaster drills. Over the years, SEPTA personnel have also investigated their share of bomb threats and suspicious packages left in stations or on vehicles.

In the aftermath of Sept. 11, SEPTA moved quickly to re-evaluate its standard

emergency procedures. We immediately mobilized a Public Safety and Security Task Force made up of individuals responsible for safety and operations, with two purposes: to ensure that current security initiatives remain appropriate, given the new circumstances and conditions, and to determine vulnerability points with a facility and operations risk assessment.

The task force includes six subcommittees: readiness, communications, administration and management, infrastructure, operations, and capital funding. In each category, the task force seeks to identify new *prevention initiatives* and *response mechanisms* for customer, employee, and infrastructure issues.

Initiatives requiring little preparation or analysis are being implemented at once. Those that require a longer time frame will be incorporated into the Critical Path Man-

agement Network Action Plan now being developed.

To ensure success, SEPTA is working with its unions. As the frontline eyes and ears of the organization, these employees are vital in ensuring the safe operation of the system and protecting customer well-being.

SEPTA's operations, service planning, and communications groups also are developing alternate service materials such as maps, brochures, and web site information, for use in the event of delays or disruption to regional rail service.

Also, SEPTA's transit police force is working with Philadelphia city police and other city agencies to coordinate a regional anti-terrorism response. The authority maintains strong working partnerships with other transit operations throughout the region.

PATCO's Security Drill Pre-empted by Real Threat

By **T.R. Hickey**
General Manager
Port Authority Transit Corporation
Lindenwold, N.J.

On Sept. 11, the Port Authority Transit Corporation was waiting for a terrorist bomb to explode in its City Hall Station, beneath the streets of Camden, N.J., shortly after 9 a.m.—one in a series of drills staged for training emergency response personnel.

Moving people through confined quarters with restricted access always poses a challenge for PATCO. Our safety staff works closely with local emergency service providers to ensure that everyone is ready for a rapid and coordinated response in case of an incident involving our trains.

After the first plane struck the World Trade Center, our drill was placed on hold while we conferred with the press relations liaison, making sure the media would not confuse the drill with what—in our few remaining minutes of innocence—we still thought was a tragic accident. When the second plane struck, no one needed a news analyst to understand what was happening. The drill was immediately canceled.

PATCO, a subsidiary of the Delaware River Port Authority of Pennsylvania and New Jersey, operates the 14.2-mile Speedline linking the suburbs of southern New Jersey with Center City Philadelphia. About 40,000 weekday passengers travel on high-speed trains over the Delaware River on the Ben Franklin Bridge and through subways in Philadelphia and Camden.

Joining the Emergency Effort

As the assembled emergency response teams began moving north to Manhattan, PATCO responded in its own way. Train con-

sists were promptly increased and headways reduced as quickly as off-duty train operators could be brought back into service. By 10:15 a.m., six-car Speedline trains were operating at four-minute headways.

The additional service came on line as Center City Philadelphia workers were being released from their jobs. To expedite passenger flow, PATCO decided to forgo revenue collection for the rest of the day. Our most important mission that day was to get everyone home as easily as possible.

System police were dispatched to each station and, behind the scenes, maintainers were dispatched to every substation and interlocking. Off-duty dispatchers and customer service agents spontaneously reported to Center Tower to lend support to their co-workers.

PATCO did not act alone that day. We frequently communicated with our counterparts at Philadelphia's Southeastern Pennsylvania Transportation Authority and New Jersey Transit Corporation. When NJ Transit found its Atlantic City Rail Line trains could not operate on the Amtrak Northeast Corridor into Philadelphia, PATCO readily agreed



PATCO addresses potential threats with vigilance, planning, and training drills.

to carry its passengers for no charge between Center City and our shared terminal at Lindenwold.

By 12:30 that afternoon, the flow of passengers out of Philadelphia began to lessen. Service headways were expanded to 10 minutes, then 12 minutes. Six-car consists were retained until after the evening, when maintainers were also released from their special assignments. Trackwork and other non-essential maintenance activities were suspended through the weekend. PATCO police sustained a heightened level of security at stations for another two weeks, primarily for the reassurance of passengers.

Someday soon, that "terrorist bomb" will return to City Hall Station so local emergency response teams can hone their skills on reacting to a subterranean disaster. Meanwhile, PATCO is reviewing its contingency and security plans in concert with our parent agency, other regional carriers, and local governments.

"Despite the terrible events of Sept. 11th, our nation's public transit systems continued to function in the safe and effective manner in which they were designed. It was reassuring to see that passenger mobility went unhindered."

U.S. Rep. Robert A. Borski (D-Pa.)

CTTRANSIT Provides Special Assistance to New York

By David A. Lee
General Manager
First Transit/Connecticut Transit
Hartford, Conn.

One indelible image of Sept. 11 for me was the Connecticut DOT highway sign message flashed all along I-95 and the Merritt Parkway that read "ALL NYC BRIDGES CLOSED. STAY AWAY."

The public transportation community in Connecticut offered support to our colleagues in New York in any way that was requested. CTTRANSIT operated special bus service in all divisions that day.

In Hartford, most of the major downtown employers, including state offices, closed early. Special commuter buses were rushed into service, providing hourly trips from downtown on all express routes. Similarly, in New Haven, CTTRANSIT operated substitute bus service for early trips on the Shore Line East commuter railroad, which was closed down when Amtrak temporarily suspended service in the Northeast Corridor.

At the direction of the Connecticut DOT, extra buses were placed into service by

CTTRANSIT and the Norwalk Transit District on all Commuter Connection routes in Stamford, Greenwich, and Norwalk to handle the early dismissals in Connecticut and to meet passengers coming off special New Haven Line Metro-North commuter trains outbound from New York City.

For the first time, CTTRANSIT used a recent enhancement to its web site that enabled staff instantaneously to update customer information from a remote location. Marketing department staff who happened to be visiting the Stamford Division that day were able to access the web site and provide customers with up-to-the-minute information.

In the days following the tragedy, we used internal communications to reassure employees about safety and security measures already in place, and to remind employees in

every department of the need for heightened security awareness.

One telling incident occurred in New Haven a few days after Sept. 11. A teenage passenger was overheard joking that he had a bomb in his backpack. The bus operator immediately called the dispatcher, who contacted police. The youth was removed in handcuffs.

The same kind of "zero tolerance" to banter about terrorism that has existed for years at airports and more recently in schools now extends to all public places.

We have also made an effort to publicize the Employee Assistance Program and remind employees that they and their families can receive counseling services on a strictly confidential, no-cost basis.

RIPTA: A Transit Agency on High Alert

On Sept. 11, the Rhode Island Public Transit Authority went on high alert, where it remains. RIPTA not only has enhanced its own security, but worked to ensure its ability to support other agencies that provide critical community services.

We provided extra service to accommodate early departures from work, particularly from the Providence central business district. At the same time, RIPTA worked with local officials to deal with a bomb scare that occurred on one of its buses near a hospital complex.

Later that week, we transported an elite

group of specially trained state firefighters, the Critical Incident Stress Management Team, to New York City's ground zero to provide counseling and support for firefighters and police. When RIPTA returned to pick up the unit, it brought along firefighting equipment, materials, and supplies.

As a member of the state's Emergency Management Agency, RIPTA has always been active in emergency management efforts, but its commitment grew even stronger after Sept. 11. RIPTA General Manager Beverly Scott and key senior staff participated in a special working session on

interagency coordination and preparedness, attended by state, local, regional, and federal officials and hosted by U.S. Sen. Jack Reed (D-R.I.).

RIPTA has strengthened current protocols while developing and implementing new internal policies and procedures. An in-house security work group has been formed; key staff members are participating in seminars on topics including terrorism, bioterrorism and anthrax, and security and safety measures; and we have re-evaluated our internal security systems. We have also committed to participate in the APTA Bus Audit Safety Program, which includes a security component.

Tri-Rail Battles Rumors; Operates Proactively

Among its other challenges in the aftermath of Sept. 11, the Tri-County Commuter Rail Authority in Pompano Beach, Fla., battled rumors of anthrax because the second employee from Boca Raton-based American Media Inc. diagnosed with the disease was a frequent Tri-Rail commuter.

Tri-Rail immediately contacted the Centers for Disease Control to get the necessary facts. The press office issued a statement quoting the CDC in time for the late night news. When passengers boarded trains the next morning, they found a seat drop advising them of the situation and the Tri-Rail and CDC response. Tri-Rail officials and staff members rode trains all day with the goal of creating a highly visible presence, and an updated evening seat drop put an end to most of the hysteria.

We also have had to deal with suspicious substances found in mail opened at one station and the temporary closure of another station due to the detection of unaccompanied baggage. Tri-Rail has enhanced security and communication; we will continue to take a proac-

tive stance as situations evolve, and reaffirm our commitment to keeping our passengers safe and informed.

Constant Communication

Tri-Rail's senior management team determined on Sept. 11 that constant communication is the key to maintaining the system's high level of confidence with our riders. In spite of the fact that Executive Director Joe Giuliotti closed the office at 11 a.m. that day for all non-essential employees, the entire customer service team stayed on its watch to answer passengers' inquiries.

In a passenger message, Tri-Rail reaffirmed its commitment to ensuring a ride that was reliable, safe, and comfortable. We decided to run our regular schedule on Sept. 11.

In response to numerous calls, Tri-Rail decided to hold its "Kids Fun Day on the Train" as scheduled on Sept. 15. A total of 5,649 passengers rode the trains that day, 64 percent more than the same day last year.

Help for Job Seekers

Many of our commuters in the Employer Discount Program work in the travel and tourism industry, which has been especially hard hit in south Florida. Tri-Rail has instituted a number of programs to aid our riders in these troubled times.

We created a job bank on our web site and invited companies participating in EDP to list available positions. Also, we initiated free rides for EDP participants who had been terminated or furloughed. They received their November and December monthly passes at no cost, once they presented proof from their company that they were unemployed because of the tragic circumstances of September.

On Oct. 3, Tri-Rail collected more than 1,000 resumes when it sponsored the *Miami Herald's* JobQuest, a tri-county employment fair. The system provided free shuttle service to the event from our station, and staffed a booth to showcase its own openings and encouraged some of its contract providers to do the same.

VIA Provides a Sense of Safety on Alert

VIA Metropolitan Transit in San Antonio, Texas, has implemented heightened security measures since Sept. 11 while continuing to provide bus service in Bexar County.

When San Antonio's emergency offices went to full alert that day, VIA worked with the city to have buses on standby for possible evacuations from San Antonio International Airport. Although these buses were not needed, VIA demonstrated its readiness to respond on a moment's notice.

VIA's Security Division has implemented

ongoing security enhancements designed to protect the system's patrons and employees. While on the road, VIA bus and van operators are on notice to be aware of their surroundings and to report any unusual or suspicious activities. Buses are equipped with surveillance cameras tied in with the agency's Automatic Vehicle Location system. And maintenance employees are being asked to watch for any unusual or suspicious activities.

Security also has been heightened at VIA's customer service and administration

headquarters. Security guards are more visible, including the addition of a night patrol and longer hours at the entrances to the parking lots. All people entering VIA property are checked for identification, and a proximity card system limits access to the buildings during off hours and on weekends.

Seventeen VIA bus routes were affected when the four military bases located in the service area heightened their security. Fort Sam Houston and Randolph Air Force Base, both on the northeast side of town, and Brooks Air Force Base on the south side are providing limited access for VIA buses that follow routes through the bases, and military personnel check the IDs of all people who enter. Buses that travel near Lackland Air Force Base, on the southwest side of San Antonio, have been slowed by an increase in traffic congestion around the base.

Transit Drives Fundraising Efforts Following September 11

Public transportation systems have been reaching out to the survivors of Sept. 11 by raising funds through a variety of special events and programs. Following are some examples of the ways transit has worked to provide support to the relief funds.

◆ By participating in a fundraising barbecue, gift basket raffle, and “sponsor-a-star” program, the **San Mateo County Transit District** in San Carlos, Calif., raised nearly \$2,000 in an effort to lend a hand to relief efforts in New York and Washington.

In addition, more than 100 SamTrans employees raised \$22,000 as participants in the recent three-mile American Heart Walk supporting the American Heart Association. While the association traditionally uses the proceeds of the walk to support research and other efforts to fight cardiac disease, walk organizers decided to donate the first \$250,000 raised to the 911 Disaster Fund, assisting the families of firefighters injured or killed as a result of the Sept. 11 attacks.

◆ Laminated “God Bless America” flag badges designed by employees of the **Transit Authority of River City** in Louisville, Ky., are being sold for \$1 each to benefit the September 11th Relief Fund and a relief fund spearheaded by a local television station. Ryan Ferguson, TARC graphic specialist, created the pins, and Jackie Bell, TARC customer service representative/walk-in center cashier, was in charge of the sale effort.



TARC's Jackie Bell sells a flag badge to a team member.

In the aftermath of the Sept. 11 attacks, TARC's maintenance and transportation departments began collecting donations for the victims and challenged the administrative department to collect more.

◆ The **Greater Cleveland Regional Transit Authority** collected more than \$1,600 for employees of the Port Authority Trans-Hudson Corporation in a red, white, and blue farebox set up at the busy Tower City Station. PATH is a subsidiary of the Port Authority of New York & New Jersey, which had offices in the World Trade Center.

◆ Employees of **Pace Suburban Bus Division** in Arlington Heights, Ill., held special fund-raising activities to benefit east coast relief efforts, raising thousands of dollars.

◆ The **Rhode Island Public Transit Authority** in Providence joined with its unions, the Amalgamated Transit Union and the Laborers' International Union, to conduct a payroll deduction drive. Funds raised were divided equally between the Salvation Army and the Red Cross.

◆ The **Rockford Mass Transit District** in Rockford, Ill., raised \$3,939.05 for the United Way September 11 Fund on Oct. 11. The event was held in cooperation with the cities of Rockford and Loves Park and the village of Machesney Park.

RMTD designated all farebox and ticket sales revenues that day to be donated to the United Way, and also held fundraising events for its employees. The farebox and ticket sales generated \$2,749 in revenues. The district also conducted a raffle and silent auction and sold casual day stickers, bringing in an additional \$1,190.05.

◆ Many **New Jersey Transit Corporation** employees and volunteer organizations who could not help directly in the rescue effort raised funds on their own to help victims of the Sept. 11 tragedy. NJ Transit also set up its own disaster relief fund, which supports charitable organizations such as the American Red Cross and the Salvation Army.

“In the coming days and weeks, we must evaluate our security system, our intelligence abilities, and the safety of our transportation network. Our citizens have a right to feel secure at home, at work, at school, and on our nation’s transportation system.”

U.S. Sen. **Patty Murray** (D-Wash.)

“I would like to recognize all the transit officials and employees who quickly and efficiently helped evacuate large numbers of people out of congested areas under the difficult circumstances following the attacks on Sept. 11. Our thanks goes out to all these dedicated transit employees.”

U.S. Sen. **Wayne Allard** (R-Colo.)

Houston Metro Moves Proactively To Shore Up Security Issues

By Maggi Stewart
 Communications Specialist
 Metropolitan Transit Authority
 of Harris County
 Houston, Texas

In the immediate aftermath of the terrorist attacks, the Metropolitan Transit Authority of Harris County responded by getting office workers home from downtown Houston promptly, displaying American flags on its entire fleet, and setting up a long-term Security Task Force.

Metro President & Chief Executive Officer Shirley A. DeLibero called an emergency meeting of the Executive Millennium Team, a group of 10 top-level executives, and put a plan into action. That morning, as major Houston businesses shut down, Metro put an additional 150 buses on the streets to take people home. Operations staff drove the streets and walked between bus stops to coordinate where buses

were most needed.

Metro's Security Task Force is made up of representatives from the Metro Police and other departments. It will meet regularly to discuss ways to ensure safety and security for employees and customers.

While no real danger has yet occurred in Houston, Metro is taking a "better-safe-than-sorry" attitude and responding promptly to all perceived threats. Several reports of unknown substances on buses, found later to be innocent or hoaxes, were thoroughly investigated.

A noontime bomb scare in the administrative headquarters building served as a good test of Metro's emergency procedures. A mailroom employee reported that a suspicious, ticking package had been left on a bus and was being delivered to the lost and found. Even though the "bomb" turned out to be a tape recorder making a ticking sound, all the proper precautions were taken. Hundreds of employees followed the building safety and security procedures and evacuated the building.

"...Public transportation systems in New York and Washington, D.C., responded quickly, reliably, and efficiently in evacuating people away from the affected areas and delivering them safely to their homes, churches, and other chosen destinations. We at the ATU could not be more proud of our members in these cities who stayed calm in the midst of this national tragedy and bravely performed the same important public service that they provide on a daily basis."

Robert Molofsky
 General Counsel
 Amalgamated Transit Union

Central Arkansas Transit, Airport, Local Chamber Partner to Take 2,000 to Hotels

By Keith Jones
General Manager
Central Arkansas Transit Authority
North Little Rock, Ark.

When more than 25 cross-country flights were diverted to Little Rock National Airport in a 45-minute period on Sept. 11, the airport found it had an entire day's passenger load all at once. Airport management called for assistance from the Central Arkansas Transit Authority.

In the first hour after the terrorist attacks, we had already arranged for extra drivers to report for the possible evacuation of state and federal buildings. Large-scale evacuations did not occur, but in the meantime the airport situation developed.

I was at the airport by 10 a.m. for the first of several meetings with airport management and community volunteers. The Greater Little Rock Chamber of Commerce sent a dozen staff members and volunteers to the airport, and a plan was developed to take the stranded travelers to area hotels.

Barbara Graves, a city of Little Rock elected official, coordinated the chamber efforts. She also had recently been named liaison between CATA and the City Board of Directors. Her husband, whose firm was one of the major tenants of the World Trade Center, was on hand as well.

Graves, her husband, and chamber staff called hotels to determine availability of rooms and shuttles, made reservations, and directed people to the bus staging area. CATA divided the Little Rock-North Little Rock area into five general hotel districts and developed a general shuttle route for each district. Nine buses were brought to the airport, along with two service supervisors who came in on their day off to

help.

In less than four hours, more than 2,000 travelers were taken away from the airport and checked into more than 20 hotels. With no prompting, bus drivers pitched in and helped with luggage, infant carriers, pets, and many other tasks that went far beyond a normal day's duties. The bus drivers also kept track of the hotels and the number of people who were delivered.

Our administrative staff developed a fax list for 20 hotels, and CATA issued a series of bulletins and updates to the hotel managers with the latest news about when ticket gates would be open and when service for each airline would resume. Return shuttles operated from Wednesday through Friday to bring passengers back to the airport, and to the local Amtrak and Greyhound terminals.

Airline passengers who unexpectedly found themselves in Arkansas were probably some of the least informed of all Americans about just what had happened in New York,

Washington, and Pennsylvania that morning. But there was no panic and the utmost patience prevailed.

Many of the travelers had special circumstances. One elderly woman had been en route to see her ailing sister in Sacramento, who died on Sept. 12. Her trip then became a mission to attend the funeral. The family in Sacramento waited until she could book a trip on Greyhound from Little Rock two days later.

Many people were at the ends of their trips and did not have cash for extended stays. The area's hotels did not turn anyone down. We did not charge anyone for the shuttles to and from the airport.

At one point shortly after noon on Sept. 11, about 20 crew members from one of the airlines most directly affected that morning appeared at the loading zone. They had obviously been in meetings in the terminal and were just beginning to deal with the loss of their colleagues. They did not want to separate even for the 15-minute trip to their downtown hotel, and it was obvious that the hotel's courtesy van could not accommodate them all at once. We arranged for a bus to take them to their hotel, with no other passengers on board for that one trip.

"Should we experience any similar attacks in the future—and I pray to God that we don't—transit operations will again be essential for evacuating people from danger and reducing the strain on our roads, highways, and bridges."

U.S. Rep. James L. Oberstar (DFL-Minn.)

In Dangerous Situations, Austin Police Take the Wheel for Capital Metro

The Capital Metropolitan Transportation Authority in Austin, Texas, was called into service when the Sept. 11 terrorist attacks grounded air travel across the country, leaving hundreds of passengers stranded at Austin-Bergstrom International Airport.

"Cars and taxis were not allowed near the terminal, but we had to get passengers and airline crews out of the security perimeter," explained Austin Police Department Sgt. John Jones. Capital Metro immediately sent eight buses to ABIA to help get travelers to area hotels.

"We had to find a way to transport the airline passengers to a safe place to stay," said Elaine Timbes, chief administrative officer at Capital Metro. "At the same time, with airlines clearly the target of terrorists, we didn't know what type of situation we might be sending our bus operators into."

Not only did the buses serving the airport carry a police escort; armed Austin police, dressed in full uniform, drove the buses that would shuttle 300 travelers from the immobilized airport to local hotels. Fifty-six city police officers make up most of the system's security team, and now some of them also have been trained to drive buses.

"Clearly, security was an issue," said Pam Rivera, Capital Metro security manager. "We never want to send our employees into the line of danger. Because of this program, we don't have to."

The driver training program for police

began before the Austin Fortune 500 Summit in October of 2000, after Capital Metro observed the chaos surrounding the earlier summit in Seattle. "We saw what happened in Seattle, where operators were caught in the middle of riots, overcome with tear gas, and knew we couldn't let that happen here," said Rivera.

"APD needed buses for mass deployment of police and sheriff's officers, and Capital Metro wanted to keep civilian drivers safe, so we knew we could work together," said Jones.

As part of a unique cross-training program between the Austin police and Capital Metro, 11 police officers took an extensive, 40-hour bus driver training course. "It's exactly what our operators go through to earn their commercial driver's licenses," said Timbes. "That includes on-the-road training. Those 11 officers can now drive



Austin police officers, trained as bus operators, take the wheel of Capital Metro buses in potentially dangerous situations. Operators and police officers met after Sept. 11.

any bus in our fleet."

"I'm proud of our partnership with Austin police," said Karen Rae, Capital Metro's general manager. "This program provides peace of mind, not only for our employees, but also for the community. It has helped strengthen our relationship with law enforcement. As we've all learned this past week, that relationship is invaluable."

"Many Canadian transit agencies worked non-stop to provide transportation and shelter for thousands of unexpected airline passengers stranded at Canadian airports from coast to coast. At CUTA, we were also pleased to assist in whatever small way possible."

Michael W Roschlau
President and Chief Executive Officer
Canadian Urban Transit Association

MARTA's Policing Strategy Faces a Timely Launch

The Metropolitan Atlanta Rapid Transit Authority launched its new high-tech policing strategy, M*PACT (MARTA Proactively Attacking Crime Trends), on Oct. 15.

"This campaign could not have been more timely given the public's concerns about safety and security in the wake of the Sept. 11 terrorist attacks," said Nathaniel P. Ford Sr., MARTA general manager and chief executive officer. "Our police department planned this new strategy months before our nation's tragedies, demonstrating once again the department's vision and preparedness in terms of safety and security and our ability to continue to fulfill our critical role in the delivery of a vital service to the communities we serve."

The M*PACT campaign, which incorporates the use of computer technology, is modeled after the highly successful COMPSTAT program developed by the MTA New York City Transit Police. Officers analyze data and use computer mapping to show trends in customer complaints, crimes, calls for service, and system disturbances, and police are deployed where they are needed.

"The riding public wants to feel safe right now," said Gene Wilson, chief of MARTA's 350-person police force. "M*PACT gives us more flexibility than we've ever had. We're deploying based on what happened the day before."

In the past, a uniformed MARTA police officer rode on every train running after 3 p.m., which tied up a quarter of the force. Under M*PACT, as many as 40 plainclothes officers and 70 uniformed officers could work in the system on any given day, Wilson said.

M*PACT also forces police brass to take responsibility for crimes in their precincts, Wilson said, through intensive follow-up, sharing information with other area police departments, circulating composites of suspects, and notifying passengers of crime patterns.

The MARTA police force is the ninth largest in the state of Georgia, and one of only two transit police forces in the nation accredited by the Commission on Accreditation for Law Enforcement Agencies. The force received extensive security and terrorist training in preparation for the 1996 Olympic Games held in Atlanta. Its Special Operations Response Team has been trained by the U.S. Army in biological and chemical response, and the Bomb

Assessment Team is equipped with a computerized robot and K9 units.

Immediate Actions

Following the terrorist attacks, MARTA suspended long-term parking fees and joined the nation for the National Day of Prayer on Sept. 14.

On the security front, MARTA police officers were placed on 12-hour shifts with all leaves and vacations canceled; they have returned to 10-hour shifts with the understanding that the hours will be extended as events warrant. Police also trained MARTA's mailroom staff in the proper handling of suspicious packages and envelopes in the wake of reported anthrax attacks.

Trackwalkers and police now check for suspicious packages in tunnels and on MARTA's rail line before trains begin running every morning. Sweeps are made at end of the

line runs and on platforms. Adjacent tracks are checked hourly. Bus operators frequently inspect their vehicles, and barricades have been installed outside MARTA's Five Points Station, a major transfer point and the busiest station in the system.

MARTA police have responded to nearly 100 calls of suspicious packages and bomb threats since Sept. 11, all false alarms. However, service has been interrupted for a total of less than 30 minutes.

The authority also has distributed leaflets asking riders to be aware of their surroundings and report any suspicious packages or activity to MARTA police. Stations have phones linking them directly to MARTA police, but an added bonus resulting from the M*PACT project is a deal between Verizon Wireless and MARTA allowing Verizon customers to reach MARTA police directly on their cellular phones.



Unveiling MARTA's new M*PACT policing program are, from left, MARTA Police Sgt. Richard Connally; Assistant Chiefs Joe McKinney and Wanda Dunham; Chief Gene Wilson, at podium; and MARTA General Manager/CEO Nat Ford.

Miami-Dade Transit on High Security Alert

On Aug. 18, 10 “terrorists” secretly infiltrated the Miami-Dade Transit Agency’s offices in downtown Miami, armed with handguns and explosives. These men wore the familiar uniforms of United Parcel Service and FedEx, a telephone repairman, and a pizza deliveryman. Roughly 60 MDT employees felt the cold reality of being taken hostage.

Of course, this was just a drill conducted by Miami-Dade police officers, but for several minutes the scene appeared very real. Only MDT Chief of Safety and Security Bonnie Todd, a member of her staff, and MDT Director Danny Alvarez knew of the exercise beforehand, and even the director didn’t know when it would occur.

In light of the tragedy of Sept. 11 and the subsequent anthrax scare, MDT is now looking even more closely at its security procedures. The system has had to quarantine transit vehicles containing a suspicious white powder, and two employees exposed to the powder were recently tested.

The agency is preparing a report for its human resources division to identify which

employee positions should require a higher level of background checks.

Armed Guards at All Facilities

Since Sept. 11, MDT has placed Level Three armed guards at all transit facilities rather than only in Metrorail and Metro-mover stations. Security personnel are now required to check county identification cards more closely before allowing an employee to enter a transit facility.

“One of the things we learned from the drill,” Alvarez added, “is that the fake terrorists were allowed in even though they wore no identifying badges. They were permitted to enter based on their recognizable uniforms alone. That really got our attention.”

MDT is working to change state laws that allow entry to transit facilities and vehicles with a concealed weapons permit. At present, only county employees are prohibited from bringing weapons onto county property. The system earlier helped to change state laws that now classify any assault on transit agency employees as a

felony.

One of MDT’s first actions after Sept. 11 was to remove all waste receptacles from Metrorail and Metro-mover stations. MDT is also conducting a survey of areas on the system lacking “No Parking/No Standing” signs, including under the Metrorail and Metro-mover guideways.

Todd said she believes employees need quick access to instructions on what to do when coming into contact with a white, powdery substance, or even how to challenge people wearing no identification in secure areas. Entry to secure areas will also be switched from a keypad to a proximity card system plus a personal code. MDT also is looking into various security measures to help prevent injury to passengers and to deter acts of terrorism.

“Unfortunately, terrorism is no longer improbable in our country,” Alvarez said. “We want to make sure we’re doing all we possibly can to protect our passengers, employees, and those who do business with us.”

“The horrible events of Sept. 11 should make clear to everyone, especially members of Congress, that the solution to national transportation problems isn’t simply safer planes, but better trains....[The terror attacks] grimly underscore the nation’s strategic mistake in relying far too much on air travel while giving little more than lip service to new high-speed passenger rail.”

Milwaukee Journal Sentinel
Sept. 20, 2001, editorial

CTA Responds Confidently to Meet National Concerns

When news of the terrorist attacks in New York and Washington reached Chicago on Sept. 11, the morning rush period was just beginning to wind down. As the scope of the disaster started to sink into the public consciousness, the 110-story Sears Tower was evacuated as a precaution, and occupants of other downtown office buildings quickly followed suit.

For the Chicago Transit Authority, this meant that, instead of allowing rail and bus service to revert to midday levels, every available bus had to be held downtown for outbound trips, and train schedules had to be maintained at near-peak levels.

Controllers at the CTA's Control Center were instructed to alert rail and bus operators throughout the system to prepare for a

reverse commute. Bus operators who had been on their final trips downtown for the morning rush were directed to one of four staging areas where buses could be dispatched as needed by supervisors. Rail operators were kept in service for additional trips after they ordinarily would have laid up their trains at terminals.

More than two dozen bus and rail service managers were dispatched to key stations and street locations in the downtown area to provide service information to customers and monitor the volume of passengers so service needs could be adjusted as needed. All track work was suspended to minimize any slowdown of train service.

Meanwhile, well-established emergency procedures brought top operations, maintenance, security, public affairs, and support personnel to a command post in the Control Center where they could monitor service and authorize and communicate any changes that might be required.

After air travel was suspended, the Chicago Department of Aviation, in compliance with the police department, asked the CTA to halt Blue Line 'L' subway service into the terminal at O'Hare International Airport. Trains were unloaded at the Rosemont Station, the last stop before O'Hare, and a bus shuttle was implemented between Rosemont and the airport.

Preparation Pays Off in Cleveland

The Greater Cleveland Regional Transit Authority believes "Timing is everything."

Before Sept. 11

On Aug. 30, less than two weeks before the Sept. 11 terrorist attacks, RTA hosted a FBI Terrorist & Operational Response Training Seminar at its main office.

This training outlined law enforcement response and operational and investigative tactics related to terrorist incidents involving the use of explosives or chemical, biological, or nuclear devices.

Attending were 40 members from Transit Police, RTA Chief Executive Officer and General Manager Joe Calabrese, nine other RTA supervisors, and seven members from emergency service agencies.

Preparations began before that. Transit Police had developed a System Security Program Plan and an Emergency Operation Plan. Cleveland is tied into the Office of Safety and Security Intelligence Network at the U.S. DOT, and Transit Police have attended several counterterrorism courses. For many years, RTA has been a partner in the emergency evacuation planning processes of the city of Cleveland and Cuyahoga County.

"We have participated in every tabletop exercise and drill that has occurred in Cuyahoga County in the last several years," said Transit Police Chief John Joyce. "We have acquired gas masks, bullet-resistant vests, and other devices to deal with the potential of a terrorist attack. We have also worked daily to increase the security awareness of our 3,000 employees."

On Sept. 11

On the morning of Sept. 11, things happened quickly. RTA's main rail hub is on the lowest level of the Terminal Tower, one of the city's tallest buildings, and that building was evacuated. Soon, all major downtown buildings were evacuated, and several hundred thousand employees were sent home.

In addition, RTA's Customer Service Center, located on the first floor of one of Cleveland's tallest buildings, was evacuated. RTA employees moved to the main office a few blocks away to help answer hundreds of incoming calls.

RTA officials immediately implemented rush hour-level service on both bus and rail, and many operators were called in. There was initial confusion because local phone service was out, and RTA had to

arrange for bus shuttle service from its main rail hub in Tower City to nearby stations.

Hopkins International Airport was also evacuated, and RTA rail service to that station was halted. Again, bus shuttle service was arranged between the airport and the nearby Brookpark rail station.

RTA staff and executives, including Chief Executive Officer and General Manager Joe Calabrese, spent several hours at Public Square, helping the gridlock of people board buses in as orderly a manner as possible. By 1 p.m., downtown was largely vacant. Rail service was restored to Tower City by 7 p.m. that day. When the airport reopened at noon on Thursday, rail service began immediately.

After Sept. 11

Transit Police remained in a heightened state of alert for at least 36 hours, and most officers worked extra shifts.

On Sept. 12, RTA officials met to review the emergency procedures, and are now addressing security enhancements.

Utah Transit Authority Responds on Several Fronts

During the week of Sept. 11, the Utah Transit Authority responded to several activities in the Salt Lake City area. Three of the five UTA bus divisions responded to stranded airline passengers and building evacuations. Even the TRAX light rail system was temporarily closed for approximately seven hours on Sept. 13 in downtown Salt Lake City due to a bomb threat near the Matheson Court House, just a block from a light rail station.

UTA radio control contacted bus dispatchers around 8:10 a.m. local time on Sept. 11, informing them that the Salt Lake International Airport had been closed. Two UTA bus operations supervisors evacuated passengers on one Japan Air flight bound for Japan, who were transported on UTA buses to two downtown Salt Lake City hotels.

UTA then transported dozens of stranded airline passengers from the airport to hotels and motels throughout the area in 15 to 20 additional trips. The authority coordinated this effort with Salt Lake International Airport Police and ground transportation representatives. Normal service near the airport was disrupted for approximately two hours before rerouting to the airport terminals was allowed.

At 11:30 a.m., a UTA bus was dis-

patched to assist with the evacuation of the Internal Revenue Service Processing Center in Ogden, Utah.

Early on Sept. 13, an 18-car Amtrak train carrying many passengers transferring from canceled flights was bound for California when it collided with an eastbound freight train approximately 50 miles west of Salt Lake City. UTA responded by dispatching five buses to the site. With the help of the Utah Highway Patrol, UTA loaded its buses with passengers, including family members of the injured train passengers, and returned them to Salt Lake City.

Later that day, a UTA bus operator discovered a cylindrical package wrapped in duct tape on the floor of a bus at a downtown bus division. Salt Lake City Police were called to the scene. Bomb squad experts took X-ray pictures of the package,

drove the bus between abandoned buildings, and then blasted the package from the bus with a water cannon. Police discovered the package to be a bowling pin and foam wrapped to simulate a pipe bomb. The downtown bus division was evacuated, and traffic within two blocks was diverted for two hours.

Since Nov. 1, three UTA employees and seven children of UTA employees have been called to active military duty.

UTA has instituted increased security measures. All operators will be provided with terrorism training in the near future. A terrorism task team consisting of five operations supervisors has been trained in terrorism issues, and they will provide similar training to all operators. Bomb threat procedures for operators are currently being reviewed, and mail and package handling precautions have been published and distributed throughout the company via the risk department.

Denver RTD Adds Service to Downtown and Airport

In Denver, the Regional Transportation District's first reaction to the Sept. 11 terrorist attacks was to dispatch additional buses to several key metro area locations to get people back to their homes and cars. As many state and federal agencies and businesses closed or released non-essential personnel, RTD added dozens of buses to our normal service, with others available on standby.

As a precautionary measure, following the attack, our transit facilities and operations throughout the six-county metro area were all placed on heightened security

awareness following the attack. That remains in effect.

At the downtown Denver Civic Center and Market Street stations and the Boulder Transit Center, passengers lined up in an orderly fashion at the gates where their express or regional buses would normally board. Because this was after the normal morning rush hour and long before the regularly scheduled afternoon rush, supervisory personnel pressed buses into service as passenger demand dictated. Supervisory personnel called out bus routes to passengers, who then signaled back if that was the

route they needed.

RTD's light rail operations returned to peak hour service levels with three-car trains. Light rail passengers were quickly transported from the downtown area and returned to their park-and-rides.

Immediately following the shutdown of Denver International Airport, RTD dispatched one dozen additional buses to DIA to supplement its regular skyRide service and help get employees and passengers out of the airport. RTD also provided impromptu bus shuttle service from DIA to carry passengers to area hotels and motels.

Patriotism Takes to the Road With Help From Public Transit

American flags and other patriotic symbols are common sights on public transportation vehicles throughout the nation. Here are a few representative examples:

- To show solidarity with transit workers and passengers directly affected by the terrorist attacks, dozens of **Regional Transportation District** employees and their families in Denver illustrated special bus and light rail interior ad cards. In one corner of each card is an American flag and the notation, "A healing message brought to you by the Regional Transportation District, Denver. Artwork created by families of RTD employees." These cards were being sent to New York's Metropolitan Transportation Authority and the Washington Metropolitan Area Transit Authority for possible display in their vehicles or facilities.

In a letter accompanying the ads, RTD General Manager Cal Marsella wrote, "Those of us outside of New York and Washington cannot imagine the impact on those who live and work in the areas targeted for these attacks. A number of RTD employees expressed a desire to convey their thoughts to residents of the communities primarily affected by the tragedies.... It is our hope that this small gesture will help provide some measure of consolation for your employees and customers."

On Sept. 14, drivers for RTD's 16th Street Mall Shuttle service stopped their buses briefly at noon so passengers could observe the national moment of silence requested by President Bush. Church bells rang out and hundreds of red, white, and blue balloons were released at noon from the nearby Colorado State Capitol.

- The **Toledo (Ohio) Regional Transit Authority** introduced a full wrap bus on the streets of Toledo on Oct. 8, Columbus Day. The bus, a joint project of TARTA and its advertising contractor, is designed to show an American flag with the words "United We Stand."

"This is a way our whole community can make a strong patriotic statement," said TARTA General Manager Richard L. Ruddell. He also noted that the bus has been featured on several local television stations and has drawn many positive comments from the public.



A Toledo Area Regional Transit Authority bus is fully wrapped in an American flag with the words "United We Stand."

- To honor America and to show support for the nation's response to the

Metro Transit has placed American flags on all 970 buses in the Twin Cities fleet.



terrorist attacks, **Metro Transit** in Minneapolis/St. Paul affixed an American flag to each of the fleet's 970 buses. One Metro Transit bus has been fully wrapped in an American flag design.

- The **South Bend Public Transportation Corporation (TRANSPO)** in South Bend, Ind., outfitted all the buses in its fleet with transit signs depicting a waving American flag, stating support for the rescue workers and, later, for American troops. Employees also were provided with American flag lapel pins, to become a part of the uniform, and antenna decals for their personal vehicles.

Flag banners also were placed at TRANSPO's corporate offices and transfer centers, and a small memorial service was held in front of the offices. At its Sept. 17 meeting, TRANSPO's board of directors adopted a formal resolution to show support and offer help to the Port Authority Trans-Hudson Corporation, other systems directly affected, and to U.S. DOT.

- In Spokane, Wash., **Spokane Transit Authority** coach and van operators affixed U.S. flags to the arms of their uniform jackets; staff wear them or flags on their lapels; and American flag decals have been applied to the windshields of all STA vehicles. Even more visible is "Patriotic Spirit," a 40-foot STA bus wrapped in the Stars and Stripes, which travels the streets of Spokane County.

- **Pace Suburban Bus Division** in Arlington Heights, Ill., near Chicago, is displaying an American flag on every bus in its fleet.



Houston Metro reacts to the Sept. 11 terrorist attacks by displaying the American flag on the front windshield of every Metro bus, METROLift vehicle, and trolley.

- In Houston, the **Metropolitan Transit Authority of Harris County** printed about 1,440 American flag illustrations, so one can be displayed in the windshield of every vehicle in the Metro fleet. Sturdier flag decals are being printed to create a more permanent display.

Patriotism Takes to the Road With Help From Public Transit

- The **SunLine Transit Agency** in Thousand Palms, Calif., is displaying large American flag decals on its entire fleet of buses, paratransit, and utility vehicles, and installed two new flagpoles for the American and California flags at its offices. Many SunLine employees continue to dress in red, white, and blue, or adorn their offices with patriotic themes and symbols. One employee went so far as to dye his hair bright blue.

- In Pittsburgh's Veterans Day Parade, the **Port Authority of Allegheny County** unveiled a bus fully wrapped in red, white, and blue, decorated with a line from the song "America the Beautiful." The wrapped bus is now running on various routes throughout the service area. In addition, all buses in the Port Authority fleet are displaying American flags.



Riverside (Calif.) Transit Agency produced its first-ever wrapped bus as a tribute to America and the lives lost.



Art student SheQuita Fritz helps to decorate a Riverside Transit Agency bus that is now serving RTA routes.

"land of the free, home of the brave" etched onto both sides.

- The **San Diego Metropolitan Transit System** has posted American flag decals on the windows of the entire fleet of over 500 buses and trolleys.

"We have received an excellent response from our employees and customers, as well as from car drivers on the road," said San Diego Transit President and General

American flag decals have been placed on the windows of all San Diego Metropolitan Transit System buses and trolleys.



- The **Riverside (Calif.) Transit Agency** turned a Try Transit Week bus-painting event into an opportunity for a group of area high school art students to pay tribute to America and the lives lost. The bus, covered in paint with images that pay respect to the Sept. 11 tragedy, is now out on the road traveling RTA routes.

RTA also commissioned its first-ever bus wrap. A flag, which appears to be waving in the breeze, covers the entire bus, with the words

Manager Ron Yagura.

- An Apollo transit bus built by **Glaval Bus Inc.** of Elkhart, Ind., has been turned into "a patriotic mobile statement." The custom vinyl graphics of stars and stripes with the words "God Bless America" were developed by the in-house design department of Illinois Bus, a Glaval distributor. The bus will be shown at fundraising events across the nation.



Glaval Bus Inc. and Illinois Bus are keeping the American spirit rolling with the "Patriot Bus."

- The **Southwest Ohio Regional Transit Authority** in Cincinnati has adorned all 426 of its Metro buses with American flags, and distributed U.S. flag lapel pins to all of the system's nearly 1,000 employees.

At noon on Sept. 14, all Metro buses in operation stopped for a minute of reflection in answer to the call for a national day of prayer and remembrance.

General Manager Paul Jablonski led a prayer ceremony at Metro's corporate offices.



A Cincinnati Metro employee installs an American flag on a bus. Employees worked through the night to mount flags on every bus in time for the first shift on Sept. 14.

- The **Milwaukee County Transit System** is displaying the flag on all of its buses.

- The **Central Ohio Transit Authority** in Columbus has wrapped one of its buses in a special patriotic design. Following its introduction in ceremonies Nov. 7, the bus was put in operation in neighborhoods on various COTA routes.

- Employees of the **Santa Cruz Metropolitan Transit District** in Santa Cruz, Calif., began wearing American flag lapel pins after Sept. 11. Flag decals also have been applied to the curb side of every bus in the Metro fleet.

TRANSPO Maintains Vigilance, Preparedness

The South Bend Public Transportation Corporation (TRANSPO), serving the communities of South Bend and Mishawaka, Ind., responded immediately to the events of Sept. 11 by reaching out to community officials. TRANSPO provided uninterrupted service on that day and those that followed.

More recently, TRANSPO has implemented additional measures to maintain

vigilance and preparedness while avoiding fear or panic among passengers and employees. Management has been stressing tolerance for diversity in its communications with employees.

TRANSPO has added steps to its standard operating routine for bus operators, such as ensuring that no unidentified packages or suspicious articles are left on board vehicles or within facilities. Information is

being communicated to all employees about general security concerns and the effects of the tragedy on other public transportation providers.

Also, system employees who serve as reservists in the armed forces or in the National Guard have been given unlimited schedule flexibility to accommodate their commitment to serve.

“The men and women who operate New York City subways and buses, commuter lines, and bridges and tunnels were among the heroes who helped the city regain its footage in the early hours of the tragedy and into the weeks ahead.”

Sonny Hall

International President

Transport Workers Union of America, AFL-CIO

In Twin Cities, Transit Introduces Changes to Security Efforts

Metro Transit in the Minneapolis/St. Paul region has made some changes to its customer and employee security efforts since Sept. 11. It has enhanced the visibility of its transit police and on-street supervisors, and has instituted outbound calls from its control center to check on the well-being of its employees.

Bus service that day focused initially on the Mall of America, which shut down just as the retail day was beginning. Access was denied to the transit station inside the facility, so the buses were deployed to an open field near the mall. The system also began early operation of its network of express bus routes for University of Minnesota students when the university canceled classes for the day.

To serve commuters released early from job sites, Metro Transit dispatched buses to layover locations near downtown. Transit supervisors visited key downtown bus stops to determine the destinations of the largest numbers of customers. Bus operators were informed of their assignments by radio.

On Sept. 16, Metro Transit provided service to “Minnesota Remembers: A Memorial from the Heartland,” a ceremony at the state capitol attended by 35,000 citizens. In addition to its regular route service, the system mobilized 40 buses as shuttles between downtown St. Paul, where free parking was available, and the capitol complex.

Employee Security, Asset Protection

Metro Transit has created a security review team to examine its garages and maintenance base. As part of its security audit, the team has assessed emergency plans and evacuation procedures for each facility. The facility-by-facility assessment is being further reviewed by an independent security consultant.

Also, the safety department has issued guidance to primary mail handlers at each facility to address concerns about biohazards. The system is working on procedures for dealing with the presence of suspicious white powder and questionable packages left on buses.

Pace: Helping Suburban Chicago Commuters

Pace Suburban Bus Division of the Northeast Illinois Regional Transportation Authority, serving suburban Chicago, focused its efforts Sept. 11 on helping the mass of suburban residents who left work early due to the closure of

many office buildings and shopping centers throughout Chicagoland, including the Sears Tower.

Many Pace routes that connect to Metra commuter rail lines and Chicago Transit Authority trains and buses provided addi-

tional trips throughout the day to transport passengers leaving the city. Many routes serving suburban shopping centers also operated extra trips as workers left early for home.

KCATA Answers City's Call

On the morning of Sept. 11, Kansas City, Mo., was just one of many cities where tall buildings were evacuated, government offices shut down, and stores closed. But the Kansas City Area Transportation Authority kept its buses rolling, responding to calls for help from city leaders and officials from Kansas City International Airport.

KCATA dispatched buses to take stranded airline passengers to hotels and special shelters in the city. Kansas City, Mo., Mayor Kay Barnes called the emergency airport service a demonstration of "true Kansas City responsiveness and hospitality."

While the Federal Aviation Administration was ordering all commercial flights grounded

that morning, Kansas City police officers were establishing a no-traffic quarantine around federal, state, and municipal complexes. Because the traffic-free zone also was enforced the next day, Barnes again turned to the KCATA, which responded by operating a special free shuttle from satellite parking lots to the perimeter of the restricted area downtown.

In a letter to KCATA General Manager Mark Huffer, Barnes praised the agency's professionalism, calling the system a crucial part of the multi-agency effort to overcome the challenges that confronted Kansas City at a time of "temporary national uncertainty."

Huffer credited front-line employees for

the KCATA's successful implementation of the emergency service. Some customer service agents worked 15-hour days Sept. 11; dozens of bus operators volunteered to work extra shifts, and others who were on vacation or taking the day off rushed in to help out.

"Business and governmental agencies throughout the region were closing down," Huffer said, "but we had bus drivers call in and say, 'I'm putting my uniform on. I'll be there in 30 minutes.' Others just came right in, and we kept our service going. We also got all the extra service out.

"All of our departments came together and responded," he added. "We got the job done as a team."

Laketrans Gives Boost to Riders and Local Economy

Lake County is the sixth largest retail area in Ohio, and the economic impacts of Sept. 11 were being felt quickly. To boost the local economy and spur retail sales, Laketrans began offering 25-cent "Liberty Fares" on six fixed routes on Nov. 1, continuing through Dec. 31. These routes run along the county's most densely populated retail corridors, and Saturday service has also been expanded.

"We want to do our part to keep our economy moving ahead in the right direction," stated General Manager Frank Polivka. "Our Liberty Fares enable every teenager and adult in Lake County

to get to work or shopping aboard our clean, safe, and reliable buses. All of our local fixed route buses are fully accessible."

Polivka continued, "We hope that all of our retailers and merchants along our fixed routes will take advantage of this opportunity to increase sales and attract new employees. Many of our local high schools are located on or near our fixed routes. This is an excellent opportunity for schools and businesses to capitalize on their need to work collaboratively, and for Laketrans to be the catalyst for boosting the local economy through increased access to sales

and employment."

As the regional transit authority for Lake County, Laketrans provides commuter service to its nearest metropolitan neighbor, Cleveland. Its immediate response to the Sept. 11 attacks was to provide return commuter service, continuing every other hour until the afternoon rush hour.

In response to subsequent parking bans in downtown Cleveland, Laketrans has stepped up its media campaign to encourage service use by new commuters who are finding themselves without their familiar parking spaces.

Kitsap Transit Serves Ferries and Naval Bases

Kitsap Transit in Bremerton, Wash., provides service to four terminals for Washington State Ferries and four U.S. Navy bases. Within hours of the Sept. 11 attacks, both agencies made security decisions that affected transit operations.

The Washington State Ferries were packed that day with workers from Seattle sent home by their employers; by late morning, the ferries were closed to vehicles and access was limited to walk-on passengers. Kitsap Transit sent buses and road supervisors to four ferry terminals, providing “on-demand” van service to ferry passengers who were forced to leave their cars in Seattle and whose destinations were not located on a bus route.

The ferry system restored vehicle access by the afternoon commute that day, and buses returned to their normal schedules. However, in subsequent weeks Kitsap Transit has responded to delays in ferry service caused by bomb threats and “white powder” scares.

All four of the military bases in Kitsap County immediately increased their security on Sept. 11. Kitsap Transit learned from the Puget Sound Naval Shipyard, the county’s largest employer, that its buses would not be allowed entry to the yard. Thirty-one buses

had dropped riders at the base that morning and were expected to return that afternoon. By 3 p.m., a plan was developed: internal buses at the yard carried riders to a base gate where the Kitsap Transit buses were waiting outside.

Another security action at PSNS eliminated more than 1,600 parking spaces, including nearly all spaces for persons with disabilities. Kitsap Transit provided two accessible buses, now a permanent part of the PSNS fleet, to operate between work sites and distant base parking. The system also worked with PSNS to organize park-and-ride lots and shuttle buses for employees who could no longer park on the base.

In the weeks following the attacks, Kitsap Transit staffed more than a dozen transit information fairs at the shipyard to assist employees who had lost parking spaces or who had tired of waiting in security lines to drive into the base.

More than a month after the attacks, security restrictions still keep hourly buses from operating inside PSNS. Shipyard personnel guard Kitsap Transit buses at the main base, and trained dogs “sweep” vehicles each day. These steps have provided the security needed

to allow most afternoon buses to again enter the base to pick up riders.

Buses are still required to drop passengers outside the gate in the mornings, then report to the main base to be cleared by the dogs for their afternoon trip through the gates. The two accessible buses given to PSNS on Sept. 11 will continue to be used to transport employees with disabilities indefinitely. Paring shuttles continue to operate each day from two park-and-ride lots created on the day of the attacks.

The Bangor Naval Submarine Base also eliminated bus access on Sept. 11. Kitsap Transit worked with Bangor in the subsequent days to allow ACCESS paratransit buses back onto the base. Hourly bus service on the base resumed a month after the attacks, with tougher security checks of the riders and random searches of the vehicles.

Kitsap Transit operators and office staff have been reminded of the agency’s emergency procedures, and are alert to any suspicious activities. Some system employees have also received hands-on training.

C-TRAN Provides Special Service to Get Employees Home

Upon learning that federal offices in downtown Portland, Ore., were closing mid-day on Sept. 11, C-TRAN in Vancouver, Wash., quickly responded by dispatching buses to the downtown Portland and Lloyd Center business districts to pick up passengers released from work early. Road supervisors and office personnel were also sent to the transit mall to monitor service and provide information to passengers.

News advisories on transit service were quickly relayed to media outlets; information was posted on C-TRAN’s web site; and a broadcast e-mail was sent to several hundred passengers. Although the special mid-day service was lightly used, passengers affected by the office closures, as well as those who were not, were grateful for the quick reaction.

In addition to special service, C-TRAN relayed security information to coach oper-

ators and kept them informed of changing conditions.

C-TRAN has heightened its level of safety, security, and awareness, and continues to do everything in its means to keep passengers safe and respond to potential terrorist threats as they arise. Additional bioterrorism training is being scheduled for all agency employees, and general protocols for frontline employees are being reviewed.

MAX Light Rail Helps Stranded Airport Passengers

By Fred Hansen
General Manager
Tri-County Metropolitan Transportation
District of Oregon
Portland, Ore.

On Sept. 10, Tri-Met was celebrating the opening of the first “train to the plane” service on the west coast. We opened our third light rail MAX extension that day with service from downtown to Portland International Airport (PDX). The 5.5-mile project came to fruition through an innovative public-private partnership, the first of its kind in the U.S. But the celebrations came to an abrupt halt the following day as the tragic events unfolded.

When the Federal Aviation Administration closed PDX as part of the nationwide shutdown of airports, thousands of air passengers were left stranded. Fortunately, hundreds of stranded travelers, along with their luggage, were able to board the new MAX train located just 150 feet from baggage claim.

Each low floor MAX train departing PDX was packed with people, some with up to five pieces of luggage, as they headed to hotels, work, or home. Evacuating so many people with luggage on a regular city bus would have been quite difficult.

The FAA also required the airport to cordon off about 1,000 short-term parking spaces located within 300 feet of the terminal. Riding Airport MAX actually gets travelers closer to the terminal than parking.

Added Security

With the Airport MAX terminus located so close to the terminal, questions have

been raised about vehicle security. The FAA has requested that Tri-Met never leave a train unattended at PDX.

We have implemented the following changes at PDX since Sept. 11:

- Tri-Met security personnel now patrol the MAX station during all hours of service. We believe this will be a permanent situation at PDX;
- trains are swept for any packages or luggage left behind, which are immediately turned over to airport police; and
- security cameras are being installed at the MAX station as a deterrent and to serve as evidence if an incident occurs.

Not Just at the Airport

The tragic events of Sept. 11 remind us that our entire transit security program needs to be re-evaluated to ensure the safety of our riders and employees. We are now doing a comprehensive review of our operations and our facilities to enhance safety.

All 78 MAX vehicles have been



A Tri-Met security officer patrols a new Airport MAX train at a Portland International Airport terminal. Security was stepped up on the line after Sept. 11.

equipped with closed-circuit television cameras, and about half the buses in our fleet are now equipped with cameras. But while cameras, security, and police personnel are essential to maintaining the safety of a system, community policing is also necessary. We need input from our riders, our employees, and the public.

Additionally, we are incorporating new security measures into the design of our Interstate MAX light rail line now under construction.

These attacks have changed our nation and required us to take even more steps to ensure the safety of transit. Transit is always ready to assist.

“The American Public Transportation Association commends Transportation Secretary [Norman Y.] Mineta for his extraordinary efforts in exercising decisive leadership and providing calm and reasoned guidance to the nation in a time of peril, and pledges on behalf of the public transportation industry to keep our surface transportation infrastructure operating safely, efficiently, and effectively so that Americans can continue to exercise their freedom of movement in a safe and secure environment.”

Resolution adopted Sept. 29, 2001
American Public Transportation Association

At Spokane Transit: ‘Survivor’ Takes on New Meaning

Sept. 11 was supposed to be a day of celebration at the Spokane Transit Authority in Spokane, Wash. As part of the national Try Transit Week observance, STA had planned its employee appreciation event for that afternoon. Themed “Survivor: The STA Frontier,” the event was set to acknowledge transit workers’ efforts and record ridership levels despite state legislation that nearly halved revenues and led to significant cuts in service, budget, and staffing levels.

Instead of celebrating, STA employees watched televised images of the assault on New York and at the Pentagon.

STA administration and safety leaders worked immediately to bolster the agency’s existing security measures and implement new ones. Additional security personnel were posted at the system’s downtown bus station, and at all office and satellite locations.

STA employees now are required to wear their photo access badges or leave the property. Vendors and visitors are issued ID badges as well, and must be accompanied by an STA employee at all times. Passenger and employee parking lots and facilities are regularly patrolled.

When the threat surfaced of danger arriving in the mail, mail handlers were relocated to a remote office. Security and safety briefings were mandated for all employees to review bomb threat procedures, incident and suspicious persons reporting policies, and other issues pertaining to security.

True to form, STA did hold its “Survivor” employee appreciation event in the weeks following Sept. 11. A gathering to celebrate each other’s efforts and accomplishments in a challenging year was the break necessary before STA dug right back in to tackle an even tougher time.

Community Transit Helps Region, Employees

The disasters in New York and Washington struck early during Community Transit’s morning commuter service between Snohomish County, Wash., and Seattle. More than 5,000 people per day use Community Transit’s service to go into downtown Seattle from the northern suburbs, many of them working in city skyscrapers.

Most of the central business district offices never opened that morning, or closed shortly after beginning the day, forcing thousands of Community Transit’s riders onto the Seattle sidewalks.

The agency moved into action quickly to accommodate its riders, activating its disaster plan to help people return to Snohomish County. Additional buses were quickly put on the road; empty commuter buses heading north for the morning’s second load were sent back to Seattle to bring people home.

Operations supervisors provided information about bus routes and coordinated trips for commuters who were dropped off at park-and-ride lots in the morning and did not have a way to get home. Also, Washington State Ferries, fearing a car bomb in mid-trip, were not allowing vehicles on board for most of the day following the attacks. Community Transit super-

visors were on hand at ferry terminals to help passengers catch buses to their destinations.

By 10 a.m., thousands of Community Transit riders were already home in Snohomish County. To handle additional demand throughout the day, extra buses served many of the agency’s 33 commuter routes; other drivers were on stand-by at the agency’s base, ready to provide additional support as needed.

Reaching Out to Diverse Workforce

Community Transit employs a diverse workforce, including many drivers of East Indian descent. A number of them were afraid of passenger harassment.

Community Transit began to assist these coach operators almost immediately. Security personnel rode some coaches, and the agency reached out to its East Indian operators.

“We wanted to learn what obstacles they were facing: not only them, but their families, their children, their loved ones—and what we could do to help them,” said Michael Ford, Community Transit director of operations.

While specific efforts targeted East Indian staff, Community Transit moved quickly to help all workers through its Employee Assis-

tance Program. In the days following the attacks, counselors met with employees in groups and as individuals at the operations base to counsel those needing help. The Employee Assistance Program is continuing to provide support.

Taking Steps to Improve Safety

Before Sept. 11, Community Transit was studying ways to improve security, and these efforts have since accelerated. Within days, plans were being developed to beef up security on coaches and at Community Transit’s physical facilities. At its first post-Sept. 11 meeting, the board of directors approved a budget amendment to fund keycard systems, to almost double the agency’s security force, and to provide additional funding for contract security officers. Additional security personnel will allow for more officers both in uniform and undercover to ride coaches.

In the weeks since Sept. 11, coach operators have received refresher training in dealing with potential emergencies and personal safety and awareness. Employees who handle mail have been provided information on suspicious letters and anthrax exposure.

A newly formed Security Task Force with representatives from all departments is meeting weekly to plan employee involvement, to hear concerns, and to share information. The task force is looking at ways to strengthen security at park-and-ride lots by surveying current lighting and exploring the benefits of video cameras.

To Metrolink, Safety Is No Accident

When Metrolink, southern California's regional commuter rail service, learned about the events of Sept. 11, its first response was to get its passengers home. Because it is a commuter-oriented service, Metrolink runs only a limited number of trains during non-commute hours.

As activities in downtown Los Angeles came to a standstill, the Metrolink staff joined with employees of Amtrak, Bombardier, CDS telephone operations, MASS Electric, and Herzog to help get passengers home quickly. Metrolink not only got the trains moving and continued operating throughout the day, but added outbound trains on all lines between 9 and 10 a.m., allowing riders stranded in Los Angeles to get home.

In accordance with the existing emergency response plan, a core group of Metrolink personnel rushed to our emergency operation center in Pomona. An emergency inspection of the rights-of-way was done immediately. From that point on, the Metrolink team concentrated on media outreach and rumor control.

Announcements were made on all trains, and the Metrolink web site was up-

dated to reassure customers that the trains were still running. The call center continued operating throughout, alerting passengers that our trains were on track as usual. This was particularly important since the Los Angeles County Metropolitan Transportation Authority shut down service on its Red Line subway for a period, and many customers erroneously assumed that Metrolink was off-line as well.

The next phase of Metrolink's response involved taking a good look at existing security measures and determining what, if anything, must be done in the face of potential threats against transportation systems. We have been in constant communication with the Federal Transit Administration and the Federal Railroad Administration. Metrolink has met with the LACMTA and has sought FBI input on security issues.

In assessing potential threats against Metrolink, it was decided to increase regular inspection of the tracks and to randomize the schedule. The tracks, which were always checked on a regular basis, are now checked more often. Bridges, overpasses, and other rights-of-way have been subjected to increased inspection and heightened security awareness. The storage facilities were already fully secure, with complete fencing and full-time officers on staff around the clock.

Metrolink increased the number of Los Angeles County Sheriff's Department uniformed officers on the platforms at Union Station in Los Angeles. (Seventy-two percent of our passengers travel through Union Station on a typical commuter day.) Amtrak Police have also increased their patrols at Union Station, and the Los Angeles Police Department has been requested to make more frequent visits to the station during routine patrols of the area.

Announcements about unattended baggage are be-



Metrolink Safety and Security Manager Ed Pederson instructs L.A. County Sheriff's officers and firefighters on Metrolink safety procedures.

ing made every 15 minutes. Catellus, the building management company for Union Station, has increased its private security guard presence, and safety teams are being briefed on security awareness by the safety department and police. A joint Union Station security plan is being developed through a coordinated effort that includes Catellus, MTA, Metrolink, Amtrak, and the Metropolitan Water District, whose office tower connects with Union Station through a central plaza.

Within 16 days of the attacks, Metrolink was hosting training exercises. Teams of Los Angeles County firefighters and sheriff's officers responded to simulated emergencies involving a train and a vehicle, a rescue, and a potential hostage situation.

"Participating in training exercises like this helps everyone," said Ed Pederson, Metrolink safety and security manager. "Our personnel have the opportunity to work with the sheriff's and fire departments, and the county's people get to learn more about our equipment so they're prepared in case anything ever does happen."

Additional training is underway with staff and contractors on security awareness. The 11 members of the Southern California Regional Rail Authority Board of Directors, a joint powers authority representing the transportation commissions of Los Angeles, Orange, Riverside, San Bernardino, and Ventura counties, have requested monthly updates on all security issues, and Metrolink Chief Executive Officer David Solow has met with the FRA.



An L.A. County firefighter participates in a Metrolink safety drill.

Sacramento RT Helps Vacate Workers, Transports Firefighters

As California Gov. Gray Davis requested that all state employees vacate their offices as a safety precaution, the Sacramento Regional Transit District quickly assembled and ran downtown express bus routes and added extra cars to its light rail trains.

In addition, three RT buses transported Sacramento firefighters who belong to the Sacramento Urban Search and Rescue Team to Travis Air Force Base in Fairfield, Calif., from where they were being flown to New York

City to assist in the recovery effort.

"We had the buses available, so it was no problem for us," said Maintenance Superintendent Ned Fox. "It was just another service we provide for the public, but it showed a lot of community pride and it gave us a sense of helping out with the USAR team and New York."

Upon the team's return from New York a week and a half later, RT buses picked up the members at Travis Air Force Base to return them safely home. Family, friends, and well-wishers welcomed the USAR members as they made their way to Sacramento in the RT caravan with honking, cheers, and the waving of American flags.

BART Has Experience with Counter-Terrorism Efforts

When terrorists struck, the San Francisco Bay Area Rapid Transit District in Oakland, Calif., was not caught unprepared. BART has been involved in local, regional, and national planning for counter-terrorism efforts since the Gulf War. The sarin gas attack on the Tokyo subway system in 1995 underscored the need for continued vigilance and, in fact, BART hosted a federally sponsored counter-terrorism forum in 1997.

Following reports from station agents on the morning of Sept. 11 that crowds of commuters were returning to BART immediately after taking the trains to work because their offices were shutting down, BART rushed two full-size, 10-car trains into service to handle the unanticipated reverse rush. But because offices had shut down and commercial business came to a virtual halt, BART later changed to limited service. Ridership

that day dipped to about two-thirds of projections.

Since the Tokyo attack, BART police, station agents, and other key personnel have received specialized training. "We sent a team of police officers to the Army's chemical weapons facility at Fort McClellan, Ala., in 1996," said BART Police Chief Gary Gee, "where they received training in prevention and response to bioterrorism." BART police continue to maintain strong ties to local, state, and federal authorities to anticipate and respond to potential incidents.

Meanwhile, police presence throughout the BART system has been increased by 50 percent, especially in key stations. As a precaution, garbage cans in subway stations have been removed from the platform level, and the "Agent Call" button is now required to access platform elevators. BART police officers are also sweeping

trains before they enter the Transbay Tube beneath San Francisco Bay. Restrooms at all BART stations have been closed. Station agents, train operators, and other BART employees are also on the alert for any unusual activity.

Through passenger bulletins and station announcements, BART urges riders to be careful about personal belongings and to avoid leaving packages, suitcases, or other large items on cars or trains. By the same token, passengers are being asked to notify BART of items left unattended. So far, a smattering of packages that under normal circumstances would have gone directly to BART's Lost and Found Department are being examined by a local bomb squad.

The extra steps BART has taken to protect customers, the public, and employees are expected to help keep the system safe and able to provide reliable transportation during this difficult period.

"A hallmark of our nation's transit system has long been its safety record, particularly in comparison to other modes of travel. Moreover, in the wake of the horrific events of Sept. 11th, transit systems in New York and Washington have played an essential role in safely moving thousands of people from the affected areas. We owe a great debt of gratitude to these hard-working men and women for their efforts to help their fellow Americans in a time of emergency."

U.S. Sen. Jack Reed (D-RI)

In Santa Cruz, Calif., METRO Forges On

In the wake of the Sept. 11 terrorist attacks, the Santa Cruz Metropolitan Transit District in Santa Cruz, Calif., decided to continue operations while being vigilant for potential service disruptions.

This tradition of reliability during tough times is not new for the system. In 1989, the Loma Prieta earthquake leveled most of Santa Cruz and shut down Highway 17,

which connects the beach community with the surrounding San Francisco Bay area. Private vehicles were not allowed to use the highway and, for many days and weeks thereafter, METRO ran buses that carried people in and out of the area. Today, the Highway 17 service remains one of METRO's most efficient and highly used routes.

After Sept. 11, METRO passengers were met with reassurance from operators who helped provide a sense of calm. Transit centers continued to operate, and administrative staff focused on the many planning tasks at hand. Maintenance personnel worked on METRO's fleet of 150 buses to ensure that the system operated reliably and predictably.

SamTrans Moves to High State of Alert

Steve Frew, chief of protective services with the San Mateo County Transit District in San Carlos, Calif., recalled his immediate response to the Sept. 11 terrorist attacks on New York City and Washington: "As soon as I realized the impact this tragedy would have on transportation across the country, I activated the EOC [Emergency Operations Center] and began to call in the emergency team."

Frew and other staff assigned to the EOC began the process of assessing the possible security impacts of the tragedy on the transit district's services, which include SamTrans buses, Caltrain commuter rail, paratransit, and shuttles. Caltrain has a contract with the Amtrak Police Department, and Frew approved the move to put the police on its highest state of alert, a 12-hour on/12-hour off shift. He also supported the decision to cancel all vacation time for the foreseeable future.

Closures

SamTrans, which provides daily bus service to thousands of passengers and employees headed

to the San Francisco International Airport, quickly recognized the sheer volume of people who would need transportation from the airport to an alternate location. SamTrans' EOC staff began preparing to transport passengers to a staging area through a system of buses, shuttles, and trains.

"By 10:30 a.m., we had begun to worry about the number of passengers who would need to be moved out of the airport," said Jim Castagno, manager of bus operations. "We coordinated a plan with Muni [San Francisco Municipal Railway] to network passengers from our shuttles and buses to Caltrain and onto a Muni line that would take them to a staging center in San Francisco." Just as the buses were ready to roll, the airport initiated a different plan to assist passengers.

As branches of government shut down and schools and businesses closed, the transit district staged additional trains to move large numbers of passengers out of San Francisco safely and efficiently.

Recovery

To face heightened security at a number of facilities, increased patience has been needed. For instance, SamTrans' North Base Operations and Maintenance Facility shares an access road with the San Francisco airport, so bus operators had to make their way through an airport checkpoint as they reported to work at the facility.

"While the situation did cause some schedule delays, the passengers were extremely patient with us during the adjustment period," said Castagno.

As heightened security has become the rule of the day, operators, conductors, and law enforcement have been vigilant about reporting suspicious packages and possible hazards.

The district continues to review its security policies and outline new strategies to deal with the threat of terrorism.

Santa Clarita Transit Responds to National, Local Emergencies

During the early morning hours of Sept. 11, Santa Clarita Transit customers traveling to downtown Los Angeles and Century City were offered unscheduled return trips home.

As the city of Los Angeles blockaded streets and evacuated target-sensitive buildings in the downtown and Century City areas, Santa Clarita Transit provided extra off-peak return trips through mid-morning so passengers who needed to leave work could return home.

For quick communications, system staff

updated their web site with up-to-the-minute information. These updates also were sent via e-mail to customers who had signed up for this service.

Soon after, on Sept. 19, Santa Clarita Transit and its service contractor, ATC, responded quickly to a union strike called in the early morning hours. Ron Kilcoyne, transportation manager, used his home computer to access the system's web site and quickly send out information.

ATC called in non-union employees from other ATC sites to provide crucial

services to local residents. Again, the automatic web site notification was the key to providing updates on available services. Kilcoyne contacted Metrolink commuter rail, the Los Angeles County Metropolitan Transportation Authority, and Los Angeles DOT to ask for their cooperation in accepting Santa Clarita Transit monthly passes in lieu of fares for their services through the end of the strike.

Los Angeles County MTA Steps Up Security

The Los Angeles County Metropolitan Transportation Authority reacted quickly in the wake of the terrorist attacks by stepping up security to respond to any threat or occurrence.

Security on MTA's buses and trains is provided by uniformed and undercover police officers from the Los Angeles Police Department and deputies from the Los Angeles County Sheriff's Department, as well as by thousands of security cameras. Since Sept. 11, MTA has augmented its security precautions with the mobilization of addi-

tional officers and deputies at Metro Rail stations and on board Metro buses, and the public has been notified that all bags and packages are subject to search at the discretion of officers and deputies.

Brochures outlining these security measures are being distributed on all buses and trains, and at Metro customer service centers. The brochures deliver a warning that MTA will seek criminal prosecution of anyone who tries to disrupt the Metro system.

MTA's readiness has been put to the test on several occasions since Sept. 11. Police

officers, firefighters, and MTA personnel have responded to reports of an unidentified airborne irritant at a Metro Red Line subway station, an unattended canister, and other objects found unattended at or near several stations. In all incidents, service was briefly curtailed to allow officials to investigate.

All rail and bus operations supervisors and other personnel, as well as law enforcement officers who patrol our buses and trains, are engaging in additional training exercises on an ongoing basis.

"The events of Sept. 11 brought home how important mobility is to the smooth functioning of our lives and made us all reflect not only about long distance travel but also our daily mobility needs. However, without reducing the importance of the loss of life and damage to infrastructure, the lessons learned should not be forgotten....The close collaboration of APTA and UITP members on global safety issues will be part of the positive actions that must come from such an event."

Hans Rat

Secretary General

International Union of Public Transport

Calgary Transit Assists Diverted Air Travelers

By Ron Collins
Calgary Transit
Calgary, Alb.

Within a few short hours of the terrorist attacks on our American neighbors, Calgary Transit's Emergency Preparedness Plan sprang into action transporting hundreds of stranded airline passengers from the Calgary International Airport to local hotels.

As the tragedy unfolded in New York and Washington, and with word that scores of flights were being diverted to Calgary, transit managers were already setting in motion our emergency plan to help in any way we could.

With airplanes carrying hundreds of U.S.-bound passengers on their way to Calgary and other cities across the country, then-Mayor Al Duerr and the city's chief executive officer, Dale Stanway, set into motion fire, police, and emergency medical services staff and city buses to receive passengers at the airport.

"We knew we were going to wind up with hundreds of stranded passengers at the airport, so we immediately launched emergency measures dispatching as many buses as we could to help out," said Calgary Transit General Manager John Hubbell.

Almost 30 Calgary Transit buses were dispatched to meet some 2,300 airline passengers as they cleared the airport. Several Calgary Transit officials were sent to the airport to coordinate transport of the passengers to hotels throughout the city.

"Calgary Transit is an integral part of our emergency preparedness plans at the Calgary International Airport," said Bryce Paton, director of communications and emergency planning at the Calgary Airport Authority. "Our standard operating procedure—to draw on Calgary Transit equipment and personnel for the transportation of distressed passengers—was put to the test on Sept. 11. The patience, professionalism, courtesy, and sensitivity shown by Calgary Transit staff in accommodat-

ing the transportation needs of the airlines and others made a huge difference."

"It was handled extremely efficiently," added Will Schmidt, president of the Calgary Hotel Association. "I know the guests were very, very pleased with the transit service that was provided during a very trying time."

Later, when the air ban was lifted, Calgary Transit provided 13 buses to pick up passengers at hotels and return them to the airport to continue their journeys.



Calgary Transit transported hundreds of stranded passengers from the Calgary International Airport to local hotels, and then returned them to the airport when the air ban was lifted.

Toronto Area Transit Works Together

Immediately following the attacks on the World Trade Center, businesses in Toronto began to close early, either because of concerns or the strong ties between the Toronto and New York business communities.

By 11 a.m., Toronto area transit systems were ramping up into rush hour demand mode as most of the downtown financial sector evacuated, said Gary McNeil, GO Transit managing director and chief operating officer.

The Toronto Transit Commission introduced rush hour service on the subway, but GO Transit's commuter rail service could not

react as easily, he explained. Train crews, on split shifts, had departed, and rail equipment was not as readily available.

However, GO Bus services from the downtown were brought fully into

operation, and GO managed to get three extra 10-car trainsets into service. Combined with TTC and effective bus connections with GO Transit buses, York Regional Transit, Mississauga Transit, and Brampton Transit at the terminal subway stations, "we managed to handle the early rush hour crowds effectively," said McNeil.

A GO train/tanker truck emergency simulation drill scheduled for Sept. 25 was deferred until 2002, due to "copycat" fears and the need for emergency service forces to remain focused.



Residents of Ottawa, the capital of Canada, gather to leave tributes at the U.S. Embassy following the Sept. 11 tragedy.



Photos by Oceana Sawka



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