

MTC / BAY AREA PARTNERSHIP

PARATRANSIT TECHNICAL ASSISTANCE PROGRAM

Guidance for Paratransit Emergency Planning

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1. North County Transit District and Metropolitan Transit System (San Diego): “Standard Operating Procedures: Disaster Awareness / Response Action Plan & Assessment Of Need”
2. Marin County: “Vulnerable / Special Needs Populations Annex” to the “Marin County Operational Area Emergency Operations Plan”
3. Center for Urban Transportation Research, Tampa, Florida: “Public Transit Role In Evacuations and Response to Disasters”
4. Votran (Volusia County, Florida): “Notes of Persons with Special Needs Triage Meeting”
5. SamTrans: “REDI-WHEELS Emergency Response Exercise - Major Earthquake”
6. SamTrans: “Earthquake Orders for Redi-Wheels Bus Operators”
7. NCTD / Laidlaw: “Emergency Service Contingency policy”
8. MV Transportation, Cincinnati, Ohio: “Emergency Operating Plan–Professional Bus Operators”
9. King County Metro: “Access Transportation Adverse Weather Plan”
10. Votran (Volusia County, Florida): Employee preparedness memo
11. Utah Transit Authority: Extract from paratransit customer guide about weather and disasters.

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Introduction

Accessibility staff of the San Francisco Bay Area transit operators have identified a need to improve preparedness of ADA paratransit for emergencies. While the transit agencies have emergency plans and are prepared for some emergencies, there is an urgent need to improve how ADA paratransit is integrated into those plans and to improve preparedness. A short list of topics was identified for investigation through a survey of operators conducted in February 2008, a workshop held in March 2008, and subsequent discussion with a committee of operators. The topics include:

- Planning and communicating with community and partners
- Connecting with the official emergency response mechanism
- Responding to requests for transportation assistance during a disaster, including from other agencies
- Ensuring contractor preparedness and staff availability, including practical measures and contract provisions about contractor staff obligation
- Business continuity
- Immediate emergency response – driver orders and guidance
- Prioritizing trips
- Operational communications during an emergency
- Inventories of necessary equipment and supplies
- Registries of paratransit customers who will need assistance during an emergency

For each of these topics, Nelson\Nygaard was asked to define the issue, locate good examples or models, identify what we know and don't know, and identify region-wide issues and areas of overlap.

The issues were investigated by means of interviews with operators and experts with useful experience, many of whom also provided useful documentation. Those interviewed included staff or contractors at:

- King County Metro (Seattle, Washington)
- North County Transit District (Oceanside, California)
- Southwest Ohio Regional Transit Authority (Cincinnati, Ohio)
- VOTRAN (Volusia County, Florida)
- Center for Urban Transportation Research (CUTR) (University of South Florida in Tampa, Florida)
- Veolia Transportation (Corporate office, Phoenix, Arizona)

Within the Bay Area and Northern California, staff at Central Contra Costa Transit Authority, SamTrans, MTC, the Marin County Sheriff's Office of Emergency Services, and Paratransit, Inc. provided materials and information.

Planning and Communicating with Community and Partners

Issues connected with planning and communications with the community and partners include:

- Communicating with social service agencies, medical facilities, and dialysis centers regarding expectations for trips being served
- Understanding how paratransit services relate to the role and responsibilities of Public Health departments during an emergency. What is the chain of command within the Public Health system, and what is required of agencies? County Public Health departments are part of a statewide alert system—how should paratransit and social service agencies be incorporated into this alert system?
- Managing expectations throughout the process of communicating with community partners and understanding partners' capabilities. Partners need to have their own plans and make their own preparations for transportation during an emergency taking into account that paratransit may not be available.
- Understanding what is required of state-funded social services providers (e.g. those funded by the Department of Rehabilitation) in terms of emergency transportation, and what resources and funds are available to them.
- Promoting understanding of transit/paratransit role and limitations
- Uniform messages among paratransit providers on key issues for advocacy, education of partners

Individual Bay Area operators have taken some steps toward communicating with community partners, including Regional Centers and county health services. However, the consensus of the operators that provided direction to this research was that each transit operator would need to address these issues based on its own situation.

A “Vulnerable / Special Needs Populations Annex” to the “Marin County Operational Area Emergency Operations Plan” (Attachment 2) notes that the State Department of Health Services requires licensed care facilities to adopt and exercise a written emergency plan that addresses possible evacuation (Health and Safety Code 1336.3). The same document notes that Title 22 of the California Code of Regulations, requires community care facilities licensed by the State Department of Social Services to have a written disaster plan which includes mass casualty and evacuation preparation. As described in a later section, the Marin EOC is beginning to coordinate with these agencies. Paratransit operators should also share information on emergency planning with these same agencies.

Dialysis centers are linked to emergency planning networks that may be able to provide useful information about plans and about which centers are closed or operating during an emergency. The Western Pacific Renal Network, based in Novato, is under contract to the Centers for Medicare and Medicaid Services (CMS) to operate “ESRD Network #17” which coordinates providers of service for end-stage renal disease (ESRD) in Northern California, Hawaii, Guam, Mariana Islands, and American Samoa. In an emergency they post information regarding open and closed status of facilities on www.kidneydisasters.org, which can be reached from www.dialysisunits.org.

Utah Transit Authority

UTA's "Paratransit Riders Guide" includes sections about Inclement Weather and Community Disaster Emergency Procedures (Attachment 11). Among other things, the Inclement Weather section states that, "UTA reserves the right to suspend, modify or cancel service during times of hazardous weather conditions that may jeopardize the safety of our riders, our employees, or our vehicles." Similarly, the Disaster section states, "If it is unsafe for UTA to travel into a disaster area, UTA reserves the right to suspend, modify or cancel service without notice." The Disaster section also includes information about specific service modifications that may be needed during a disaster, the importance of customers helping UTA to keep their information up-to-date, and procedures for contacting the office during an emergency.

San Diego County

One example of cooperative planning involving community partners was identified. In San Diego County, following major fires in 2003 and 2007 the major transit operators (MTS and NCTD), with participation by the CTSA for the region, an Alzheimer's center, and the Regional Center, adopted a document with the title, "Standard Operating Procedures: Disaster Awareness / Response Action Plan & Assessment Of Need." (See Attachment 1.) Key sections read:

- Our first transportation commitment on ADA Paratransit must be to those individuals who are either on the bus at time of emergency manifestation or have a scheduled "return" trip and are "stranded" at a location our services dropped them off at....While MTS and NCTD "rolling stock" (150 plus vehicles) can obviously contribute greatly to an emergency response evacuation, this protocol is to ensure an understanding of our need to initially address the needs of passengers who are pre-committed to an understood level of minimum service.
- Our Second Priority is to account for and ensure safe storage of our rolling stock, paratransit facilities, and transportation equipment at those facilities.
- A separate purpose of this SOP is to identify desired drop off locations that can function as shelters for passengers who cannot be left unattended or have particular medical needs. Passengers with Developmental Disabilities, Alzheimer's, or undergoing any number of treatments may best be served by or evacuated to particular shelter locations in times of emergency. Shelters that may serve particular programs, organizations or group homes will be identified as an attachment in this document.

The Second Priority is later restated as follows

- The Second Priority is to assure all revenue vehicles are mobilized in a position to facilitate relief efforts depending on disaster / requests for aid.

NCTD and MTS have committed to making their facilities available to each other during an emergency if needed. The document also includes a "Summary of Imperative Information to be Provided by Client Care Providers."

Connecting with the Official Emergency Response Mechanism

Arrangements in the Bay Area have been described by MTC staff and staff of the Marin County Sheriff's Office of Emergency Management. This has been supplemented with information from two other areas, King County, Washington, and Volusia County, Florida.

Operational Areas and Transit in the Bay Area

Each of the Counties in the Bay Area is designated as an Operational Area by the California Standardized Emergency Management System (SEMS). During an emergency, each affected Operational Area ("OpArea") would activate its Emergency Operations Center (EOC). All of the cities, special districts and other local government agencies within the County provide the OpArea EOC with reports on their situation and status by filling out the "sit stat" form, and also with requests for assistance. The OpArea EOC attempts to satisfy requests for assistance by using resources from agencies within the County, and when necessary, elevates the requests for assistance to the Regional EOC (California Office of Emergency Services Coastal Region).

Transit agencies also have EOCs, which are usually located next to their communication/dispatch centers. In cases where the transit agency is actively involved in managing a paratransit services contract (for example Central Contra Costa County Transit Authority and SamTrans), the staff responsible for paratransit are included in the agency's EOC during an emergency. If the radio system is operable after the disaster, a transit agency is able to collect information on the status of its vehicles and facilities. The vehicle operators are also able to provide considerable data on the location and extent of damage within their service areas. The larger transit agencies have EOCs that are equipped with emergency power generators, satellite telephones, and other supplies essential to allow them to operate for several days.

Like other local agencies, transit agencies are supposed to send a liaison to the OpArea EOC immediately after the disaster, and staff that position through the disaster period. The liaison keeps the OpArea EOC aware of the status and needs of the transit agency, keeps the transit agency informed about the situation in the County and the actions and priorities of the OpArea EOC, and also assists the OpArea EOC perform its tasks.

The OpArea EOCs are staffed by employees of the County, as well as employees provided by local agencies in the County. The organizational charts for most OpArea EOCs include a position for transportation. (Transportation is designated as Emergency Support Function 1, or ESF1, in SEMS.) However, most OpArea EOCs have limited space, and can only accommodate a single person who must represent all transportation. In San Francisco, Alameda, Contra Costa, San Mateo and Santa Clara Counties, a single person needs to serve as liaison for multiple bus, rail, and ferry operators. Transit agencies that provide a significant amount of service in multiple counties (AC Transit, BART, Caltrain, Golden Gate, and SamTrans) in theory should provide a liaison to the OpArea EOC in each of those counties. However, due to the space constraints at OpArea EOCs and the limited staff available to serve as liaisons, transit agencies usually provide a liaison to only one OpArea EOC. At a minimum, paratransit operators should understand how their agencies are represented in relevant OpArea EOC's and establish channels of communication with the individuals involved.

In order to be an effective liaison to an OpArea EOC, transit agency staff must:

- 1) be trained in SEMS and NIMS,
- 2) be senior staff authorized to speak for and make commitments on behalf of their agency, and
- 3) have an established working relationship with other staff at the OpArea EOC.

The third requirement is often the most difficult. The transit agency liaisons need to participate in training and exercises conducted by the OpAreas, which is a significant time commitment. Staff turnover at both the transit agency and OpArea makes it challenging to establish and maintain working relationships.

Paratransit providers face all the issues that confront transit agencies, plus the additional issue that many Op Areas and transit agencies (and transit agency liaisons to OpAreas) are not familiar with paratransit operations and the special set of issues that paratransit providers will face following a major regional disaster. Those issues may include:

- Ability to provide service: the need for working vehicles, fuel, drivers, dispatchers, and communication system(s).
- Where to provide service: the need to know which clients need a trip, which service providers (dialysis centers, hospitals, etc.) are able to provide those clients with the services they need, and which roads are passable.

Paratransit provided by cities may be able to obtain the situation status information (e.g., second bullet above) from the city's EOC. Larger providers that serve multiple cities or counties may be able to work with transit agencies to obtain the situation status information, but will need to establish a working relationship with EOC staff prior to the disaster.

Marin County

Marin County has taken initial steps toward emergency planning for "Vulnerable / Special Needs Populations." The County Department Of Health And Human Services has prepared a "Vulnerable / Special Needs Populations Annex" to the "Marin County Operational Area Emergency Operations Plan." (See Attachment 2.) The annex defines the population of concern and describes the activation of the Emergency Operations Center. A section with the title "Evacuation" states:

"Local law enforcement will lead and direct the evacuation effort in coordination with community members and care facilities. In each incident area, fire agencies and the public works resources will report to the Incident Commander and assist in the evacuation efforts. The State Department of Health Services requires licensed care facilities to adopt and exercise a written emergency plan that addresses possible evacuation (Health and Safety Code 1336.3). Title 22 of the California Code of Regulations, also requires community care facilities licensed by the State Department of Social Services to have a written disaster plan which includes mass casualty and evacuation preparation. Use of public and private sector resources include Whistle Stop Wheels vehicles, vans from various shuttle services, ambulances, limousines, and non-traditional vehicles as appropriate to provide transportation for people with special needs. Memorandums of Understanding (MOUs) between agencies and paratransit organizations are critical components of pre-disaster planning."

The EOC includes a Special Needs Advocate, whose responsibilities include:

- Evaluates operations in the context of special needs populations in the Operational Area and coordinates with all sections of the EOC to facilitate consideration of special needs in all aspects of the response and recovery planning.
- Assesses the impact and suitability of Action Plans and proposed activities upon persons with special needs.
- Ensures that special needs populations receive adequate attention in planning and communication functions.
- Ensures that language and disability program access and physical accessibility issues are addressed at all levels of emergency response.

Some efforts are underway to integrate transit and paratransit into emergency planning. For example, in January 2008, staff of Whistlestop Wheels participated in a workshop regarding emergency preparedness and the role of non-profit agencies in Marin County. The workshop was sponsored by the Red Cross, the United Way, and the Center for Volunteers and Non-profits; it included a representative with the Office of Emergency Services (OES).

In April 2008 Marin OES coordinated a meeting of Marin County staff representing Marin County Sheriff's OES, Golden Gate Bridge Highway and Transportation District, Marin Senior Coordinating Council including Whistlestop Wheels, and Marin County Transit District with the objective to explore transportation issues, including evacuations, during emergency/disaster. Staff of OES report that, although OES, Golden Gate Bridge District, and Transportation Districts and Agencies have their individual plans or mechanisms, it is apparent that there is no overarching "plan," MOU, guidelines or protocols that connect the entities with transportation resources to the bigger picture during catastrophic events. Despite the lack of a formal plan, OES staff see a spirit of cooperation in the county that would be key to developing a formal county-wide plan. For example, during the oil spill in November 2007, communication equipment was readily made available for mutual aid. OES staff feel that this type of mutual aid with actual vehicles would occur as well but recognize that an actual plan is needed.

Sacramento

Staff of Paratransit, Inc. in Sacramento became involved in emergency response planning following hurricane Katrina. Their principal area of concern has been preparation for floods. Through persistence they have gained a seat at the Emergency Operations Center and have participated in emergency response exercises. Key staff have completed training on NIMS which is needed to be in the EOC during an emergency. Paratransit, Inc.'s involvement probably has limited transferability to any Bay Area paratransit operators because of its unique organizational status. Paratransit, Inc. is an independent, non-profit agency governed by a board appointed by the City of Sacramento, the County of Sacramento, Sacramento Regional Transit, and the Sacramento Area Council of Governments. Although it provides ADA paratransit for RT under a "collaborative agreement," it maintains considerable autonomy and as the designated Consolidated Transportation Services Agency (CTSA) for Sacramento County provides extensive services with dedicated funding and contracts with human service agencies.

King County, Washington, and Volusia County, Florida

Of the paratransit operations contacted, the ones that are most closely connected to the emergency response system are those that are part of a county government. To some extent this

applies to the experience in Marin County described before, since the local transit system is now part of County government. In Seattle, King County Metro is part of the County Department of Transportation. The Director of Transportation provides a representative to the EOC, and each division of the Department of Transportation (Transit is one of four) has its own EOC. At King County Metro, although paratransit is scheduled, dispatched, and operated by contractors, agency staff are very actively involved in daily paratransit operations and participate in emergency response drills.

In Volusia County, Florida, transit and paratransit are managed by a contractor and employees of the contract management company participate in the EOC. Frequent severe hurricanes and wildfires mean that procedures are practiced annually and have been refined based on recent experience.

Summary

There is great variation among counties and transit operators in the Bay Area regarding how well paratransit is connected to the emergency response system. Institution differences such as multi-county operators and multiple operators in single counties mean that each operator's situation is unique and will need to be addressed locally. However, the paratransit systems as a group have an interest in raising awareness of the potential role and needs of paratransit in an emergency.

Responding to Requests for Transportation Assistance During a Disaster

If an emergency has been declared and the OpArea (i.e. County) EOC is operating, requests for assistance (mutual aid) should come from the EOC and be directed to the paratransit provider's main office. Requests for assistance may also come from partner agencies (paratransit providers, hospitals, etc.). In general, public agencies are expected to make a good faith effort to provide mutual aid when it is requested, but are not expected to do so if it would expose their employees or clientele to significantly increased risk. First responders (i.e. fire or police personnel) could commandeer paratransit vehicles in the field, but they have been encouraged to work through OpArea EOCs if they need more than one or two vehicles.

The issue of increasing cooperation and mutual understanding between paratransit operators and first responders was addressed during recent workshops on Rural Emergency Response & Recovery sponsored by the Caltrans. Paratransit operators may find it effective to begin dialog at a practical level with police and fire departments, for example making contact with trainers. This dialog would increase understanding within the first responder organizations of paratransit's role and limitations and increase understanding within the paratransit organization of how first responders would operate in an emergency.

Request for assistance from another transit agency should, in principle, be addressed at the OpArea or regional level. The mechanism for mutual aid between counties for transportation, especially paratransit, needs additional definition. During an emergency, MTC collects and consolidates information from the Bay Area's major transit agencies, and coordinates mutual aid requests among those agencies on behalf on the Regional EOC, but MTC does not collect information on paratransit providers. It is not clear whether requests for mutual aid by a paratransit provider would be addressed as a transportation issue by the transit agencies and MTC, or a health issue by the OpArea or Regional EOC. This is a topic of general applicability to transit and paratransit operators throughout the Bay Area.

NCTD Experience

During the 2007 wildfires, NCTD was requested by the county Office of Emergency Services to assist with evacuation of a nursing home in Rancho Bernardo, which is beyond NCTD's service area. The request came to NCTD Bus Operations Supervisor, who contacted the Accessible Services Administrator, who contacted the paratransit contractor and also coordinated with MTS in San Diego. Together, NCTD and MTS were able to provide 24 vehicles and evacuate more than 100 people in wheelchairs. The two agency's ability to respond was enhanced by the fact that, following earlier wildfires, they had developed a cooperative agreement and by the fact that they had already restricted "normal" paratransit operations and therefore had vehicles available.

VOTRAN Evacuation Procedures

Since hurricanes are a regular occurrence in Florida, and there is normally warning that a hurricane will occur, procedures for evacuating in advance of a hurricane are relatively well-developed. Transit and paratransit agencies in Florida appear to have well-developed plans for emergency evacuation, and some procedures have been developed for the recovery phase and the period before an official emergency has been declared. Attachment 3 is a slide show developed by CUTR staff that defines steps to be taken according to a timeline beginning 72 hours before a hurricane and continuing for 48 hours after a hurricane.

As an example, in Volusia County, transit agency staff participate in annual preparations for the hurricane season, including planning meetings and a mock evacuation. Once the County orders an evacuation, VOTRAN begins evacuating special needs individuals to shelters. Nursing homes and group homes are required to provide their own transportation.

A triage process has been established for prioritizing requests for special needs evacuation and policies and procedures have been established (see Attachment 4). This process is not limited to ADA paratransit customers, and involves a County nurse and calls by individuals to a County hotline. For the general population, VOTRAN fixed routes run normal routing and evacuees are taken to a transfer point for transportation on a school bus to a general population shelter.

Summary

The same variety of circumstances that apply to relationships with County OpAreas affect planning for evacuation and other requests for assistance. The lessons from other areas have some applicability to Bay Area operators (for example in the case of floods and wildfires). However, response to a major earthquake would be very different.

Ensuring Contractor Preparedness and Staff Availability

With few exceptions, paratransit service in the Bay Area is provided by private contractors. This raises issues of the extent to which contractor staff will be available during an emergency. In July 2008 the Transportation Research Board released its *Special Report 294: The Role of Transit in Emergency Evacuation*, which generally finds that transit (defined to include bus, rail, and paratransit) is not sufficiently integrated into emergency response planning. In addition, the report notes:

“The type of transit service—whether publicly owned and operated or contracted out—can also affect the extent to which transit drivers and equipment will be available in an emergency. In many urban areas, for example, paratransit service is contracted out, and control over drivers and equipment can be an issue during an emergency. Special arrangements must be made in advance in contract agreements to help ensure continuity of service during an emergency evacuation.”

Where paratransit contractors are not solely dedicated to the transit agency contract, additional concerns arise. The TRB report notes:

“Transit agencies are likely to be hard pressed to accommodate those who need special assistance because these services are often contracted out to smaller paratransit operators or demand-responsive service providers. In an emergency evacuation, these specialized providers often face competing demands for their services and have limited drivers and equipment that may not be available to provide the necessary emergency service.”

The report suggests that, “One way to address these issues is to involve paratransit providers with other transit agencies in the development of emergency plans and as part of the response team.”

A transit agency’s contract for paratransit service can include provisions that require the contractor to participate in emergency planning and to operate service during an emergency. However, a transit agency’s legal ability to require a contractor’s staff to be available for emergency operations is unclear.

SamTrans

SamTrans’s contract with MV Transportation for Redi-Wheels paratransit includes the following two provisions:

1. **Emergency Service Planning.** The Contractor shall work with District staff to develop and implement an emergency preparedness plan. Contractor shall participate in District emergency preparedness drills. Examples of emergencies include: electrical power failure, earthquakes, strikes, other natural disasters. Staff shall be appropriately trained in proper handling of these situations.
2. **Modification of Service and Fares.** The District will give 30 days prior written notice to Contractor on the effective date of a modification to the fare structure. Contractor will effect each such modification on its effective date. In the event of an emergency that is declared as such by the District’s Chief Executive Officer/General Manager, the established notice provisions shall not apply, and Contractor will use its best efforts to effect at the earliest possible opportunity the modification of then existing service, or the addition of service that is ordered by the District to respond to the emergency.

SamTrans staff note that these provisions are general in scope and may lack specificity but believe that they allow the transit agency needed flexibility in dealing with the dynamic nature of critical events. SamTrans has its Redi-Wheels contractor, MV Transportation, participate in an annual tabletop exercise about various emergencies. Attachment 5 is a recent tabletop exercise about earthquakes.

Veolia Transportation

Veolia Transportation's business development staff provided information about their efforts to ensure staff availability during an emergency, especially in the case of hurricanes affecting Florida and the Gulf Coast.

Some recent procurements for paratransit services from Gulf Coast systems have required that contractors provide detail about their ability to respond to hurricanes. In response, Veolia had developed a written hurricane procedure plan including specific staff responsibilities during four hurricane phases, defined as hurricane watch, hurricane warning, landfall, and recovery. The plan includes a model interagency emergency MOU, a format for an emergency contact list, preliminary supply box lists, example hurricane phone procedures, an agency evacuation request form, an emergency transportation log, daily activity logs, and a preparation checklist for computers.

It appears that some agencies in Florida and on the Gulf Coast have delegated a great deal of responsibility for emergency planning to contractors. At least based on the material provided by Veolia, as well as the contract manager in Volusia County, Florida, it appears that contractors are commonly directly involved in emergency operations management.

Veolia staff also stressed the importance of programs to help drivers including assuring them that they will be paid and continue to receive benefits despite any disruption that might occur. For example, if a driver has had to evacuate, alternative arrangements for receiving normal wages and benefits help to ensure that drivers will return and be back on the job as quickly as possible. With respect to operations during an emergency at a brokered system, Veolia describes asking drivers who work for subcontractors to "volunteer" to work. In this context, presumably volunteering refers to a commitment to work at a time when many drivers would be unable to, not an offer to work for free.

NCTD and Volusia

NCTD's contractor, First Transit (formerly Laidlaw) has established a list of employees who are willing to working during an emergency. Votran in Volusia County provided a sample of the preparedness memo sent to its employees (Attachment 10).

Summary

Despite the differences in contractual relationships between transit agencies and their paratransit contractors, it would be worthwhile to work together on model contract provisions and to share ideas for improving contractor preparedness. It would also be useful to clarify the legal issues surrounding employees of contract providers.

Business Continuity

Once the immediate response to an emergency is over, there could be a lengthy period during which normal operations continue to be disrupted for various reasons, including extraordinary measures that were taken during the immediate response phase of the emergency. Some emergencies by their very nature would be of long duration (for example pandemic flu). Since paratransit is generally provided by private contractors, it is important that these private businesses be able to stay in business during and following an emergency. Most employers of any size have emergency plans. It is not clear whether there is any legal requirement for such

plans, but they are clearly a good practice, help reduce liability, and reduce economic losses and disruption to normal business in the event of an emergency.

Definitions

The term “business continuity” has been used with a variety of meanings, generally to refer to a private-sector counterpart to general emergency planning and preparedness. For example, a definition adopted by the National Fire Protection Association and endorsed by the American National Standards Institute and the Department of Homeland Security, defines “business continuity” as:

An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies, recovery plans, and continuity of services.¹

ASIS International, business security organization, defines “business continuity” as:

A comprehensive managed effort to prioritize key business processes, identify significant threats to normal operation, and plan mitigation strategies to ensure effective and efficient organizational response to the challenges that surface during and after a crisis.²

The concepts of business continuity planning apply as much to public agencies as they do to private businesses, but in the case of paratransit, continuity of private companies that operate paratransit services is critical.

Business Continuity Measures

The NFPA standards and the ASIS guidelines outline a variety of basic concepts of business continuity planning. (Both are readily available online.) A few of the more obvious elements of business continuity for paratransit include:

- Basic preparations for fire, floods, and earthquakes, such as minimizing fire hazards and securing equipment against shaking.
- Offsite data backup. Critical data files should be continuously updated at a secure location removed from the main operating base that is unlikely to be affected by the same disaster.
- Payroll and benefits. Arrangements should be made so that employees can continue to be paid and receive benefits.
- Employee communications. Arrangements should be made to maintain communications with contractor employees who have personally been affected by a disaster, including those who may have been evacuated or have lost their former places of residence.
- Insurance. Contractors should have sufficient insurance so that financial losses resulting from a disaster would not put them out of business.

Aside from securing vehicles and staff, a critical issue for paratransit and transit operations is continuing availability of fuel. In addition to securing any on-site supplies of fuel, arrangements

¹ National Fire Protection Association, NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2007 Edition.

² ASIS International (formerly the American Society for Industrial Security), Business Continuity Guideline: A Practical Approach for Emergency Preparedness, Crisis Management, and Disaster Recovery, 2005.

need to be made for continuing access to fuel supplies. SamTrans and its Redi-Wheels contractor MV Transportation identified a need to plan for the possibility that usual methods of card payment for fuel were disrupted. It would also be prudent to identify alternative payment methods and alternative suppliers of fuel.

Some very basic generally applicable principles of business continuity planning would include:

- The transit agency and its paratransit contractor should work out a division of responsibilities for disaster planning and response.
- Contractors should be involved in agency emergency planning and preparedness exercises.
- Paratransit procurements should require that contractors have adequate business continuity plans.
- Steps should be taken to ensure that contractors are able to remain financially viable during and after an emergency. As suggested before this might involve adequate insurance, but might also include lines of credit, plans for keeping records of expenses during an emergency, and contract provisions regarding authorization and payment for extraordinary expenses during an emergency.

Summary

Similar considerations apply as regarding contractor availability in the immediate response phase of an emergency. Despite the differences in contractual relationships between transit agencies and their paratransit contractors, it would be worthwhile to work together on model contract provisions and to share ideas for improving contractor preparedness.

Immediate Emergency Response—Driver Orders and Guidance

In the minutes or hours immediately following a major unanticipated disaster (earthquake, terrorist incident, etc.) drivers and other paratransit staff will need guidance about what steps to take in the absence of instructions from police or the County EOC.

SamTrans

SamTrans has worked with its contractor, MV Transportation, to establish standard procedures for use by Redi-Wheels drivers in the event of an earthquake. The one-page Earthquake Orders (Attachment 6) are concise and brief enough to be used for easy reference. They deal with the immediate minutes and hours following a major earthquake and concern what to do with passengers on-board, getting direction from dispatch, and proceeding either to the operators' home base or, if this is not possible, proceeding to one of four designated emergency staging areas where they will be met by management personnel.

In the event that roads are generally clear, drivers are to generally continue operating as normally as possible, but at reduced speed and they are not to drop passengers at their destinations without first determining that the destination is open and able to accept passengers. In the event that roads are blocked, drivers are to return passengers to their residences if possible and get guidance from the dispatcher if that is not possible. In a medical emergency, they are authorized to divert to the nearest hospital.

North San Diego County

NCTD and its paratransit contractor, First Transit (formerly Laidlaw Transit Services), have developed a detailed Emergency Service Contingency policy for NCTD's LIFT paratransit service (Attachment 7). According to this policy:

The passenger priority of LIFT in the event of an emergency is as follows:

1. Passengers who are on-board
2. Passengers with pre-existing scheduled trips
3. Passengers who traveled using the service earlier in the day and are attempting to return home.
4. Emergency evacuation services as directed by local/state/federal, NCTD or Laidlaw personnel.

A four-step procedure is provided that specifies what to do with passengers currently on-board the vehicles, centers and facilities that are closing, passengers who can not be left unattended but no one is home to receive the passenger, and what drivers should do after passengers have been delivered home.

Cincinnati, Ohio

Contacts at MV Transportation suggested their paratransit operation in Cincinnati for the Southwest Ohio Regional Transit Authority as one that is particularly well prepared for emergencies. MV staff in Cincinnati provided a staff emergency plan (i.e. for staff in the office), a facility emergency operating plan, and a bus emergency operating plan. The staff plan covers procedures for evacuating the facility, and guidance for specific types of emergencies, including fire, severe storms, tornado warning, winter storm, utility failure, flood, hazardous material accident, civil disorder and demonstrations, terrorism, bomb threat, explosion, major transportation accident, and earthquake. The procedures are ones that would apply to staff in any type of office.

The bus emergency operating plan (Attachment 8) deals with general principles of responding to an emergency and provides specific guidance for bus operators in dealing with a variety of situations such as fire or explosion, chemical spills, medical emergencies, robberies, threats of violence, etc. In general the cases covered are ones that affect the particular vehicle the driver is operating rather than situations that affect a large area and seriously disrupt the entire operation. For example, for Terrorist Attack/Act Of Violence/Bomb Threat, the plan states:

In the event of a Terrorist attack/Act of Violence, it is imperative that you remain calm. If you remain calm it is likely your passengers will remain calm. It is also necessary that you comply with the terrorist's commands. Don't be a hero.

- Remain calm
- Do not try to be a hero
- Do not speak unless spoken to
- Observe everything carefully; try and get as much information as possible regarding the terrorist
- If customers with disabilities are on board, attempt to explain the situation to them

- If permitted to speak on the telephone for any reason follow the abductor's instructions
- Do not upset the terrorists
- Follow the terrorist instructions
- Accept your situation
- Do not turn your back on the terrorists
- Avoid physical resistance; you have little chance of success in resisting
- Be patient and remember that time is in your favor
- Once you and your passengers are free of harm contact 911 and dispatch.

For evacuating passengers with disabilities, the plans gives the following guidance:

- Remember the lift will not operate with the engine off
- You may have to cut or remove customer restraints and leave mobility aids behind
- You may have to carry or drag a customer with a disability from the bus
- Ask other customers for help if necessary.

Securing the scene and helping customers exit the bus should be your highest priority. Get customers to leave the bus on their own; however, leave the customer if:

- The person refused to get off the bus and you will endanger your own life by staying
- Moving the person will risk further injury to them.

As a professional operator, it is your responsibility to evacuate all customers on the bus. This responsibility includes checking the bus to make certain no one is left behind. It also includes helping customers with disabilities to evacuate the bus.

- Use the lift
- Use the ramp
- Use a board as an emergency ramp
- Ask for help to carry the customer and mobility aid through the door
- Ask for help to carry the customer off the bus
- Drag the customer off the bus
- Lift the customer through the window
- Ask the customer for the best way to carry them off the bus
- Only evacuate customers using mobility aids when it is more dangerous to leave them on the bus.

Summary

Each operator will need to develop specific policies and procedures based on local conditions and contract arrangements. However, the SamTrans and NCTD policies appear to provide good models that could be adapted as needed by most operators. The Cincinnati materials are too voluminous to be used for ready reference but may be useful as a starting point for developing training materials.

Prioritizing Trips

In the hours and days after a significant disaster, the paratransit system may be able to continue serving customers but at a reduced level due to factors such as limited staff availability, road blockages, fuel shortage, or communications disruption. The OpArea EOC may be requesting a portion of the available resources for mutual aid. In this situation, transit operators and their paratransit contractors will need to make decisions about what trips to provide. This process raises issues of best use of resources, protecting the safety of customers and staff, and ADA compliance. Similar issues exist in the period immediately before an emergency for which there is warning.

King County Inclement Weather Plan

The only example we located of a formal plan for reduced level of operations was King County Metro's Adverse Weather Plan (Attachment 9). Since weather emergencies generally have some warning, they are distinct from disasters such as earthquakes or terrorism, but some of the procedures would apply during the recovery phase of an unpredicted disaster. Responses to inclement weather are based on four stages:

- Stage 1: National Weather service or Weathernet forecast predicts a slight (25 percent) possibility of snow.
- Stage 2: National Weather Service or Weathernet forecast predicts a strong possibility (50 percent) of snowfall (minor accumulations).
- Stage 3: Snow falling or accumulations.
- Stage 4: Snow falling with accumulations building.

During Stage 2, some preparations by providers begin and passengers who call reservations in the morning hear the following message:

“Please be advised that inclement weather will be causing substantial delays. Please re-evaluate your travel needs for today, and if your trips are not critical, please cancel them.”

In the afternoon, the following message may be used:

“Be advised that inclement weather will be causing substantial delays. Please re-evaluate your travel needs for today, and if your trips are not critical, please cancel them. Thank you for your understanding. If you are calling to cancel or check on a ride already scheduled, please remain on the line. Our reservation department and Customer Service are closed at this time.”

During Stage 3 provider preparations intensify. In addition, common destinations, facilities, group homes, etc. are contacted. As appropriate, all individuals with reservations/standing rides are notified and encouraged to cancel rides.

During Stage 4, non-essential trips are cancelled, efforts focus on picking up passengers who were dropped off earlier, and service may be suspended. Callers hear the following message:

“Please be advised that this is a Weather Alert day. Service has been suspended with the exception of life-sustaining medical appointments. Regular service will resume when road conditions allow safe travel.”

The policy regarding essential service is as follows:

“During periods of suspension of regular service, ACCESS Transportation vehicles may be available for emergency service including life sustaining medical appointments, trips to pick up prescriptions, groceries and food bank items. ACCESS Transportation vehicles will also provide back-up for King County Metro’s fixed route bus service.

In addition, ACCESS Transportation will make reasonable efforts during periods of suspension of regular service to provide life-sustaining service to customers who notify their call taking center that they need to proceed with their ride. ACCESS Transportation will make the final determination whether the trip can be safely provided.”

During adverse weather, Access paratransit also provides back-up service for lift users of the fixed-route system, for example, if:

- The lift fails on an individual coach
- The coach is unable to reach the zone or stop to safely deploy the lift
- The lift user is stranded at the zone and cannot reach their destination
- The lift user is unable to reach the zone and attempts to flag the bus to stop in a location where the operator is unable to comply.

This service is intended primarily for lift users during the initial chaos of a snowstorm; however, it can also be used in limited circumstances for anyone with a disability who is stranded by the snow or confused by re-routes. There is a procedure for charging the fixed-route operations department for the cost of this back-up service.

Florida

In the period leading up to a hurricane, it appears that Florida paratransit providers generally attempt to prioritize medical trips, identified based on destinations as recorded in the reservations system. In planning for evacuations, Florida paratransit operators have been told by dialysis centers that the centers can perform partial dialysis in half the time normally needed. This allows them to provide treatment to as many people as possible prior to suspension of operations. After operations resume, following the hurricane, the partial dialysis then needs to be completed immediately.

According to staff at VOTRAN, in the period before a hurricane, as operations shift to providing evacuations, all new trips from home are cancelled, with the exception of life-sustaining medical trips that allow the customer to return home before the storm. After the storm, unless normal operations resume, priority is given to medical trips, and then to work and shopping trips.

North San Diego

On October 21, 2007, two major wildfires were announced in San Diego County, one at 9:23 AM in the MTS service area and one at 1:06 PM in NCTD’s service area. At 7:00 PM, NCTD determined that its LIFT paratransit service would begin providing lifeline service only, defined as medical, food, and emergency trips. The intent was to ensure that resources were available for evacuations and to keep operators and equipment out of harm’s way. The agency’s ability to restrict trips was helped by the fact that there was less demand, since many people were not going out. This type of trip purpose limitation is addressed only generally in the Standard Operating Procedure developed by NCTD and MTS (Attachment 1).

ADA Compliance

None of the operators contacted have formally addressed issues of ADA compliance during emergency operations, and FTA has provided only minimal formal guidance on the subject. Limited information available includes the following:

- Staff at VOTRAN indicated their understanding that, during a declared emergency, requirements for ADA complementary paratransit not longer apply.
- NCTD staff noted that FTA staff who attended a session on emergency operations at a CTAA conference indicated off the record that during an emergency normal ADA considerations would go “out the window.” In NCTD’s case, fixed-route service was also disrupted for several days during the fires, with buses operating on Sunday schedules, some routes cancelled or detoured, and some equipment diverted to assist in evacuations, all of which would, in principle, reduce NCTD’s paratransit obligation by some amount.
- FTA staff have provided some informal guidance in emails. One staff person with the FTA Office of Civil Rights stated, “I do not think that the usual paratransit service regulatory requirements would apply in an emergency situation. My intuition is that since the regulatory requirements are meant to apply to normal operations, that they would not restrict what transit providers could do in emergency situations.” Another staff person in the same office stated, “I have no specific answer for you—we would have to handle such an issue on a case-by-case basis. We have not been presented with one thus far. In limited circumstances, this might be considered situations beyond their control (we see the same during blizzards when service is late).”
- Transit agency staff in Rhode Island noted that when service is disrupted by a snowstorm demand drops on its own, since workplaces, schools, and services close and most people choose to stay home if they can.

FTA’s August 2006 document, “Disaster Response and Recovery Resource for Transit Agencies,” addresses a different but somewhat related question, namely, if a transit operator provides fixed-route service via new routes to serve people affected by a disaster, do the ADA paratransit requirements apply to those new routes, and what if the operator doesn’t have additional capacity to provide ADA paratransit on those routes. FTA responds:

“Yes, ADA paratransit requirements would apply to the new routes, However, FTA recognizes that the sudden influx of evacuees who need such assistance may place additional demands on a paratransit system, possibly resulting in unavoidable trip denials, long waits, or an inability to provide next-day service. In determining whether an ADA paratransit system is experiencing significant numbers of trip denials, missed trips, untimely pickups, or long trip times, FTA will take into consideration whether these incidents were due to circumstances outside of the providers’ control.”

Summary

Paratransit operators do limit trips to essential purposes in periods of emergency, including wildfires, hurricanes, and snow. The policies that are applied are not detailed and not always written. As a practical matter, demand limits itself as customers stay home or facilities close. At least in short term situations, ADA compliance does not appear to be an issue and there does not appear to be a need to seek formal guidance from FTA.

Operational Communications during an Emergency

Paratransit operations routinely use voice radio and mobile data terminals that communicate via cellular networks or dedicated radio channels. The Nextel push-to-talk system is particularly common. In some small operations drivers communicate using conventional cell phones. In the event of an emergency the availability of communication options will vary. There does not appear to be any generally applicable research or guidance specific to paratransit operations on this issue. In the Bay Area, transit agency EOCs have access to the Government Emergency Telecommunications Service (GETS) which gives priority access to landline and wireless telephone networks during an emergency. However, this service will not be available for paratransit operations.

SamTrans

SamTrans's "Earthquake Orders for Redi-Wheels Bus Operators" (Attachment 6) include the general guidance, "You are permitted to use personal cell phones at this time if the radio is not functioning." If it is safe to continue (no blockages, downed power lines, congestion, or other conditions), the same document advises drivers, "Do not call Dispatcher unless an emergency exists. Keep radio clear for immediate and urgent emergencies." If it is unsafe to continue service due to roadway blockage, downed power lines, congestion, or other conditions, the document includes guidance about attempting to contact dispatch, with the instruction, "Determine what your next move should be and inform Dispatcher via bus radio, cell phone or landline." The instructions go on to set out procedures if there is no contact.

Florida

In Florida, experience has been mixed. In Volusia County, the most recent hurricanes damaged the tower used by the radio system. They were able to communicate with cell phones, except for one carrier that uses the same tower as the County radio system. The paratransit vehicles have been newly equipped with MDTs which communicate via the same radio tower. A dedicated line from the dispatch center to the radio tower means that the MDTs could work even if phones do not. However, the MDTs rely on the Internet for communication so they would not function if the Internet is not working, even if the radio tower is working. Some County departments use an 800 MHz radio system which is more reliable for emergency communications than other systems.

A contact at CUTR who works on transit emergency response statewide indicated that cell phones work poorly after a hurricane due to downed towers and overloading. The Nextel system was particularly hard hit in the last hurricane season and did not return to full service for two years after one severe hurricane season. The same contact believes that most voice radio systems have worked fairly well. At one time a lack of emergency generators at radio towers was an issue but this has mostly been addressed and the towers have been hardened.

Summary

In general public telephone service, including cell phones, is likely to be congested or unavailable during a major emergency. The availability of radio systems will depend on local details concerning the security of towers or use of internet-based networks. Therefore, staff will need to be trained on what to do after an emergency if it is not possible to communicate with dispatch or partner agencies.

Inventory of Necessary Equipment and Supplies

A number of transit agencies have developed list of emergency supplies and equipment that should be kept on hand. Paratransit, Inc. in Sacramento has identified additional equipment, which may be necessary in support of ongoing operations during times of disaster. Paratransit, Inc.'s planning has focused mainly on flooding that affects low-lying areas. The list of supplies and equipment includes:

- A portable, gasoline engine driven, alternating current generator to ensure continued electrical power to the computer system, telephone system, dispatcher's radio and selected lights during those types of disasters which cause electrical power failure. Maintenance personnel can quickly put the generator in service.
- As an alternative power source, a power inverter, which can draw power from a vehicle accessory plug and power office equipment.
- Cellular phones, working off of a cellular net, for use in the event of a general power failure that affects the radio system.
- Hand held radios with extended battery service for the dispatcher, drivers and dispatch shift supervisors.
- Waterproof, durable flashlights with a periodically rotated stock of extra batteries for drivers to locate addresses and assist passengers during hours of darkness.
- Battery operated radios for listening to the local emergency broadcast station.

Paratransit, Inc. also keeps a "Go Box" intended to allow some level of management control if the main dispatch center has to be evacuated. It includes:

- Six (6) flashlights with batteries
- Extra back up batteries
- First aid kit
- Emergency hand crank weather radio
- Thomas Guide map book
- Emergency Readiness and Response Plan binder
- Internal phone number cards
- Two (2) external hard drives
- Two (2) lap top computers
- Two data cables

Veolia Transportation provided preliminary supply box lists for use in hurricanes:

Box Number 1

- 6 flash lights with 1 case batteries
- 2 first aid kits (1– phone bank/operations facility; 1– maintenance area)
- 6 pairs of protective eye wear
- 6 red safety vests
- 3 cans red fluorescent spray paint
- 5 fix a flat
- 3 tire repair kits
- 5 radios

Box Number 2

- 6 rain coats
- large size pack leather gloves
- 6 rolls masking tape
- 6 rolls gray duct tape
- 6 rolls striped safety tape
- 3 pairs rubber boots – size 10, 11, & 12
- 2 tarps – 20' x 30'
- 1 tarp – 20' x 20'
- 2 100' rope

Several Bay Area transit agencies maintain on-site stores of emergency food, water, and sanitation sufficient to provide for all their employees for several days, so that employees are able to work extended shifts without having to leave their place of work.

Summary

It would be useful for paratransit operators to share lists of supplies and equipment that should be on-hand for use in emergencies, along with suggestions about how to determine desired quantities.

Registries

Some transit operators have created or considered developing lists of paratransit customers who might require evacuation or some form of critical transportation during an emergency. Creating such lists, sometimes called registries, raises issues of privacy, whether the information could be shared with other agencies involved in emergency response, and whether transit agencies are the appropriate entity to develop such registries.

San Diego County

In the event of a declared emergency in which the County EOC directs paratransit vehicles, for example to assist in an evacuation, a registry assembled by the paratransit system might or might not prove useful. The experience of North County Transit District (in which vehicles were sent to evacuate a nursing home outside of NCTD's service area) illustrates that having information about critical needs of paratransit customers could still be useful for the paratransit system even if some resources are redirected.

The Standard Operating Procedures adopted by NCTD and MTS (Attachment 1) include a discussion of the challenges of evacuating an unknown population of passengers with disabilities who may have unusual mobility devices or other needs that would make them difficult or impossible to board. The document recommends creating a centralized database with information about client needs based on information provided by various group homes, assisted living facilities, nursing care houses, etc. The document recommends a pilot project to determine where and how to house this database.

Florida

According to a contact at CUTR in Florida, some transit agencies there annually ask their paratransit customers about evacuation needs, while others consider this an intrusion on customers' privacy.

HIPAA

Many transit agencies have been concerned about the provisions of the Privacy Rule of the Health Insurance Portability and Accountability Act (HIPAA). The Health and Human Services Office of Civil Rights website, "HIPAA Privacy Rule: Disclosures for Emergency Preparedness - A Decision Tool"³ explains that the Privacy Rule applies only to "covered entities" which are

- a health care provider that conducts certain transactions in electronic form
- a health care clearinghouse
- a health plan

The Decision Tool explains that:

The Privacy Rule does not apply to all persons or entities that regularly use, disclose, or store individually identifiable health information.

For example, the Privacy Rule does not limit the disclosure of information by social service agencies, Centers for Independent Living, paratransit authorities, Protection & Advocacy Organizations or public agencies that perform public health activities, when those agencies are functioning solely in these capacities. If an agency also performs covered entity functions, see discussion of hybrid entities.

Example: A social services agency (that is not a covered entity) that maintains a list of names, addresses and limitations of persons with disabilities in an area may release the information to a transportation contractor without regard to the HIPAA Privacy Rule.

FEMA Guidance

A document about emergency planning for "special needs" populations released by the Federal Emergency Management Agency in August 2008⁴, provides some useful guidance about registries. The guidance appears to be targeted to communities rather than specialized organizations like a transit agency, which are treated as one resource among many that a community might draw upon. However, it makes a number of useful points, including:

- It is recommended that registries be reserved for individuals living in their own homes and not in congregate settings (such as residential healthcare facilities). These facilities are responsible for developing emergency plans and providing for their residents. Rather than registering facility residents, jurisdictions should coordinate with each facility as an entire entity, working to understand the numbers and needs of the people they serve.
- It is important to ensure that expectations of registrants match the types of emergency services offered. Some people believe that entering their name and information into a registry means the government will automatically provide transportation or sheltering for them in the event of an emergency. The jurisdiction responsible for the registry should be clear in communicating limitations of liability for the jurisdiction that sponsors the registry, as well as limitations in service that might be present under various emergency situations.
- Potential registrants may be hesitant to give their personal information to the government. **It is imperative the confidentiality of the registrant be strictly protected.** The

³ <http://www.hhs.gov/ocr/hipaa/decisiontool>

⁴ Comprehensive Preparedness Guide 301 (CPG-301): Interim Emergency Management Planning Guide for Special Needs Populations, Federal Emergency Management Agency.

identities of the registrants should not be shared with anyone but emergency response personnel on a need-to-know basis. Additionally, registrants should be informed that the process is completely voluntary, and the information provided to the government will not be disseminated or used for anything other than emergency assistance.

- The smaller the community, the more effective the registry. It is also possible for a registry to be effective without serving the entire breadth of the population as defined by a function-based model. A jurisdiction can target a registry to a segment or segments of the population considered to be at higher risk. For example, a jurisdiction might begin by registering only those individuals who will require transportation assistance during an emergency.
- The long-term maintenance of a special needs registry is an important consideration in planning a registry system. The needs and whereabouts of people are constantly changing; therefore, keeping a registry updated with accurate information is both continuous and costly (on-going funding is essential). The costs and resources necessary to keep the registry current should be factored into a jurisdiction's decision about establishing such a system.
- Many individuals register using their home address, but these people might be at school, work, or elsewhere during the day (making the home address of little use should an emergency occur). Registries that seek to provide emergency services should include a question about the location of the registrant during daytime hours.

Summary

There is no generally accepted practice regarding maintaining lists of paratransit customers or other people with disabilities who will need assistance or evacuation during an emergency. In the event of an evacuation, priorities for transportation would most likely be determined by an entity other than the paratransit system and would not be limited to paratransit customers. Some operators may find it useful to maintain data on customers who will have special needs during an emergency, while others may find it useful to work with other agencies on creating a registry of a wider population of people with disabilities. A registry established by a paratransit system should probably be limited in purpose to determining individuals who will need continuing urgent transportation during an emergency (e.g. for dialysis) assuming the paratransit system is able to continue functioning at a reduced level of operations.

ATTACHMENT 1

NORTH COUNTY TRANSIT DISTRICT AND
METROPOLITAN TRANSIT SYSTEM (SAN DIEGO):
"STANDARD OPERATING PROCEDURES:
DISASTER AWARENESS / RESPONSE ACTION
PLAN & ASSESSMENT OF NEED"

STANDARD OPERATING PROCEDURES
DISASTER AWARENESS / RESPONSE ACTION PLAN & ASSESSMENT OF NEED

For

METROPOLITAN TRANSIT SYSTEM ACCESS & NORTH COUNTY TRANSIT DISTRICT LIFT
AMERICANS WITH DISABILITIES ACT (ADA)
PARATRANSIT SERVICES FOR PERSONS WITH DISABILITIES

Representative Organizations Including:

ADA Metropolitan Transit System Access & ADS Suburban Paratransit
ADA North County Transit District Lift Services
Full Access & Coordinated Transportation (FACT – Coordinated Transportation Services Agency)
Glenn Alzheimer’s Family Center
San Diego Regional Center

Effective TBD

PURPOSE

The primary purpose of this action plan is to identify initial standard operating protocol in the event of an emergency. “Initial” refers to the necessary Metropolitan Transit System / North County Transit District prioritization of commitment to individuals in need of transportation services in emergency situations. Without question, emergency situations and realistic disaster preparedness necessitate the ability to respond dynamically. However, our first transportation commitment on ADA Paratransit must be to those individuals who are either on the bus at time of emergency manifestation or have a scheduled “return” trip and are “stranded” at a location our services dropped them off at. ADA Paratransit transports individuals with varying types and degrees of disabilities and trip purposes. These disabilities include cognitive, developmental, psychiatric, physical & all varying combination(s) of the aforementioned conditions. Use of ADA Paratransit presumes a level of service & assistance needed that warrants ensuring their individual safety as a *first priority*. Trip purposes are literally infinite, but in a majority of cases related to Day Programs, Work and Medical oriented trips. Our *First Priority* to passengers on service or already delivered to a destination other than their point of origin / residence is necessary to ensure individuals are not stranded at locations that cannot indefinitely care for their needs (e.g. proximity to medication they depend on, individuals who cannot be left unattended but arrive at a closed program due to emergency conditions, on going / sustained shelter, etc.).

While MTS and NCTD “rolling stock” (150 plus vehicles) can obviously contribute greatly to an emergency response evacuation, this protocol is to ensure an understanding of our need to initially address the needs of passengers who are pre-committed to an understood level of minimum service. Our *Second Priority* is to account for and ensure safe storage of our rolling stock, paratransit facilities, and transportation equipment at those facilities (e.g. Radio 800 mgz communications system, Trapeze automated scheduling system, Altigen Telephonic System, etc.).

A separate purpose of this SOP, that will be identified in an attachment to this document, is to identify desired drop off locations that can function as shelters for passengers who cannot be left unattended or have particular medical needs. Passengers with Developmental Disabilities, Alzheimer's, or undergoing any number of treatments may best be served by or evacuated to particular shelter locations in times of emergency. Shelters that may serve particular programs, organizations or group homes will be identified as an attachment in this document.

Disaster Information (Identified by Federal Emergency Management Agency)

- Chemical
- Dam Failure
- Disease / Biological Epidemic (e.g. Bird Influenza)
- Earthquake
- Fire
- Flood
- Hazardous Material
- Heat
- Hurricane
- Landslide
- Nuclear
- Terrorism
- Thunderstorm
- Tornado
- Tsunami
- Volcano
- Wildfire
- Winter Storm

ADA Paratransit Priorities

A Mayor, or City or County Manager (County of San Diego Board of Supervisors and County Chief Administrative Officer), is responsible for the public safety and welfare of the people of that jurisdiction. Police, Fire Protection, Public Health and Medical, Emergency Management, Public Works (public transit would generically fall in here), Environmental Response, Non-Profit Relief Responders (e.g. Red Cross & from a transportation perspective a FACT "group of providers" or something of the like could fall in here) and other personnel are often the first to respond and last to leave a disaster type incident.

Varying levels of local, state and federal authority could assume command control depending upon the nature and severity of a given disaster. Unless redirected, reassigned or reorganized by a superior chain of command or officially enacted plan, the following priorities should be carried out and appear in order of importance:

1. As ADA Paratransit operators, our initial responsibility subsequent to a disaster occurrence is to passengers on vehicles at the time of the incident or who have been dropped off somewhere, but have a scheduled return trip (i.e., individuals who expect a ride home and lacking one from the paratransit services discussed here are stranded or are at the mercy of random kindness or luck). This *effort* should be the immediate concern of the operations contractor. Individuals will be taken to their residential address, an already defined evacuation center (i.e., a location defined as “evacuation center” by a superior chain of command), or an “unofficial” evacuation center pre-determined by a program, center or disabled / medical representative organization (e.g. Glenner Alzheimer’s Family Center, San Diego Regional Center, San Diego Center for the Blind, etc). Consistent updates from the operations contractor to MTS / NCTD project management staff will take place until all passengers’ *status* is accounted for. In such emergency incidents it is obviously not possible to assure any given drop-off location or the ability to access any given pick-up point. “Status” refers to an accounting of each passenger’s whereabouts and health if known. “Effort,” on the part of the contractor, refers to the best possible attempt to get each person to a safe location. Reactively, the “stranded” passenger becomes the “independent” or determining variable insofar as timing of availability of vehicular resources.
2. The *Second Priority* is to assure all revenue vehicles are mobilized in a position to facilitate relief efforts depending on disaster / requests for aid. If both the NCTD and MTS operating paratransit facilities are functional and safe, each operation’s vehicles will be mobilized there. Should one of the two facilities sustain damage while the other is able to maintain communications, maintenance and operational guidance, the functional facility will be where both operations staff and vehicles are mobilized. In the event that neither facility has communications nor can vehicles safely be garaged without pending risk of damage, MTS / NCTD project management will wait for evacuation, base of operations, and storage directions. In the preceding scenario, the degree of the disaster will obviously have been severe. That said there must be an ongoing communication of available staff at both the Contractor and Agency management level concurrent with a consistent effort to locate a safe base of operations. With an accurate understanding of number of individuals to relocate vehicles / participate in an evacuation order, NCTD and MTS can keep the Emergency Response Chain of Command informed of personnel resources we may need to salvage rolling stock or facilitate evacuation. Additionally, should equipment (radios, scheduling hardware / software, phones, maintenance equipment, major components, parts, etc) be in jeopardy of being damaged or destroyed, some or all can be prioritized for relocation depending on value, utility to current emergency, and space available to transport. With personal safety accounted for every effort should be made to preserve all transportation / facility equipment and / or locate safe transport / storage location for such equipment.

Clearly, certain emergencies, such as *Heat* may pertain exclusively to the evacuation of certain individuals from varying locations to a centralized “cool zone” type facility. While others, such as a *Landslide*, may be specifically localized and present no direct risk to passengers, facilities, or vehicles; but involve an evacuation that would benefit from access to our staff and / or vehicles. The relative simplicity or complexity will dictate the degree of rigidity with which *Standard Operating Procedure Prioritization* can be adhered to. Emergency Response Management direction will ultimately take precedence. During incidents of disaster, this

protocol establishes the priority of response (i.e., passengers first and transit equipment / base of operations second) and an expectation of involvement from Agency and Contractor staff in times of emergency.

Statement of Need to Establish Roles, Responsibilities & Technological Need

The Region of San Diego necessitates a study and / or pilot program that would systematically involve all the aforementioned entities with distinct core-competencies for the purpose of creating a database that identifies both vehicular resources and client needs. For example, MTS Access was in a position to respond to an evacuation request from a Senior Home during the 10/2003 wildfire disaster. Fortunately, the Santa Ana winds began to die and the evacuation was ultimately not needed. However, in such “ad hoc” evacuation cases (i.e., the only response method we’re currently “prepared for” in the event of an evacuation request), while it is relatively easy to dispatch 30 vehicles with 4 wheelchair securement positions, it is impossible to say with any confidence how many “clients” will be able to be boarded until we’ve arrived. Mobility devices generally don’t correspond precisely with the 30 x 48” 600 pound “standard wheelchair” as specified in the ADA and that accessible accommodations on vehicles are based on. It is often the case, where 4 securement positions will “safely” fit only 2 or 3 passengers. It is also often the case that a persons mobility device exceeds ADA specifications, and therefore precludes their ability to board, which is also information most often discovered via a failed boarding attempt (i.e., a person is unable to be transported and remains at their point of origin). Whereas the inability to board a passenger in the scope of standard revenue service is an “inconvenience,” the inability to board a person in an evacuation scenario could quite literally lead to fatality (ies). A thorough understanding of client needs & expectations in San Diego is vital in the event of an emergency. Reciprocally, through discovery and then having a thorough awareness of what those “needs” are should result in a communication to those providers of their own obligations in a disaster evacuation.

This communication of obligation should include the identification of where and how to house a centrally managed database that includes specific “client” needs. The “obligation” would be for the various group homes, assisted living facilities, nursing care houses, etc. to initially provide that information and update it per an established reporting requirement (e.g. Annually at end of calendar, fiscal year, etc.). Information included would go beyond just general client care and involved specific transportation service resources and needs. For example, if a person uses a mobility device that requires emergency medical style transportation accommodations this needs to be known prior to an evacuation “plan.” Further, many of these entities may already have localized evacuation plans. These plans should be submitted for evaluation, analysis and ultimately held to a determination of whether they can augment or be incorporated within the official Regional Plan.

Summary of Imperative Information to be Provided by Client Care Providers

- Record of mobility status and mobility device type that is a regularly updated component of the plan at a rate to be determined (e.g. annually); For example, does your client use a “standard” manual chair, manual-wide chair, electrical chair, Geary & what are the weight / dimensional requirements of this client.

- Identification of specific care requirements or specialized training needed to safely care for your clients (e.g. Alzheimer's, Developmentally Disabled, Psychiatric condition such as Dementia or Schizophrenia, Imminent life sustaining medications, etc).
- Provision of a centralized point of contact (e.g. Care Facility Manager's cell phone, Assistant Manager's Cell phone, etc) whereby emergency responders and facilitators, such as transportation providers, can work through a primary responsible party to coordinate all aspects of an evacuation, care during evacuation and return from evacuation.
- Provision of centralized location that may work for evacuation center(s) presuming identified site isn't impacted by the emergency.
- Ultimately, a regularly maintained matrix that associates client need with transportation modal type (e.g. updated annually).
- Provision of Care Facility Evacuation Plan(s) that may exist for review, incorporation, etc.
- OTHER INFORMATION TO BE DETERMINED SUBSEQUENT TO FACT FINDING MEETINGS WITH PROVIDERS

A second, more tangibly handled goal within the context of improving coordination of evacuation / transportation for the disabled and transportation disadvantaged would be research, and ideally, implementation of a sophisticated mobile data terminal (MDT), interactive voice response system (IVR) and automatic vehicle locator system (AVL). These technologies point directly to a systematic, reliable and industry tested system that would only enhance coordination in evacuations & disasters, not to mention, services for the disabled/seniors/transportation disadvantaged in general. The goal within the context of this proposal would be to research the best means of implementation within San Diego's operating environment & to fund, or identify funding source(s) for the plan, procurement and implementation of the system. The ability to reliably, expeditiously and accurately report all vehicle locations within a moments notice, notify passengers throughout a reservations systems instantaneously via IVR, and coordinate re-routing of vehicles without occupying valuable radio air in times of emergency are an essential necessity for the San Diego region to respond to an emergency from a public transportation perspective. Further, the possibility of augmenting existing MTS / NCTD ADA Paratransit scheduling software should be evaluated to determine whether any given module would enhance the ability to contribute to an evacuation plan. Trapeze Software, Inc. (current scheduling software) has various "modules," which provide additional services and aggregate/disaggregate different information sets (e.g. one currently in the works for coordinated transportation and evacuations). This evaluation would work well in conjunction with the MDT, IVR, and AVL review already described.

Summary of Technological Evaluation Needs

- MDT, IVR and AVL evaluation, provision and implementation funding and schedule.
- Feasibility of use of current County Regional Communication System Radios in time of emergency (i.e., would we need “emergency” cell phones on all vehicles in that our communication system is the same as emergency responders in the region.
- Emergency Responders Direct Access to Data System (e.g. on line, back-up servers at any given OES center, etc.).
- Incorporation of Disaster Specific Information if Feasible (e.g. Fire, Terrorism, Tsunami, etc.)

The anticipated, or at least perceived, outcome of combining an assessment of resources, “client needs,” & “passenger needs,” along with an inventory thereof; which, then coupled with an evaluation of technological capability & need is a firm basis for understanding regional capability to respond effectively to any number of micro-level evacuations or macro-level catastrophes (e.g. isolated power outage at a Senior Center in July versus 7.5 magnitude earthquake or tropical storm). Obviously, the incorporation of transportation resources into an evacuation plan is as vital a component as there is. Another vital component, though one not often identified or incorporated into a systematic emergency evacuation standard operating protocol, are the health & human service providers, social service providers and non-profits in a coordinated/obligated manner. The sense, buy-in and understanding of responsibility that a coordinated plan would instill is a means toward mitigating failure and ensuring the best possible outcome for individuals with disabilities, senior citizens, and persons of limited means in the event of a disaster.

Attachments:

1. Agency / Program Contact List (Notification)
2. Operational Summary of Standard Operating Protocol (DEVELOPED BY LAIDLAW FOR POSTING IN DISPATCH, RESERVATIONS & MAINTENANCE)
3. Evacuation Locations categorized by Disability Type / Representative Organization (TO BE PROVIDED BY CARE PROVIDERS)
4. Disaster / Emergency Classification Safety Summary (e.g. Wildfire Safety / Precaution Practices – TO BE PROVIDED BY COMMAND/CONTROL RESPONDENTS).

ATTACHMENT 2

MARIN COUNTY: "VULNERABLE / SPECIAL NEEDS POPULATIONS ANNEX" TO THE "MARIN COUNTY OPERATIONAL AREA EMERGENCY OPERATIONS PLAN"

VULNERABLE / SPECIAL NEEDS POPULATIONS ANNEX

MARIN COUNTY OPERATIONAL AREA EMERGENCY OPERATIONS PLAN



JUNE 2007 DRAFT

MARIN COUNTY, CALIFORNIA
DEPARTMENT OF HEALTH AND HUMAN SERVICES
LARRY MEREDITH, PH.D., DIRECTOR
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*Insert Board of Supervisors Resolution
here*

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1. INTRODUCTION

Addressing the great diversity of special health and medical concerns, language and cultural barriers, and other life circumstances presents many challenges for emergency management. The terms “special needs”, “vulnerable populations,” “community members at risk,” and others refer to many different groups of people in our community. For the purposes of this Annex, the terms Vulnerable Populations and Special Needs Populations are used to describe interchangeably the collective population with needs requiring special considerations.

Marin Operational Area Population Estimates

Total	250,000
Age 18 and under	50,200
Age 65 and over	33,500
Receiving in home supportive services (IHSS)	1,900
Residing in Residential Care/Skilled Nursing Homes	2,000
Reporting speaking English less than “very well”	20,000

The number of the medically fragile population resulting from earthquake or other disasters can be estimated and predicted to some extent. Impacts from Public Health emergencies, whether associated with natural disasters or are occurring as separate epidemic emergencies, are difficult to assess.

Purpose

This Annex to the Marin Operational Area Emergency Operations Plan (EOP) provides information and guidance specific to response-related issues for Vulnerable and Special Needs Populations. Public Health Emergency Response Guides are intended to assist public health professionals in the initiation of response activities of an emergency or disaster, and will be used in conjunction with the County Emergency Operations Plan (EOP) and its related annexes. The overall emergency management concepts, policies, and procedures contained in the EOP remain in place.

2. DEFINITIONS

“Vulnerable” and “Special Needs Populations” represent a variety of very complex concerns and problems. Social scientists have long recognized that disasters prey disproportionately on the poor and disenfranchised. People with low incomes often live in hazardous buildings and do not have the financial resources to reduce their vulnerability or to get back on their feet after disaster. People who do not speak or understand English are challenged in all areas of communications regarding disasters. People with disability including the medically fragile, at any age, have even more challenging and limiting concerns. Emergency notification methods and evacuation plans, if they exist, often do not provide for the problems involved in wheelchair-bound, blind, or deaf people exiting a building. The importance of including special needs groups in emergency management planning is underscored in recent Federal Emergency Management Agency (FEMA) legislation.

In order to effectively respond to an emergency or disaster, all levels of emergency responders must be aware of the particular challenges vulnerable and special needs populations face during times of disaster:

- *Non-English Speaking People* may need assistance with translation and receiving information in their own language regarding procedures for requesting assistance.
- *Children in Care of Others* solely rely on their caretakers to make decisions on their behalf regarding their overall safety and well-being.
- *People with Mobility Disabilities* are faced with particular challenges maneuvering on their own to a safe area and may be faced with dysfunctional elevators and normal modes of transportation.
- *People with Psychiatric Disabilities* likely have the greatest challenge with communication issues. The number of emotional reactions that may occur or become more severe after disaster is likely higher than with many other people.
- *People with Visual Disabilities* using assistive technology such as glasses or contact lenses are significantly impaired if the devices become unavailable. Persons with low vision (for instance with macular degeneration, glaucoma, diabetic retinopathy and cataracts) are considerably more challenged. "Legally Blind" people are faced with very serious danger.
- *People with Hearing Impairments or who are Deaf* may encounter specific challenges during emergencies when standard auditory devices are used for purposes of notification. People who are deaf may rely entirely on sign language or lip-reading techniques and may require emergency translation services.
- *People with Environmental or Multiple Chemical Sensitivities* are individuals who experience multiple symptoms, i.e. allergies and sick building syndrome, upon exposure to even minute amounts of everyday chemicals. These individuals will be extremely vulnerable to severe reactions during major events such as an earthquake, as in examples of excess smoke, dust, molds, gas leaks, diesel, flashing lights, radio waves, electro magnetic fields, and airborne toxins.
- *People with Developmental or Cognitive Disabilities* may have a reduced ability to process information resulting in significant communication challenges for emergency responders.
- *People who use Life Support Systems* (dialysis, respirator, oxygen, suction intravenous pump, infusion therapy) face major life threatening risks since they are dependent on the availability of power sources to maintain this equipment.
- *People with Pets or Service Animals* may experience complex challenges during evacuation and sheltering activities. Service animals may become confused, panicked, or disoriented in and after a disaster. Service animals are allowed in American Red Cross shelters, but it may be difficult to co-house animals and people in these confined spaces.
- *People* requiring medical care and surveillance whose needs are not being met due to disaster creates a new set of challenges.

There are groups of people who appear to have no special needs but who have characteristics that include them in the vulnerable population, for example:

- Single working parents
- People who are homeless
- People with specific dietary needs
- Pregnant women
- Prisoners
- Minority Groups
- Elderly

3. ASSUMPTIONS/CHALLENGES

A catastrophic disaster, such as a major earthquake, will affect the entire Bay Area region. This Annex is based on the following assumptions:

- Marin County may be isolated from the surrounding communities and any resources or help. All segments of the population need a plan to respond to disaster.
- In a major disaster, vulnerable and special needs populations are often more adversely impacted than the general public due to their increased dependence on physical infrastructure and social and communication support systems. The demand for services and support will invariably escalate at the same time that the ability to provide them can be expected to decline.
- Many vulnerable populations are served and supported by medical and general care providers in group homes, day care settings or in their own homes. A major event would significantly disrupt or prevent care providers from making available their regular services.
- Many disaster victims can be expected to immediately become members of vulnerable population groups due to changes in their health or their environment.
- Low-income residents are more vulnerable to loss of housing and more greatly impacted by the loss of income. This may exacerbate their need for assistance, services and support.
- A major disaster requiring evacuation of large numbers of people, along with their needed medications and life-sustaining equipment, will challenge the limited accessible local transportation and accessible temporary facility resources.

The challenges posed during the response to a disaster include addressing the immediate functional needs for at risk, vulnerable populations. Therefore identification of individuals with functional needs avoids costly deterioration of health and prevents health problems and institutionalization. Maintaining functional independence needs include:

- Replacing essential medications
- Replacing lost/damaged equipment
- Providing necessary transportation
- Communications ability
- Supervision

4. CONCEPT OF OPERATIONS

Coordination

In the event of a Marin County-wide emergency, the Marin County Operational Area Emergency Operations Center (EOC) will be activated at a level dependent on the size, severity and impact of the event utilizing the Standard Emergency Management System (SEMS) and the National Incident Management System (NIMS).

Coordination of response activities will occur primarily at the local government level. This will include government agencies, private organizations, Community Based Organizations (CBOs) and care providers.

The emergency response plans for hospitals, schools, special districts, facilities housing fragile populations, and the frail and elderly within the community serve as a foundation upon which a system response that is specific to the emergency at hand can be developed.

The Marin County EOP serves as a guide, basis, and support to community members including special needs populations. The primary responsibility for emergency management remains with the local city, town or the county.

Public Warning

In the event of disaster, populations facing health and safety risks due to the impact of the disaster, will be warned and may be advised to voluntarily evacuate to designated safe areas or shelter in place. In each incident area, fire agencies and public works resources will report to the Incident Commander to assist in the public warning and evacuation efforts. In times of crisis, the Telephone Emergency Notification (TENS) system to selected groups or geographic areas may be activated. The Emergency Alert System (EAS), the best method for distributing a public warning message to a very large geographic area, may be utilized. The Marin County Sheriff's Office of Emergency Services website will provide current emergency web posting to give citizens additional information. These traditional methods of public warning are not always viable for communicating with people with disabilities. Advance disaster planning must include effective information dissemination for the multitude of challenges facing people with disabilities.

Evacuation

Local law enforcement will lead and direct the evacuation effort in coordination with community members and care facilities. In each incident area, fire agencies and the public works resources will report to the Incident Commander and assist in the evacuation efforts. The State Department of Health Services requires licensed care facilities to adopt and exercise a written emergency plan that addresses possible evacuation (Health and Safety Code 1336.3). Title 22 of the California Code of Regulations, also requires community care facilities licensed by the State Department of Social Services to have a written disaster plan which includes mass casualty and evacuation preparation. Use of public and private sector resources include Whistle Stop Wheels vehicles, vans from various shuttle services, ambulances, limousines, and non-traditional vehicles as appropriate to provide transportation for people with special needs. Memorandums of Understanding (MOUs) between agencies and paratransit organizations are critical components of pre-disaster planning.

Care and Shelter

Mass care shelters might accommodate some individuals with special needs; however, some individuals and/or groups might require other accommodation. Marin County Health and Human Services (H&HS) will facilitate providing availability and access to shelters for all impacted individuals and groups. The Care and Shelter Branch of the EOC will confer with the EOC Special Needs Advocate for assistance in developing appropriate shelter options for all those present with special needs. Note: Licensed care facilities retain responsibility for the care of their clients and must provide staff to accompany them to the shelter and continue to provide care if evacuation to a shelter is necessary.

H&HS may establish and maintain dedicated special needs shelters and/or temporary infirmaries in mass care shelters to be supported by the American Red Cross (ARC) according to the H&HS/ARC Statement of Understanding (SOU). In this SOU, H&HS agrees to be responsible for the provision of medical care and surveillance for individuals with significant medical needs when those needs cannot be met by the person or agency responsible for pre-shelter care. People with special needs can be accommodated in ARC mass care shelters except for those with significant medical needs that require care beyond the scope of a general population shelter. H&HS and ARC will work cooperatively to provide the care necessary for individuals in this category. Individuals capable of providing for themselves may be accommodated in all mass care shelters.

5. ROLES AND RESPONSIBILITIES

Sheriff's Communications Center

- Advise 911 callers of life-safety issues and activities
- Answer calls using TDD and Language Line as needed

Sheriff's Office of Emergency Services (OES)

- Receive and assess the threat
- Coordinate activation of the Operational Area Emergency Operations Center (EOC), as directed
- Conduct emergency public warning via Telephone Emergency Notification Systems(TENS), as needed
- Manage the execution of the San Francisco Bay Area Regional Emergency Coordination Plan in regards to special needs populations and evacuation

Fire Jurisdictions

- Provide emergency medical treatment and transport
- Identify and assist individuals and organizations that may require evacuation assistance
- Coordinate with County Health and Human Services medically fragile evacuation activities as appropriate
- Consider activation of Disaster Councils and Community Emergency Response Teams

Law Enforcement Jurisdiction

- Direct evacuation operations
- Request closure of air space or restrictions
- Support hospital/clinic security as necessary

Hospitals/Clinics

- Prepare to receive self-presenting victims
- Prepare to diagnose and medicate developmentally disabled individuals
- Coordinate patient distribution
- Coordinate communications with County Emergency Medical Services(EMS)

Emergency Medical Services (EMS)

- Serve as the Medical Health Operational Area Coordinator (MHOAC)
- Obtain out-of-county EMS or other medical/health resources as necessary
- Coordinate with Hospitals and Clinics to identify evacuation and patient distribution
- Support the evacuation of medically fragile populations

Environmental Health

- Evaluate the direct and indirect threats to life safety and the environment
- Advise the Incident Commander on exposure, facility, and environmental health issues

Health & Human Services(H&HS)

- Assess and respond to the needs created by potential and/or actual emergencies affecting all vulnerable and special needs populations, including medically fragile populations
- Coordinate with fire jurisdictions as needed for special needs population evacuation
- Maintain health surveillance systems and collect and analyze data

- Ensure that the needs of special populations are being addressed
- Evaluate the direct and indirect threats to public health
- Update risk communication messages
- Prepare to conduct mass care and shelter operations as necessary
- Coordinate and manage mass care and shelter operations
- Assess health resource needs and acquire as necessary

Licensed Care Providers

- Execute facility's disaster and mass casualty plan including possible evacuation
- Fulfill statutory obligation to continue to provide care in emergencies to the people in their custody

Marin Interagency Disaster Coalition(MIDC)

- Serve as the non-profit agencies' liaison to the Marin County Operational Area EOC
- Coordinate emergency communications between the EOC and CBOs

American Red Cross

- Provide mass care shelter and feeding
- Coordinate shelter needs with H&HS for people requiring care beyond the scope of a general population.

Disaster Councils / Community Emergency Response Teams (CERTS)

- Support evacuation efforts as directed
- Support rescue efforts as directed
- Take direction from and coordinate with local fire departments

6. GOVERNMENT/NON-GOVERNMENT PARTNERSHIPS

Health and Human Services (H&HS)

The Marin County H&HS Department plays an extremely important role in all-hazards emergency preparedness and response. Public health professionals have immediate access to guidance and information that will assist them in rapidly establishing priorities and undertaking necessary actions to respond to the needs of medically dependent and medically fragile populations. H&HS functions as part of a larger overall emergency response effort within the County Operational Area. During and after disaster, and through the EOC structure, H&HS takes the following actions:

- Utilizes pre-existing shelter agreements with the American Red Cross, including coordination of shelters for the medically dependent and medically fragile.
- Includes non-governmental organizations in shelters to assess health related at risk individuals.
- Maintains regulatory and coordinating relationships with Community Based Organizations and agencies servicing vulnerable/ special needs populations.

Community Based Organizations (CBOs)

Immediately following disasters there is usually clear evidence of the physical damage to a community's infrastructure, yet identifying human needs is a more complex process. Because Marin CBOs provide an ongoing human service infrastructure to many vulnerable people not classified as medically fragile, they are often the best barometers of post-disaster needs for emergency human services and provide vital resources and support in the recovery stages of

emergencies. Agencies such as the American Red Cross and the Salvation Army fulfill their agencies' missions that include provisions for addressing special needs populations.

A sustained long-term commitment to providing human services is needed to restore the community and all residents to a state of mental, physical and social well-being. It often falls upon local CBOs to deal with the ongoing and long-term human service needs after a disaster such as:

- Support of victims of disasters with emergency food services, housing, health care and counseling, and ongoing case management and family services.
- Formation of neighborhood assessment teams to identify specific disaster-related needs in impacted communities as needed.
- Maximize existing expertise in delivery of services to accommodate people and communities with language, cultural and accessibility needs.

Examples of Disaster Human Service Needs

- Communicating disaster information in a variety of languages
- Alternative housing for displaced persons
- Shelter facilities with appropriate support services
- Delivery of emergency food, health care and counseling
- Monitoring the status of elderly and disabled persons living alone
- Ensuring vulnerable persons have the services and support required to achieve an effective recovery

What CBOs bring to Emergency Management

- Understanding of the needs of their vulnerable clients
- Established networks
- Access to resources and funding from private sector
- Organizational experience
- Critical services mission
- Access to communities in unique service delivery process
- Essential conduits for information distribution
- Expertise of meeting very specific needs in local communities
- Ability to respond quickly to local issues
- Conduit to accessibility of services for people with disabilities

7. OPERATIONAL AREA EMERGENCY OPERATIONS CENTER (EOC)

In responding to emergencies, functional areas in the EOC are implemented as the need develops. Although special needs populations considerations impact all sections and phases of the EOC operation on a wide-ranging basis, several EOC staffing functions are designed with the ability to address these complex challenges (See MOA - EOC Staff Chart on page Nine). EOC staff who have significant responsibilities for vulnerable and special needs populations include the following:

Special Needs Advocate

- Evaluates operations in the context of special needs populations in the Operational Area and coordinates with all sections of the EOC to facilitate consideration of special needs in all aspects of the response and recovery planning
- Assesses the impact and suitability of Action Plans and proposed activities upon persons with special needs

- Ensures that special needs populations receive adequate attention in planning and communication functions
- Ensures that language and disability program access and physical accessibility issues are addressed at all levels of emergency response

Medical/Health Branch Coordinator

- Coordinates and manages the allocation of available disaster medical and health resources to support disaster medical and health operations in the affected area
- Determines the medical and health impact of the event on the affected population and medical and health infrastructure

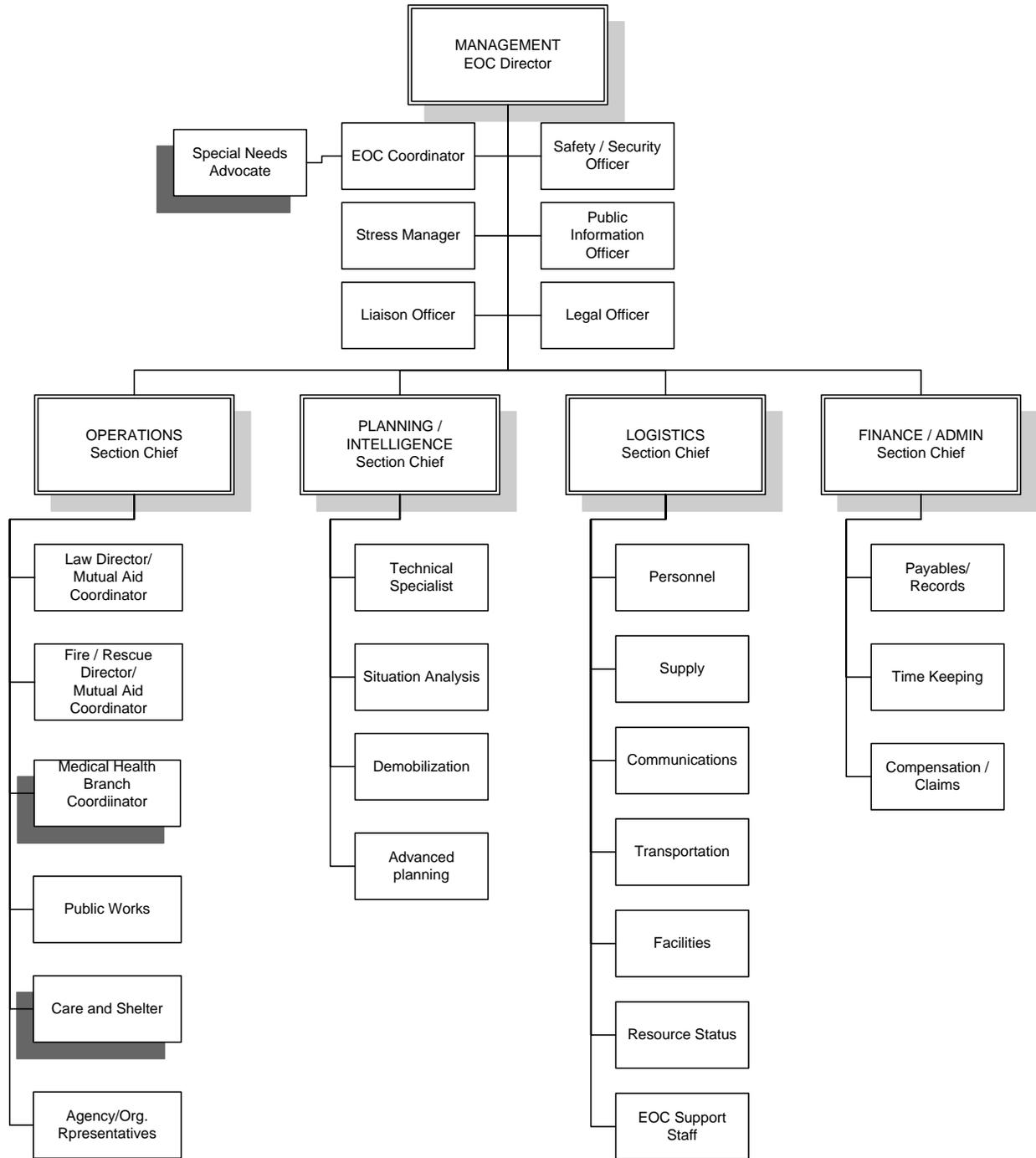
Care and Shelter Branch Coordinator

- Coordinates with government agencies and volunteer organizations to ensure food, potable water, clothing, shelter and other basic necessities are provided for community members including the special needs populations within the Operational Area.
- Uses Marin MIDC for the coordination of resources and information flow to and from CBOs
- Coordinates welfare inquiries and victims registration with the American Red Cross and the Salvation Army

Agency Representatives

- A Marin Interagency Disaster Coalition (MIDC) representative designated by the Center for Volunteers and Non-profit Leadership (CVNL) leads and promotes interagency coordination of services provided by member agencies
- Single agency representatives, within established policy limits, act as a liaison between their agency and the Marin Operational Area and obtain situation and status information from their agency for the Operational Area
- Serve as the EOC communications link with the functional areas led by agencies not present in the EOC and coordinates with those who are present

MARIN OPERATIONAL AREA EOC STAFF



8. ANNEX MAINTENANCE

The Marin County Sheriff's Office of Emergency Services delegates responsibility for the update, revision and record of revisions of this Vulnerable/Special Needs Populations Annex document to the Health and Human Services Department. This annex may be modified as a result of post-incident analysis and/or post-exercise critiques. It may also be modified if responsibilities, procedures, laws, rules or regulations pertaining to emergency management, mass care or shelter operations change.

Those agencies and organizations listed as having anticipated roles and responsibilities under this annex shall inform H&HS when they are aware that changes need to be made. The Marin County Board of Supervisors must approve all modifications to this Annex.

9. REFERENCES

Federal Register: July 26, 2004 (Volume 69, Number 142) Executive Order 13347, July 22, 2004, *Individuals with Disabilities in Emergency Preparedness*

FEMA Appropriations legislation, H. R. 5441, *Post Katrina Emergency Management Reform Act*

United States Fire Administration Emergency Management Institute, *Emergency Planning and Special Needs Populations*, June 2003

California Code of Regulations, Title 19, Division 2, *OES SEMS Regulations*

California Governor's Office of Emergency Services, *Meeting the Needs of Vulnerable People in Times of Disaster*, February 2000.

California Department of Rehabilitation, *Disaster Preparedness for Persons with Disabilities*, April 1997

Marin County Operational Area Shelter Annex, March 2005

H&HS Risk Communication Plan – Public Health Preparedness

San Francisco Bay Area Regional Emergency Coordination Plan, August 2006 Draft

ATTACHMENT 3

CENTER FOR URBAN TRANSPORTATION
RESEARCH, TAMPA, FLORIDA: "PUBLIC TRANSIT
ROLE IN EVACUATIONS AND RESPONSE TO
DISASTERS"

PUBLIC TRANSIT ROLE IN EVACUATIONS and RESPONSE TO DISASTERS



USF

Emergency Response Scenario's

- Evacuation of residents and victims during emergency conditions;
- Transport of emergency workers and volunteers to/from staging sites;
- Supplemental transportation for people and supplies during recovery from disaster;
- Use of buses as short term sheltering/respice for emergency workers & victims;
- Communications support with two-way radios/data systems; and
- Supplemental fleet for first responder agencies, Health Agencies, Red Cross, etc.



USF

Comprehensive Emergency Management

- **MITIGATION** – actions taken to minimize potential risks and hazards.
- **PREPAREDNESS** – groundwork or planning for crisis intervention .
- **RESPONSE** – continued communications and coordination of response activities.
- **RECOVERY** – following crisis, involves repairing damage and restoring normal operations.



USF

RISK FACTORS

- *Hurricanes*
- *Wild Fires*
- *Tornadoes*
- *Flooding*
- *Hazardous material spills*
- *Nuclear Power Plant failure/accident*
- *Terrorism*



USF

KEY ELEMENTS OF A PLAN

- **Speed of Response to Emergency** – hurricane compared to tornado.
- **Continuity of Transit Management** – develop lines of succession & protection of vital records.
- **Administration and Support** – procurement, procedures and record-keeping.
- **Responsibility for Plan** – designate who develops and updates plan, provide training.
- **Primary Responsibilities** – selection of personnel to fill lead or key support roles.



“O-HOUR” HURRICANE TIMELINE

- **-72 Hours** – only sign is increased sea swells 6' high every 9 seconds;
- **-48 Hours** – sea swells 9' @ 8 seconds;
- **-36 Hours** – sea swells 13' @ 8 seconds, wind 11mph, barometer falling, Watch issued.
- **-24 Hours** – Hurricane Warning issued, sea has white caps, winds to 34mph, clouds overhead.
- **-18 Hours** – winds @ 46mph higher gusts, driving rain squalls, heavy clouds.
- **-12 Hours** – winds @ 74mph higher gusts, driving rain squalls, thick, low clouds.
- **-1 Hour** – extremely heavy rain, inland flooding, winds @ 104mph, 16' surge.



HURRICANE TIMELINE (continued)

- **“0-Hour”** – reduced winds, rain ends, surge reaches furthest point inland.
- **+1 Hour** – strong winds and rain return, surge begins retreat, barometer begins to rise, winds @ 104mph.
- **+6 Hours** – flooding, inland debris out to sea, winds @ 92mph.
- **+12 Hours** – rain squalls with diminishing winds @ 69mph, sea level returns to high tide mark.
- **+24 Hours** – surge fully retreated from land, wind @ 34mph
- **+36 Hours** – sky clearing, winds @ 11mph



TRANSIT OPERATIONS TIMELINE Paratransit Service

- **-72 to 48 Hours**
 - > Begin to send employees home to prepare
 - > Determine when all service must cease.
 - > Notify all employees & contract transit systems
 - > Contact all Dialysis Centers, arrange for partial dialysis for the -32 to -24 hour period
 - > Determine the number of buses needed for evacuation services with EOC, clear schedules
 - > Cancel all non-essential trips for -32 to -24 hour, affirm essential trips for day prior
 - > Trip reservationist to decline all trip requests for -24 to +18 hour period, contact all evac. Clients



TRANSIT OPERATIONS TIMELINE Paratransit Service (cont.)

- **-36 to -24 Hours**
 - > Send EOC buses to staging areas w/assistants
 - > Reservationist confirm clients needing evac. provide "Sears Home Repair" time estimate for pickup and shelter destination.
 - > Secure work areas & computer stations
 - > Standby to assist in other ways as requested by EOC thru ESF-1
 - > Determine if critical employees to be sheltered (with families) or sent home during storm.



TRANSIT OPERATIONS TIMELINE Paratransit Service (cont.)

- **+18 to +24 Hours**
 - > Check transit facilities and fleet for damage report to ESF-1
 - > Prepare to respond to missions from EOC ESF-1
 - > Confirm neighborhood streets accessible and has electricity before returning evacuees from shelters
 - > Notify employees of return to work; get status of their families and homes
 - > Determine when regular service can be resumed



TRANSIT OPERATIONS TIMELINE Paratransit Service (cont.)

- **+24 to +48 Hours**
 - > Reservationist begin contacting clients to determine well-being, report needs to EOC.
 - > Contact Dialysis Centers coordinate startup
 - > Schedule dialysis and other priority client trips
 - > Consider if additional resources are needed to meet EOC missions and priority client service.
 - > Determine when low priority client trips can be scheduled.



TRANSIT OPERATIONS TIMELINE Fixed Route Service

- **-72 to -48 Hours**
 - > Alert key staff and ESF-1 to attend EOC Briefings.
 - > Unpack stored hurricane supplies & materials.
 - > Determine when normal service will be impacted.
 - > Establish staffing plan to include critical employees being released to secure homes.
 - > Assign extra staff to information telephones.
 - > Fuel all vehicles, emergency generator & schedule fuel storage tanks topped off.
 - > Conduct operational checks of spare radios and satellite and cell telephones.
 - > Cancel all non-essential travel, keep log of events.



TRANSIT OPERATIONS TIMELINE Fixed Route Service (cont.)

- **-48 to -20 Hours**
 - > At EOC request, activate emergency service plan
 - > Notify public/employees when normal service stops.
 - > Secure outside materials and fleet.
 - > Place emergency contractors on standby.
 - > Determine if critical staff and families to be sheltered
 - > Disconnect all electrical equipment and shut off unnecessary power sources.
 - > Establish Transit Emergency Operations Center
 - > Complete installation of building shutters.
 - > Withdraw buses to safe storage as winds increase.



TRANSIT OPERATIONS TIMELINE Fixed Route Service (cont.)

- **+18 to 24 Hours**
 - > Access damage to transit fleet & facilities and report.
 - > Conduct communications checks.
 - > Determine impact to service area.
 - > Await instructions from EOC for missions.
 - > Determine if outside resources are needed and request thru EOC to State EOC
 - > Contact employees to ascertain their status, report to work.
 - > Determine return to normal status, tell public.
 - > Remove building shutters for natural light if power out.
 - > Assign staff to drive bus routes to check conditions.



SOME BEST PRACTICES

- Be prepared to change procedures on the fly.
- Develop alternatives for normal communications failures.
- Control a potential chaotic scene with emergency procedures.
- Hold two-a-day key staff briefings during peak of emergency.
- Assign administrative staff to record all events, resources utilized, staff hours, etc. (historian)
- Develop fact sheets and hold press briefings.
- Plan to address persons with pets during evacuations.
- Provide drivers with tablets and pen for disabled persons.
- Destination sign reading for "Emergency Service".
- Provide training.
- Mutual Aid Agreements.



QUESTIONS?

Hank Cusack
FDOT Transit Evacuation Coordinator
Senior Research Associate
Center For Urban Transportation Research
University of South Florida
(813) 974-7834
cusack@cutr.usf.edu



ATTACHMENT 4

VOTRAN (VOLUSIA COUNTY, FLORIDA): "NOTES
OF PERSONS WITH SPECIAL NEEDS TRIAGE
MEETING"

**PSN Triage Meeting
January 15, 2008**

Attendance:

Votran: Edie Biro and Kent Stover
School Board (VCSB): Chip Kent
Heath Dept. (VCHD): Synthia Williams and Pete Thornton
Animal Services (VCAS): Becky Wilson
Emergency Mgmt. (VCEM): Jim Ryan, Charlie Craig, Debbie Shull

Purpose:

To review and modify the PSN (People with Special Needs) triage process accordingly and discuss the upcoming shelter exercise scheduled for April 19, 2008.

Discussion:

The following documents were distributed at the meeting: PSN Triage Process (developed in 2003), Assembly Points for Triage (spreadsheet showed the existing (4) locations with the 2007 shelters), and List of Shelters for 2007. Based on actual experience from the 2004 hurricanes, the existing triage process was not implemented. Instead, the Health Department triaged evacuees from Votran's Transfer Plaza and from ESF 8 and 20 at the County Emergency Operations Center. This process was determined to be more effective and efficient than using the four (4) county evacuation collection points. The consensus at the meeting was to continue triaging from Votran's Transfer Plaza and the County Emergency Operations Center when activated and eliminate the four collection points. During non-emergency times, the Health Department triages individuals through the special needs registry.

The School Board and Votran felt comfortable in determining if an evacuee was special needs or not. If they weren't sure which shelter would be best suited for the evacuee, they would contact the Health Department to make that determination.

Votran will pick up evacuees with small pets that are in their own personal carrier or fits in the portable pet carrier that Votran has on the bus. Votran will contact Volusia County Animal Services to assist in transporting the larger animals. Animal Services will not transport the evacuee, except maybe under unique circumstances. Special needs evacuees and their pets will be taken to one of the six (6) PSN shelters. Evacuees and their pets going to a general shelter will be taken to Hinson Middle School in Daytona Beach. This is the only general shelter that is considered "pet friendly." The Fairgrounds is designated as the People & Pet Shelter and evacuees transport themselves and their pet(s) to this shelter

Votran will transport evacuees, within the limits of Volusia County, to a non-designated shelter (such as, hotel, family/friends homes). All fixed routes, bus stops, are pick-up points for evacuees. Votran will take evacuees to an assembly point to transfer them over onto School Board buses that will then transport evacuees to the shelter. Votran and Volusia County School Board will determine the assembly points to meet at. Below are the main assembly points:

Transfer Plaza in Daytona Beach (SE of Dunlawton Square)
Westside of Northgate Plaza (K-Mart) – Woodland & 17-92 – DeLand
Canal & Live Oak – New Smyrna Beach

Votran, School Board and Animal Services confirmed they can communicate between each other without any problem.

The ranking school official is designated as the Shelter Manager. The VCSB Shelter Manager will be responsible for completing and providing the population count at each shelter (either special needs or general). The Shelter Managers will provide this information to ESF 6 on a designated or as needed basis.

Other Information:

VCHD: Chuck Luther will be Pete Thornton's replacement. Sandy Zelnik is onboard and has been involved in exercises with NASA, Halifax Hospital and Embry Riddle.

Citizens on Patrol (COP): Bob Rogers with Deltona Fire Department will provide to the COP the maps and directions (English and Spanish) from the two (2) Shelter Information Points (SIP – Deltona & Pine Ridge High Schools) to the various shelters in Deltona. The Shelter Managers of opened shelters will be responsible for providing the COP the names of shelters to direct evacuees to.

Tim Lamprey is the COP Coordinator. His contact information is: (386)254-4689, ext. 6542 and (386) 527-6787 (cell). His alternate is Wayne Law (Volunteer Director) and he can be reached at (386) 574-6466 (home – no cell).

Bob Sullivan, Director of Special Projects for the Sheriff's Office oversees the COP program. Bob's number is (386) 736-5961, ext. 2816.

Upcoming Shelter Exercise:

The shelter exercise is scheduled for April 19th, from 8am – 2 pm on the eastside of the County only. New Smyrna Beach High School will be used for the general shelter and Palm Terrace (Daytona Beach) will be used for the special needs shelter. The main players consist of: School Board, Health Department, Votran, Animal Services, Red Cross, Law Enforcement/Corrections and Emergency Management.

Training courses (such as: fire extinguish use, first-aid) will be offered to volunteers/shelterees during the shelter exercise.

Follow-Up Items:

Votran's bus capacity:

Paratransit buses can transport 14-20 passengers. These buses can hold a maximum of four (4) wheel-chairs and accommodate only 1 or 2 passengers. Votran has thirty-five (35) paratransit buses.

Votran's big buses can transport 32-35 passengers and hold a maximum of two (2) wheel-chairs. With each wheel-chair, the number of passengers that can be transported is reduced by at least 2 seats per wheel-chair. Votran has fifty-five (55) big buses.

Votran's trolley's can transport 27 passengers and hold a maximum of two (2) wheel-chairs. Votran has four (4) trolleys.

VCSB:

Attached is the School Board's Shelter Operations Log Form.

VCEM:

Emergency Management to discuss in the near future with the Red Cross on feeding the participants at the shelter exercise.

ATTACHMENT 5

SAMTRANS: "REDI-WHEELS EMERGENCY
RESPONSE EXERCISE - MAJOR EARTHQUAKE"

REDI-WHEELS Emergency Response Exercise - Major Earthquake

Thursday, December 29, 2005, 9:00 AM, Gallagher Conference Room (EOC)

Background

The Transportation Response Plan (TRP) provides the framework for San Francisco Bay Area transportation providers to respond to a major disaster in a coordinated, comprehensive and timely manner. SamTrans has established an Emergency Operations Center (EOC) to test, practice and make improvements to the TRP. This exercise is patterned after similar exercises conducted throughout the region. The purpose of this exercise is to move beyond the cause of the disaster and address issues that call for balancing resources and the need to provide essential transportation.

Goal

Improve SamTrans and Redi-Wheels response in a major disaster.

Objective

1. Coordinate SamTrans and Redi-Wheels response activities
2. Identify areas in each agency's Emergency Operations Plan that require additions or modifications.
3. Identify critical roles and responsibilities
4. Determine future training requirements
5. Identify communications deficiencies or issues

Who should attend:

John Murphy	Christina Marquez
Willie Veniale	Other dispatchers
Mary Ann Jenkins	Road Supervisors
Ponali Uluoa	Reservationists
Bob Martinson	Other available staff
Paul Smith	Available drivers

Observers:

Ana Chavez Tina Dubost Jim Begansky, County OES

What to bring:

RW Crisis Action Team (CAT) names, phone numbers, addresses.
RW Staff & Driver Phone Numbers and Addresses
EQ Orders
Weekly Driver Route Assignments
County Map

Artificialities and Assumptions

A. Artificialities

1. Each Crisis Action Team (CAT) is fully staffed and assembled at Brewster facility.
2. Brewster facility is intact, with minor cracks on wall surfaces and broken personal items on the floor.
3. Telephones and computers are functional.
4. Trapeze software is functional.
5. RW fleet ACS is functional.
6. Brewster and EOC is on normal power.
7. North Base is functional.
8. RW fleet is available for service. All buses and minivans are fully fueled.
9. EOC is fully staffed at SamTrans building.

B. Assumptions

1. CAT staff is NOT expected to resolve all problems presented.
2. This exercise is a practice, it is NOT a test.
3. All EOC calls are valid.
4. All other calls are valid.
5. The county's population is typical for an October Sunday.
6. Weather is hot and clear, daytime temperature is in the mid-80's.
7. Exercise is in real time except Msg #A-H and 12.
8. The earthquake occurred at 4:47 AM, Sunday morning.

REDI-WHEELS Emergency - Scenario 1

Msg#	Time	Message	From	To	Expected Action	Observer's Comments
1	7:11 AM	SamTrans activated Emergency Operations Center (EOC). 7.5 earthquake centered near Daly City. OES is evaluating roads, bridges, overpasses, buildings. RW is directed to be in standby readiness mode.	Paul Lee, EOC	John Murphy at home		
2	7:14 AM	Activate emergency procedures. Call in drivers and staff. Assume control while management team is enroute to Brewster. Inspect building before entering and monitor throughout the day.	John Murphy	Crisis Response Team (CRT)		
3	7:55 AM	Dispatch notices Rts. 317, 325, 673 are not logged on.				
4	8:22 AM	Wants an operational status report: building condition, staffing, drivers, vehicles, radio communication, telephones, computers. Call me back in 5 minutes.	Paul Lee, EOC	CRT leader		
5	8:41 AM	OES reports many areas unsafe for travel. Strong after-shocks occurring.	Paul Lee, EOC	CRT leader		

6	9:35 AM	Due to unsafe conditions in area, perform only medically essential trips (dialysis, chemotherapy). Proceed with great caution.				
7	9:35 AM	Wants an update on operational status: building condition, staffing, drivers, vehicles, telephones, radios, computers.	Paul Lee, EOC	CRT leader		
8	9:42 AM	RW driver reports that he's worried about his family, wants to go home.	Rt. 696 driver	RW Dispatch		
9	9:51 AM	Wants to know what's going on, "my ride's not here."	RW client	RW Reserv.		
10	9:55 AM	Calling from home in danger area, wants immediate evacuation.	RW client	RW Reserv.		
11	9:58 AM	Daly City residential care facility wants immediate evacuation of 12/ w/c patients.	Owner of resident-care home	RW Reserv.		

12	10:04 AM	Request assistance to evacuate residents in Crystal Springs Dam area. Major cracks in Dam. Request 12 cutaways to stage at Millbrae HS and another 12 at Colma BART station.	Paul Lee, EOC	CRT leader		
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ATTACHMENT 6

SAMTRANS: "EARTHQUAKE ORDERS FOR REDI-
WHEELS BUS OPERATORS"

EARTHQUAKE ORDERS
for REDI-WHEELS BUS OPERATORS

- A. During the initial moments of an earthquake, bring the bus to a safe stop. Avoid overhead objects, electrical wires, overpasses and buildings. After the shaking subsides, check on the condition of passengers. If there are injuries requiring immediate attention, contact Dispatcher. You are permitted to use personal cell phones at this time if the radio is not functioning.

If it is safe to continue (no blockage, downed power lines, congestion, or other conditions):

1. Inform passengers that you are continuing.
2. Do not call Dispatcher unless an emergency exists. Keep radio clear for immediate and urgent emergencies.
3. Resume service at Limited Speed (no more than 25 mph), unless traveling with the flow of traffic on a freeway.
4. During the first hour, you are authorized to make minor detours without calling Dispatcher and to waive fares without issuing a fare exception form.
5. Decide if passengers can be left at destinations. Make sure destination is open and able to accept passengers.
6. Continue to count passengers, manually if needed.
7. Obey police orders, including detour routing and emergency relief transportation ordered by police officers. Immediate subsequent notification of Dispatcher, if possible, is required.
8. Upon completion of service, return to your home base. If this is not possible, proceed to the nearest Emergency Staging Area.

If it is unsafe to continue service due to roadway blockage, downed power lines, congestion, or other conditions:

1. Park free of overhead objects, such as electrical wires, overpasses and buildings.
2. Assure passengers that you are in control. Return passengers to their residences, if possible. If not possible, passengers should remain on bus. You will attempt to call Dispatcher to report this situation.
3. In a medical emergency, you are authorized to divert to the nearest hospital. You will attempt to call Dispatcher to advise.
4. Determine what your next move should be and inform Dispatcher via bus radio, cell phone or landline. If there is no contact, stay in place until you receive instructions from the Dispatcher or Police.
5. If there is no contact after 1 hour, move toward home base or nearest Emergency Staging Area. Avoid elevated roadways, bridges, and tunnels when possible.

B. Emergency Staging Areas:

- North Coast: Linda Mar Park & Ride Lot
- North County: Colma Park & Ride Lot
- South Coast: Half Moon Bay, Hwy 1 & Hwy 92 (next to Albertson's Shopping Center)
- South County: Sequoia Station-Redwood City Caltrain (in the parking lots and pax boarding areas)

Management staff will arrive at the staging areas as soon as possible. In their absence, Operators will use their best judgment in managing parking, customer inquiries, and other details.

Park buses in an orderly manner. Keep passengers in a safe area.

List the bus number and the Operator's name for each parked bus.

C. Telephones for earthquake use

1. Redi-Wheels (650) 508-6337, or (650) 482-9360/9361/9362, or 1-800-230-8033
2. SamTrans North Base Dispatch (650) 740-6293
SamTrans South Base Dispatch (650) 740-6292
3. Alternate Base Operations Phone Numbers
North Base EQ1: (650) 346-9758, pay phone (650) 872-9564
South Base EQ2: (650) 346-9687, pay phone (650) 595-9539

John Murphy, Redi-Wheels General Manager

Chester Patton, Director, Bus Transportation

rev. 12/8/05

ATTACHMENT 7

NCTD / LAIDLAW: "EMERGENCY SERVICE
CONTINGENCY POLICY"

Emergency Service Contingency

The following policy is intended to give guidance in the event of a Regional, City wide or Federal disaster that impacts service conditions. This policy is intended to be a guide to close normal operating services and prepare for emergency evacuation mobilization as directed by law enforcement or NCTD/Laidlaw management.

The passenger priority of LIFT in the event of such emergency is as follows:

1. Passengers who are on-board
2. Passengers with pre-existing scheduled trips
3. Passengers who traveled using the service earlier in the day and are attempting to return home.
4. Emergency Evacuation services as directed by local/state/federal, NCTD or Laidlaw personnel.

If in the event of such an emergency schools, day programs, Regional Centers and employers may close and passengers will request transportation to return home.

The goal of this procedure is to do the following:

1. Return passengers home as quick and safe as possible;
2. Meet existing service obligations that are already scheduled that have not canceled;
3. Make vehicles and drivers available for use in emergency evacuations.

The procedure to complete these goals is as follows:

Step 1 – Passengers currently on-board the vehicles:

The dispatcher on duty must notify all drivers to verify with all schools, centers and Regional Center facilities if they plan on remaining open. If the facility is planning to remain open, passengers are to be disembarked and the driver is to proceed on route. All passengers on the bus who desire to return home are to be returned to their home address. If the facility is closing, do not disembark the passengers and return the passengers home.

Step 2 – Centers and facilities that are closing:

Upon notification that centers, worksites and other facilities are closing, dispatch will need to identify which facility needs us to transport Access passengers home. Any bus at a facility that is closing must be loaded to capacity prior to departing. The driver is to provide dispatch a list of passenger names that have been loaded and dispatch will in turn give the driver the home addresses for each passenger.

Step 3 – What to do with passengers where no one is home to receive the passenger and they can not be left unattended:

In the event that passengers are returned home and no one is available to receive the passenger and the passenger can not be left unattended, the driver will continue with all drop-offs returning only after all other passengers have been delivered. Dispatch will attempt to contact the home and emergency contact by phone. If no one is available to receive the passenger, the passenger will be taken to nearest Red Cross evacuation center or local law enforcement office. Contact the Office of Emergency Services at 211 to identify an appropriate evacuation center.

Step 4 – What do drivers do after passengers have been delivered home:

Upon delivery of all passengers to their home, drivers must contact base to await further instruction. If no other assignments exist for the driver, then the driver is to return to base pending possible mobilization for evacuations. Drivers leaving paid duty must provide dispatch a current phone number where they can be reached should personnel be needed for later evacuation services.

This procedure can be activated as needed upon direction of any of the following personnel:

NAME	TITLE	PHONE NUMBER
Mary Kalvin	Project Manager	Hm (760) 945-9282 Cell (760) 454-9319
Matthew Siwek	Operations Manager	Cell (760) 404-7280
Kathy Terrault	Operations Manager	Cell (760) 644-0439
Curtis Davis	DDS Manager	Cell (760) 644-0565
Alane Haynes West Dispatch Station O Security	NCTD – Project Manager West Dispatch Station O Security	Cell (760) 994-5458 (760) 801-0113 (760) 801-2608
Lisa Prince John Lewis Eric Estell Frank Ciccerella Nick Promponas	Laidlaw Executive Management	Cell (619) 247-6094 Cell (619) 454-9319 Cell (972) 849-5424 Cell (913) 915-8092 Cell (480) 226-4578
City Police Fire Dept. CHP FBI FEMI	Law Enforcement	911

ATTACHMENT 8

MV TRANSPORTATION, CINCINNATI, OHIO:
"EMERGENCY OPERATING PLAN—PROFESSIONAL
BUS OPERATORS"

EMERGENCY OPERATING PLAN – PROFESSIONAL BUS OPERATORS

Responsibility: The General Manager shall be responsible for the administration, review and control of MV's Emergency Operating Plan.

Dissemination/Training Review: A copy of emergency plans will be distributed and discussed at the time of employment to all employees and volunteers. Training sessions will be conducted with all staff at least annually. The Safety Manager shall review these plans annually, with input from the employees. Any recommendations resulting from these reviews shall be submitted in writing to the General Manager.

Emergency Tests: An evacuation drill shall be conducted each month and simulated as if an actual emergency exists. Additionally, a tornado drill shall be conducted DURING months of April, May, June and July. The Safety Manager shall be responsible for these drills.

Training: The Safety Manager shall be responsible to see that select staff members are trained regularly in proper use of fire extinguishers and other techniques of fire suppression.

First Aid: The Safety Manager is responsible for seeing that necessary and adequate equipment and supplies are maintained at the facility. The General Manager shall be responsible for designating and ensuring that training in administration of First Aid and CPR is given to at least one employee. Training is to be conducted by a recognized authority such as the American Red Cross or by appropriately trained and certified personnel.

First aid and CPR is only to be administered by those who have been trained and have current certification. The only exception is that staff may hand Band-aids to employees or customers with minor cuts. Employees are not to apply them to the wound.

It is the policy and practice of MV Transportation to maintain good housekeeping and safe working conditions and to indoctrinate all new employees in these measures. It is also important that all employees notify their manager, not only if or when they become ill but also of any unsafe condition, which they may observe.

Each employee should report to his or her Manager and Safety Manager any injury, which occurs at work and any illness, which may require treatment. Any injury that requires treatment above basic first aid must be reported within twenty-four hours to the employee's supervisor, and the Safety Manager. (Employees need to follow outlined process developed in their Employee Handbook.)

SERIOUS OR LIFE THREATENING MEDICAL EMERGENCY:

In the case of a serious or life-threatening emergency, employees will immediately notify the life squad by dialing 911. While awaiting their arrival, an employee qualified in first aid/CPR will attend the person and administer aid as appropriate. All procedures such as using protective gloves and clothing when necessary must be followed when administering first aid/CPR. The life squad may designate a medical treatment center compatible with the nature of the injury or illness. The individual requiring treatment may designate their treatment center of choice, subject to agreement of the life squad.

INDUSTRIAL INJURY (WORKERS' COMPENSATION) :

MV Transportation's Managed Care Organization, CareWorks, coordinates Workers' Compensation claims. The MCO must be notified if an injury occurs for which medical treatment is being sought. MV Transportation will investigate take any claim or report of injury so the future incident can be avoided. (Employees need to follow outlined process developed in their Employee Handbook.)

In the event of an illness or injury, which is beyond requiring basic first aid treatment, an employee may be taken for medical attention. They are to be taken for care as follows:

Bethesda Care, Norwood
Surrey Square Mall
4460 Montgomery Road
PH: 731-3399

ILLNESSES AFFECTING A NUMBER OF PERSONS :

In the event of a serious illness which apparently affects a number of persons and which might be attributable to contamination of the building's environment, the building will be evacuated following the fire emergency plans.

ILLNESSES AFFECTING ONE INDIVIDUAL :

Individuals suspected of having an infectious disease, an injury that may affect their ability to work, or a condition that might be made worse by performing their regular duties, may be required to produce a doctor's certificate regarding their fitness to work prior to being permitted to return to the workplace.

RECORD KEEPING:

In the event that there is personal injury that requires more than first aid and lost time or restriction of duty, an OSHA form #300 is also to be completed.

Follow-Up: The Safety Manager will review accident/incident summary during meetings. During this review, patterns on accidents/incidents and/or areas will be looked for and recommended and corrective actions will be discussed.

Evacuation Routing: The Safety Manager and the General Manager shall be

responsible for posting evacuation routing charts throughout the facility, at principal passage points. Managers will be responsible to make certain that all people under their supervision follow the evacuation routes.

These plans shall include a diagram of floor plans with exit points and routes clearly marked. It is the responsibility of the Safety Manager to ensure that the evacuation routing charts are clearly posted.

EMERGENCY PLANS:

In the case of emergency situations, if there is a significant disaster and a potential lengthy disruption to the facility, significant individuals in the lives of our customers shall be notified (e.g. legal guardian, group home) and arrangements made for transportation home as appropriate.

Additionally, if there is a widespread disaster such as in the case of a tornado, earthquake or explosion, emergency services should be contacted via 911 and the assistance of the Red Cross Disaster Services should be requested. Cell phones may be used to make this call.

Fire Control Inspections: The Safety Manager, shall schedule and record appropriate inspections by a representative of the local fire department at least once every year. Reports, recommendations and all actions taken as a result shall be maintained.

The responsibility of the operator goes beyond driving the bus. The operator is also responsible for the care and protection of customers.

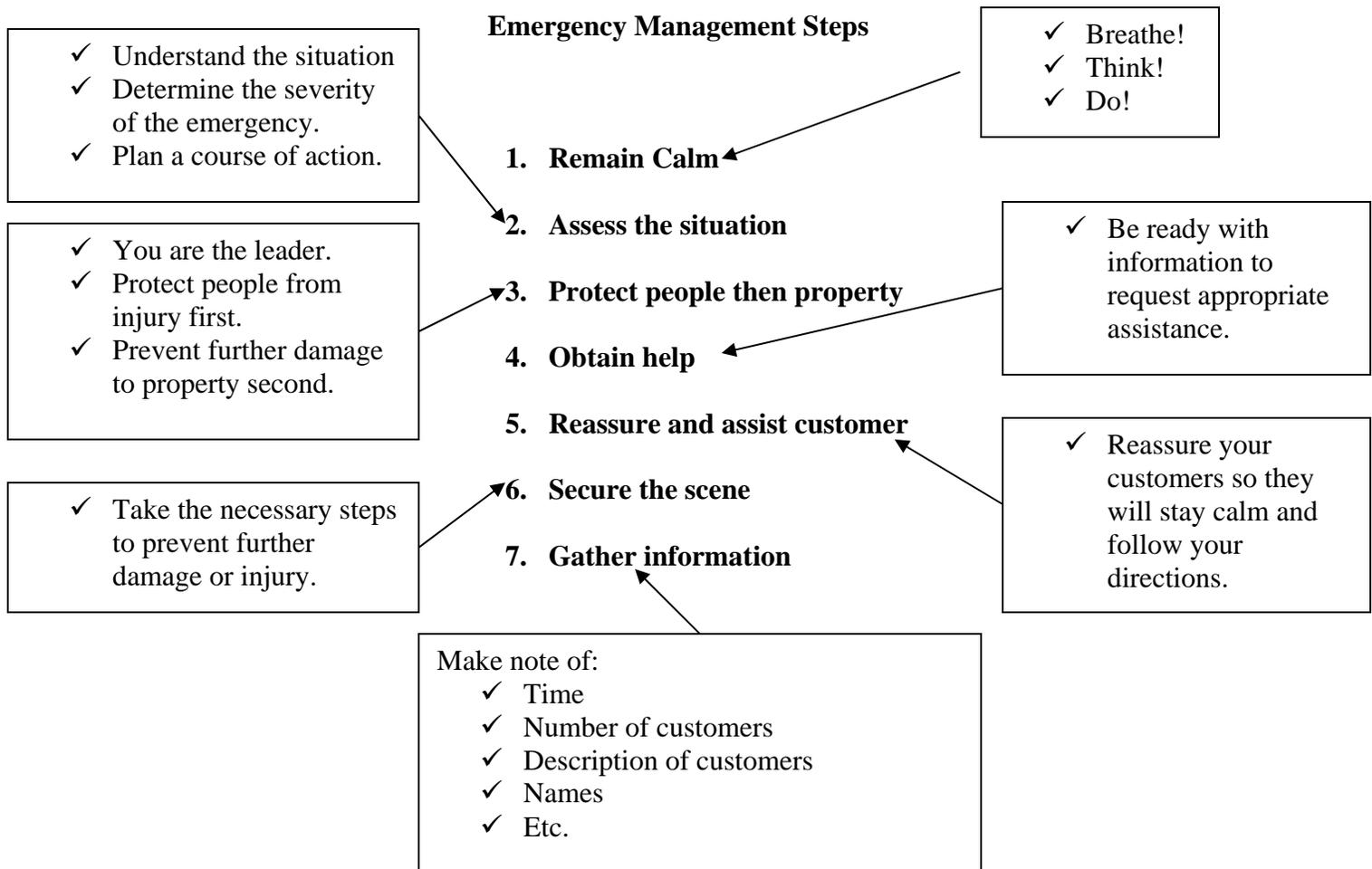
- Bus Driving**
- ✓ Collecting Fares
 - ✓ Knowledge of the bus
 - ✓ Knowledge of traffic laws
 - ✓ Defensive Driving

- Protecting Customers**
- ✓ Fire
 - ✓ Medical Emergencies
 - ✓ Threats of violence, robbery, and hijacking
 - ✓ Collisions



- Customer Service**
- ✓ Greet customers
 - ✓ Answer questions
 - ✓ Assist customers

SEVEN BASIC EMERGENCY MANAGEMENT STEPS



EMERGENCY EVACUATION:

In an emergency protect yourself and your customers first. Protect company property next.

- ✓ Explain the emergency to your customers; give clear directions and direct customers to open exits.
- ✓ Ask a customer to stand outside the front door to assist and account for other customers.
- ✓ Ask another customer to lead all remaining customers to a designated location a minimum of 100 feet away.
- ✓ Call dispatch on the radio if safe to do so, or call on the phone, or ask a customer to call.
- ✓ Secure the scene by putting out triangles and gathering information.

EMERGENCY FIRST AID:

If you are involved in, or come upon, a personal injury collision and no one else is on the scene, you should try to help the victims.

- ✓ Unless absolutely necessary, do not move the victim;
- ✓ If the victim is not breathing, start CPR if you are trained to do so;
- ✓ Stop bleeding by applying pressure directly to the wound;
- ✓ Cover the victim to help prevent shock.

If downed utility wires are present do not go near them. If the wires are touching your vehicle stay inside until help arrives.

EVACUATING CUSTOMERS WITH DISABILITIES:

- ✓ Remember the lift will not operate with the engine off;
- ✓ You may have to cut or remove customer restraints and leave mobility aids behind;
- ✓ You may have to carry or drag a customer with a disability from the bus;
- ✓ Ask other customers for help if necessary.

Securing the scene and helping customers exit the bus should be your highest priority. Get customers to leave the bus on their own; however, leave the customer if:

- ✓ The person refused to get off the bus and you will endanger your own life by staying;
- ✓ If moving the person will risk further injury to them.

IN THE EVENT OF A EMERGENCY SITUATION:

- ✓ Call for assistance or have someone else call 911 for assistance;
- ✓ Put out the fire with your fire extinguisher if it is safe to do so, but always assist customers first.

IF POLICE OR EMT'S RESPONDED TO THE SCENE OBTAIN:

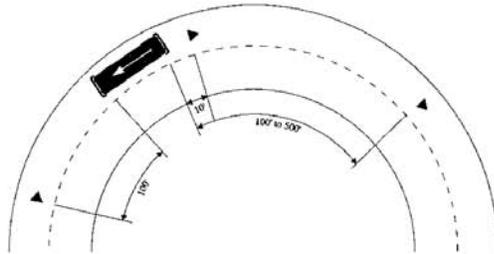
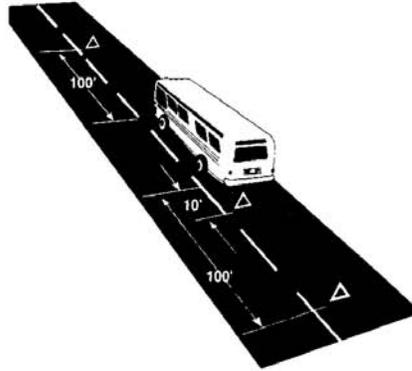
- ✓ Names;
- ✓ Badge numbers;
- ✓ Department;
- ✓ Time they arrived on the scene;
- ✓ Report number.

TRIANGLE POSITION:

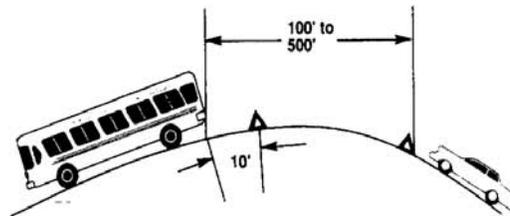
TRIANGLE POSITION

Where to position emergency triangles:

On street



On curve



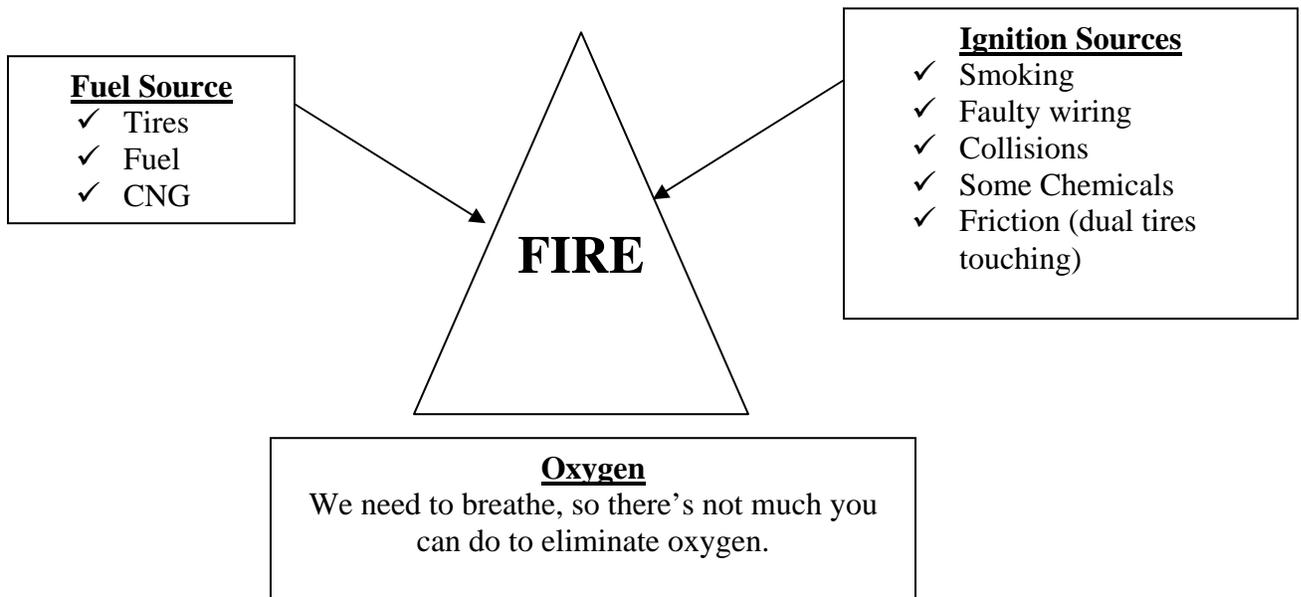
On hill

FIRE OR EXPLOSION:

1. Remain calm:
 - a. Pull over as quickly as possible and set the brakes;
 - b. Open the doors;
 - c. Activate the flashers;
 - d. Shut off engine.
2. Assess the situation:
 - a. Check for injuries;
 - b. Plan your actions.
3. Protect people then property:
 - a. Evacuate the customers;
 - b. Use a fire extinguisher if safe.
4. Obtain help:
 - a. Call dispatch on radio;
 - b. Call on phone to dispatch or 911.
5. Reassure and assist customers:
 - a. Keep the customers at a safe distance.
6. Secure the scene:
 - a. If safety allows, shut off the fuel source;
 - b. Position your reflectors.
7. Gather Information:
 - a. Take notes at the scene;
 - b. Note the number of customers;
 - c. Note the names of officers;
 - d. Describe any injuries;
 - e. Note time of day.

PREVENTING FIRES:

For a fire to occur, you need fuel, oxygen, and an ignition source. If you can eliminate any one of these-you can prevent a fire or explosion from starting.

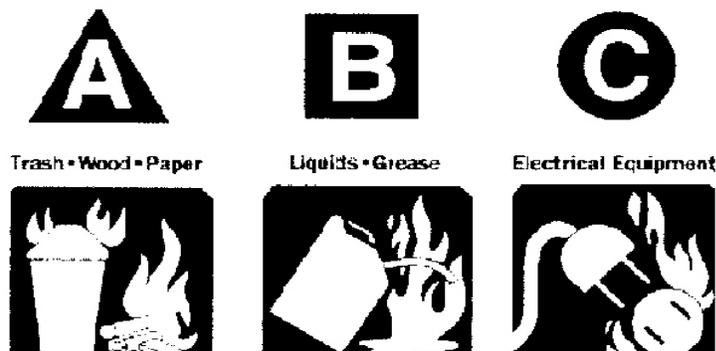


WAYS TO PREVENT FIRES:

- ✓ Perform a complete pre-trip inspection including checking the fire extinguisher;
- ✓ While en-route, check your equipment, including tires, for signs of heat;
- ✓ Monitor your instrument panel for signs of trouble.

FIRE EXTINGUISHER:

If you are going to use a fire extinguisher make sure the extinguisher is rated for the type of fire present.



Only try to extinguish the fire using a fire extinguisher if:

- ✓ You know what you are doing;
- ✓ You can do so safely.

Basics of fire extinguisher usage;

- ✓ **PULL** the pin, **AIM** at the base of the fire, **SQUEEZE** the trigger, and **SWEEP** the base of the fire with the extinguisher;
- ✓ Position yourself upwind;
- ✓ Continue until the fire is cooled or the extinguisher is exhausted;
- ✓ Smoke inhalation causes more deaths than fire.

IF YOU SUSPECT A FIRE:

If you suspect a fire or suspect conditions exist that could create a fire, follow the general steps below:

- ✓ Pull over to the side of the road in a safe location;
- ✓ Do not pull over in a location where emergency vehicles may have problems responding;
- ✓ Turn off the master switch;
- ✓ Turn off the battery switch if is safe to do so.
- ✓ Do not pull over at intersections, railroad crossings, drawbridges, gas stations, or into dry grass;

- ✓ Stopping in the wrong place could slow down emergency response and expose your customers to greater risk. Make sure you leave room for emergency vehicles to pass and access the scene.

EVACUATING CUSTOMERS WITH DISABILITIES:

As a professional operator, it is your responsibility to evacuate all customers on the bus. This responsibility includes checking the bus to make certain no one is left behind. It also includes helping customers with disabilities to evacuate the bus.

Evacuating Customer with Disabilities:

- ✓ Use the life;
- ✓ Use the ramp;
- ✓ Use a board as an emergency ramp;
- ✓ Ask for help to carry the customer and mobility aid through the door;
- ✓ Ask for help to carry the customer off the bus;
- ✓ Drag the customer off the bus;
- ✓ Lift the customer through the window.

Ask the customer for the best way to carry them off the bus.

- ✓ Only evacuate customers using mobility aids when it is more dangerous to leave them on the bus.

HAZARDOUS MATERIALS (CHEMICAL SPILLS):

Bus operators should not transport, or knowingly permit customers to carry, hazardous materials on the bus.

If you encounter hazardous materials:

- ✓ Avoid smoke fumes or residue;
- ✓ Do not walk or drive through spilled materials;
- ✓ Do not remain downwind from spilled materials;
- ✓ Do not smoke or allow other possible ignition sources near spilled materials.

Hazardous Materials Procedures:

- ✓ Turn off the ignition switch;
- ✓ Stop the bus and set the parking brake;
- ✓ Remain calm and reassure your customers;
- ✓ Be alert to the possibility of fire;
- ✓ Check for injuries and account for all customers;
- ✓ Evacuate the bus if the material poses a risk to customers;
- ✓ Place reflectors out in the street;
- ✓ If possible, identify the spilled material to help dispatch and responding emergency personnel;

- ✓ Call dispatch and inform them of the hazardous material;
- ✓ Gather information;
- ✓ Cooperate with emergency personnel;
- ✓ Continue en-route when released by your supervisor or police.

MEDICAL EMERGENCIES:

1. Determine if the customer needs medical attention.
2. Do not attempt to diagnose the customer's illness.
3. Let the customer make the final decision to refuse medical attention.
4. Stop the bus in a location where medical personnel can respond.
5. Check the customer's wrist and neck for any medical warning device.
6. Administer first aid if needed and you are trained to do so.
7. If you suspect medical assistance may be necessary, call dispatch and ask for medical assistance. Do not take any chances with a customer's life.

UNCONSCIOUS CUSTOMERS:

If the customer is unconscious:

- ✓ Ask if anyone knows the person;
- ✓ Check the person for medical alert information;
- ✓ Secure the person's belongings call dispatch for medical assistance;

Waiting for emergency assistance:

- ✓ Make the person comfortable;
- ✓ Keep the person warm;
- ✓ Reassure customers that medical assistance is on the way;
- ✓ Administer first aid in accordance with company policy and training.

Procedure to follow with other customers:

- ✓ Let customers know the reason for the delay;
- ✓ Distribute and collect courtesy cards;
- ✓ Thank the customers for their patience;
- ✓ Inform them of alternative options for transportation.

INJURED CUSTOMERS:

If a customer claims injury after falling on the bus because of a sudden movement or a hard stop, remember to follow the steps below.

- ✓ Take each claim of injury seriously;
- ✓ Call dispatch to report the incident;
- ✓ Ask the dispatcher for medical assistance, if needed;
- ✓ Complete courtesy cards;
- ✓ Fill out an incident report within the time limit.

Always report and document each incident-no matter how minor. Report incidents even if medical attention is refused. Report incidents that occur off the bus.

ROBBERIES:

During a robbery:

- ✓ Keep calm;
- ✓ Activated the silent alarm if safe to do so;
- ✓ Obey robbers' commands;
- ✓ Hand over requested items and ask your customers to do the same;
- ✓ Observe all you can about the situation;
- ✓ Protect yourself, if necessary.

After a robbery:

- ✓ Stop the bus; do not try to handle the situation with the bus in motion;
- ✓ Call dispatch;
- ✓ Reassure and assist the customers;
- ✓ Distribute and collect courtesy cards;
- ✓ Exchange information with police;
- ✓ Write down a description of the robber;
- ✓ Note the direction the robber took upon leaving;
- ✓ Always assume a weapon is real (not a toy) and take the robber seriously.

Assaulted during a robbery:

- ✓ Defend yourself until the attack stops;
- ✓ Encourage the attacker to escape;
- ✓ Encourage customers to receive medical attention.

Even if you see someone hurting one of your customers, do not intervene; you may endanger your customer and yourself even more. Only intervene if you are absolutely sure it would not make the situation worse.

THREATS OF VIOLENCE:

Violence on the bus may include: verbal abuse, physical assault between customers, and sexual harassment.

Be aware of customers that:

- ✓ Are under the influence of drugs and alcohol;
- ✓ Are angry;
- ✓ Respond angrily when greeted.

Steps to remember:

- ✓ Stop the bus;
- ✓ Ask the person to stop the violence;
- ✓ Call the dispatcher;
- ✓ Encourage the person to escape by opening the doors;
- ✓ Have the person removed from the bus even if they have stopped their violent behavior.

If the person stops the violent behavior, continue on your route, but be sure the police meet you and remove the person from the bus.

TERRORIST ATTACK/ACT OF VIOLENCE/BOMB THREAT:

In the event of a Terrorist attack/Act of Violence, it is imperative that you remain calm. If you remain calm it is likely your passengers will remain calm. It is also necessary that you comply with the terrorist's commands. Don't be a hero.

- ✓ Remain calm
- ✓ Do not try to be a hero
- ✓ Do not speak unless spoken to
- ✓ Observe everything carefully; try and get as much information as possible regarding the terrorist
- ✓ If customers with disabilities are on board, attempt to explain the situation to them
- ✓ If permitted to speak on the telephone for any reason follow the abductor's instructions
- ✓ Do not upset the terrorists
- ✓ Follow the terrorist instructions
- ✓ Accept your situation
- ✓ Do not turn your back on the terrorists
- ✓ Avoid physical resistance; you have little chance of success in resisting
- ✓ Be patient and remember that time is in your favor

Once you and your passengers are free of harm contact 911 and dispatch.

FIREARM DISCHARGE:

If you believe a firearm is being fired at the bus or rocks are being thrown at the bus-do not stop.

- ✓ Keep the bus moving out of the range of danger;
- ✓ Have the customers get down below the window level;
- ✓ When it is safe, stop the bus and check for injuries;
- ✓ Call the dispatcher for law enforcement;
- ✓ Follow the "Seven Basic Emergency Management Steps"

MECHANICAL BREAKDOWN:

- ✓ Stop the bus in a safe location;
- ✓ Secure the bus;
- ✓ Activate the flashers and position the emergency triangles;
- ✓ Check for danger, fire, smoke and fuel, and other leaks;
- ✓ Check for possible causes;
- ✓ Call the dispatcher to request appropriated action(s);
- ✓ Keep your customers informed of the situation;
- ✓ Move the bus when safe and so directed.

Tell your customers the reason for delay. Give them an estimate of the delay time and offer suggestions regarding other transportation and locations of phones.

BREAKDOWN ON FREEWAY:

Basic Procedures:

- ✓ Stop and secure the bus as completely off the road as possible;
- ✓ Customers should remain on the bus;
- ✓ Reassure and assist your customers;
- ✓ Call dispatch to request assistance;
- ✓ If you need to evacuate the bus, move the customers away from the bus and traffic.

TIRE FAILURE:

General Procedures:

- ✓ Do not apply the brakes;
- ✓ Concentrate on steering;
- ✓ Lift your foot from the accelerator;
- ✓ Brake softly as your speed diminishes;
- ✓ Pull completely off the pavement when it is safe to do so.

TIRE ON FIRE:

You should check the tires to prevent fires. Check for proper inflation, minimum tread depths, and make sure the rear duals are a matched set.

- ✓ Evacuate the bus;
- ✓ Call the dispatcher;
- ✓ Move customers upwind and away from the bus;
- ✓ Use your fire extinguisher to control the fire after customers are safe.

BRAKE FAILURE:

- ✓ Pull over as soon as possible;
- ✓ Shift to a lower gear;
- ✓ At slower speeds, apply the parking brake.

WET BRAKES:

- ✓ Test brakes lightly for operation;
- ✓ Apply brakes lightly to dry.

OVERHEATING:

Run the engine only till you can pull the bus over to a safe location.

- ✓ Pull over as soon as possible;
- ✓ Turn off the engine;
- ✓ Turn the air conditioning off;
- ✓ Do not open the radiator cap;
- ✓ Call the dispatcher.

POWER STEERING FAILURE:

The most common reason for power steering failure is drive belt failure. You will not lose the steering; instead the bus will become very hard to steer.

Basic Procedures:

- ✓ Take your foot off the accelerator;
- ✓ Activate your emergency flashers;
- ✓ Use both hands to pull the bus over.

HEADLIGHT FAILURE:

Check your high and low beams during the pre-trip inspection.

Basic Procedures:

- ✓ Try to use the dimmer switch;
- ✓ Turn the headlights off and then on;
- ✓ Pull over as soon as possible;
- ✓ Call the dispatcher.

CARBON MONOXIDE:

Carbon Monoxide is an odorless and invisible gas. Carbon monoxide is very difficult to detect. The best way to prevent carbon monoxide poisoning is to inspect the exhaust system.

Symptoms:

- ✓ Excessive yawning;
- ✓ Dizziness;
- ✓ Nausea fatigue;
- ✓ Headache.

If you suspect carbon monoxide poisoning, you need to get to fresh air immediately.

WINDSHIELD WIPER FAILURE:

If your windshield wiper stops working during a rain or snowstorm, follow the procedures below.

Basic Procedures:

- ✓ Activate your flashers;
- ✓ Pull over as soon as possible.

In cool frosting weather, scrape off the windshield before turning on the wipers. This could prevent damage to the wiper blades.

STALLING ON RAILROAD TRACKS:

If your bus stalls on railroad tracks, follow the procedures below before trying to determine the cause of the problem.

Basic Procedures:

- ✓ Immediately evacuate the bus;
- ✓ Call the dispatcher for assistance;

- ✓ Move away from the tracks as quickly as possible.

RIGHT WHEEL OFF PAYMENT:

Basic Procedures:

- ✓ Take your foot off the accelerator;
- ✓ Hold the steering wheel firmly;
- ✓ Brake lightly and slow down;
- ✓ Wait for oncoming traffic to clear;
- ✓ Turn back on to the road sharply at a slow speed.

VEHICLE APPROACHING IN YOUR LANE:

Basic Procedures:

- ✓ Sound your horn;
- ✓ Apply the brakes;
- ✓ Steer to the right.

Steering to the right is usually the best option because the other driver may suddenly become alert and move back into their lane.

WINTER DRIVING:

Winter driving can create special problems; reduce your speed and allow more following distance.

Basic Procedures:

- ✓ Reduce your speed;
- ✓ Increase your following distance to allow more time to stop safely;
- ✓ Watch for sudden movement of snow removal equipment;
- ✓ Do not leave the bus if you become stuck in a snowstorm.

Low visibility and low traction may make passing dangerous.

DEALING WITH THE PUBLIC:

In the event of a collision it is likely that you will have to deal with other drivers, who may be angry. You may have to deal with police officers or even the media. In any case, do not provide any information that can be held against you or the company later.

Information you should give to the other driver:

- ✓ Name and badge number;
- ✓ Driver's license number;
- ✓ Company's name, address, and phone number;
- ✓ Bus number;
- ✓ Insurance and vehicle registration information.

Information you need:

- ✓ Name, address, and phone number of driver;

- ✓ Driver's license number;
- ✓ Vehicle Identification Number (VIN);
- ✓ Insurance, vehicle registration;
- ✓ License plate number of the vehicle.

DISCUSSING THE COLLISION:

When discussing the collision remember the following:

With other drivers:

- ✓ Do not offer opinions;
- ✓ Do not admit fault;
- ✓ Only give the basic information required;
- ✓ Do not be drawn into an argument.

With the media:

- ✓ Tactfully explain that company rules do not allow you to discuss the collision at this time;
- ✓ Refer them to the appropriate company representatives;
- ✓ Assume everyone you talk to is a reporter;
- ✓ Do not say anything "off the record";
- ✓ Do not answer hypothetical questions;
- ✓ Do not become visibly angry or threatening.

With police officers:

- ✓ Provide only facts that pertain to the incident;
- ✓ Do not offer opinions;
- ✓ Do not admit fault.

GATHERING INFORMATION:

From police officers:

- ✓ Name;
- ✓ Badge Number;
- ✓ Department;
- ✓ Time of arrival.

Passengers:

- ✓ Name;
- ✓ Address and phone number;
- ✓ Number of customers;
- ✓ Type and location of injuries;
- ✓ Account of collision.

Other drivers:

- ✓ Description of new and old damage to car;
- ✓ Name, address and phone number of driver;
- ✓ Name, address and phone number of any passengers;
- ✓ Make, color, license plate, and VIN number of car.

PARKED CARS:

If you hit a parked car and cannot find the owner of the car, do not leave the scene until you follow the steps below and are cleared to leave by dispatch or police.

Basic Procedures:

- ✓ Attempt to locate the owner;
- ✓ If you cannot find the owner, leave your name, badge number, company name, license of the bus, date, and time of collision, and description of the damage to the vehicle;
- ✓ Notify dispatch;
- ✓ Ask customers to complete courtesy cards;
- ✓ Complete and incident report and pictures of incident;
- ✓ Do not leave the scene without clearance from the police or dispatch.

PEDESTRIAN INCIDENTS:

Pedestrian incidents are extremely serious and must be handled with the highest possible degree of sensitivity and professionalism.

Basic Procedure:

- ✓ Stop the bus;
- ✓ Try to determine the extent of the pedestrian's injuries;
- ✓ Immediately call the dispatcher for help;
- ✓ Request police assistance;
- ✓ Get courtesy cards from any witness on or off the bus;
- ✓ Note the details of the collision;
- ✓ Try to get the name of the injured pedestrian.
- ✓ Do not move the injured person unless necessary;
- ✓ Stop heavy bleeding by applying direct pressure to the wound;
- ✓ Keep the injured person comfortable until help arrives.

TORNADO:

The City of Cincinnati will sound the alarm to warn of imminent danger. One long blast indicates that the danger is past. Upon sounding of the alarm, the vehicle operator and occupants should proceed to a safe location.

Occupants should remain in the safe areas until the all-clear signal is heard. In the event that a tornado hits and major devastation occurs, the 911 emergency system should be used by dialing 911 on a cell phone. Additionally, a request should be made for Red Cross disaster services to be contacted to assist with the emergency.

EARTHQUAKE:

In the event of an earthquake:

- ✓ Stop the vehicle in a open area;
- ✓ Keep your passengers calm;
- ✓ Do not park the vehicle under a bridge, a parking garage or anywhere debris could fall and crush the vehicle;

INCLEMENT WEATHER:

Weather radios are maintained at the facility. In the event that there is warning of severe weather, you will be notified by dispatch as to the actions you need to take.

- ✓ Remember to stay calm;
- ✓ Keep your passengers calm by communicating with them;
- ✓ Do not leave the vehicle unless you are instructed to do so;

In the event that bad weather (particularly snow) occurs prior to the beginning of the workday. In the event of closure, this is announced on the local radio and TV channels. It should be noted that our service rarely closes due to inclement weather. In the event that the Metro buses stop running or the police direct citizens to stay off the streets.

DISASTER PLAN:

If there is a disaster that requires evacuation of the facility, and re-entry is prohibited or unlikely to be feasible, then a decision is to be made by the General Manager concerning closing the facility.

If it is necessary to make phone calls to arrange shelter or to make travel arrangements, the following options are available:

- Issued employee cell phones

Emergency contact numbers are to be kept by each Manager and are to be taken out of the building, along with visitor logs, whenever an evacuation drill is conducted.

In the event that there is a disaster of a kind where the above course of action is not an option (e.g. a tornado hits or there is an explosion), assistance should be sought from the American Red Cross Disaster Services – Phone 579-3010, or access through 911 emergency using cell phones.

ATTACHMENT 9

KING COUNTY METRO: "ACCESS
TRANSPORTATION ADVERSE WEATHER PLAN"

Access Transportation Adverse Weather Plan

The purpose of this document is to establish directives and assign responsibilities for Metro's Accessible Services staff and the **Access** Transportation providers to ensure effective coordination and execution of emergency operations before, during and after adverse weather.

Prior to November 1 all **Access** Transportation providers will ensure that the following activities have occurred:

- ◆ Chains are inspected, repaired and installed on all vehicles.
- ◆ Supervisor vans will be equipped with studded tires.
- ◆ All vehicle operators, maintenance personnel and supervisory staff receive refresher "chaining" and inclement weather driving training in October
- ◆ Back-up generators, radios and emergency lighting systems will be tested. Fuel for the generator will be purchased, if appropriate.
- ◆ Employee phone lists with emergency contact numbers are updated
- ◆ Nextel Paging lists for adverse weather alerts are prepared.
- ◆ Regional employee phone tree will be developed to assess weather across service area.
- ◆ Employees with four wheel drive vehicles are identified
- ◆ All employees have reviewed the Adverse Weather Plan
- ◆ Phone messages have been scripted for each Stage (defined below)
- ◆ Common destination, facility, group home, etc., contact lists are updated
- ◆ Critical Staff will be identified and informed.
- ◆ Contingency Housing for critical employees will be secured.
- ◆ Management will ensure that a process is in place to account for expenses incurred as a result of back-up lift service provided to Metro fixed-route (See Attachment Two)

The following are definitions that will be used to determine the level of response to adverse weather conditions by **Access** Transportation providers.

Stage 1: National Weather service or Weathernet forecast predicts a slight (25 percent) possibility of snow.

Stage 2: National Weather Service or Weathernet forecast predicts a strong possibility (50 percent) of snowfall (minor accumulations).

Stage 3: Snow falling or accumulations.

Stage 4: Snow falling with accumulations building.

Below please find the Access Transportation providers response to the adverse weather stages (as defined above).

STAGE 1

- ◆ All providers will be notified by Metro staff
- ◆ Regular duties and assignments will be performed
- ◆ Regular routes and schedules will be in effect
- ◆ Each base will install studded tires on a portion of their fleet.

STAGE 2

- ◆ All providers will be notified by Metro staff to remain on standby and readily available by phone
- ◆ Regular assignments and duties will be performed pending further notification
- ◆ Regular routes and schedules will be in effect with some minor modifications, depending on conditions
- ◆ Depending on the time of day and the anticipated weather, maintenance personnel will chain a percentage of the fleet for use
- ◆ Managers may be authorized to take Road Supervisor vehicles home.
- ◆ Stage 2 message will be recorded on phone system (See Attachment One-Messages)
- ◆ Back-up generators, radios and emergency lighting systems will be tested

STAGE 3

- ◆ All providers will be notified by Metro staff to remain on standby and readily available by phone
- ◆ Call center, maintenance, vehicle operators and supervisory staff, appropriate to the conditions, will be asked to report to the facility as early as 4 AM, if necessary.
- ◆ Back-up generators, radios and emergency lighting systems will be tested
- ◆ Vehicles will be chained
- ◆ As appropriate, all common destinations, facilities, group homes, etc. will be contacted
- ◆ As appropriate, all individuals with reservations/standing rides will be notified and encouraged to cancel rides.
- ◆ Stage 3 message will be recorded on phone system (See Attachment One-Messages)
- ◆

STAGE 4

- ◆ All non-essential trips, including Center Park, will be cancelled
- ◆ All attempts will be made to pick-up passengers that have been dropped off by **Access**
- ◆ Depending on severity of weather all **Access** service may be suspended, per policy (See Attachment Three)
- ◆

Attachment One-Messages

Stage 2/3 Message:

Reservations Line

Message 12 (AM)

Thank you for calling Access Transportation. Please listen closely to the following information. For training and quality purposes, your call will be monitored and recorded. Please be advised that inclement weather will be causing substantial delays. Please re-evaluate your travel needs for today, and if your trips are not critical, please cancel them. Thank you for your understanding. If you are calling to schedule a trip, please remain on the line and your call will be answered in the order received. Please have ready your requested date, time and pick-up and drop-off locations. If you are calling to cancel a trip for today, please press 1. If you are calling to request a transfer ride, please press 2. If you would like to speak to a customer service representative, please press 3. For any other requests, please remain on the line and your call will be answered in the order received.

Message 13 (PM)

Thank you for calling Access Transportation. Please listen closely to the following information. Be advised that inclement weather will be causing substantial delays. Please re-evaluate your travel needs for today, and if your trips are not critical, please cancel them. Thank you for your understanding. If you are calling to cancel or check on a ride already scheduled, please remain on the line. Our reservation department and Customer Service are closed at this time. Thank you

.

Stage 4 Message:

Message 14 (AM)

Thank you for calling Access Transportation. Please listen closely to the following information. For training and quality purposes, your call will be monitored and recorded. Please be advised that this is a Weather Alert day. Service has been suspended with the exception of life-sustaining medical appointments. Regular service will resume when road conditions allow safe travel. Thank you for your patience. If you are calling to schedule a trip, please remain on the line and your call will be answered in the order received. Please have ready your requested date, time and pick-up and drop-off locations. If you are calling to cancel a trip for today, please press 1. If you are calling to request a transfer ride, please press 2. If you would like to speak to a customer service representative, please press 3. For any other requests, please remain on the line and your call will be answered in the order received.

Message 15 (PM)

Thank you for calling Access Transportation. Please listen closely to the following information. Be advised that this is a Weather Alert day. Service has been suspended with the exception of life-sustaining medical appointments. Regular service will resume when road conditions allow safe travel. Thank you for your patience. If you are calling to cancel or check on a ride already scheduled, please remain on the line. Our reservation department and Customer Service are closed at this time. Thank you.

Attachment Two

Access Transportation Providers Back-Up Lift Service for Metro Fixed-Route (Excerpt from King County Metro Adverse Weather Plan)

During adverse weather, Metro's Fixed-Route Service Communications and Metro's Accessible Services staff will coordinate to ensure that back-up lift service is available when needed. Service will be operated by Metro's **ACCESS** Transportation paratransit contractors.

During adverse weather, *Service Communications* is responsible for:

- notifying Accessible Services by phone or beeper of changing weather conditions which may result in an adverse weather alert requiring back-up lift service, including the extent and location of Stage 3 and 4 alerts;
- requesting Accessible Services to place **ACCESS** Transportation providers on standby;
- notifying the **ACCESS** Transportation adverse weather dispatcher, LTS), by phone or confirmed fax (see contact numbers on last page) of back-up lift service requests, including the intending rider's location, description, destination (if known), etc. **Note:** LTS will be the single and direct point of contact for Metro's Service Communications.
- notifying Accessible Services when back-up service is no longer needed and **ACCESS** Transportation can come off standby.

Accessible Services is responsible for:

- ◆ ensuring that **ACCESS** Transportation providers are prepared to provide this service;
- ◆ keeping **ACCESS** Transportation providers informed of changing weather conditions;
- ◆ placing **ACCESS** Transportation providers on standby for back-up service and requesting 24 hour a day staffing, if needed;
- ◆ assisting Service Communications with any difficulties that arise;
- ◆ notifying **ACCESS** Transportation providers when back-up service is no longer needed;
- ◆ coordinating billing of back-up service expenses (incremental costs for 24 hour staffing and responding to transportation requests) to Operation's special snow service account.

Accessible mainline service should operate as usual during adverse weather.

Fixed-Route Operators will follow established procedures when they are unable to accommodate a lift user. Examples of when operators would use a priority mode (PRTT) to notify Service Communications of the need for back-up service during adverse weather situations include (but are not limited to):

- ◇ the lift fails on an individual coach;
- ◇ the coach is unable to reach the zone or stop to safely deploy the lift;
- ◇ the lift user is stranded at the zone and cannot reach their destination;
- ◇ the lift user is unable to reach the zone and attempts to flag the bus to stop in a location where the operator is unable to comply.

This service is intended primarily for lift users during the initial chaos of a snowstorm; however, it can also be used in limited circumstances for anyone with a disability who is stranded by the snow or confused by the re-routes. During any declared Stage 3 or 4 condition, if a lift user (or other person with a disability) calls Rider Information or Customer Services office and needs a ride home while **ACCESS** Transportation is on standby, staff from those offices can call Laidlaw (LTS) Transportation. **Note:** LTS is the single and direct point of contact for Metro's Service Communications. ***As always, err on the side of safety and customer service during the adverse weather conditions.***

Once the Stage 3 or 4 alert has ended, Service Communications and Accessible Services will determine when to cancel the back-up service and will notify the distribution list for this memo; at this point, the usual procedures for requesting back-up service from Service Quality should be followed. If extended adverse weather causes on-going lift deployment problems, the back-up service may be continued. When in doubt, call Service Communications or Accessible Services.

Persons with disabilities who are registered for paratransit service who are unable to ride the bus due to snow accumulations, cold temperatures, etc. can request service through their **ACCESS** Transportation call center; registration/eligibility information is available from Accessible Service (see numbers below).

*****ADVERSE WEATHER BACK-UP LIFT SERVICE***
2006-07 CONTACT PHONE NUMBERS**

INTERNAL USE ONLY -- NOT PUBLIC NUMBERS

• **Metro Accessible Services:**

*Coordinating status of **ACCESS** Transportation*

(206) 263-3101 (fax -- weekday business hours)

(206) 510-9653 (Bob Sahn-cell and page)

(206) 396-4039 John Rochford-cell and page

(206) 510-9222 Michael Glauner- cell and page

• **Metro Service Communications:**

*Contact numbers for **ACCESS** Transportation service providers*

(206) 684-1705 (24-hour phone)

(206) 684-1927 (24-hour fax)

(206) 263-3441 (24-hour weather update) **INTERNAL USE ONLY**

<http://www.govlink.org/storm/>

• **ACCESS Adverse Weather Dispatch (Laidlaw):**

Requesting trips for stranded riders during adverse weather only

1-206-749-4257

(206) 749-4291 (fax)

Note: Laidlaw (LTS) will be the single and direct contact for Fixed-Route Service Communications.

PUBLIC NUMBERS

• **ACCESS Transportation Ride Reservations, daily 8 a.m. to 5 p.m.**

1-206-205-5000 (voice); 1-206-971-5520(TTY users only)

• **Metro Accessible Services:**

Eligibility Information, weekday business hours

(206) 263-3113 or (206) 263-3116 (TTY only)

7/24/03 jrr

Attachment Three

(Attach Adverse Conditions Service Policy)

Adverse Conditions

Procedure Manual

Goal	Program
Safety	All programs

Policy

Regular *ACCESS* Transportation service operations will be suspended by King County Metro in any area where road conditions make travel hazardous due to snow, wind, flooding, earthquake or some other adverse conditions. Service suspension announcements will be made on the calltaking centers' phone systems and press releases will be issued to local radio and TV stations.

During periods of suspension of regular service, *ACCESS* Transportation vehicles may be available for emergency service including life sustaining medical appointments, trips to pick up prescriptions, groceries and food bank items. *ACCESS* Transportation vehicles will also provide back-up for King County Metro's fixed route bus service.

In addition, *ACCESS* Transportation will make reasonable efforts during periods of suspension of regular service to provide life-sustaining service to customers who notify their calltaking center that they need to proceed with their ride. *ACCESS* Transportation will make the final determination whether the trip can be safely provided.

Authority	Dates												
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	Sandy Stutey, Accessible Services Supervisor												
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Last Revision Date:	10/1/01												

Procedures

Steps	Responsibility
1 Operator/Call Center conference call: set strategy and schedule later conference call	All
2 Communicate strategy, action and implementation to team	All
3 Press release through media relations to alert general public	Operations
4 Alert riders through adverse weather forced greeting	Brokers
5 Call Center determines if receiving agencies are open	Brokers
6 Call out to riders	Brokers
7 Maintain maximum level of service as is safe for current weather conditions	All
8 Maintain service for critical medical, and rider-designated-	Brokers,

	critical trips	Operators
9	Drivers assess safety of trip/route and communicate with dispatch/broker/rider	Operators, Brokers
10	Contracts require each ACCESS vehicle to be equipped with traction devices from Nov 1 – April 1 which prepares our fleet for adverse weather	Maintenance
11	Brokers and Operators keep a current plan for transporting essential staff to worksite when adverse weather obstructs travel/commutes.	Brokers, Operators

Problems

Type	Steps	Responsibility

Exceptions

Type	Responsibility

Forms

Name

ATTACHMENT 10

VOTRAN (VOLUSIA COUNTY, FLORIDA):
EMPLOYEE PREPAREDNESS MEMO

VOTRAN MEMORANDUM

To: VOTRAN Employees
From: Edie Biro-Paratansit Operations Supervisor
Date: June 1, 2008
Subject: Emergency Evacuations

VOTRAN'S responsibility to the public and its customers requires that VOTRAN be open for business during scheduled hours of operation. Employees must be aware that uncontrolled emergencies, such as hurricanes, fires, flooding, and so forth could occur.

In cases of uncontrollable emergencies, VOTRAN is placed under the direct control of Volusia County's Emergency Management and will follow the directions of the established Emergency Management Plan. As a result of these emergencies, employees will be asked to work extended hours during inclement weather and emergency conditions or circumstances.

VOTRAN's first responsibility is the safety and well being of our employees and their families. This will require employees to make proper arrangements before such an event occurs. VOTRAN will work with employees and their families to provide any assistance needed during an emergency situation.

During emergencies when an evacuation order has been given, VOTRAN Fixed Routes will continue to run their normal routing. All VOTRAN bus stops are evacuation assembly points during a declared emergency evacuation order. No fares are charged during an evacuation or return. Evacuees will be taken to a transfer point, where they will board school buses for transportation to a shelter. For PSN (people with special needs) evacuations, VOTRAN Gold buses are dispatched to pick up passengers and take them to PSN shelters, then return them home when the emergency is over.

For more information on preparing for emergencies go to: www.volusia.org
and click on the *2008 Disaster Preparedness Guide*.

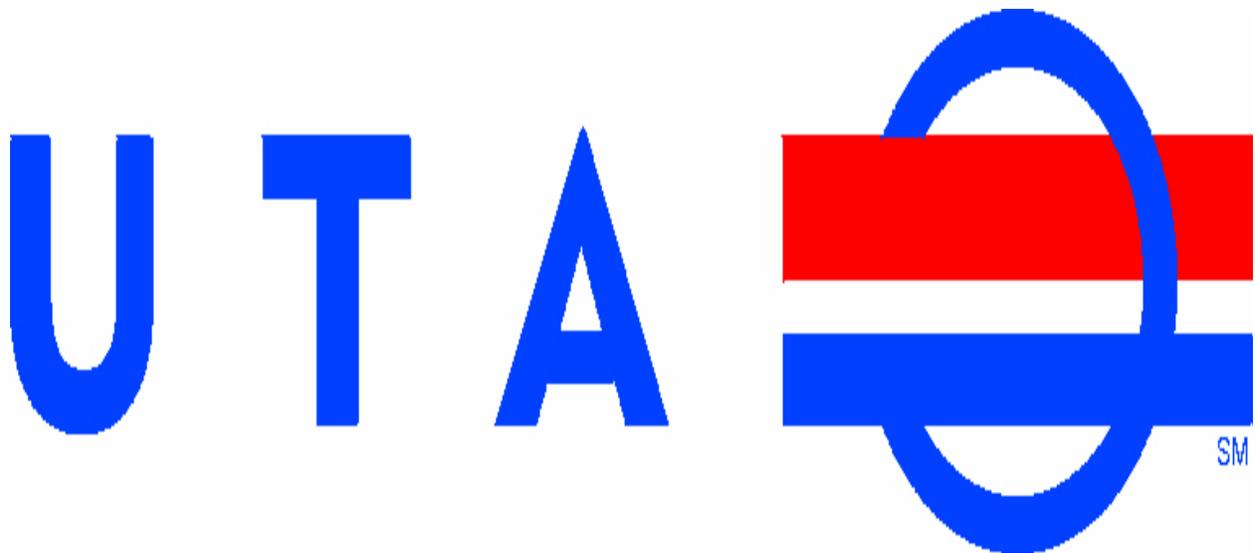
ATTACHMENT 11

UTAH TRANSIT AUTHORITY: EXTRACT FROM
PARATRANSIT CUSTOMER GUIDE ABOUT
WEATHER AND DISASTERS.

Utah Transit Authority's

Paratransit

Rider's Guide



Available in alternate format upon request

Revised November 2005

A rider who becomes ill, or notices another rider who may be ill, should immediately inform the driver.

If a rider, due to their disability, is to be met when they are dropped-off and the person meeting them is not there when the driver arrives, the rider will be transported back to the UTA office (or to another safe location) and the rider's guardian or caregiver will be notified and required to come to pick-up the rider or to make other transportation arrangements. Respite care charges will be assessed to the rider if this occurs. If we are unable to make contact with the guardian or caregiver, the proper authorities will be notified.

Inclement Weather

UTA reserves the right to suspend, modify or cancel service during times of hazardous weather conditions that may jeopardize the safety of our riders, our employees, or our vehicles. On bad weather days, listen to the school closure reports on the radio or television. Paratransit service announcements may be included with school closure information. The Scheduling office will also be able to tell you if service is canceled or not.

If your trip is for dialysis, chemotherapy, or another life-sustaining purpose, call the Scheduling office at 287-7433 from Salt Lake and South Davis Counties; 882-2870 from Tooele County, or Toll Free 1-877-882-7272 from all other counties (or (801) 287-4657 if you use a TTY), to make sure you can get where you need to go. Every effort will be made to deliver life-sustaining and essential trips using Paratransit or by arranging other emergency assistance.

Travel is sometimes suspended in areas with higher elevations during snow or ice storms, and at times when there are high wind warnings. If you are planning to travel to these areas at times when inclement weather is predicted, take into considerations problems you may have in getting a return ride should service have to be suspended. Also, if you are traveling during inclement weather, be sure to be prepared for longer ride times. For example, bring any medication you may need; if you use oxygen, bring an adequate (extra) supply; if you are diabetic or hypoglycemic, bring a small snack with you in case the trip is longer than expected due to the weather.

Community Disaster Emergency Procedures

During a community disaster, UTA will make every attempt to transport our riders as scheduled. Due to the nature of the disaster, it might be necessary to establish pick-up points that either requires us to walk-in to the area to get you, or to have you get assistance from someone at your location to bring you to us. Through coordination with the local disaster control center, we will make every attempt to establish these locations to minimize your travel to them.

If you are at home when a disaster occurs, you should stay home. If you make other transportation arrangements due to the emergency, please let us know so that we can account for all of our riders that have scheduled trips.

By keeping our records as up-to-date as possible, we feel we will be able to provide a better service to our riders in times of an emergency. As part of our preparation for an emergency, we will periodically be requesting emergency contact information including a telephone number, cell phone, the name of a person to contact and their phone number. If you have common places that you travel, please provide us with telephone numbers to those locations as well.

If the nature of the disaster requires that you need your Paratransit ride earlier than originally scheduled, contact the Scheduling office at 287-7433 from Salt Lake and South Davis Counties; 882-2870 from Tooele County; or Toll Free 1-877-882-7272 from all other counties (or (801) 287-4657 if you use a TTY) and we will attempt to meet your scheduling needs. Keep in mind that our ability to respond immediately is limited to the nature of the disaster. If you haven't yet been picked up for your trip, or to confirm that Paratransit is able to get you where you need to go, call the scheduling office.

In the event that our internal phone system is not functional, our cancellation line (which does not go through our internal phone system), will be staffed if possible, to take calls. That number is 801-287-2151.

If it is unsafe for UTA to travel into a disaster area, UTA reserves the right to suspend, modify or cancel service without notice.

Rider Courtesy and Conduct

UTA has a list of common-sense rules to ensure the safety of all riders and drivers. We ask that riders, their personal care attendant and any companion(s) traveling with riders observe the following Rules of Conduct:

- Riders must depart the transit vehicle upon demand of an Authorized UTA representative including the bus operator. Failure to do so is a Class I infraction and subject to a fine.
- No smoking on the vehicles.
- Riders shall maintain appropriate, reasonable personal hygiene.
- No eating or drinking on-board (unless required for health reasons).
- No riding with open containers of alcohol or with illegal drugs.