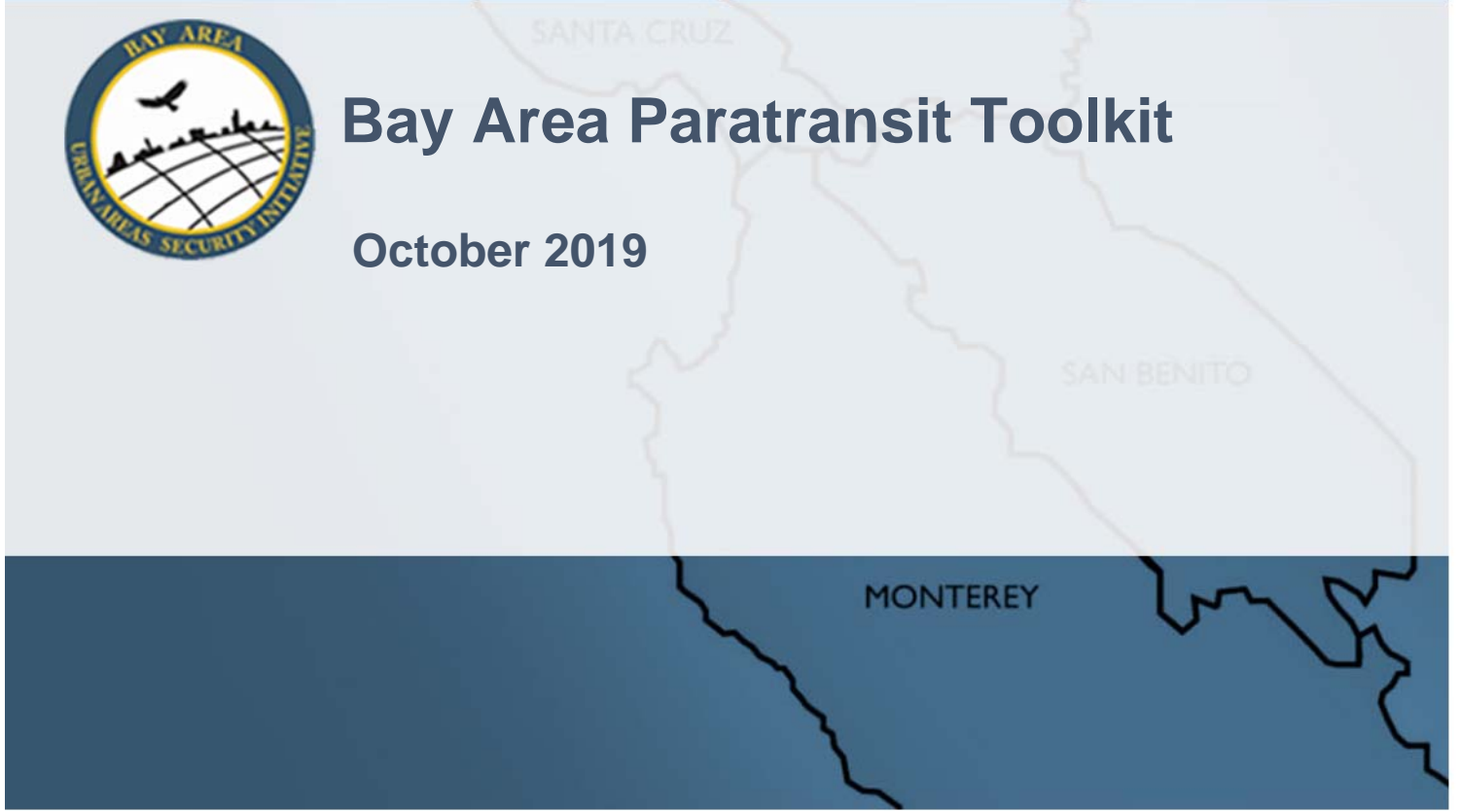




Bay Area Paratransit Toolkit

October 2019





TOOLKIT OVERVIEW

This Bay Area Paratransit Toolkit provides guidance and multiple resources for use by Bay Area paratransit agencies to support all-hazards emergency planning efforts for both planned and unplanned events. These might include, but are not limited to accidents and incidents, acts of nature, hazardous material releases, technological emergencies, criminal activity, and terrorism. It is intended to support paratransit agencies in the development and updating of Emergency Operations Plans, policies, and response capabilities.

This toolkit is applicable to urban, suburban, and rural paratransit operating environments in the Bay Area, where paratransit agencies — public, private, and community-based — may be called on to provide critical transportation support during both routine operations and specialized transportation response and recovery activities in the wake of emergencies.

Guidance provided herein identifies paratransit agency roles and responsibilities, as well as critical gaps in paratransit emergency preparedness. Also included are supportive tools paratransit agencies can leverage in their efforts to enhance emergency preparedness. Guidance is directed to in-house paratransit operations, as well as paratransit services operated under contract.

This document has relevance for Americans with Disabilities (ADA) paratransit, general public demand-response operations, and transportation options focused specifically on seniors and people with disabilities. Paratransit agencies focus on supporting the mobility of patrons by providing an alternative mode of flexible transportation on a fixed-route system for those unable to independently use fixed-route services.

Section 1: The Paratransit Mission

Section 1 briefly discusses the vital transportation role paratransit agencies play in providing essential services to patrons limited by access and mobility per standards outlined in the Americans with Disabilities Act (ADA) and in accordance with Title VI of the Civil Rights Act. These services are provided during both planned events and no-notice emergency events that increase service demands.

Section 2: The Paratransit Emergency Operations Plan

Section 2 provides planning parameters, guidance, and tools for the development and updating of a paratransit provider's Emergency Operations Plan (EOP) and presents assumptions about a paratransit provider's functionality leading up to, during, and following an emergency. Future issues of this toolkit will include guidance on supporting paratransit workers in the short term to maintain transit operations (e.g., housing and feeding drivers who are unable to return home between shifts), as well as guidance for protecting electronic data and testing back-up data systems on a regular basis.

Section 3: Roles and Responsibilities

Section 3 addresses the roles and responsibilities of paratransit providers in preparation for and in response to an emergency. It also addresses the emergency notification process. Take-action checklists are provided.

Section 4: Capabilities Assessment

This section discusses the need for paratransit agencies to determine and document capabilities of their respective agency for emergency response. Also included are capabilities and resources checklists.



Section 5: Training, Exercises

Section 5 discusses the importance of providing emergency response training to all paratransit agency team members. Discussion-based and operations-based options are explored, and the importance of including people with access and functional needs in all exercises is emphasized.

Section 6: Public Information and Outreach

This section discusses the importance of reaching stakeholders with emergency information at the outset of an incident. Best practices for delivery, including traditional and social media, Title VI information, and pre-scripted messages are provided to support outreach and communications. Note: for a more expansive discussion of this subject, please see the *Bay Area Public Information Toolkit for Critical Transportation* located at Bayareauasi.org/criticaltransportation.

Appendices

Appendices included in this toolkit are templates and checklists that are referenced in the main document, but appear as stand-alone tools for quick reference and ease of navigation.



TABLE OF CONTENTS

SECTION 1: THE PARATRANSIT MISSION..... 1

SECTION 2: THE PARATRANSIT EMERGENCY OPERATIONS PLAN..... 2

 Paratransit Service Areas 2

 Functional Assumptions..... 2

 Emergency Operations Plan Organization..... 4

 Interagency Coordination..... 4

SECTION 3: ROLES AND RESPONSIBILITIES..... 5

 Emergency Notification Processes 6

 Planning Considerations for Notification 6

 Internal Communications 6

 Employee Family Notification..... 6

SECTION 4: CAPABILITIES ASSESSMENT 7

 Procurement Policies for Supplies 7

 Paratransit Resource Inventories..... 7

 Emergency Fuel and Power Supply Considerations..... 8

SECTION 5: TRAINING, EXERCISES..... 9

 Training is Paramount to Paratransit 9

 Types of Training 9

SECTION 6: PUBLIC INFORMATION AND OUTREACH..... 11

 Planning Considerations 11

 Effective Message Delivery Channels 12

 Language Interpretation, Translation Services 13

 Title VI Guidance for Paratransit..... 13

APPENDIX A: ACRONYMS 1

APPENDIX B: MAPS..... 1

APPENDIX C: EMERGENCY OPERATIONS PLAN TEMPLATE AND TOOLS 1

 Emergency Operations Plan Template 1

 Emergency Operations Plan Checklist 11

 Agency Roles and Responsibilities..... 12

 Agency Contact List..... 12

APPENDIX D: MUTUAL AID COOPERATIVE AGREEMENT TEMPLATE 1



APPENDIX E: EMERGENCY NOTIFICATION TOOLS..... 1
 Sample Notification Process 1
 Employee Family Notification.....2

APPENDIX F: CAPABILITIES CHECKLIST 1

APPENDIX G: INVENTORY CHECKLISTS..... 1
 Vehicle Inventory 1
 Emergency Safety Supply Inventory.....2

APPENDIX H: TRAINING CHECKLIST 1

APPENDIX I: PUBLIC INFORMATION TOOLS..... 1
 Critical Transportation Information Accessibility and the Law..... 1
 People First language 2
 Sample Holding Statement 3
 Generic Responses 3
 Hazard-Specific Responses..... 4
 Generic message 4
 Active Shooter..... 4
 Biological Threat 4
 Flooding 4
 Wildfire 4

APPENDIX J: REFERENCES..... 1



SECTION 1: THE PARATRANSIT MISSION

Transportation plays an essential support role during incidents that require a participatory paratransit response. A paratransit provider’s focus is to serve patrons limited by access and mobility per standards outlined in the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act. Paratransit agencies provide flexible passenger transportation that does not follow fixed routes or schedules and can vary considerably by the degree of flexibility they provide patrons. Paratransit services can consist of a subsidized taxi ride or a small bus that runs on a loosely defined route, stopping to pick up or discharge passengers on request. It also can be a fully demand-responsive form of transportation that offers on-demand, call-up, and/or door-to-door service from virtually any origin to virtually any destination in a service area.

Paratransit services are operated by public transit agencies, community groups, or non-governmental organizations (NGOs), as well as for-profit private companies and operators. Paratransit services exist in urban, suburban, rural, and tribal areas and can be either complementary paratransit (as required by the ADA), or general public demand-response transportation.

Paratransit service providers have a special role in supporting the mobility of people in their service areas, including those with access and functional needs, and in fulfilling critical transportation requirements during emergencies. Paratransit’s primary responsibility during emergencies is to provide transportation services to existing customers. Generally speaking, the types of paratransit vehicles provided and the degree of flexibility in service delivery is determined by the agency’s capabilities and system capacities.



Regardless of size or type of operator, paratransit providers are significant local and regional emergency response partners.

As such, they are often challenged to define appropriate responses to emergency planning and preparedness requirements.



SECTION 2: THE PARATRANSIT EMERGENCY OPERATIONS PLAN

This section presents assumptions about a paratransit provider's functionality leading up to, during, and following an emergency. This section also provides guidance and tools to develop and update a paratransit provider's Emergency Operations Plan (EOP).

Transportation is designated as Emergency Support Function (ESF) #1 in the National Response Framework (NRF), and as ESF #1 in the State of California Emergency Plan (SEP), and functions within the National Incident Management System (NIMS)/California Standardized Emergency Management System (SEMS), accordingly. Therein, the transportation function includes coordination of intermodal transportation resources, such as paratransit services, in support of response and recovery operations throughout the region. It can be assumed the emergency management and first responder communities will collaborate with paratransit providers for mutual support during and directly following emergencies.

Paratransit Service Areas

The paratransit agency's EOP should identify its geographic service area. It is important to identify if agencies' service areas overlap and if they serve passengers in areas outside of their defined service areas. Service maps should be included as an annex to each agency's EOP.

Functional Assumptions

Before, during, and following an emergency, the paratransit provider can be assumed to:

- Coordinate internal prevention, preparedness, response, recovery, and mitigation activities in support of local and regional planning efforts;
- Monitor and report the status of its systems to emergency management coordinators;
- Provide situational awareness updates regarding, but not limited to damage to critical transportation infrastructure and service interruptions to the applicable Emergency Operation Centers (EOCs); and
- Help with identification of temporary alternative transportation solutions for patrons with disabilities to the degree possible and practicable.

Planning Guidance

- A paratransit agency Emergency Operations Plan (EOP) must be compliant with California's State Emergency Management System (SEMS).
- EOPs should identify the authority under which the EOP is prepared and used, and how it fits into state and local plans.
- EOPs should identify the local and state regulatory structures that affect paratransit services as they relate to critical transportation [(e.g., the Standardized Emergency Management System (SEMS), the California Code of Regulations, Title 13, §1256 (related to bus safety)].
- EOPs should clearly identify the mission, supporting goals, and desired results of critical transportation services.
- EOPs should always be community-based, representing the whole population and its needs.
- EOPs should consider all types of hazards and threats, and should be flexible to address all hazards across local and regional geographies.



- EOPs should identify **how it will be activated** and how multi-jurisdictional activities among transit/paratransit agencies **will be coordinated**.
 - Determine under what circumstances or events this EOP will be used.
 - Determine specific criteria for activating the EOP (what events trigger activation, such as an inability to operate under normal conditions.).
 - Identify agency personnel who will make the decision to activate the EOP.
 - Determine what steps the agency will take to activate the EOP.
 - Identify methods by which agency staff will be notified of EOP activation.
- EOPs should identify tasks, allocate resources to accomplish those tasks, and establish roles and responsibilities.
 - Agency organizational parameters (e.g., unique practices, agency capabilities and limitations, staffing levels, etc.)
- EOPs should identify agency transportation operations parameters.
 - This should include: alternate routes; weather-related issues; changes in regular hours of service during events; thresholds for service suspension relative to service capacity; risk; and a prioritization of life-sustaining trips.
 - Indicate how the transportation needs of existing customers will be met when an emergency occurs to the degree practical. To that end, coordination with emergency management is essential to ensure that paratransit providers are not asked to transport people when they do not have capacity, or whose physical and psychological needs exceed the training and capabilities of paratransit staff.
- EOPs should address emergency dispatching procedures and concerns, including backup power sources, manual dispatching capabilities, and how the dispatching function will be conducted from an alternative facility or mobile command center.
- EOPs should contain call-down lists to mobilize essential personnel in case of an emergency.
- EOPs should identify policies and procedures for transporting pets during an emergency response, and should identify means of coordination with essential community partners to address the sheltering needs of pets that are relocated by paratransit. Considerations must be given to timing of shelter stand-up and the ability to accommodate pets in those facilities prior to paratransit transport of animals to shelters. This will require coordination between the transit/paratransit agency and the emergency management community.
- EOPs should identify local hazards and other relevant circumstances for critical transportation if roads/bridges are compromised during or following an event.
- Paratransit-specific EOPs should reflect how they will relate to and integrate with the transit agency, as well as local and regional jurisdiction emergency plans.
- Annexes to the EOPO should include all Mutual Aid Agreements (MAA), Memoranda of Understanding (MOU), and an identification and listing of all contractual obligations and associated points of contact (e.g., staff personnel and mission-critical personnel).

Often, the more involved decision-makers are in the planning process, the better the EOP will be. Effective EOPs tell those with operational responsibilities **what to do and why to do it**, and instruct those outside the jurisdiction about **how to provide support and what to expect**.

Emergency Operations Plan Organization

The elements and organization of an Emergency Operations Plan (EOP) should reflect the emergency management cycle. An EOP does not need to be in a specific format; however, it should be written so an end user can understand and apply the information in it.

A basic EOP:

- Provides an overview of the jurisdiction's emergency response organization and policies;
- Cites the legal authority/ies for emergency operations;
- Summarizes the situations addressed by the EOP;
- Explains the general concept of operations; and
- Assigns responsibilities for emergency planning and operations.



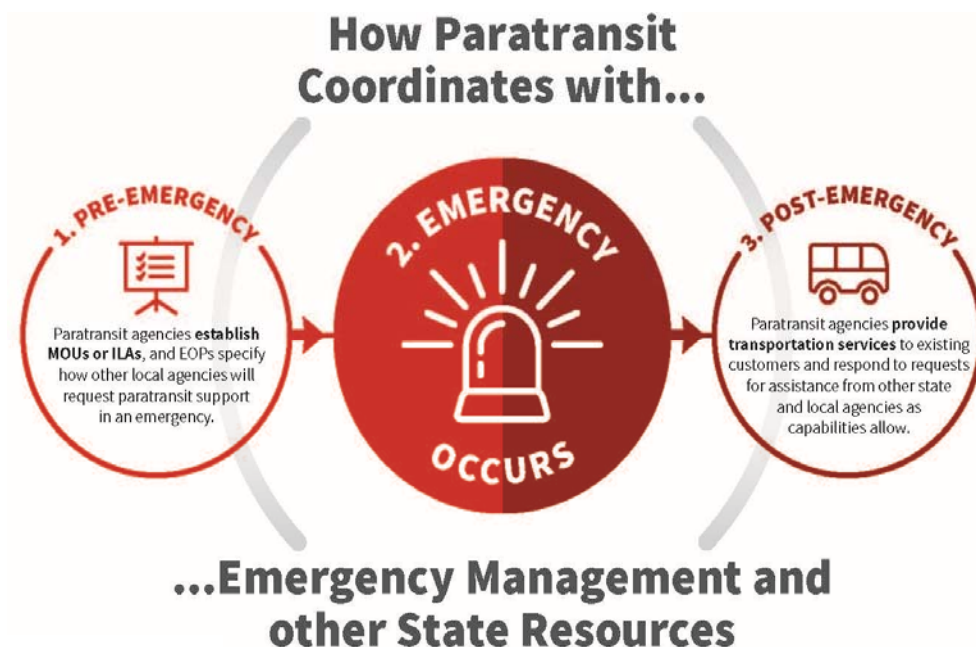
www.dot.gov

Annexes to the EOP include checklists, resources, reference tools, MOUs / MAAs, and other associated documents. Please see this document's **Appendix C: Emergency Operations Plan Template and Tools**, which is offered as a stand-alone reference.

Interagency Coordination

It is essential for paratransit agencies to know what MOUs or Interlocal Agreements (ILAs) currently exist between Bay Area paratransit providers. The process by which one agency can request support from another agency should be clearly defined in planning documents. In an emergency, if all parties in an MOU/ILA are at capability limits, it is important for EOPs to specify how parties will coordinate to pool resources or request additional support from agencies outside the area.

Please see **Appendix D: Mutual Aid Cooperative Agreement Template**.



Source: Nusura, Inc.



SECTION 3: ROLES AND RESPONSIBILITIES

Of primary importance to paratransit providers during an emergency is the safety and well-being of the passengers onboard paratransit vehicles, the drivers and dispatchers providing service, and the vehicles and facilities critical to operations. It is essential that the emergency management, first response, and transit agency staff recognize that, depending on the nature of the emergency, paratransit service providers typically work to address the needs of:

- Passengers who are onboard;
- Passengers who traveled using the service earlier in the day and are attempting to return home;
- Passengers who are at home and require life-sustaining trips; and
- Passengers with pre-existing, non-life-sustaining scheduled trips who are at home awaiting pickup.

Once these priorities are managed, paratransit providers can begin to support emergency operations as directed by local, regional, state, or federal emergency management personnel or first-responders.

The following tables identify the emergency roles and responsibilities of agencies and departments that are essential to the emergency transportation of people with access and functional needs. Also included is an agency contact list that should be incorporated with a paratransit agency’s EOP.

These items are also included at Appendix C: Emergency Operations Plan Template and Tools.

AGENCY/DEPARTMENT	ROLES AND RESPONSIBILITIES
Insert Primary Lead Agency/ies or Support Agency/ies and Departments	<input type="checkbox"/> Incident response role <input type="checkbox"/> EOC or DOC role <input type="checkbox"/> Coordination roles <input type="checkbox"/> Responsibilities for 24 hours, 48 hours, 96 hours, and prolonged activations <input type="checkbox"/> Identify staffing or resource responsibilities <input type="checkbox"/> Identify any MOUs relevant to agency and include as an annex to the EOP. <input type="checkbox"/> Identify role/s in mutual aid acquisition _____ <input type="checkbox"/> Other (specify) _____

AGENCY CONTACT LIST		
Role	Name of Agency	Agency Contact
Primary Lead Agency/ies	Insert responsible agency	<i>Name and number</i>
Support Agency/ies		
	Insert all support agencies	<i>Name and number</i>



Emergency Notification Processes

In the event of an emergency, paratransit agencies should have a clear process for emergency notification of directors and managers, local emergency operations personnel, employees, and contracted personnel. These processes should be trained to during regular exercises.

PLANNING CONSIDERATIONS FOR NOTIFICATION

- Who is notified?
- How are they notified?
- When are they notified?
- Are there different levels of notification?
- Are notification messages for employees and customers ADA-compliant? (Americans with Disabilities Act, Sec. 508)
- A Crisis Communications Plan can be an annex to the EOP to spell out public information and media coordination tasks, roles, and responsibilities, unless that is pre-assigned to someone on staff. (Note: an overarching transit agency may handle media outreach; however, paratransit should work in concert with the transit agency public information officer.)
- After-hours notifications
- Notification to off-duty personnel (including contractors)

Internal Communications

Planning documents, such as the EOP, should identify the methods and means by which agencies will communicate to all staff (including contracted drivers) that the EOP has been activated. Some drivers may be operational and others may be on call during EOP activation; knowing how to contact them readily is critical. Similarly, administrative and maintenance staff must be notified. It is equally important that redundant communications methods are identified and in place, whether that includes radio, cell phone, the alert system, or other means. The EOP should outline the process by which employees and contractors will be notified, and by whom.

EMPLOYEE FAMILY NOTIFICATION

For incidents that directly affect a paratransit facility or equipment, agencies should consider implementing a family support system to facilitate the notification of family members of any impacted agency employee. A family support system phone tree should include timely contact information and be updated quarterly, or as staff turnover occurs.

Please see Appendix E: Emergency Notification Tools.



SECTION 4: CAPABILITIES ASSESSMENT

Participating paratransit agencies should have documented information that assesses its capabilities for emergency response, as well as an inventory of resources that could be available in an emergency outside of normal operations. Completed inventory and capability checklists will help inform an agency Emergency Operations Plan (EOP). Self-assessment also enables agencies to understand and rank the core capabilities staff and contractors are expected to fulfill during emergencies.

Following are the components of the capabilities assessment.

Please see Appendix F: Capabilities Checklist.

1. Planning: Paratransit Activities

- Resource Capability Assessment
- ESF #1 Transportation Coordination
- Interagency Coordination
- Essential Material Supply
- Duplication of Emergency Service Obligations
- Emergency Operations Plans
- Surge Capacity

2. Training: Paratransit Activities

- National Incident Management System (NIMS) Compliance
- Emergency Preparedness Training
- Personal and Family Preparedness

3. Exercises: Paratransit Activities

- Discussion-based Exercises
- Operational Exercises
- Inclusion of Access and Functional Needs Populations (AFN)

Procurement Policies for Supplies

The EOP and associated checklists and resource documents should make clear who is responsible for emergency procurement of all supplies (both ordering and approving), ranging from fuel and batteries, etc., to consumable products (e.g., food, water, paper). While on-hand consumable supplies should be regularly stocked and checked for expiration dates, restocking of supplies during and after a disaster should be considered with supplying vendors. If items cannot be purchased from regular suppliers during or after disasters, the paratransit agency should have a back-up plan, including petty cash for supply purchases to meet immediate needs. Policies should allow for policy/procedural differences between directly operated services and contracted service providers.

Paratransit Resource Inventories

It is essential that paratransit agencies have an accurate assessment of their resources to respond efficiently and effectively at all times, particularly during emergencies. Inventory checklist should be kept current and is modifiable to suit individual paratransit providers.

See Appendix G: Inventory Checklists

- Vehicle Inventory Checklist
- Emergency Safety Supply Inventory Checklist



EMERGENCY FUEL AND POWER SUPPLY CONSIDERATIONS

Planning considerations should also include the availability of fuel and power sources during and following emergencies. Among considerations are:

Fuel

- Off-site fueling primary vendor and back-up sources
- On-site fueling (facilities, storage capacity, underground or above-ground tanks)
- The length of time operations can continue without a fuel delivery
- Types of fuel required
- Vendor contracts or purchase orders with primary sources of fuel for on- or off-site fuel servicing
- Agency position on the fuel vendor's priority list
- Vendor commitments to other entities that could compromise an agency's access to essential supplies
- Alternative or back-up sources of fuel if the primary source is unavailable (Agreements with these entities is advised.)
 - Transit agency
 - City or county yard
 - School district
 - State DOT
- The agency's ability to supply other responders that may need fuel

Electrical Power

- Battery back-up systems for computers and servers
- Critical computer data backed up and stored off-site
- Access to a back-up generator that is regularly maintained and tested
- Emergency lighting, flashlights, and batteries
- Batteries for radios and cell phones
- Charging sources for cell phones



SECTION 5: TRAINING, EXERCISES

The Federal Emergency Management Agency (FEMA) defines the National Incident Management System (NIMS) as

“a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. It is intended to:

- *Be applicable across a full spectrum of potential incidents, hazards, and impacts, regardless of size, location or complexity;*
- *Improve coordination and cooperation between public and private entities in a variety of incident management activities; and*
- *Provide a common standard for overall incident management.”*

A basic premise of NIMS is that **all incidents are local**. While NIMS does not claim command from state and local authorities, it does provide the framework to enhance the ability of responders and partners across the public and private sectors, along with non-governmental organizations (NGOs), to work harmoniously and thus, more effectively during emergencies.

Training is Paramount to Paratransit

Safety training for paratransit drivers is well-established in the transit industry, with most agencies utilizing Passenger Assistance Safety and Sensitivity Training. However, training in emergency preparedness and response strategies is less common and seldom reaches the entire organization.

Training and experience with the Incident Command System (ICS) facilitates rapid integration of all team members during emergency response, regardless of size and scope. Free online courses are available at <http://training.fema.gov>. Standard curriculum for paratransit driver emergency preparedness is also included as part of this paratransit emergency preparedness training from FEMA. Additionally, paratransit managers are encouraged to provide personal and family emergency preparedness training to all personnel, increasing the probability that essential personnel will report to work following a disaster. Personal and family preparedness training modules are available at sf72.org.

Paratransit providers have options to bolster emergency response capabilities and disaster resilience through online courses, in-person training, and exercises with other emergency response partners.

TYPES OF TRAINING

There are a wide variety of training exercise types that are either **discussion-based** or **operations-based**.

Discussions-Based Exercises

Discussion-based exercises familiarize participants with current plans or may be used to develop new plans, policies, agreements, and procedures. These can include informal seminars and workshops, a tabletop exercise (TTX) that involves key personnel discussing simulated incident scenarios, or games that simulate operationalization during a crisis.

Operations-Based Exercises

Operations-based exercises validate plans, policies, procedures, and agreements. They clarify roles and responsibilities, and identify resource gaps in an operational environment. Meanwhile, a drill is a type of operations-based exercise that is a coordinated, supervised activity typically purposed to test a single, specific operation or function.



More expansively, functional exercises (FE) examine and/or validate the coordination, command, and control between various multi-agency coordination centers (e.g., Emergency Operation Center, joint field office, etc.). A functional exercise does not involve any “boots on the ground,” such as emergency management or first response personnel in a real-time environment.

The most involved type of operational exercise is a full-scale exercise (FSE). This is a multi-agency, multi-jurisdictional, multi-disciplinary exercise involving functional and “boots on the ground” response personnel.

It is strongly advised that exercises include people with access and functional needs, so the plans, policies, and procedures being assessed benefit from direct feedback and buy-in from individuals who have mobility or messaging challenges for a wide variety of reasons.

See Appendix H: Training Checklist.

This checklist should be used to identify areas that have and have not been addressed at individual paratransit agencies. Recommended training includes:

- Incident Command System (ICS), National Incident Management System (NIMS), and the Standardized Emergency Management System (SEMS)
- Homeland Security Presidential Directive 5
- Inclusion of People with Access and Functional Needs (PAFN)



SECTION 6: PUBLIC INFORMATION AND OUTREACH

In an emergency that impacts paratransit, regular services may be disrupted. Public messaging is the primary means to encourage community members to take recommended protective actions, including patrons of paratransit services and their caregivers. Overarching transit agencies may have primary responsibility for messaging before, during, and after emergencies. Coordination with and advisement from paratransit is strongly advised.

During an emergency, messages should be written to accurately convey information, relevant risks, and recommended actions. The efficacy of messages depends largely on the way they are constructed and the channels through which they are communicated. Priorities and content for public information and messaging evolve as the response to the disaster proceeds. This information can be built into the EOP itself; more commonly, it will be in the form of an annex to the EOP.

Planning Considerations

- Means/methods used to communicate service disruption to customers, other transit agencies, or partner agencies
- Back-up plan if the primary method of communication is unavailable
- Procedures to answer customer questions about the duration of service disruption
- Where possible, alternative methods of transportation, particularly for people with access and functional needs (This can be particularly challenging if paratransit is not available.)
- Accessible messages for non-English speaking audiences or those with limited English proficiency, people who are blind/have a visual impairment, and those who are deaf/have a hearing impairment
- In rural/tribal areas, broadcast radio serves as an accessible, timely, and trusted source of information.
- In urban/suburban areas, media tends to be more fragmented, making message delivery through the media more complicated. Messages relayed via the Department of Emergency Management (DEM) and the Department Operations Center (DOC) and respective public information officers (PIOs) is recommended for consistency.
- Use of social media and email tends to be more prevalent in urban areas than in rural areas; however, social media should not be relied on as a primary means of communicating with AFN populations.
- Individuals who are homeless are best reached through public postings and personal contact, including through community partners (e.g., NGOs, community and faith-based organizations) that regularly interface with and service these individuals.
- With advance notice, paratransit providers can stop taking reservations, cancel non-essential rides, and scale back or suspend service before disaster strikes. This also makes notification about service continuity less challenging.
- No-notice emergencies require pre-planning and creative responses on the part of paratransit providers, social service agencies, care providers, and emergency management to transport and care for passengers with access and functional needs.
- Protocols for documenting passenger pick-up and drop-off locations will help with scheduling and assist in determining passenger location. Procedures for locating missing persons, such as contacting the American Red Cross, should also be considered.
- Given the limits on available transportation resources during emergencies, requesting that customers voluntarily cancel their non-life-sustaining appointments will help to reduce the use of transit assets without violating ADA requirements.

See Appendix I: Public Information Tools for modifiable messaging templates.



Effective Message Delivery Channels

Some paratransit agencies have invested in mass notification systems that can call selected customers with pre-recorded messages about service options and service continuity. However, it is more common for agencies to notify customers with direct, individual telephone calls. Paratransit providers may notify medical providers, resident care centers, and other partner agencies in a similar manner.

Paratransit agencies often rely on local radio and television stations to announce service advisories. Public meetings held at accessible locations can also support dissemination of information. Announcements made at public meetings can be filmed on-site and broadcast on local public access channels. These announcements should be captioned.

Print media are additional communication resources, but may be less timely than social and broadcast media. Social media can be an effective emergency communications tool. However, people with access and functional needs use Internet-based media at disproportionately lower levels than the general population.

Delivery channels during a blackout or when electricity is not available to all areas could include:

- Emergency Alert System/s (e.g., Nixle, Everbridge, Code Red, etc.)
- Cell phone/text messaging
- Battery-powered radio
- Reverse 911
- Battery-powered walkie talkies
- 2-1-1 telephone
- Ham radio networks
- Telephone calling trees/networks (using landline phones that do not require electricity)
 - Plans for message delivery should be set up in advance of a disaster, so a telephone calling tree is available during disasters.
- Door-to-door information, such as door hangers and pamphlets
- Information distribution to a pre-determined emergency information point (e.g., churches, libraries, grocery stores, post offices, schools, restaurants, markets)
- Peer ambassadors designated to help neighbors receive information
- Police alerts tools for reaching hard-to-reach populations include:
 - Picture books
 - Braille and alternative language handouts
 - Closed-captioned videos
 - Audiotapes



LANGUAGE INTERPRETATION, TRANSLATION SERVICES

In an emergency, it is important to consider audiences that speak a language other than English. Whether by means of an on-call or other retainer agreement, paratransit or parent transit agencies should have interpretation and translation resources available. Parent transit agencies may assume the role of identifying and engaging interpretation and translation services.

Be sure a prospective interpreter/translator:

- Is accredited/certified;
- Uses a quality process flow that includes a separate editor and proofreader;
- Has desktop publishing capabilities (to translate text on brochures directly in native file formats);
- Can provide translation of websites;
- Offers cultural adaptation, as well as linguistic adaptation of content, images, etc.;
- Is willing to provide samples of similar work and/or testimonials;
- Uses translation memory or terminology management services;
- Has an insurance policy that covers errors and omissions; and
- Can assist with other language needs, such as multilingual voice recording, for non-written communication needs.

Title VI Guidance for Paratransit

Given that paratransit providers' focus is on serving people with access and functional needs, and as recipients of Federal Transit Administration (FTA) funding, it is essential that paratransit agency programs, policies, and practices comply Title VI of the Civil Rights Act,¹ and associated regulations.

“Every Title VI Program shall include the following information:²

(1) A copy of the recipient's Title VI notice to the public that indicates the recipient complies with Title VI and informs members of the public of the protections against discrimination afforded to them by Title VI. Include a list of locations where the notice is posted.

(2) A copy of the recipient's instructions to the public regarding how to file a Title VI discrimination complaint, including a copy of the complaint form.

(3) A list of any public transportation-related Title VI investigations, complaints, or lawsuits filed with the recipient since the time of the last submission. This list should include only those investigations, complaints, or lawsuits that pertain to allegations of discrimination on the basis of race, color, and/or national origin in transit-related activities and programs and that pertain to the recipient submitting the report, not necessarily the larger agency or department of which the recipient is a part.

¹ Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d et seq.



(4) A public participation plan that includes an outreach plan to engage minority and limited English proficient populations, as well as a summary of outreach efforts made since the last Title VI Program submission. A recipient's targeted public participation plan for minority populations may be part of efforts that extend more broadly to FTA C 4702.1B Chap. III-3 include other constituencies that are traditionally underserved, such as people with disabilities, low-income populations, and others.

(5) A copy of the recipient's plan for providing language assistance to persons with limited English (LEP) proficiency, based on the DOT LEP Guidance.

(6) Recipients that have transit-related, non-elected planning boards, advisory councils or committees, or similar bodies, the membership of which is selected by the recipient, must provide a table depicting the racial breakdown of the membership of those committees, and a description of efforts made to encourage the participation of minorities on such committees or councils.

(7) Primary recipients shall include a narrative or description of efforts the primary recipient uses to ensure subrecipients are complying with Title VI, as well as a schedule of subrecipient Title VI program submissions.

(8) If the recipient has constructed a facility, such as a vehicle storage facility, maintenance facility, operation center, etc., the recipient shall include a copy of the Title VI equity analysis conducted during the planning stage with regard to the location of the facility.

(9) Additional information as specified in chapters IV, V, and VI, depending on whether the recipient is a fixed route transit provider, a State, or an MPO.³

Additionally, the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies, and labor unions from discriminating against individuals based on disability, and mandates accessibility of public facilities and public information.⁴

See Appendix I: Public Information Tools.

³ Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d et seq., Federal Transit Laws, Title 49, United States Code, Chapter 53.

⁴ ADA: Americans With Disabilities Act of 1990, Pub. L. No. 101-336, § 1, 104 Stat. 328 (1990)



APPENDIX A: ACRONYMS

Acronym	Term
ADA	Americans with Disabilities Act
DAP	Disaster Assistance Policy
DOT	Department of Transportation
EF/ESF	Emergency Function/Emergency Support Function
EMA	Emergency Management Agency/Agencies
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-Scale Exercise
ICS	Incident Command System
ILA	Interlocal Agreement
MOA/MOU	Memorandum of Agreement/Understanding
MTC	(Bay Area) Metropolitan Transportation Commission
NGO	Non-Governmental Organization
NIMS	National Incident Management System
PAFN	People with Access and Functional Needs
PIO	Public Information Officer
SEMS	(California) Standardized Emergency Management System
TTX	Tabletop Exercise
UASI	(Bay Area) Urban Areas Security Initiative



APPENDIX B: MAPS

The maps included in this appendix indicate proposed routes to consider and prepare as critical transportation routes for use after an emergency.





APPENDIX C: EMERGENCY OPERATIONS PLAN TEMPLATE AND TOOLS

Emergency Operations Plan Template

I. Purpose

The purpose of this Emergency Operations Plan (EOP) is to define a structure, authorities, roles, processes, and tools that paratransit agencies may use for emergency preparedness, response, and recovery. This EOP also provides processes to support service continuity while managing emergencies, and describes roles and processes for interagency coordination in an emergency consistent with local, state, and federal guidance.

II. Overview and Concept of Operations

This EOP is based on key concepts of the National Incident Management System (NIMS) and the Incident Command System (ICS). The EOP takes an all-hazards approach, meaning it is designed to be used to support paratransit management in any type of emergency. Most emergency responsibilities and functions apply generally and are not hazard-specific. However, certain hazards and threats are more likely to cause harm or disrupt operations. These may include acts of nature, such as earthquakes, floods, fires, and seasonal storms; loss of critical infrastructure, such as extended power outages; accidents and incidents; terrorism; or a hazardous material spill.

This paratransit EOP is one part of an agency-wide emergency management program and is intended to support the agency as it works to provide uninterrupted service to regular riders and, when necessary, supplement or expand service to meet increased demands for emergency transportation.

III. Phases of an Emergency

Emergency management consists of four phases: Preparedness, response, recovery, and mitigation. These phases interlink and overlap, with one or more phases occurring at any given time. If emergency response, recovery, and/or mitigation activities are not actively occurring, preparedness efforts should be prioritized. Emergency management is a constant cycle of these four phases.

Preparedness: Agencies should identify high-risk emergencies and develop a response plan and team. Preparedness activities help develop emergency response capabilities prior to an incident.

Response: This includes actions taken during an incident or emergency that aim to prevent additional injury, damage, or loss of life, and that help to speed recovery.

Recovery: Recovery can be both short-term and long-term in scope. Short-term recovery involves initial damage assessment, the ability to return systems to minimum operating conditions, and restoration of vital services. Long-term recovery restores an agency to pre-event conditions and should overlap with mitigation efforts.

Mitigation: These are activities or efforts that reduce the likelihood of incidents occurring, or that minimize the impacts of a specific hazard. Agencies must clearly identify their risks for mitigation efforts to occur.



IV. Preparedness

A. Authorities (internal, external) to Make Response Decisions and Issue Directions

Determine what positions in the agency, both internal and external, can make decisions about service, staffing, and other key functions. This may include general managers, operations managers, contract managers, or administrators who oversee contracted drivers. Clearly outline these positions and responsibilities. For example:

Under normal, nonemergency circumstances, [INSERT TITLE HERE] manages daily paratransit operations.

During an emergency, the [JOB TITLES HERE, DOC DIRECTOR, ETC.] will oversee emergency operations, make response decisions, and issue directions to staff and contract staff.

i. Chain of command, succession:

If the Operations Manager is unavailable, the [TITLE HERE] is the next highest-ranking manager and will oversee emergency operations and issue directions.

B. Mechanisms to Assess Emergency Situations and Initiate Timely Reaction Strategies

Determine what events outside of normal operations constitute an emergency and how the paratransit agency will be made aware of an emergency. Additionally, determine what actions will be taken on notification of an emergency to initiate a timely response.

For example:

Reporting an Emergency

Any employee having knowledge of an emergency occurring on an [AGENCY] vehicle, on [AGENCY] property, or property adjacent to [AGENCY] that could impact operations must report such situations to 911 and [AGENCY DISPATCH] immediately by whatever means available to them. [Agencies or agency facilities may have additional notification procedures]. When reporting an emergency, employees should include as much information as possible to ensure a timely and appropriate response.

Immediately on learning of an emergency or incident, [AGENCY DISPATCH] shall make the appropriate notifications to responding public safety agencies, managers, and internal employees. [AGENCY DISPATCH] will provide as much information as possible to ensure a timely and proper response.

If [AGENCY DISPATCH] is the first to be notified, [AGENCY DISPATCH] will notify appropriate outside agencies that may be affected by the emergency. These notifications may include, but are not limited to:

- Emergency Management Agencies
- City and county highway and traffic departments
- California Highway Patrol
- Other public safety agencies
- Other transportation and transit systems

In the event [AGENCY DISPATCH] is not available, the first [AGENCY] employee to be aware of the emergency will call 911 and notify the appropriate outside agencies of the emergency.



Notification and Initial Response

On notification that an emergency has been reported, [AGENCY DISPATCH] shall notify the proper [AGENCY] personnel to respond to the emergency scene with the required equipment.

Transit personnel that will respond include:

- Those required to respond to efficiently mitigate the incident and to resume service in a timely manner;
- Those who need to be notified for informational or reporting purposes; and
- Certain individuals will be required to respond if their technical knowledge or expertise is required.

[AGENCY DISPATCH] shall assure that notification is given to all buses/vehicles operating on the route or in the vicinity of the incident to minimize any delays and where possible, will provide alternate means of service.

C. Key Personnel Emergency Assignments (Roles, Responsibilities, Dependencies)

Using existing agency organizational charts, determine what roles will be needed in the event of a large or small emergency and specifically, tasks for which personnel will be responsible. In the event a role cannot be filled by the primary person, identify backup people who can fill key roles.

For example:

In the event of an emergency involving an [AGENCY] vehicle, one or more transit facilities or the community, [AGENCY] should be prepared to respond. The expected responsibilities of [AGENCY] staff are as follows:

- **General Manager:** This individual oversees all operations of [AGENCY] with the goal of delivering the highest quality transportation services. The General Manager is responsible for ensuring that necessary [AGENCY] resources are made available in the event of an emergency.
- **Operations Manager:** [INSERT ROLE HERE]
- **Maintenance Supervisor:** This individual maintains an inventory of all available vehicles and is responsible for ensuring maintenance of those vehicles. The Maintenance Supervisor will ensure that vehicles are capable of responding to an emergency, for providing roadside service to disabled [AGENCY] vehicles, and for communicating vehicle status to the General Manager.
- **Finance Manager:** This individual will document all expenses related to the emergency for potential reimbursement.
- **Human Resources Manager:** This individual will be responsible for communication with families of employees and will coordinate employee scheduling to match [AGENCY] staffing needs for the duration of the emergency.
- **Bus Operators** (contracted or in-house): [INSERT ROLE HERE]
- [INSERT AGENCY ORG CHART]



D. Alert Notification Lists (employees, contractors, family, community partners, media, local/regional emergency management agency/ies, first responder community)

Determine who should be notified of an incident, in what priority, and by what means.

Note: where paratransit entities are part of a larger transit agency, alerts to media, local/regional emergency management agencies, and the first responder community is likely done by the transit agency. Clearly identify a process and contact list for reporting incidents up the chain of command, and for calling in additional staff, if necessary (e.g., a call-down list). Clearly identify a process and contact list to notify stakeholder transit agencies, first responders, and/or local emergency management offices.

E. Identify/Ensure Access to Intra- and Inter-agency Communication Systems

F. Designate Emergency Dispatch Center and Alternate Back-up

G. Inventory and Maintenance of Vehicles and Equipment

H. Inventory of Essential Materials

I. Training Requirements

J. Provisions for Protection of Vital Records (e.g., trip data, customer files, etc.) and data needed for day-to-day operations

K. Interagency Agreements (MOUs, MOAs)

V. Response

A. Response Emergency Operations Plan Activation Protocol

a. **Agencies should identify the thresholds** that will trigger activation of the Emergency Operations Plan (EOP) or Department Operations Center (DOC) outside the declaration of a transit or local emergency. Based on the current paratransit system demands, identify the events or incident that will require a specific emergency response with use of additional personnel or oversight. Thresholds may differ based on the size of the agency, location of resources, season, or other factors, such as prioritization of life-sustaining service.

- i. **Routine emergencies:** These are defined as any event that requires a single department to respond to a specific event or incident using on-duty resources. Direction and control are provided by the department with normal administrative oversight. On-duty paratransit staff usually can handle this type of response without additional resources. [INSERT EXAMPLES]
- ii. **Emergency response:** This is defined as an emergency that requires multiple first-responder resources. Additional staff may be placed on standby if the situation worsens. Off-duty or on-call paratransit resources may be needed to support the response and to sustain or restore normal operations. Paratransit management is notified, called in, and involved in additional administrative oversight. [INSERT EXAMPLES]
- iii. **Large-scale emergency:** This is an incident that involves all or nearly all first responder resources. Coordination is provided by a local jurisdiction Emergency Operations Center. Additional support from outside agencies is requested via mutual aid agreements. Paratransit and transit service may be altered or suspended. All management and upper level administrators are notified and called in. [INSERT EXAMPLES]



- iv. **Disaster**: This is an incident or event of regional significance that is coordinated and managed by a regional Incident Command System structure through an Emergency Operations Center (EOC). The focus is on disaster response and recovery, with significant mutual aid and support from outside agencies. Paratransit service is canceled. A paratransit representative may be sent to the EOC as a liaison to work within ESF1 – Transportation. [INSERT EXAMPLES]
 - v. **If any of these pre-identified thresholds are met**, either through reports from field staff to agency dispatch center or through notification from partner agencies or emergency management offices, the EOP is considered activated. Paratransit agency staff and administrative staff are alerted, associated first responders or jurisdictions are informed of the incident, and external stakeholders or other affected transit providers are notified, based on existing agency notification procedures (See IV D). Personnel transition from regular roles into specific emergency roles should be included (See IV C).
- b. Declaration of a transit emergency or a local declaration of an emergency** by a city, county or regional entity also triggers activation of the EOP.
- i. **Declaring a Transit Emergency**: [AGENCY] can declare a transit emergency with concurrence from [INSERT TITLES OF PEOPLE WHO MUST AGREE ON THE EMERGENCY]. Declaration of a transit emergency triggers activation of the [AGENCY] DOC and provides the DOC with authority over:
 - Routes, scheduling, continuity of operations
 - Increased safety and security measures
 - Overtime
 - Suspension of personal leave
 - [ADDITIONAL AUTHORITIES OF YOUR AGENCY]

In addition, when the DOC is activated for a transit emergency, DOC staff will notify [INSERT STAKEHOLDERS] and the MTC of its status. The transit emergency can be suspended by the DOC manager or [INSERT AUTHORITY HERE] when the threat has passed or when recovery from the emergency is complete.
 - ii. **Declaration of local emergency**: In the state of California, local jurisdictions can pass resolutions declaring that a state of local emergency exists when conditions of extreme danger to persons and property exist. Such a declaration typically triggers activation of a local Emergency Operations Center or Emergency Coordination Center. In a local declared emergency, transit may be called on to activate its DOC in support of local efforts [INCLUDE INFORMATION ABOUT HOW LOCAL EOC/ECC WOULD CONTACT TRANSIT FOR SUPPORT]



c. Sample emergency checklist for first hour

- Agency notified of incident
- Agency/dispatch initiates notification process
 - Call management.
 - Call additional drivers/staff as needed.
 - Notify partner agencies, stakeholders.
 - Notify employees/families, as needed.
- Determine if agency vehicles/drivers are involved.
- Determine if any agency routes are or will be affected.
- Identify current vehicles in service.
- Contact drivers of vehicles in service.
 - Identify number of passengers in transit.
 - Determine if passengers can be transported to final destination or if they must be transported elsewhere (per agency policies).
- Inform drivers of incident; provide instructions on where to report or if normal operations should be maintained.
- Prepare a roster of driver information, including
 - Driver name
 - Driver contact phone number
 - Time contacted
 - Vehicle number or ID
 - Vehicle routing or final location (if remaining in service, or if remaining at a location not owned by agency)
 - Total daily mileage
- Determine whether additional drivers/vehicles are needed to maintain normal operations OR whether service must be altered or suspended, depending on scale of incident.
 - Prepare additional vehicles for use (fuel, safety checks, etc.).
- Record information message on agency call-in line for employees, public (if applicable).
- Begin documenting all actions taken, costs associated, etc.

d. Sample emergency checklist for first day

- Continue to inform partner agencies and organizations of evolving incident.
- Follow the agency EOP.
 - Coordinate with other stakeholders and first responders, as needed.
- Agency staff and drivers are notified of activation of EOP, and are instructed to follow pre-determined emergency roles.
- Key personnel are contacted via phone/text using agency call list.
- Essential staff to EOP are placed on standby.
- Appropriate officials report to local EOC/ECC (if activated).
- Coordinate with local transit agency/agencies.



- Contact and coordinate emergency scheduling needs with contracted staff (drivers, aides, etc.).
- Determine appropriate staging areas for equipment and personnel.
- Designate emergency pick-up and drop-off locations, as needed.
- Determine if customers with assistance needs require evacuation due to the incident.
 - Provide door-to-door service or other transportation according to agency policy.
- Immediately fuel vehicles returning to agency lots; ensure fuel is available to vehicles returning to designated staging areas if they are NOT returning to agency lots.
- Determine if out-of-service vehicles should be parked in an agency lot or staged at lower-risk locations.
- Establish a briefing schedule to keep key staff and management updated on the evolving incident.
- Develop a staffing plan for ongoing events.
- Assess current back-up power, fuel, and operational needs; determine if additional supplies need to be requested to sustain emergency operations or dispatch.
- Begin planning for deactivation, such as what steps should be taken to return the agency to pre-event operating conditions, return drivers to normal schedules, and return vehicles to normal routes, etc.
- Continue to document actions taken and their associated costs, and track volunteer or staff time related to the incident.

e. Sample emergency checklist for extended event

- Continue to communicate with partner agencies and incident command about paratransit operations and needs.
- Conduct daily informational briefings with key staff and management.
- Follow agency EOP.
 - Coordinate with other stakeholders and first responders, as needed.
 - Coordinate with public health and medical facilities.
- Agency staff and drivers are notified of current operational status, routes, staffing schedules.
- Agency leadership coordinates with the American Red Cross and sheltering organizations to determine paratransit needs for those in shelters.
- Agency leadership determines if key paratransit staff need shelter, and determine if shelter for staff/families can be provided at existing paratransit facilities.
- Continue to immediately fuel vehicles returning to agency lots and ensure fuel is available to vehicles returning to designated staging areas if they are NOT returning to agency lots.

B. Management, Staff Roles, Responsibilities, Dependencies During Emergencies

C. Field Staff Roles, Responsibilities, Dependencies During Emergencies

(Drivers, maintenance team members)



D. Service Suspension Thresholds

Depending on the scale of the incident, paratransit services may need to be reduced or suspended. Paratransit may also be called on to assist emergency responders with critical transportation needs. When setting thresholds for service suspension, consider factors such as the need for life-sustaining services, road conditions, weather, scale of the incident or event, local emergency proclamations, guidance from emergency management offices, and if fixed-route transit service has been altered. Once service has been altered or suspended, determine how agencies will communicate with regular customers or partner agencies that depend on paratransit service.

- i. Determine if the agency can still provide regular service while supporting emergency response.
- ii. Identify means of caring for passengers in the system at the time of service suspension.
- iii. Identify regular passengers who depend on paratransit service for life-sustaining medical treatment.
- iv. Determine if other transit services (vanpool, etc.) are also affected.
- v. Determine how to inform passengers and other transit stakeholders.

E. Means by Which Customer Emergency Transportation Needs are Satisfied

To meet transportation needs, agencies must first determine how many customers may need assistance.

- a. Identify known paratransit customers OR other individuals in the paratransit service area who may need evacuation or emergency transportation assistance (e.g., through voluntary passenger registration programs that indicate the name, location, and known mobility or other AFN needs, or through coordination with in-home healthcare providers, adult day care services, meals on wheels programs, etc.).
- b. Determine what specific vehicles or transit services will meet the needs of the aforementioned individuals in the context of the emergency. Can vans or other small vehicles be used in place of larger paratransit vehicles?
- c. Determine if there are limitations to what can be transported (e.g., Can oxygen tanks, motorized scooters, or other large medical equipment be safely moved via paratransit vehicles, and can pets (non-service animals) be transported on paratransit vehicles?).
- d. Determine if needs can be met with existing vehicles in service, or if additional staff and vehicles need to be called into service. If so, who will be called and what is the procedure for making the request?

F. Means by Which to Interface with Emergency Management and First Responders

G. Public Information / Accessible Communications



VI. Recovery

A. Sample Checklist for Recovery

- In areas not immediately affected by the emergency, return to normal routes, stops, and operations.
- Coordinate with fixed-route transit on restoring service to normal routes in areas affected by the emergency.
- Ensure any passengers in the system or at shelter locations have ID to get back to their homes/neighborhoods.
- Notify drivers/staff of return to normal duty schedule.
- Resume life-sustaining trips (dialysis, medical appointments) and coordinate with medical facilities and/or passengers to determine if trips will be made outside the service area due to recovery operations.
- Coordinate with medical service providers to determine how facilities have been affected and how paratransit operations may be affected.
- Track/document passenger information, especially for service outside normal areas; include name, contact phone number, and emergency contacts.
- Coordinate with the American Red Cross and shelter providers to identify ongoing needs from shelter residents.
- Assess the well-being of paratransit employees and determine what counseling, support, or other services are needed to ensure staff can effectively return to work.
- Communicate with the public about plans to restore service, including what routes/areas will resume service first and when full service can be expected.

B. Crisis Counseling for Team

It is important to ensure that staff are ready to return to work after an incident. If staff have suffered loss of property, injury, death of a family member, or a significant disruption to normal routines, they may have limited ability to perform regular work duties. Provisions for crisis counseling is critical to any agency recovery plan.

Employee Assistance Programs may be available to larger agencies; Critical Incident Stress Management teams may also be a resource for paratransit agencies. Agencies should ensure that employees can take time off and may wish to limit work hours or tasks to reduce stress. Monitor employees closely for any signs of exhaustion or signals of post-traumatic stress, such as erratic behavior, inability to focus, or anger. Consider providing informal opportunities during the workday for employees to share experiences or emotions related to the emergency, or schedule a staff meeting with a counselor or mental health provider.

C. Damage Assessment / Impact / Evaluation

Hours of operation, service area, and ridership can change depending on damage to key routes, injury of passengers typically requiring service, or impacts to paratransit agency staffing. In the weeks and months following an incident, agencies should document changes to service hours (as a result of additional passengers needing more/different medical treatment), service areas (due to damage or mutual aid provided to other paratransit organizations), or ridership (due to waiving eligibility for paratransit service, or expanding capacity to serve additional populations).



- a. Injuries: Any work-related injuries should be reported and processed through the agency's insurance provider/compensation program or risk management department.
- b. Damages: Any damage to vehicles should be documented according to agency procedures. Include photos and witness statements, as needed. Damage to facilities or equipment should be documented in similar fashion and reported to risk management and insurance provider/insurance pool. Report damage to local EOC/ECC as appropriate, or to local or regional transit oversight agency.
- c. Inspection: Following an incident, inventory all facilities, equipment, and associated infrastructure. Report any damage to risk management or insurance according to agency policy.

D. Cleanup and Salvage Operations

E. Business Restoration and Reconstitution

F. Finance / Insurance / Reimbursement

G. Data Recovery⁵

⁵ Sourced from Transit Cooperative Research Program Report 160, *Paratransit Emergency Preparedness and Operations Handbook*, Transportation Research Board, 2013.



Emergency Operations Plan Checklist

The following checklist includes essential activities for critical areas of emergency operations, including preparedness, response, and recovery. This checklist should be used to identify areas that have and have not been addressed by the paratransit organization.

EMERGENCY OPERATIONS PLAN CHECKLIST			
Addressed	Not Addressed	N/A	Preparedness
			Internal and external authorities to make emergency response decisions and issue directions have been identified.
			A mechanism(s) is in place to work with the overarching transit agency to assess emergency situations and to initiate timely reaction strategies, where applicable.
			Emergency assignments for key personnel have been made and acknowledged.
			Continuity of management and lines of succession are in place.
			Alert notification lists are in place.
			Intra-agency and interagency communication systems are in place.
			An emergency dispatch center and alternate back-up have been designated.
			An inventory of vehicle maintenance records and equipment is in place.
			Training requirements have been met.
			Measures are in place to protect vital records and for secure back-up of dispatch systems.
			Interagency agreements are in place. (MOUs, MOAs)
			Accident/incident investigation procedures are in place.
Addressed	Not Addressed	N/A	Response
			Service suspension thresholds and trip priority protocols are identified.
			Agency is able to meet customer emergency transportation needs or is able to secure assistance through local and regional partners.
			DOC interface with emergency management and first responders has occurred for on-board or staff emergencies.
			Management, dispatch, and supervisory staff actions are documented.
			Drivers, maintenance crew, and other field staff actions are documented
			Vehicle mobilization, communication with transit agency, local/regional emergency management and first response, and operations are documented.



Addressed	Not Addressed	N/A	Recovery
			Crisis counseling is in place and available for staff.
			Damage assessment / impact / evaluation have been completed.
			Cleanup and salvage operations have been completed.
			Finance, insurance, and reimbursement functions have been completed.
			Data recovery has been secured.

Agency Roles and Responsibilities

AGENCY/DEPARTMENT	ROLES AND RESPONSIBILITIES
Insert Primary Lead Agency/ies or Support Agency/ies	<input type="checkbox"/> Incident response role <input type="checkbox"/> EOC or DOC role <input type="checkbox"/> Coordination roles <input type="checkbox"/> Responsibilities for 24 hours, 48 hours, 96 hours, and prolonged activations <input type="checkbox"/> Identify staffing or resource responsibilities. <input type="checkbox"/> Identify any MOUs relevant to agency and include as an annex to the plan. <input type="checkbox"/> Identify role in mutual aid acquisition. _____ <input type="checkbox"/> Other (specify) _____

Agency Contact List

AGENCY CONTACT LIST		
Role	Name of Agency	Agency Contact
Primary Lead Agency/ies	Insert responsible agency	<i>Name and number</i>
Support Agency/ies	Insert all support agencies	<i>Name and number</i>



APPENDIX D: MUTUAL AID COOPERATIVE AGREEMENT TEMPLATE

Between [AGENCY]
[AGENCY]
[AGENCY]

This Mutual Aid Agreement (hereinafter “Agreement”) is made and entered into between [AGENCY NAME], (hereinafter [“Provider”]), whose address is [INSERT ADDRESS HERE], and [AGENCY NAME], (hereinafter [“Recipient”]), whose address is [INSERT ADDRESS HERE].

PURPOSE

The purpose of this Agreement is to establish the terms and conditions by which either party may request aid and assistance from the other party in responding to an emergency or disaster that exceeds the resources available in the requesting party’s transit service area or defined area of operations.

[“Provider’s”]’s transit service area is defined as [INSERT SERVICE AREA HERE].

[“Recipient’s”]’s transit service area is defined as [INSERT SERVICE AREA HERE].

EXECUTION OF AGREEMENT

This Agreement shall be authorized and approved by the governing body of each party to the Agreement. Each party shall be responsible for the timely submission, filing, or recording of the agreement – and any subsequent amendment or termination thereof – with local governmental or regulatory offices, in the proper form and format as required by law.

TERM OF AGREEMENT

The term of this Agreement shall last for five (5) years [OR APPROVED FIXED-YEAR TERM] from the date of execution noted below. The Parties may mutually agree in writing to extend this Agreement for two (2) additional one-year terms. The Parties may mutually agree in writing to terminate the Agreement at any time. A Party may withdraw from participating in the Agreement, provided it gives written notice to the other parties at least seventy- five (75) days in advance of the effective date of its withdrawal, which shall be delivered to the other party by hand or by certified mail sent to the address listed herein.

- A. The authorized designee of a Party to this Agreement may request emergency personnel (staff, employees, and/or volunteers), equipment, supplies, and/or shelter, in accordance with this Agreement, the Standardized Emergency Management System (“SEMS”), California Code of Regulations, Title 13, §1256 (related to bus safety) [INSERT ADDITIONAL STATE AND LOCAL REGULATIONS AS APPLICABLE HERE]
- B. When either party becomes affected by, or is under imminent threat of, an emergency or disaster, it may request emergency-related mutual aid assistance through an authorized representative by submitting a written request, or an oral request followed as soon as practicable by written confirmation, to the other party. Recipient shall not request assistance unless resources available within the stricken area are deemed inadequate. Requests for assistance must be transmitted by an authorized representative of Recipient.



- C. Each request for assistance shall provide the following information to the extent known by Recipient:
- i. Local Emergency Declaration(s): Identification of all local entities that have formally declared an emergency.
 - ii. Stricken Area and Status: A general description summarizing the condition of the community (e.g., whether disaster or emergency is imminent, in progress, or has already occurred) and of the damage sustained to date.
 - iii. Incident Command: Identification of the Incident Commander(s) and the person(s) to which Provider's supervisory personnel will report upon arrival at the designated staging location.
 - iv. Request for Assistance: Identification of amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed by Recipient, including:
 1. Services and Infrastructure: Identification of available public services and infrastructure systems in Recipient's geographical limits, if any, as well as identification of those public services and infrastructure systems made unavailable by the emergency and which Recipient is requesting assistance re-establishing.
 2. Facilities: Identification of the type(s) of sites, structures or buildings outside of Recipient's geographical limits being requested to serve as relief centers, shelters, or staging areas for incoming emergency personnel, goods and services.
 3. Length of Deployment: Unless a shorter or longer duration is identified in the initial request for assistance, the normal initial duration of Provider's assistance shall be seven days and may be extended, if necessary, in seven-day increments.
 4. Food, Housing, Self Sufficiency and Travel: Unless Recipient's request for assistance specifies self-sufficient personnel and resources only, Recipient shall be responsible for providing food and housing for Provider's personnel from the time of their arrival at a designated location to the time of their departure. However, Provider's personnel will be, to the greatest extent possible, self-sufficient while working in the emergency or disaster area. Recipient shall be responsible for transportation costs for Provider's personnel traveling to and from the stricken area, subject to the reimbursement provisions of this Agreement.
 - v. Communications: Identification of the command structure and contact person(s) therein who will coordinate communications between Provider's personnel and Recipient. Provider shall furnish communications equipment sufficient to maintain internal communications between its own personnel during deployment.
 - vi. Rights and Privileges: Assurances that Provider's personnel rendering assistance under the terms of this Agreement shall have the same powers, duties, rights, privileges and immunities incidental to their regular employment or position with Provider.
- D. No party is required to provide assistance under this Agreement unless it determines that it has sufficient resources to do so. The parties agree that when an authorized representative of Recipient contacts an authorized representative of Provider, Provider will assess its local emergency response agencies' resources to determine the availability of requested personnel, equipment and other assistance, including the feasibility of deploying the same without advance compensation. Provider agrees to communicate information about the availability of resources to Recipient within approximately [INSERT TIME FRAME] hours, and not later than twenty-four (24) hours, from the initial contact.



- E. The parties agree that Provider's personnel, equipment and resources will be under the operational control of Recipient. Direct supervision and control of personnel, equipment and resources shall remain with Provider's designated supervisory personnel and Recipient shall advise Provider's supervisory personnel of the work tasks to be assigned to Provider's personnel. While deployed under the terms of this Agreement, the responsibilities of Provider's supervisory personnel shall include: maintaining daily time records, material records, and logs of equipment hours; overseeing the use, operation and maintenance of Provider's equipment and other resources; and regularly reporting to ICS about progress made and/or set-backs encountered.
- F. The parties agree that Provider's personnel and other resources shall remain subject to recall at any time. Provider shall give Recipient at least twenty-four (24) hours advance notification of its intent to withdraw personnel or resources. If such notice is not practicable, Provider shall give Recipient the most immediate and earliest possible notice of the recall.
- G. Unless otherwise agreed upon by Recipient and Provider, the terms and conditions governing reimbursement for assistance provided under this Agreement shall be in accordance with the following provisions:
 - i. Personnel: During the period of assistance, Provider shall continue to pay its employees according to its prevailing ordinances, rules, and regulations. Recipient shall reimburse Provider for all direct and indirect payroll costs and actual expenses (including travel expenses, benefits, and workers' compensation premiums, claims and expenses) attributed to, and incurred as a result of, providing assistance to Recipient.
 - ii. Equipment: Provider shall be reimbursed by Recipient for the use of its equipment during the period of assistance according to the lesser of, 1) the rates established by the rules of the [INSERT LOCAL OVERSIGHT AGENCY]; 2) the rates established by the regulations of the Federal Emergency Management Agency; or 3) the actual replacement, operation, and maintenance expenses incurred by Provider. Each party shall maintain its own equipment in safe and operational condition. At the request of Provider, fuels, miscellaneous supplies, and minor repairs may be provided by Recipient, if practical. If
 - iii. Materials and Supplies. Provider shall be reimbursed for all materials and supplies furnished by it and used or damaged during the period of assistance, except for the costs of equipment, fuel, maintenance materials, labor and supplies, which shall be included in the equipment rates established above. No reimbursement may be sought for materials or supplies damaged by the gross negligence or willful and wanton misconduct of Provider's personnel.
 - iv. Record Keeping: Provider shall maintain records and submit invoices for reimbursement to Recipient in accordance with existing policies and practices.
 - v. Federal or State Aid: Recipient's duty to reimburse Provider for its assistance is in no way contingent upon the availability of federal or state aid nor Recipient's receipt of the same.
- H. Unless otherwise agreed upon by Recipient and Provider, it is agreed that each party shall be individually responsible for providing insurance coverage in accordance with each party's established policies for unemployment, workers' compensation coverage, automobile liability, general liability and other coverages.
- I. Each party to this Agreement shall assume the risk of any liability arising from its own actions or omissions or the actions or omissions of its employees and agents at all times. Neither party agrees to insure, defend, or indemnify the other. To the extent a party does not maintain the proper levels



of liability and other insurance coverage pursuant to the terms of this Agreement, the party's liability for being uninsured, or underinsured, shall not be construed as a waiver of its governmental or sovereign immunities.

APPLICABLE LAW

In the event that the construction, interpretation, and enforcement of this Agreement are subjected to adjudication in a court of law, the construction, interpretation, and enforcement of the terms of the Agreement, and each party's duties and responsibilities thereunder, shall be governed by the laws of the State of California.

AMENDMENTS

Any changes, modifications, revisions, or amendments to this Agreement which are mutually agreed upon by the parties to this Agreement shall be incorporated by written instrument, executed, and signed by all parties to this Agreement with the same approvals, certifications, submissions and other requirements applicable to the original Agreement.

In witness whereof, the parties to this Agreement through their duly authorized officials or representatives, hereby execute this Agreement on the dates set out below, and in doing so certify that each has read, understood, and agreed to the terms and conditions of this Agreement as set forth herein and has the authority to enter into this legally binding contractual agreement. The effective date of this Agreement is the date of the signature and seal last affixed to this page.

[INSERT SIGNATURE BLOCKS HERE]

END SAMPLE AGREEMENT



APPENDIX E: EMERGENCY NOTIFICATION TOOLS

Sample Notification Process

SAMPLE NOTIFICATION PROCESS			
Emergency Situation	Who to Contact	How to Contact	When to Contact
Simple Event Requiring routine assistance from supporting departments	<ul style="list-style-type: none"> ▪ Paratransit general manager ▪ Operators, contractors ▪ Safety officer 	Email, phone call, text message	Within 30 minutes to one hour of incident
Complex Event Large-scale Event requiring multiple departments to assist; possible DOC activation	<ul style="list-style-type: none"> ▪ Paratransit director ▪ Safety officer ▪ Internal staff ▪ Contracted personnel ▪ Off-duty personnel ▪ Emergency response partners ▪ Customers ▪ Media (may be handled by transit agency or DOC, if activated) ▪ Community partners 	Email, phone call text message	Immediately – less than 30 minutes after incident



Employee Family Notification

EMPLOYEE		PRIMARY CONTACT	
Name		Name	
Title		Title	
Address		Address	
Home Phone		Home Phone	
Mobile		Mobile	
Email		Email	
Name		Name	
Title		Title	
Address		Address	
Home Phone		Home Phone	
Mobile		Mobile	
Email		Email	
Name		Name	
Title		Title	
Address		Address	
Home Phone		Home Phone	
Mobile		Mobile	
Email		Email	
Name		Name	
Title		Title	
Address		Address	
Home Phone		Home Phone	
Mobile		Mobile	
Email		Email	
Name		Name	
Title		Title	
Address		Address	
Home Phone		Home Phone	
Mobile		Mobile	
Email		Email	



APPENDIX F: CAPABILITIES CHECKLIST

The following self-assessment capabilities checklist enables paratransit agencies and drivers to understand and rank the core capabilities they are expected to fulfill during an emergency. Place an “X” in the appropriate column to signify an activity has been addressed, not addressed, or does not apply.

1. PLANNING – PARATRANSIT ACTIVITY			
Addressed	Not Addressed	N/A	Resource Capability Assessment
			Critical assets (personnel and vehicles), assessed capabilities, and limitations have been identified.
			A capabilities assessment has been shared with local emergency management and first responders.
Addressed	Not Addressed	N/A	Emergency Support Function #1 (ESF-1) Transportation Coordination
			Plans with emergency management for use of paratransit resources to support emergency response and recovery.
Addressed	Not Addressed	N/A	Interagency Coordination
			Regularly participates in Local Emergency Planning Committee (LEPC)
			Participates in Urban Area Strategic Initiative (UASI) meetings
			Participates in local or regional emergency planning/preparedness activities
Addressed	Not Addressed	N/A	Essential Material Supply
			Contingency plans exist to ensure access to fuel, power, and other resources essential to the continuity of paratransit operations.
Addressed	Not Addressed	N/A	Duplication of Emergency Service Obligations
			Resources are not over-extended through existing agreements, and paratransit emergency response commitments are realistic and achievable.
			Prioritization method exists for paratransit response to multiple requests for assistance during community emergencies.
Addressed	Not Addressed	N/A	Emergency Operations Plans
			Management solicits and reviews guidance on paratransit emergency preparedness from appropriate local, state, and/or federal entities.
			Management solicits advice about lessons learned from other paratransit providers that have responded to emergencies and disaster incidents.
			Safety plans are up to date.
			Security plans are up to date.
			Emergency operations procedures are up to date (including protocols for paratransit drivers, dispatchers, mechanics, supervisors, managers, etc.).



Addressed	Not Addressed	N/A	Surge Capacity
			Formal policies exist regarding essential paratransit staff/contracted drivers' responsibility to report to work during emergency response activities.
			A mechanism exists to identify paratransit drivers' availability to report to work during emergency response activities.
			Management has developed strategies to sustain paratransit emergency response operations as long as necessary (including driver relief).
			Management has developed contingency plans to augment paratransit staff drivers during emergency response and recovery operations.
			Emergency plans address the possibility of emergency management and first responders operating paratransit vehicles during community emergency response and recovery.
			Non-paratransit personnel are trained to operate paratransit vehicles, including wheelchair lifts and securement, as necessary.

2. TRAINING – PARATRANSIT ACTIVITY

Addressed	Not Addressed	N/A	National Incident Management System (NIMS) Compliance
			Essential personnel are trained on NIMS and ICS.
Addressed	Not Addressed	N/A	Emergency Preparedness Training
			Personnel are trained on their roles and responsibilities when responding to community emergencies.
Addressed	Not Addressed	N/A	Personal and Family Preparedness
			Personnel are trained in personal and family emergency preparedness.

***NOTE:** Training and exercises should occur at least annually using the HSEEP model, and should include people with access and functional needs. Training should be offered on passenger awareness, education, outreach, and should integrate emergency management and first responders. Once agencies have completed their EOP, exercising it and a coordinated response should begin.*

3. EXERCISES – PARATRANSIT ACTIVITY

Addressed	Not Addressed	N/A	Discussion-based Exercises
			Staff participates in tabletop exercises to assess and validate their roles and responsibilities in emergency response.
Addressed	Not Addressed	N/A	Operational Exercises
			Internal drills and exercises are conducted to prepare staff to effectively support emergency response and recovery operations.
			The agency participates in local or regional disaster exercises that help ensure successful integration of paratransit resources into emergency response and recovery operations.



BAY AREA PARATRANSIT TOOLKIT

Addressed	Not Addressed	N/A	Inclusion of People with Access and Functional Needs
			Every effort is made to ensure that individuals with access and functional needs are invited to participate in local and regional disaster drills and exercises.



APPENDIX G: INVENTORY CHECKLISTS

Vehicle Inventory

PARATRANSIT RESOURCE VEHICLE INVENTORY								
TYPE (BUS/VAN/CUTAWAY/SERVICE TRUCK/ ETC.)	MAKE	YEAR	# IN REVENUE FLEET, # OF SPARES	PASSENGER CAPACITY (all seats, spaces occupied; total seated capacity for ambulatory and non-ambulatory passengers; max # securement spaces.	FUEL TYPE, EST. RANGE	AWD FWD	LIFT	WEIGHT CAPACITY

PARATRANSIT FACILITIES INVENTORY					
TYPE OF FACILITY (OPERATIONS OR MAINTENANCE)	CAPACITY (square feet or # of cutaways that can be stored)	USED FOR STAGING	USED FOR MAINTENANCE	CAPACITY TO SERVICE EQUIPMENT FROM OTHER AGENCIES?	OTHER AVAILABLE TOOLS (generators, portable lights, air compressors, power tools)



Emergency Safety Supply Inventory

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Accident log			Dispatch, road supervisors	Maintenance Office	Chief Safety Officer		A running log should be maintained for any accident or incident response.
Accident response kit	2/vehicle	\$50/kit					All vehicles should include accident response protocols, required paperwork, disposable cameras, and/or other incident response tools.
AED		\$1,300 - \$2,400/ AED	At least 1 per 50,000 square feet ⁶	At least 1 per 50,000 square feet	At least 1 per 50,000 square feet		Research has demonstrated that AEDs save lives. The American Heart Association recommends locating AEDs within 90 seconds of any facility location, resulting in total response time of under 3 minutes. Actual distances between AEDs will vary based on facility configuration. All trained users should know of AED location(s) and be assured access upon need.

⁶ The American Heart Association recommends locating AEDs within 90 seconds of any facility location, resulting in response time of under 3 minutes. Physical distances between AEDs will vary based on facility configuration.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
AM/FM Radio		\$52- \$170/radio	1	1	1	2	Portable, battery-powered or hand-crank radios ensure that responsible parties can receive Emergency Alert System (EAS) messages.
Back-up generator		\$20,000	1	1	1	1	Back-up power supply is recommended for all critical facilities, including operations for service continuity; the maintenance facility for fueling and other critical operations; administrative facilities to support call-taking, customer intake, and other critical functions; and the DOC to ensure leadership and communications are enabled during critical incidents. Back-up generators should power essential operations and must be operationally tested at least annually.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Blanket	1/vehicle	\$200/blanket	1	1	1	1	A blanket can smother a small fire or be used to warm an injured patient.
Bio-hazard spill kits	1	\$175/kit		1			Bloodborne pathogens are a serious risk. By law, all vehicles must have a spill clean-up kit. Spill kits should also be provided in maintenance.
Breathing protection/dust masks	4/vehicle	\$150/mask	1/employee	1/employee	1/employee	1/employee	Air quality can be seriously compromised in the event of earthquake, fire, structural collapse or another calamity. Respirators can enhance first responders' safety should they encounter these conditions.
Chemical securement bins				1+			Theoretically, maintenance is the only department working with dangerous chemicals. Paints, thinners and other chemicals should be stored in an air-tight closet. Oily rags should be stored in covered metal bins.
Current list of staff contact info		N/A	1	1	1	1	It is essential to maintain current contact lists for essential personnel, and to establish systems by which to quickly contact them in times of need.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Current list of partner agency contact info		N/A			1	1	It is essential to maintain current contact lists for partner agencies including local emergency management, neighboring transportation agencies, care providers, and others with whom paratransit managers may need to coordinate during emergencies and disasters.
Emergency response checklists	1/vehicle, basic guidance	N/A	Dispatch, road supervisors		Chief executive, chief safety officer	1/position	Checklists help guide and prioritize response actions. The level of depth depends upon the person's emergency roles and responsibilities.
Emergency Operations Plan		N/A				1/DOC position	It is recommended that copies of the emergency response plan be placed in binders in the Departmental Emergency Operations Center.
Eyewash station		\$180/per station		1			29 CFR 1910.151 states "where the eyes or body of any person may be exposed to injurious corrosive materials, suitable facilities for quick drenching or flushing of the eyes and body shall be provided within the work area for immediate emergency use."



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Fire Extinguisher	1/vehicle	\$65 extinguisher	1 every 75'	1 every 75'	1 every 100'	1 every 100'	The number, type and location of fire extinguishers will vary based on facility layout and risk. In general, admin facilities require type A extinguishers (wood, plastics), while maintenance facilities and vehicles demand ABC extinguishers (wood/plastics, + fuels/chemicals, + electrical wiring).
First Aid Kit	1/vehicle	\$65/kit for 50 people	1	1	1	1	First Aid kits should be provided on board vehicles and in each facility. First Aid supplies should include ways to treat minor cuts and abrasions and to stabilize/brace injured bones and joints. First Aid supplies do not replace primary medical care, but rather to stabilize the patient until EMS arrives.
Flashlight	1/vehicle	\$50/flashlight	Dispatch, road supervisors	Maintenance Office	Chief Safety Officer	1/DOC Position	Flashlights increase personal safety when power is and can be used alongside fire extinguishers or supplied to each department head for use in emergencies. Because of their utility, flashlight inventory control should be closely monitored.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Food supplies	4-hour supply/ vehicle	\$200 (varies by # of employees)	2-day supply/ essential employee	2-day supply/ essential employee	2-day supply/ essential employee	2-day supply/ essential employee	A small supply of individually packaged energy bars and fruit juices can help arrest insulin shock for paratransit passengers stuck onboard in a traffic jam or major incident. A supply of high-energy ready-to-eat foods can help office staff to continue operations during initial response to a major emergency.
Fuel spill kits		\$50/kit		1 kit			All fueling stations should include fuel containment dams; remote fuel shut-off capability; fuel spill clean-up kits; and related staff training.
Glow sticks		\$50/pack					Glow sticks help light interior rooms and hallways during extended power outages. Most have a shelf life of many years and provide light for up to 12 hours, once activated. Recommended stockpile will vary based on facility, availability of back-up power supply, and other considerations.
Hand sanitizer	1/vehicle	\$16				1/DOC position	Hand sanitizer helps reduce the spread of germs and is therefore recommended for all vehicles and fixed facilities.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Hard hats		\$15	1/essential employee	1/essential employee	1/essential employee	1/essential employee	Earthquakes can result in structural collapse. Hard hats should be supplied for all essential personnel expected to remain on duty following a major earthquake.
Laminated map of service area		N/A				1	An accurate map of your service area can be invaluable for tracking and displaying to DOC staff facility locations, incident locations, road closures and other essential incident details.
Laminated list of vehicles for tracking status		N/A				1	An accurate list of your vehicles is essential for tracking and displaying for DOC staff vehicle locations and disposition.
Landline phone		N/A	1	1	1	1	In most emergencies today, cell towers are overwhelmed by call volume. In order to maintain communications between facilities and partner agencies it is also recommended that facilities include traditional landlines, using a handset that does not require power.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Nitrile gloves	1 box/ vehicle	\$6/box	1 box/ department	1 box/ department	1 box/ department	1 box	Nitrile gloves provide an important barrier to bloodborne pathogens including hepatitis and HIV. A supply of nitrile gloves should be maintained in each vehicle as well as in a prominent location within each department.
Leather gloves		\$27/pair	1-2 pairs	1-2 pairs	1-2 pairs		Nitrile gloves do not protect against cuts and abrasions. As such, a limited supply of work gloves are recommended for the emergency cache at each facility.
NOAA weather radio		\$70/radio	1			1	Dispatch and administration should monitor weather forecasts, watches and warnings on a daily basis. A NOAA weather radio provides accurate weather information even when cellular data and Internet service is compromised.
Power packs for cell phones et al		Range from \$15-\$70/pack	2	1	1	4	A dead cell phone can be deadly. As such, essential personnel are encouraged to keep their cell phones charged. Additionally, portable back-up power packs should be considered for essential facilities.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Printer		N/A	1			1	Printing capability is recommended for all fixed facilities in order to print things such as trip manifests, incident action plans, situation reports, and other incident-related documentation.
Radio Handsets			4	1	1	2	Fully charged, correctly programmed handsets are recommended for all fixed facilities, enabling leadership to communicate with field staff and partner agencies.
Safety Vests	1/vehicle	\$6-15/vest	1/person	1/person	1/person	1/person	Safety vests increase safety by increasing visibility. Vests can also be used to identify position/role within the DOC.
Sanitation Supplies							In the event of an earthquake or major flooding, toilets and other sanitation facilities may be inoperable. Contingency contracts for delivery of portable toilets, toilet paper and feminine products are recommended for all essential facilities.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Television sets						2	Media monitoring and analysis is an essential tool in maintaining situational awareness. Televisions are recommended for the DOC for this purpose.
Water	1 box/ vehicle	\$9/three (3) gallons	1 gallon/ employee	1 gallon/ employee	1 gallon/ employee	1 gallon/ employee	It is recommended that agencies stockpile bottled water for essential personnel. One gallon/person/day is a useful benchmark for healthful water consumption; since not all staff will be onsite during any given emergency, a guideline of 1 gallon per employee should provide a sufficient supply for initial response.
Whistle	1/vehicle	\$10	1/person	1/person	1/person	1/person	Although not required, whistles are an effective way to draw attention. They are therefore recommended for all emergency kits.
White board + markers		\$25/white board and marker set				2	A white board or flip chart can be vital to tracking rapidly changing conditions and displaying current information in a way that is helpful to the entire DOC team.



BAY AREA PARATRANSIT TOOLKIT

Recommended Emergency Supplies	Number Per Vehicle	Estimated Cost	Operations Facilities	Maintenance Facility	Administrative Facility	Department Operations Center	Comments
Seatbelt Cutter	1/vehicle	\$8/cutter		1/vehicle			Seatbelt cutters should be placed within reach of a seated driver in all service vehicles in case of urgent need to cut a seatbelt or other restraint devices (e.g. rollover, vehicle fire).
Reflective Safety Triangles	3/vehicle	\$25/three (3) signs		3/vehicle			Reflective triangles warn oncoming drivers of a stalled vehicle and are required onboard equipment. Drivers should be trained on where to place triangles based upon location – 2 lane road, multi-lane highway, limited sight-distances



APPENDIX H: TRAINING CHECKLIST

The following checklist includes activities and recommended emergency preparedness training for paratransit operators. This checklist should be used to identify areas that have and have not been addressed at your organization.

TRAINING CHECKLIST			
Addressed	Not Addressed	N/A	ICS / NIMS / SEMS
			Identify the level of ICS, NIMS and SEMS training for paratransit management, operations, dispatch, and maintenance functions.
Addressed	Not Addressed	N/A	Recommended per Homeland Security Presidential Directive 5
			IC-100 and IS-700 certification for all paratransit employees
			ICS-200, IS-800, and IS-546 for all dispatchers and supervisors
			ICS-300, ICS-400, IS-702, IS-800 for management
Addressed	Not Addressed	N/A	Inclusion of People with Access and Functional Needs
			Every effort is made to ensure that individuals with access and functional needs are invited to participate in local and regional disaster drills and exercises.



APPENDIX I: PUBLIC INFORMATION TOOLS

Note: For additional public outreach guidance, please see the Bay Area Public Information Toolkit for Critical Transportation.

Critical Transportation Information Accessibility and the Law

While critical transportation infrastructure disruptions and damages due to natural or human-caused incidents affect broad demographic groups across the Bay Area, populations of individuals with access and functional needs (AFN) often rely on paratransit providers for mobility needs. Because paratransit's focus is on serving AFN demographic needs, these transportation service providers, as well as other recipients of federal funding, must ensure that all transportation agency programs, policies, and practices comply with Title VI of the Civil Rights Act,⁷ and associated regulations.

Under federal law, every Title VI program must post a notice to the public that indicates the agency/provider complies with the law and informs the public of the protections against discrimination afforded to them under the law. Below is a sample notice to the public for posting.

Notifying the Public of Rights Under Title VI **THE CITY OF USA**

- The City of USA operates its programs and services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with the City of USA.
- For more information on the City of USA's civil rights program, and the procedures to file a complaint, contact 800-555-1212, (TTY 800-555-1111); email title_vi_complaint@city.ca.us; or visit our administrative office at 1234 Center Street, City of USA, State 11111. For more information, visit www.city.ca.us
- A complainant may file a complaint directly with the Federal Transit Administration by filing a complaint with the Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor-TCR, 1200 New Jersey Ave., SE, Washington, DC 20590
- If information is needed in another language, contact 800-555-1212.
 - **MAKE SURE THE SENTENCE ABOVE IS ALSO PROVIDED IN ANY LANGUAGE(S) SPOKEN BY LEP POPULATIONS THAT MEET THE SAFE HARBOR THRESHOLD**

⁷ Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d et seq.



People First language

People first language is a way of framing communications with people with access and functional needs. It puts the person first – before their disability. Below is a poster for use in training the public information team in people first language. For more information, visit www.disabilityisnatural.com.

EXAMPLES OF PEOPLE FIRST LANGUAGE

BY **KATHIE SNOW**; VISIT WWW.DISABILITYISNATURAL.COM TO SEE THE COMPLETE ARTICLE

Remember: a disability descriptor is simply a medical diagnosis.
 People First Language respectfully puts the person before the disability.
 A person with a disability is more *like* people without disabilities than different.

SAY:	INSTEAD OF:
People with disabilities.	The handicapped or disabled.
He has a cognitive disability/diagnosis.	He's mentally retarded.
She has autism (or a diagnosis of...).	She's autistic.
He has Down syndrome (or a diagnosis of...).	He's Down's; a mongoloid.
She has a learning disability (diagnosis).	She's learning disabled.
He has a physical disability (diagnosis).	He's a quadriplegic/is crippled.
She's of short stature/she's a little person.	She's a dwarf/midget.
He has a mental health condition/diagnosis.	He's emotionally disturbed/mentally ill.
She uses a wheelchair/mobility chair.	She's confined to/is wheelchair bound.
He receives special ed services.	He's in special ed.
She has a developmental delay.	She's developmentally delayed.
Children without disabilities.	Normal or healthy kids.
Communicates with her eyes/device/etc.	Is non-verbal.
People we serve	Client, consumer, recipient, etc.
Congenital disability	Birth defect
Brain injury	Brain damaged
Accessible parking, hotel room, etc.	Handicapped parking, hotel room, etc.
She needs... or she uses...	She has problems with/has special needs.

Keep thinking—there are many other descriptors we need to change!

Excerpted from Kathie's People First Language article, available at www.disabilityisnatural.com.

Copyright 2009-13 Kathie Snow, All Rights Reserved. You may print and/or make copies of this document to use as a handout (non-commercial use). Before using it in any other way (on websites, blogs, newsletters, etc.) and to comply with copyright law, see the Terms of Use at www.disabilityisnatural.com. While you're there, sign up for the free Disability is Natural E-newsletter! 01/12



Depending on the nature of the emergency and the communication channel being used to disseminate the information, the following pre-scripted messages can be adapted to share information with paratransit riders and other community stakeholders.

Sample Holding Statement

Until formal messaging has been approved and released by a paratransit or parent transit agency spokesperson and/or the Incident Commander, modify the following statement to respond to inquiries from media and members of the public.

[YOUR AGENCY HERE] is aware that [INSERT TYPE OF INCIDENT HERE] happened/is happening at [INSERT TIME HERE] near [INSERT LOCATION HERE]. Law enforcement and/or first responders are on scene. As we learn more about how [INCIDENT] will affect our paratransit services, we will post additional information on updates [INSERT PLATFORM OR WEBSITE ON WHICH YOU WILL PROVIDE UPDATES].

For social media:

[YOUR AGENCY NAME HERE] is aware of [INSERT TYPE OF INCIDENT HERE]. As soon as we learn more about [INCIDENT] we will share that information here and, on our website, [INSERT WEBSITE LINK]

Generic Responses

As an incident unfolds, media and members of the public often have more questions than your agency can readily answer. The following statements can be modified for use in the first hours of an incident, before all information is known.

What caused the incident / accident / explosion / etc.?

It is too early to know. Our focus right now is taking care of our drivers and passengers who were near the area when the [INSERT INCIDENT] occurred. What we do know is that a full investigation of [INCIDENT] is likely to take several [DAYS/WEEKS]. As we have more information, we will let you know.

Can you confirm the identity of those involved?

Like you, we've heard the speculation and seen [INSERT TYPE OF INFORMATION – NAMES/PHOTOS] posted online. We are actively working with first responders to learn more about [INSERT TYPE OF INCIDENT] and how our drivers, passengers, and paratransit service have been affected. As we learn more, we will let you know.

How long will it take before service is back to normal?

It is still too early to know. Our focus right now is taking care of our staff and our passengers. We know that [INSERT FIRST RESPONDER AGENCIES HERE] are working around the clock to investigate [THE INCIDENT] and reopen [THE FACILITY OR ROADWAY] as soon as it is safe. As we learn more about how that investigation will affect our service, we will provide updates [INSERT PLATFORM OR WEBSITE ON WHICH YOU WILL PROVIDE UPDATES].



Hazard-Specific Responses

In specific events, such as wildfires or those caused by natural hazards, agencies can typically anticipate the types of questions paratransit riders and stakeholders may have. The following statements can be modified and adapted for use in the first hours of a hazard-specific incident.

GENERIC MESSAGE

EMERGENCY: An [INCIDENT TYPE] has occurred in [LOCATION]. All paratransit operations are suspended until further notice. Riders currently in transit will be taken to their destination if possible or returned to their point of departure. For more information, contact [INSERT POINT OF CONTACT HERE – PHONE, WEB, ETC.]

ACTIVE SHOOTER

EMERGENCY: [REPORTING AGENCY] has reported an active shooter at [LOCATION]. All paratransit operations to and from [LOCATION] are suspended until further notice. Riders in transit to [LOCATION] will be returned to their point of departure.

BIOLOGICAL THREAT

EMERGENCY: [REPORTING AGENCY] has received a credible biological threat to [LOCATION]. All paratransit operations to and from [LOCATION] are suspended until further notice. Riders in transit to [LOCATION] will be returned to their point of departure.

Earthquake

EMERGENCY: An earthquake has occurred in [LOCATION]. All paratransit operations are suspended until further notice. Riders currently in transit will be taken to their destination if possible or returned to their point of departure. For more information, contact [INSERT POINT OF CONTACT HERE – PHONE, WEB, ETC.]

FLOODING

Flooding is expected at [TIME] in [LOCATION]. All paratransit operations in [LOCATION] are suspended until [EXPECTED TIME FLOODWATERS WILL RECEDE] due to the potential for water over the roadways. For more information, contact [INSERT POINT OF CONTACT HERE – PHONE, WEB, ETC.].

WILDFIRE

EMERGENCY: [REPORTING AGENCY] has reported a wildfire at [LOCATION]. All paratransit operations to and from [LOCATION] are suspended until further notice. Riders in transit to [LOCATION] will be returned to their point of departure.



APPENDIX J: REFERENCES

The following resources provide additional information for local agencies relative to communicating with people with access and functional needs. Many of these resources have been integrated into this toolkit.

Note: For additional public outreach guidance, please see the *Bay Area Public Information Toolkit for Critical Transportation*.

[*A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action*](#)

(FEMA)

[*Alerting the Whole Community – People with Disabilities and Others with Access and Functional Needs*](#)

(FEMA)

[*Americans with Disabilities Act*](#)

[*Americans with Disabilities Act Best Practices Toolkit for State and Local Governments*](#) (ADA)

[American Foundation for the Blind](#)

[*General Effective Communication Requirements Under Title II of the Americans with Disabilities Act*](#)

(CAL OES)

[*People-First Language*](#) (disabilityisnatural.com)

[*Web Content Accessibility Guidelines 2.0*](#) (W3C.com)

[*PDF Accessibility*](#) (webaim.org)

[*PDF File 508 Compliance Checklists*](#), U.S. Department of Health and Human Services

(<https://www.hhs.gov/web/section-508/making-files-accessible/checklist/pdf/index.html>)

[*508 Accessible Videos – Use a 508-Compliant Video Player*](#) (Digital.gov)

[*10 YouTube Fundamentals: Accessibility*](#) (youtube.com)

[*Speech-to-Speech Relay Service*](#), Federal Communications Commission (fcc.gov)

[*Internet Protocol \(IP\) Captioned Telephone Service*](#), Federal Communications Commission (fcc.gov)

[*Screen Readers and Screen Magnifiers*](#), American Foundation for the Blind (afb.org)

[*Duxbury Braille Translation Services*](#) (duxburysystems.com)

[*Federal Plain Language Guidance*](#) (plainlanguage.gov)

[*Information and Communication Technology \(ICT\) Standards and Guidelines*](#) (access-board.gov)