Paratransit Technical Advisory Committee Meeting Agenda
Tuesday, October 13, 2020, 9:30 a.m.

Due to the statewide stay at home order and the Alameda County Shelter in Place Order, and pursuant to the Executive Order issued by Governor Gavin Newsom (Executive Order N-29-20), the Paratransit Technical Advisory Committee will not be convening at its Committee Room but will instead move to a remote meeting.

Members of the public wishing to submit a public comment may do so by emailing Angie Ayers at aayers@alamedactc.org by 5:00 p.m. the day before the scheduled meeting. Submitted comments will be read aloud to the Committee and those listening telephonically or electronically; if the comments are more than three minutes in length the comments will be summarized. Members of the public may also make comments during the meeting by using Zoom's "Raise Hand" feature on their phone, tablet or other device during the relevant agenda item, and waiting to be recognized by the facilitator. If calling into the meeting from a telephone, you can use "Star (*) 9" to raise/ lower your hand. Comments will generally be limited to three minutes in length.

Staff Liaison:	Krystle Pasco	Clerk:	Angie Ayers

Location Information:

Virtual Meeting Information:	**https://zoom.us/j/93872663727?pwd=TGgvd0p1eGsvVEhHUzlrUVNGazlNUT09** **Webinar ID: 938 7266 3727** **Password: 347944**

For Public Access Dial-in Information:	**(669) 900-6833** **Webinar ID: 938 7266 3727** **Password: 347944**

To request accommodation or assistance to participate in this meeting, please contact Angie Ayers, at least 48 hours prior to the meeting date at: aayers@alamedactc.org

Meeting Agenda

1. Call to Order/Roll Call

2. Public Comment

3. Administration   Page/Action

4. Paratransit Programs and Projects

5. Committee and Transit Reports

6. Member Reports

7. Staff Reports

8. Adjournment

Next Meeting: Tuesday, January 12, 2021

Notes:
- All items on the agenda are subject to action and/or change by the Committee.
- To comment on an item not on the agenda (3-minute limit), submit a speaker card to the clerk.
- Call 510.208.7450 (Voice) or 1.800.855.7100 (TTY) five days in advance to request a sign-language interpreter.
- If information is needed in another language, contact 510.208.7400. Hard copies available only by request.
- Call 510.208.7400 48 hours in advance to request accommodation or assistance at this meeting.
- Meeting agendas and staff reports are available on the [website calendar](#).
- Alameda CTC is located near 12th St. Oakland City Center BART station and AC Transit bus lines.
  [Directions and parking information](#) are available online.

Alameda CTC Schedule of Upcoming Meetings
October through December 2020

Commission Chair
Mayor Pauline Russo Cutter
City of San Leandro

Commission Vice Chair
Councilmember John Bauters
City of Emeryville

AC Transit
Board Vice President Elsa Ortiz

Alameda County
Supervisor Scott Haggerty, District 1
Supervisor Richard Valle, District 2
Supervisor Wilma Chan, District 3
Supervisor Nate Miley, District 4
Supervisor Keith Carson, District 5

BART
Director Rebecca Saltzman

City of Alameda
Mayor Marilyn Ezzy Ashcraft

City of Albany
Mayor Nick Pilch

City of Berkeley
Mayor Jesse Arreguin

City of Dublin
Mayor David Haubert

City of Fremont
Mayor Lily Mei

City of Hayward
Mayor Barbara Halliday

City of Livermore
Mayor John Marchand

City of Newark
Councilmember Luis Freitas

City of Oakland
Councilmember At-Large
Rebecca Kaplan
Councilmember Sheng Thao

City of Piedmont
Mayor Robert McBain

City of Pleasanton
Mayor Jerry Thorne

City of Union City
Mayor Carol Dutra-Vernaci

Executive Director
Tess Lengyel

Commission and Committee Meetings

Time	Description	Date
1:00 p.m.	Audit Committee	October 22, 2020
2:00 p.m.	Alameda CTC Commission Meeting	October 22, 2020 November 19, 2020 December 3, 2020
9:00 a.m.	I-680 Sunol Smart Carpool Lane JPA (I-680 JPA)	November 9, 2020
9:30 a.m.	Finance and Administration Committee (FAC)	
10:00 a.m.	Programs and Projects Committee (PPC)	
11:30 a.m.	Planning, Policy and Legislation Committee (PPLC)	

Advisory Committee Meetings

Time	Description	Date
1:30 p.m.	Paratransit Advisory and Planning Committee (PAPCO)	October 26, 2020 November 16, 2020
1:30 p.m.	Alameda County Technical Advisory Committee (ACTAC)	November 5, 2020
5:30 p.m.	Independent Watchdog Committee (IWC)	November 9, 2020
5:30 p.m.	Bicycle and Pedestrian Advisory Committee (BPAC)	November 18, 2020

Due to the statewide stay at home order and the Alameda County Shelter in Place Order, and pursuant to the Executive Order issued by Governor Gavin Newsom (Executive Order N-29-20), the Commission will not be convening at its Commission Room but will instead move to a remote meeting.

Meeting materials, directions and parking information are all available on the Alameda CTC website. Meetings subject to change.

Paratransit Technical Advisory Committee
Meeting Minutes
Tuesday, March 10, 2020, 9:30 a.m.

3.1

1111 Broadway, Suite 800, Oakland, CA 94607   •   510.208.7400   •   www.AlamedaCTC.org

1. Call to Order and Roll Call

Krystle Pasco called the meeting to order and a roll call was conducted. All members were present with the exception of Tanya Bustamante, Ely Hwang, Jay Ingram, Kadri Kulm, Rachel Prater, Sandra Rogers, Laura Timothy, Mary Triston, and David Zehnder.

Subsequent to the roll call:
Sandy Rogers arrived during item 2.1.

2. Public Comment

There were no public comments.

3. Administration

3.1. Review the January 14, 2020 ParaTAC Meeting Minutes

Committee members received the January 14, 2020 ParaTAC meeting minutes and agreed by acclamation.

3.2. Review the FY 2019-20 ParaTAC Meeting Calendar

The FY 2019-20 ParaTAC meeting calendar was provided in the agenda packet for review purposes.

3.3. PAPCO Roster

The PAPCO roster was provided in the agenda packet for review purposes.

3.4. Paratransit Outreach Calendar

The paratransit outreach calendar was provided in the agenda packet for review purposes.

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4. Paratransit Programs and Projects

4.1. Review Alameda County City-Based Paratransit Services Application Form and Web Form

Naomi Armenta and Marvin Ranaldson provided an update on the current Alameda County City-Based Paratransit Services application form and web form and discussed potential updates to the forms. Ms. Armenta stated that recently committee members and staff noted differences on the web form versus the paper form. Mr. Ranaldson stated that usually staff would provide utilization data for the website; however, in 2019 a new website was created and there is a data gap between the old and new website. Alameda CTC staff is working on providing a report from the new website and will provide the update at the next meeting.

Ms. Armenta asked if TDD/TTY is a field that is still needed. The committee did not have any feedback on this topic and Ms. Armenta stated that staff will decide on retaining this field or creating an alternate field.

Ms. Armenta asked for input on whether there should be a gender question or if we should modernize the gender question. ParaTAC member's comments included:

- The question can be how do you identify
- Provide an "Other" option with an open space
  - On the application have an open space
  - On the website have a drop-down option
- The field should be required
- Potential options: female, male, or non-binary
- Potential options: male, female, transgender male, transgender female, transgender other, non-binary, intersex, A-gender, prefer not to answer

Ms. Armenta noted that Nelson\Nygaard recently hired a Diversity and Inclusion Director that may be available to assist in identifying a solution.

Ms. Armenta continued to review the paper application versus the web form and cataloged the member's responses. She stated that a subcommittee may be formed during the summer to further discuss this item since ParaTAC isn't scheduled to meet again until September.

This item is for information only.

4.2. Eden I&R Presentation

Alison DeJung gave an update on Eden I&R, which is a program that provides a variety of services to link people and resources. She noted that Alameda County Eden I&R maintains two databases; one for general services and one for housing. Ms. DeJung noted that 2-1-1 plays an important role in disaster response.

Hakiem McGee asked if 2-1-1 staff is contacting other resources for the callers. Ms. DeJung said it's a judgement call for their staff. She noted that there are various approaches.

Mary Triston asked how do you verify residence. Ms. DeJung said verification is done by zip code.

Hakiem McGee asked how did the City of Oakland get chosen for the pilot. Ms. DeJung stated that the United Way and Lyft determined the city. She noted that the pilot began in 2018. He also asked if there is information for the pilot. Ms. DeJung said there is currently no shareable information on the pilot as of yet.

This item is for information only.

4.3. Transportation Network Companies Partnership Update (Verbal)

Krystle Pasco stated staff will include the Transportation Network Companies (TNC) Partnership Update as a recurring item on the ParaTAC meeting agendas based on the request of ParaTAC members.

Shawn Fong stated that the City of Fremont Ride-On Tri-City Program, which serve seniors and people with disabilities residing in Fremont, Newark and Union City, with all of their transportation needs is in the process of making changes to the program. Ms. Fong noted that the call center contract is currently with LIFE ElderCare and it will move to a new contract with GoGo Grandparent. The new contract will be on both Lyft and Uber and passengers in wheelchairs will be able to book rides with UberWAV. The Tri-Cities are working with Lyft to expand their WAV services beyond San Francisco County.

Carol Lee asked how does the City of Fremont make it accessible to the clients. She asked if someone is using their mobile app and it is counting down, can they call the call center. Ms. Fong said said it is one or the other and encouraged the committee to reach out to her for technical assistance.

Hakiem McGee thanked Ms. Fong her work over the years. He said Oakland is entering a partnership with GoGo Grandparent. Currently, GoGo Grandparent provided 2,000 trips for Oakland residents.

Hakiem McGee asked how does the City of Fremont pay Lyft. Ms. Fong said they are invoiced by Lyft.

Mary Triston said that the City of Berkeley is working with GoGo Grandparent for a pilot, which will be launched in approximately 6 weeks.

This item is for information only.

4.4. Mobility Management Update (Verbal)

Krystle Pasco stated that a Joint ParaTAC and PAPCO meeting was held last month and staff is working on the technical notes and the audio recording. Ms. Pasco will notify the committee once they are ready. She stated that the presentations are on the website for viewing now.

4.5. Emergency Preparedness Update

Shawn Fong stated that the Ride-On Tri-City Program has temporarily cancelled travel training due to the coronavirus. The Tri-Cities are working with the service providers to manage the cleanliness of vehicles.

The City of Hayward asked staff if Alameda CTC has general messaging that the cities can provide to the service providers regarding the coronavirus. Ms. Pasco said no but she will speak with staff internally to see what can be provided.

4.6. Exchange Technical Information

There was no information provided.

5. Committee and Transit Reports

5.1. PAPCO Update

Krystle Pasco said the next PAPCO meeting is March 23, 2020 and she will let the committee know if the meeting will be cancelled due to the coronavirus.

5.2. ADA and Transit Advisory Committee Updates (Verbal)

There were no ADA and Transit Advisory Committee updates.

6. Member Reports

Victoria Williams reported that the City of Alameda no longer has a taxi program. Ms. Williams stated that the frailer riders are being referred to LIFE ElderCare while others are using East Bay Paratransit.

7. Staff Reports

Krystle Pasco encouraged the committee to contact Naomi Armenta for any questions related to the FTA 5310 grants.

8. Adjournment

The meeting adjourned at 11:30 a.m.

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FY 2019-20 Paratransit Technical Advisory Committee (ParaTAC) Meeting Calendar 3.2

1111 Broadway, Suite 800, Oakland, CA 94607 • 510.208.7400 • www.AlamedaCTC.org

ParaTAC meetings occur on the second Tuesday of the month from 9:30-11:30 a.m. on an as needed basis based on the Paratransit Program's annual work plan and other program needs. Joint PAPCO and ParaTAC meetings occur on the fourth Monday of the month from 1:30-3:00 p.m. Meetings are held at the Alameda CTC offices in downtown Oakland. Note that meetings and items on this calendar are subject to change; refer to www.AlamedaCTC.org for up-to-date information.

Categories	September 10, 2019 ParaTAC Meeting	January 14, 2020 ParaTAC Meeting	February 24, 2020 Joint Meeting	March 10, 2020 ParaTAC Meeting	April 27-28, 2020 Subcommittees
Planning and Policy	*Cancelled*	• Receive Paratransit Direct Local Distribution (DLD) Projections • Discuss City/Program Approaches to TNCs • Receive FY 2020-21 Program Plan Application Update	• Topic: Emerging Mobility		• Paratransit Program Plan Review Subcommittees
Committee Development		• Technical Exchange		• Eden I&R Presentation • Technical Exchange	
Outreach and Information		• Ongoing Update		• Review City Program Application and Webform • Ongoing Update	

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Alameda County Transportation Commission
Paratransit Advisory and Planning Committee
Roster - Fiscal Year 2020-2021

	Title	Last	First	City	Appointed By	Term Began	Re apptmt.	Term Expires
1	Ms.	Stadmire, Chair	Sylvia J.	Oakland	Alameda County Supervisor Wilma Chan, D-3	Sep-07	Jul-19	Jul-21
2	Ms.	Johnson, Vice Chair	Sandra	San Leandro	Alameda County Supervisor Nate Miley, D-4	Sep-10	Jul-19	Jul-21
3	Mr.	Barranti	Kevin	Fremont	City of Fremont Mayor Lily Mei	Feb-16		Feb-18
4	Ms.	Behrens	Yvonne	Emeryville	City of Emeryville Councilmember John Bauters	Mar-18	Jan-19	Jan-21
5	Mr.	Bunn	Larry	Union City	Union City Transit Steve Adams, Transit Manager	Jun-06	Feb-19	Feb-21
6	Mr.	Coomber	Robert	Livermore	City of Livermore Mayor John Marchand	May-17	May-19	May-21
7	Mr.	Costello	Shawn	Dublin	City of Dublin Mayor David Haubert	Sep-08	Jun-16	Jun-18
8	Mr.	Hastings	Herb	Dublin	Alameda County Supervisor Scott Haggerty, D-1	Mar-07	Oct-18	Oct-20
9	Mr.	Lewis	Anthony	Alameda	City of Alameda Mayor Marilyn Ezzy Ashcraft	Jul-18		Jul-20
10	Rev.	Orr	Carolyn M.	Oakland	City of Oakland, Councilmember At-Large Rebecca Kaplan	Oct-05	Jan-14	Jan-16
11	Ms.	Rivera-Hendrickson	Carmen	Pleasanton	City of Pleasanton Mayor Jerry Thorne	Sep-09	Apr-19	Apr-21

	Title	Last	First	City	Appointed By	Term Began	Re apptmt.	Term Expires
12	Ms.	Ross	Christine	Hayward	Alameda County Supervisor Richard Valle, D-2	Oct-17	Dec-19	**Dec-21**
13	Ms.	Rousey	Michelle	Oakland	BART Director Rebecca Saltzman	May-10	Jan-16	**Jan-18**
14	Mr.	Scott	Will	Berkeley	Alameda County Supervisor Keith Carson, D-5	Mar-10	Jun-16	**Jun-18**
15	Ms.	Smith	Linda	Berkeley	City of Berkeley Mayor Jesse Arreguin	Apr-16		**Apr-18**
16	Ms.	Tamura	Cimberly	San Leandro	City of San Leandro Mayor Pauline Cutter	Dec-15	Mar-19	**Mar-21**
17	Ms.	Waltz	Esther Ann	Livermore	LAVTA Executive Director Michael Tree	Feb-11	Jun-16	**Jun-18**
18	Mr.	Zukas	Hale	Berkeley	A. C. Transit Board Vice President Elsa Ortiz	Aug-02	Feb-16	**Feb-18**

Upcoming Events

Date	Event Name	Location	Time
9/17/20	Healthy Living Festival**	Virtual	8:00 a.m. – 2:00 p.m.
Oct TBD	Senior Health Faire	Silliman Activity Center, 6800 Mowry Avenue, Newark, CA 94560	9:00 a.m. – 12:00 p.m.
Oct TBD	Senior Info Fair	Dublin Senior Center, 7600 Amador Valley Boulevard, Dublin, CA 94568	10:00 a.m. – 2:00 p.m.
Mar TBD	Transit Fair**	Pleasanton Senior Center, 5353 Sunol Boulevard, Pleasanton, CA 94566	10:00 a.m. – 1:00 p.m.
Mar TBD	Transition Information Faire**	College of Alameda, 555 Ralph Appezzato Memorial Parkway, Alameda, CA 94501	9:30 a.m. – 3:00 p.m.
April TBD	Senior Wellness Fair	South Berkeley Senior Center, 2939 Ellis Street, Berkeley, CA 94703	10:00 a.m. – 2:00 p.m.
April TBD	Senior Resource Fair	Albany Senior Center, 846 Masonic Avenue, Albany, CA 94706	10:00 a.m. – 1:00 p.m.
April TBD	Senior Resource Fair	San Leandro Senior Community Center, 13909 East 14th Street, San Leandro, CA 94578	10:00 a.m. – 1:00 p.m.
May TBD	Older Americans Month Celebration	Oakland City Hall and Frank Ogawa Plaza, 1 Frank H. Ogawa Plaza, Oakland, CA 94612	10:00 a.m. – 2:00 p.m.

Date	Event Name	Location	Time
May TBD	Senior Health and Wellness Resource Fair**	Kenneth C. Aitken Senior and Community Center, 17800 Redwood Road, Castro Valley, CA 94546	9:00 a.m. – 1:00 p.m.
May TBD	Age Friendly Health Expo**	Fremont Multi-Service Senior Center and Central Park, 40086 Paseo Padre Parkway, Fremont, CA 94538	9:00 a.m. – 1:00 p.m.
May TBD	USOAC Annual Convention**	St. Columba Church, 6401 San Pablo Avenue, Oakland, CA 94608	10:00 a.m. – 3:00 p.m.
May TBD	Open House and Resource Fair	Mastick Senior Center, 1155 Santa Clara Avenue, Alameda, CA 94501	3:00 p.m. – 6:00 p.m.

**Alameda CTC's Paratransit Coordination Team will be distributing materials at an information table at events marked with asterisks (**).

For more information about outreach events or to sign up to attend, please call Krystle Pasco at (510) 208-7467.

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DATE:	October 6, 2020
TO:	Paratransit Technical Advisory Committee
FROM:	Krystle Pasco, Associate Program Analyst
SUBJECT:	Implementation Guidelines and Performance Measures – Special Transportation for Seniors and People with Disabilities (Paratransit) Program for FY 2021-22

Recommendation

Provide input on Implementation Guidelines and Performance Measures – Special Transportation for Seniors and People with Disabilities (Paratransit) Program for FY 2021-22.

Summary

The Implementation Guidelines for the Special Transportation for Seniors and People with Disabilities (Paratransit) Program are periodically reviewed and updated. The Paratransit Technical Advisory Committee (ParaTAC) is requested to review and provide input on the revised Implementation Guidelines and Performance Measures for the Paratransit Program for FY 2021-22. Starting in FY 2016-17, the Alameda CTC implemented the use of standardized performance measures for all Measure B and BB funded projects and programs. The revised Implementation Guidelines and Performance Measures are included as Attachment A. The Paratransit Advisory and Planning Committee (PAPCO) will review the revised guidelines and ParaTAC input from their October 13, 2020 meeting.

Background

Implementation Guidelines

The Implementation Guidelines for the Special Transportation for Seniors and People with Disabilities (Paratransit) Program identify the types of services that are eligible to be funded with Alameda County Measure B (2000), Measure BB (2014) and Vehicle Registration Fee (VRF, 2010) Direct Local Distribution (DLD) revenues. The Implementation Guidelines and Performance Measures are incorporated by reference into the Master Program Funding Agreement (MPFA) and also apply to all discretionary paratransit funding (e.g., Comprehensive Investment Plan (CIP) Grants).

The eligible service types identified in the Implementation Guidelines include:

- ADA Paratransit
- Same-Day Transportation
- Specialized Accessible Van
- Accessible Shuttle
- Group Trips
- Door-through-Door/Volunteer Driver Service
- Mobility Management and/or Travel Training
- Means-Based Fare Programs
- Meal Delivery Funding Programs
- Capital Expenditures

Staff proposes the following revisions to the Implementation Guidelines:

- "Scholarship/Subsidized Fare Programs" has been renamed "Means-Based Fare Programs" to better align with Regional programs.
- The cost cap per one-way trip per person for Accessible Shuttle has been revised to better reflect current programs, particularly in face of COVID-19 ridership reductions.

- Low income requirements for Means-Based Fare Programs have been adjusted to better align with Regional standards and an outreach/communications plan requirement has been added.
- Other minor text edits and clarifications have been made.

These revisions are included in the redline document included as Attachment A. Staff requests that members review the proposed revisions and be prepared to discuss on October 13th.

Performance Measures

The Performance Measures section is organized into similar categories as the Implementation Guidelines and highlights data that is collected through the compliance reports. The data requested is primarily the number of trips (or trainings, meals, etc.) provided and the Measure B/BB cost per unit. This information is meant to provide the Commission with a high-level summary of how Measure B and BB funds are being spent.

Beginning in FY 2018-19, the Performance Measures have included "additional" performance measures collected by staff, in coordination with PAPCO and ParaTAC, through program plan, grant progress reports, or other means. These measures go beyond the basic measures collected for compliance reports. Members should expect to continue to see the additional performance measures in future grant and program plan processes.

Staff proposes the following revisions to the Performance Measures:

- "Scholarship/Subsidized Fare Programs" has been renamed "Means-Based Fare Programs" to better align with Regional programs.
- Additional performance measures relating to collection of demographic data have been added. This is a preliminary effort to enable staff to perform more equity analyses, for potential development of future equity related programs.
- Other minor text edits and clarifications have been made.

These revisions are also included in the redline document included as Attachment A. Staff requests that members review the proposed revisions and be prepared to discuss on October 13th.

Fiscal Impact: There is no fiscal impact. This is an information item only.

Attachment:

A. Implementation Guidelines and Performance Measures – Special Transportation for Seniors and People with Disabilities (Paratransit) Program for FY 2021-22.

Implementation Guidelines and Performance Measures – Special Transportation for Seniors and People with Disabilities (Paratransit) Program

Implementation Guidelines

These guidelines lay out the service types that are eligible to be funded with Alameda County Measure B (2000), Measure BB (2014) and Vehicle Registration Fee (VRF, 2010) revenues under the Special Transportation for Seniors and People with Disabilities (Paratransit) Program. All programs funded partially or in their entirety through these sources, including American with Disabilities Act (ADA)- mandated paratransit services, city ~~based~~ programs and discretionary grant funded projects, must abide by the following requirements for each type of paratransit service.

Fund recipients are able to select which of these service types are most appropriate for their community to meet the needs of seniors and people with disabilities. Overall, all programs should be designed to enhance quality of life for seniors and people with disabilities by offering accessible, affordable and convenient transportation options to reach major medical facilities, grocery stores and other important travel destinations to meet life needs. Ultimately, the importance of a trip should be determined by the consumer.

The chart below summarizes the eligible service types and the transportation need the service targets. This is followed by more detailed descriptions of each.

Service	Transportation Need Targeted and Service Details
ADA Paratransit[1,2]	Origin-to-destination trips for people with disabilities unable to ride fixed route transit • Pre-scheduled • Accessible
Same-Day Transportation[3]	Curb-to-curb trips using taxis or ride-hailing apps for seniors and/or people with disabilities (usually ADA paratransit certified) • Same day • Accessible vehicles not guaranteed

Service	Transportation Need Targeted and Service Details
Specialized Accessible Van	Origin-to-destination specialized trips for seniors and people with disabilities using lift- or ramp-equipped vehicles • Pre-scheduled & Same Day • Accessible
Accessible Shuttle	Fixed or flex route trips for seniors and people with disabilities possibly able to ride fixed route transit, but who benefit from targeted routes/stops and more individualized service (compared to transit) • Fixed Schedule • Accessible
Group Trips	Round trip or origin-to-destination trips for seniors and people with disabilities • Pre-scheduled/fixed schedule • Usually accessible
Door-through-Door/Volunteer Driver Service	Origin-to-destination trips for seniors and people with disabilities with special needs requiring door-through-door service or escort • Pre-scheduled • Generally not accessible when provided in private cars
Mobility Management and/or Travel Training	Information and referral, service linkage, service coordination, advocacy, and/or individual/group training or travel orientation for seniors and people with disabilities to facilitate use of services
~~**Scholarship/ Subsidized**~~**Means-Based Fare Programs**	Financial assistance for seniors and people with disabilities to utilize services
Meal Delivery Funding Programs	Funding for meal delivery for seniors and people with disabilities who cannot travel to congregate meal sites • Programs currently funded by Measure B may continue, but new programs may not be established.
Capital Expenditures[4]	Funding for capital purchases for transportation programs for seniors and people with disabilities • If purchasing vehicles, they should be accessible

[1] *Note on ADA Mandated Paratransit*: Programs mandated by the Americans with Disabilities Act are implemented and administered according to federal guidelines that may supersede these guidelines; however all ADA-mandated programs funded through Measure B and BB or the VRF are subject to the terms of the Master Programs Funding Agreement.

[2] *Interim Service for Consumers Awaiting ADA Certification*: At the request of a health care provider or ADA provider, city based programs must provide interim service through the programs listed above to consumers awaiting ADA certification. Service must be provided within three business days of receipt of application.

[3] *Note on Transportation Network Companies*: Programs may utilize Transportation Network Companies or TNCs (e.g. Lyft, Uber) that use ride-hailing apps under the guidelines for Same-Day Transportation Services. Other service types are ineligible unless wheelchair accessible service can be provided equitably. Programs should review the Department of Transportation guidance on shared mobility at www.transit.dot.gov/regulations-and-guidance/shared-mobility-frequently-asked-questions. Service changes to utilize TNCs are subject to review by Alameda CTC staff prior to implementation.

[4] *Note on Capital Expenditures*: Any capital expenditures within the eligible service categories must be consistent with the objectives of the Alameda CTC Special Transportation for Seniors and Peoples with Disabilities (Paratransit) Program described above and are subject to review by Alameda CTC staff prior to implementation.

Same-Day Transportation Service Guidelines	
Service Description	Same-day transportation services provide on-demand same-day services utilizing taxis, Transportation Network Companies a.k.a. TNCs (e.g. Lyft, Uber) that use ride-hailing mobile apps, or other new transportation options. Services may be subsidized in different ways including vouchers, scrip, reimbursement, a discount code on an app, call center or website payment, etc.

Taxis provide curb-to-curb service that can be scheduled on a same-day basis. Taxis charge riders on a distance/time basis using a meter. Taxi subsidy programs allow eligible consumers to use taxis at a reduced fare by reimbursing consumers a percentage of the fare or by providing some fare medium, e.g. scrip or vouchers, which can be used to cover a portion of the fare. These programs are intended for situations when consumers cannot make their trip on a pre-scheduled basis.

Transportation Network Companies (e.g. Lyft, Uber) using ride-hailing apps and web-based platforms can also provide a similar service at the discretion of the program sponsor with local consumer input. TNC trip services can incorporate a concierge service.

The availability of accessible vehicles varies by geographical area and provider, but programs should expand availability of accessible vehicles where possible in order to fulfill requests for same-day accessible trips. |
| Eligible Population | Eligible Populations include:
1. People 18 and above with disabilities who are unable to use fixed route services. Cities may, at their discretion, also provide services to consumers with disabilities under the age of 18, and
2. Seniors 80 years or older without proof of a disability. Cities may provide services to consumers who are younger than age 80, but not younger than 70 years old.

Cities may continue to offer "grandfathered" eligibility to program registrants below 70 years old who were enrolled in the program as of FY 2011/12 and have continued to use it regularly, as long as it does not impinge on the City's ability to meet the minimum requirements of the Implementation Guidelines.

Program sponsors may use either ADA eligibility, as established by ADA-mandated providers (incl. East Bay Paratransit, LAVTA, Union City Transit) or the Alameda County City-Based Paratransit Services Medical |

Same-Day Transportation Service Guidelines	
	Statement Form, as proof of disability. Program sponsors may, at their discretion, also offer temporary eligibility due to disability. *ADA-mandated providers that are not also city-~~based~~ providers (East Bay Paratransit and LAVTA) are not required to provide service to seniors 80 years or older without ADA eligibility.*
Time & Days of Service	Service should be available 24 hours per day/7 days per week, unless a City notifies Alameda CTC staff that providers do not operate 24 hours per day/7 days per week in their jurisdiction.
Fare (Cost to Customer)	Programs must subsidize at least 50% of the fare. Programs can impose a cap on total subsidy per person. This can be accomplished through a maximum subsidy per trip, a limit on the number of vouchers/scrip (or other fare medium) per person, and/or a total monetary subsidy per person per month/quarter/year.
Other	Programs may also use funding to provide incentives to drivers and/or transportation providers to ensure reliable service. Incentives are often utilized to promote accessible service. Planned expenditures on incentives are subject to review by Alameda CTC staff prior to implementation. Programs may utilize Transportation Network Companies (e.g. Lyft, Uber) for these programs but should review the Department of Transportation guidance on shared mobility at www.transit.dot.gov/regulations-and-guidance/shared-mobility-frequently-asked-questions. Program changes to utilize TNC's are subject to review by Alameda CTC staff prior to implementation.

~~City-based~~ Specialized Accessible Van Service Guidelines	
Service Description	~~City-based s~~Specialized accessible van service provides accessible, door-to-door trips on a pre-scheduled or same-day basis. This service category is not required to be as comprehensive as primary services (i.e. ADA-mandated or Same-Day Transportation Services), but should complement core services in communities where critical needs for accessible or other specialized trips are not being adequately met by the existing primary services. Examples of unmet needs are a taxi or TNC program without accessible vehicles, medical trips for riders with dementia unable to safely take an ADA-mandated trip, or trips

City-based Specialized Accessible Van Service Guidelines	
	outside of the ADA-mandated service area. When possible, a priority for this service should be fulfilling requests for same-day accessible trips. Services may be subsidized in different ways as agreed upon by the program sponsor and transportation provider, including vouchers, scrip, reimbursement, a discount code on an app, call center or website payment, etc.
Eligible Population	People 18 and above who are unable to use fixed route, ADA-mandated or same-day transportation services due to disability. Cities may, at their discretion, also provide services to consumers with disabilities under the age of 18. *Cities may continue to offer "grandfathered" eligibility to prior "City-based Door-to-Door Service" registrants below 70 years old who have used the program regularly since FY 2011/12, as long as it does not impinge on the City's ability to meet the minimum requirements of the Implementation Guidelines.* *Program sponsors may use either ADA eligibility, as established by ADA-mandated providers (incl. East Bay Paratransit, LAVTA, Union City Transit) or the Alameda County City-Based Paratransit Services Medical Statement Form, as proof of disability. Program sponsors may, at their discretion, also offer temporary eligibility due to disability.*
Time & Days of Service	At discretion of program sponsor with local consumer input. When possible, service should be available Monday – Friday between the hours of 8 a.m. and 5 p.m. (excluding holidays), and accept reservations between the hours of 9 a.m. and 5 p.m. Monday – Friday (excluding holidays).
Fare (Cost to Customer)	Fares for pre-scheduled service should not exceed comparable local ADA-mandated or same-day transportation services fares. Higher fares can be charged for "premium" service (e.g. same-day).
Other	Specialized Accessible van programs must demonstrate that they are providing trips at an equal or lower cost to the provider than the ADA-mandated provider on a cost per trip basis, except if providing "premium" service (e.g. same-day). Cost per trip is defined as total transportation cost (from all sources of revenue) during a reporting period divided by the number of one-way trips, including attendant and companion trips, provided during the period.

Accessible Shuttle Service Guidelines	
Service Description	Shuttles are accessible vehicles that operate on a fixed, deviated, or flex-fixed route and schedule. They serve common trip origins and destinations visited by eligible consumers, e.g. senior centers, medical facilities, grocery stores, BART and other transit stations, community centers, commercial districts, and post offices. Shuttles should be designed to supplement existing fixed route transit services. Routes should not necessarily be designed for fast travel, but to get as close as possible to destinations of interest, such as going into parking lots or up to the front entrance of a senior living facility. Shuttles are often designed to serve active seniors who do not drive but are not ADA paratransit registrants.
Eligible Population	Shuttles should be designed to appeal to older adults~~,~~ but can be made open to the general public.
Time and Days of Service	At discretion of program sponsor with local consumer input.
Fare (Cost to Customer)	At discretion of program sponsor~~,~~ but cannot exceed local ADA paratransit fares. Fares may be scaled based on distance.
Cost of Service	By end of the second fiscal year of service, the City's cost per one-way trip per person cannot exceed $~~20~~30, including transportation and direct administrative costs. Cost per trip is defined as total cost (all sources) during a reporting period divided by the number of one-way trips, including attendant and companion trips, provided during period.
Other	Shuttles are required to coordinate with the local fixed route transit provider. Shuttle routes and schedules should be designed with input from the senior and disabled communities to ensure effective design. For new shuttle services, to ensure effective program design, a well-defined plan ~~Any new shuttle plan~~ must be submitted to Alameda CTC staff for review prior to implementation. Deviations and flag stops are permitted at discretion of program sponsor.

Group Trips Service Guidelines	
Service Description	Group trips are round-trip rides for pre-scheduled outings, including shopping trips, recreational events, and community activities. These trips are specifically designed to serve the needs of seniors and people with disabilities and typically originate from a senior center or housing facility, and are generally provided in accessible vans and other vehicle types or combinations thereof.
Eligible Population	At discretion of program sponsor.
Time and Days of Service	Group trips must begin and end on the same day.
Fare (Cost to Customer)	At discretion of program sponsor.
Other	Programs can impose mileage limitations to control program costs.

Door-through-Door/Volunteer Driver Service Guidelines	
Service Description	Volunteer driver services are pre-scheduled, door-through-door services that are typically not accessible. These programs rely on volunteers to drive eligible consumers for critical trip needs, such as medical trips. Programs may use staff to complete intake or fill gaps in service provision. This service meets a key mobility gap by serving more vulnerable populations and should complement existing primary services (i.e. ADA-mandated, Specialized Accessible Van~~City-based Door-to-Door~~, or Same-Day).

Volunteer driver programs may also have an escort component where volunteers accompany consumers on any service eligible for Alameda CTC funding, when they are unable to travel in a private vehicle. |
Eligible Population	At discretion of program sponsor.
Time and Days of Service	At discretion of program sponsor.
Fare (Cost to Customer)	At discretion of program sponsor.

Door-through-Door/Volunteer Driver Service Guidelines	
Other	Program sponsors can use funds for administrative purposes and/or to pay for volunteer mileage reimbursement purposes (not to exceed Federal General Services Administration (Privately Owned Vehicle) Mileage Reimbursement Rates) or an equivalent financial incentive for volunteers.

Mobility Management and/or Travel Training Program Guidelines	
Service Description	Mobility management services cover a wide range of activities, such as travel training, coordinated services, trip planning, and brokerage. Mobility management activities often include education and outreach which play an important role in ensuring that people use the "right" service for each trip, e.g. using East Bay Paratransit from Fremont to Berkeley for an event, using a taxi voucher for a same-day urgent doctor visit, and scheduling with a group trip service to go grocery shopping. Service types can be categorized as information and referral, service linkage, service coordination, or advocacy.
	Travel training is short-term, one-on-one or group-based intensive instruction designed to teach people with disabilities and seniors to travel safely and independently on fixed-route public transportation in their community.[1]
	Travel orientation, also known as transit orientation, is less formal and involved than traditional travel training and explains transportation systems by sharing information about trip planning, schedules, maps, fare systems, mobility devices, new mobility services, and benefits and services. It may be conducted in a group or one-on-one.[2]
Eligible Population	At discretion of program sponsor.
Time and Days of Service	At discretion of program sponsor.
Fare (Cost to Customer)	N/A

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[1] Easter Seals Project ACTION http://www.projectaction.com/glossary-of-disability-and-transit-terms/

[2] Mass.gov https://www.mass.gov/info-details/offering-travel-instruction#what-is-travel-instruction?-

Mobility Management and/or Travel Training Program Guidelines	
Other	For new mobility management and/or travel training programs, to ensure effective program design, a plan with a well-defined set of activities must be submitted to Alameda CTC staff for review prior to implementation.

~~Scholarship/Subsidized~~Means-Based Fare Program Guidelines	
Service Description	~~Scholarship or Subsidized~~Means-Based Fare Programs can subsidize any service eligible for paratransit funding and/or fixed-route transit for paratransit customers who are low-income and can demonstrate financial need.
Eligible Population	Subsidies can be offered to low-income consumers with demonstrated financial need who are currently eligible for an Alameda County ADA-mandated or city ~~based~~ paratransit program. Low income requirements are at discretion of program sponsors, but the requirement for household income should not exceed the HUD Very Low-Income threshold for Alameda County.[3] ~~50% AMI (area median income).~~
Time and Days of Service	N/A
Fare (Cost to Customer)	N/A
Other	Outreach/communication plans related to means-based fares must be submitted to Alameda CTC staff annually. Low-income requirements and the means to determine and verify eligibility must be submitted to Alameda CTC staff for review prior to implementation. If program sponsors include subsidized East Bay Paratransit (EBP) tickets in this program, no more than 3% of a program sponsor's Alameda CTC distributed funding may be used for the ticket subsidy.

[3] https://www.acgov.org/cda/hcd/hud-income-rent_limits.htm

Scholarship/SubsidizedMeans-Based Fare Program Guidelines	
	Other services or purposes proposed for ~~scholarship and/or~~means-based fare subsidy must be submitted to Alameda CTC staff for review prior to implementation.

Meal Delivery Funding Guidelines	
Service Description	Meal Delivery Funding programs provide funding to programs that deliver meals to the homes of individuals who are generally too frail to travel outside to congregate meal sites. Although this provides access to life sustaining needs for seniors and people with disabilities, it is not a direct transportation expense.
Eligible Population	For currently operating programs, at discretion of program sponsor.
Time and Days of Service	For currently operating programs, at discretion of program sponsor.
Fare (Cost to Customer)	For currently operating programs, at discretion of program sponsor.
Other	Currently operating funding programs may continue, but new meal delivery funding programs may not be established.[4]

Capital Expenditures Guidelines	
Description	Capital expenditures are eligible if directly related to the implementation of a program or project within an eligible service category, including but not limited to, purchase of scheduling software, accessible vehicles and equipment, and accessibility improvements at shuttle stops.
Eligible Population	N/A
Time and Days of Service	N/A

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[4] This stipulation is not in effect for FY 2020-21. The Commission took action at their June meeting to allow all paratransit DLD recipients to use Measures B/BB funding for transportation costs related to meal delivery services and programs. The staff report discussing this action can be viewed here: https://www.alamedactc.org/wp-content/uploads/2020/06/9.1_COMM_DLD_Compliance_Summary_20190625.pdf

Capital Expenditures Guidelines	
Fare (Cost to Customer)	N/A
Other	Capital expenditures are to support the eligible service types included in the Implementation Guidelines and must be consistent with objectives of the Alameda CTC Special Transportation for Seniors and Peoples with Disabilities (Paratransit) Program. If purchasing vehicles, they should be accessible. Planned expenditures are subject to review by Alameda CTC staff prior to implementation.

Implementation Guidelines and Performance Measures – Special Transportation for Seniors and People with Disabilities (Paratransit) Program

Performance Measures

The Alameda CTC collects performance data from all programs funded with Alameda County Measure B (2000), Measure BB (2014) and Vehicle Registration Fee (VRF, 2010) revenues. All programs funded partially or in their entirety through these sources must at a minimum report annually through the Annual Compliance Report for Direct Local Distribution (DLD) funding on the performance measures identified within the Implementation Guidelines for each DLD program.

The performance measures for the Measure B and Measure BB Direct Local Distribution (DLD) funding distributed through the Special Transportation for Seniors and People with Disabilities (Paratransit) Program, which funds ADA-mandated paratransit services, city-based paratransit programs and discretionary grant funded projects, are identified below. Performance data required for Compliance Reports are marked with a ✛. Additional performance-related data is listed and may be required through separate discretionary grant guidelines or to report to the Alameda CTC's Commission or one of its community advisory committees. Additional performance measures include but are not limited to those below marked with a regular bullet.

ADA-mandated Paratransit
❖ Number of one-way trips provided
❖ Total Measure B/BB cost per one-way trip *(Total Measure B/BB program cost during period divided by the number of one-way trips provided during period.)*
• Total program cost per one-way trip (total program cost during period divided by the number of one-way trips provided during period).
• Non-Measure B/BB revenues and costs
• Number of registrants
• Demographic data on age, disability, ethnicity/race, and income
• On-time performance
• Number of trips provided to consumers who require an accessible vehicle
• Qualitative information on complaints
• Qualitative information on safety incidents
• Qualitative information on outreach
• Qualitative information on "high need" trips

❖ *Performance data required for Compliance Reports*

Same-Day Transportation Service
❖ Number of one-way trips provided on taxis
❖ Number of one-way trips provided on Transportation Network Companies (e.g. Lyft, Uber) using ride-hailing apps
❖ Total Measure B/BB cost per one-way trip *(Total Measure B/BB program cost during period divided by the number of one-way trips provided during period.)*
• Total program cost per one-way trip, including extra concierge costs if applicable (total program cost during period divided by the number of one-way trips provided during period)
• Non-Measure B/BB revenues and costs
• Number of registrants (report quantities for taxis and/or Transportation Network Companies separately)
• Demographic data on age, disability, ethnicity/race, and income
• Information in aggregate on origin and destination for same day trips by category (i.e. medical appointments, grocery store, senior center, etc.; report quantities for taxis and/or Transportation Network Companies separately)
• Qualitative information on complaints (report quantities for taxis and/or Transportation Network Companies separately)
• Qualitative information on safety incidents (report quantities for taxis and/or Transportation Network Companies separately)
• Qualitative information on outreach

❖ *Performance data required for Compliance Reports*

~~City-based~~ Specialized Accessible Van Service
❖ Number of one-way trips provided
❖ Total Measure B/BB cost per one-way trip *(Total Measure B/BB program cost during period divided by the number of one-way trips provided during period.)*
• Total program cost per one-way trip, including extra costs for specialized service if applicable (total program cost during period divided by the number of one-way trips provided during period).
• Non-Measure B/BB revenues and costs
• Number of registrants
• Demographic data on age, disability, ethnicity/race, and income
• On-time performance
• Number of trips provided to consumers who require an accessible vehicle
• Qualitative information on complaints
• Qualitative information on safety incidents
• Qualitative information on outreach

❖ *Performance data required for Compliance Reports*

Accessible Shuttle Service
❖ Total ridership *(One-way passenger boardings)*
❖ Total Measure B/BB cost per one-way passenger trip *(Total Measure B/BB program cost during period divided by the total ridership during period.)*
• Total program cost per one-way passenger trip (total program cost during period divided by the total ridership during period).
• Non-Measure B/BB revenues and costs
• Number of registrants
• Demographic data on age, disability, ethnicity/race, and income
• On-time performance
• Number of trips provided to consumers who require an accessible vehicle
• Qualitative information on complaints
• Qualitative information on safety incidents
• Qualitative information on outreach

❖ *Performance data required for Compliance Reports*

Group Trips Service
❖ Number of one-way passenger trips provided
❖ Total Measure B/BB cost per passenger trip *(Total Measure B/BB program cost during period divided by the number of passenger trips provided during period.)*
• Total program cost per passenger trip (total program cost during period divided by the number of passenger trips provided during period).
• Non-Measure B/BB revenues and costs
• Number of registrants
• Demographic data on age, disability, ethnicity/race, and income
• Number of trips provided to consumers who require a wheelchair accessible trip
• Qualitative information on complaints
• Qualitative information on safety incidents
• Qualitative information on outreach

✤ *Performance data required for Compliance Reports*

Door-through-Door/Volunteer Driver Service
❖ Number of one-way trips provided
❖ Total Measure B/BB cost per one-way trip *(Total Measure B/BB program cost during period divided by the number of one-way trips provided during period.)*
• Total program cost per one-way trip (total program cost during period divided by the number of one-way trips provided during period).
• Non-Measure B/BB revenues and costs
• Number of registrants
• Demographic data on age, disability, ethnicity/race, and income
• Qualitative information on complaints
• Qualitative information on safety incidents
• Qualitative information on outreach
• Number of active volunteer drivers
• Number of one-way trips provided by staff
• Percentage of service requests unfulfilled when requested within specified time

✤ *Performance data required for Compliance Reports*

Mobility Management Program
❖ Number of individuals provided with mobility management support *(Note: an individual may have multiple contacts)*
❖ Number of contacts providing mobility management support (service type can be categorized as information and referral, service linkage, service coordination, or advocacy.)
❖ Total Measure B/BB cost per individual provided with mobility management support *(Total Measure B/BB program cost during period divided by the number of individuals provided with support during period.)*
• Total cost per individual provided with mobility management support (total program cost during period divided by the number of individuals provided with support during period).
• Demographic data on age, disability, ethnicity/race, and income of individuals
• Non-Measure B/BB revenues and costs
• Qualitative information on outreach

❖ *Performance data required for Compliance Reports*

Travel Training Program
❖ Number of individuals trained and/or received travel orientation (divided by those in individual training and those participating in group trainings)
❖ Total Measure B/BB cost per individual trained in individual trainings and in group trainings *(Total Measure B/BB program cost during period divided by the number of individuals trained during period)*
• Total program cost per individual trained in individual trainings and in group trainings (total program cost during period divided by the number individuals trained during period)
• Demographic data on age, disability, ethnicity/race, and income of individuals
• Non-Measure B/BB revenues and costs
• Number of individuals trained (divided by those receiving travel orientation, mobility device training, seniors, adults with disabilities, youth with disabilities, and/or people with visual impairments)
• Qualitative information on outreach
• Percentage/number of people surveyed who used transit post workshop

❖ *Performance data required for Compliance Reports*

~~Scholarship/Subsidized~~Means-Based Fare Program
❖ Number of unduplicated individuals who received scholarship/subsidized fares
❖ Number of one-way fares/tickets subsidized
❖ Total Measure B/BB cost per subsidy *(Total Measure B/BB program cost during period divided by the number of subsidized fares/tickets during period)*
• Total program cost per subsidy (total program cost during period divided by the number of subsidized fares/tickets during period)
• Demographic data on age, disability, ethnicity/race, and income of individuals
• Non-Measure B/BB revenues and costs
• Qualitative information on complaints
• Qualitative information on outreach

❖ *Performance data required for Compliance Reports*

Meal Delivery Funding Program
• Number of meal delivery trips
• Total Measure B/BB cost per meal delivery trip *(Total Measure B/BB program cost during period divided by the number of meal delivery trips during period)*
• Total cost per meal delivery trip (total program cost during period divided by the number of meal delivery trips during period)
• Non-Measure B/BB revenues and costs
• Demographic data on age, disability, ethnicity/race, and income in aggregate

❖ *Performance data required for Compliance Reports*

Capital Expenditures
❖ Total Measure B/BB cost
• Non-Measure B/BB revenues and costs

❖ *Performance data required for Compliance Reports*

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DATE:	October 6, 2020
TO:	Paratransit Technical Advisory Committee
FROM:	Krystle Pasco, Assisociate Program Analyst
SUBJECT:	Bay Area Urban Areas Security Initiative (UASI) Paratransit Critical Transportation Project Update

Recommendation

ParaTAC members will receive an update and materials from the Bay Area Urban Areas Security Initiative (UASI) Paratransit Critical Transportation Project.

Summary

In 2019, the Bay Area Partnership Accessibility Committee (BAPAC) collaborated with the Bay Area Urban Areas Security Initiative (UASI) on a Paratransit Critical Transportation Project. The project focused on ADA-paratransit, however there were many lessons and concerns applicable to city or non-profit providers.

Background

The Bay Area Urban Areas Security Initiative (UASI) is a federally funded program that has been working on a multi-year emergency preparedness project in the Bay Area. The year 2019 was designated to focus on Critical Transportation needs. Following up on a proposal from BART, when funding became available UASI decided to work on a parallel project focusing on Paratransit Critical Transportation.

The project consisted of several meetings/workshops and resulted in several products. The meetings and events were as follows:

- June 10 – Workshop #1: Roles and Responsibilities
- July 8 – Workshop #2: Toolkit Review and Paratransit Tabletop Exercise (PTTX) Initial Planning
- August 12 – Final PTTX Planning Meeting
- August 28 – PTTX
- October 21 – After Action Meeting

Several products and/or services were prepared through this process. UASI staff authorized staff to share the following:

- Paratransit Emergency Preparedness Toolkit
- Emergency Operations Center (EOC) Reference Guide for Bay Area Paratransit Operators
- Communications System Assessment White Paper

An additional available resource is training for paratransit drivers. Staff and ParaTAC should discuss potential actions for cities, non-profit, and other small paratransit transportation providers in Alameda County with these resources.

Fiscal Impact: There is no fiscal impact. This is an information item only.

Attachments:

- A. Paratransit Emergency Preparedness Toolkit
- B. Emergency Operations Center (EOC) Reference Guide for Bay Area Paratransit Operators
- C. Communications System Assessment White Paper

Bay Area Paratransit Toolkit

October 2019

TOOLKIT OVERVIEW

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

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

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

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

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

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

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

Section 4: Capabilities Assessment
This section discusses the need for paratransit agencies to determine and document capabilities of their respective agency for emergency response. Also included are capabilities and resources checklists.

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Section 5: Training, Exercises

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

Section 6: Public Information and Outreach

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

Appendices

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

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SECTION 1: THE PARATRANSIT MISSION

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

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

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

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

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

SECTION 2: THE PARATRANSIT EMERGENCY OPERATIONS PLAN

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

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

Paratransit Service Areas

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

Functional Assumptions

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

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

Planning Guidance

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

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

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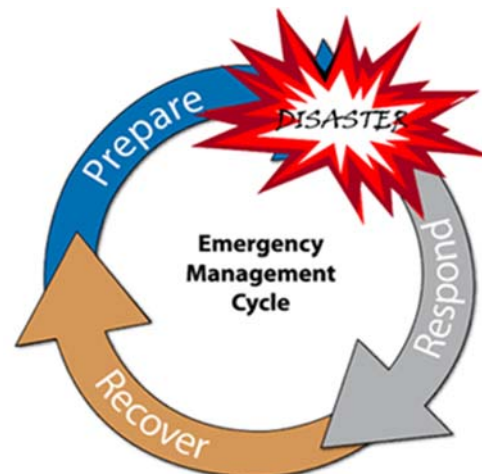
Emergency Operations Plan Organization

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

A basic EOP:

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

www.dot.gov

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

Interagency Coordination

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

Please see Appendix D: Mutual Aid Cooperative Agreement Template.
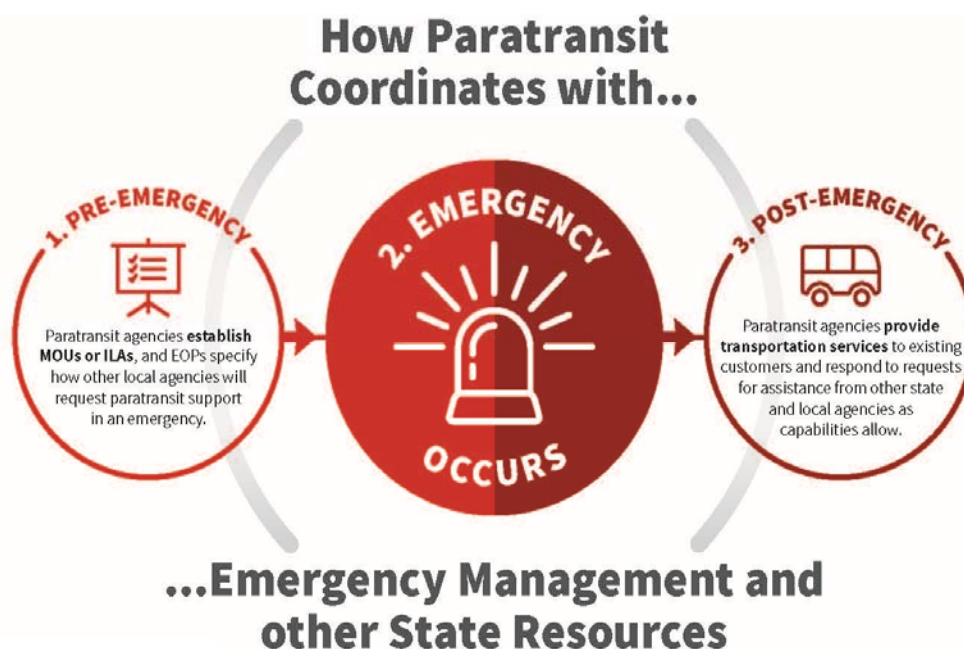
Source: Nusura, Inc.

SECTION 3: ROLES AND RESPONSIBILITIES

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

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

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

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

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

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

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

Emergency Notification Processes

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

PLANNING CONSIDERATIONS FOR NOTIFICATION

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

Internal Communications

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

EMPLOYEE FAMILY NOTIFICATION

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

Please see Appendix E: Emergency Notification Tools.

SECTION 4: CAPABILITIES ASSESSMENT

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

Following are the components of the capabilities assessment.
Please see Appendix F: Capabilities Checklist.

1. **Planning: Paratransit Activities**
   - Resource Capability Assessment
   - ESF #1 Transportation Coordination
   - Interagency Coordination
   - Essential Material Supply
   - Duplication of Emergency Service Obligations
   - Emergency Operations Plans
   - Surge Capacity

2. **Training: Paratransit Activities**
   - National Incident Management System (NIMS) Compliance
   - Emergency Preparedness Training
   - Personal and Family Preparedness

3. **Exercises: Paratransit Activities**
   - Discussion-based Exercises
   - Operational Exercises
   - Inclusion of Access and Functional Needs Populations (AFN)

Procurement Policies for Supplies

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

Paratransit Resource Inventories

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

See Appendix G: Inventory Checklists
- Vehicle Inventory Checklist
- Emergency Safety Supply Inventory Checklist

EMERGENCY FUEL AND POWER SUPPLY CONSIDERATIONS

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

Fuel

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

Electrical Power

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

SECTION 5: TRAINING, EXERCISES

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

> *"a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. It is intended to:*
>
> * *Be applicable across a full spectrum of potential incidents, hazards, and impacts, regardless of size, location or complexity;*
>
> * *Improve coordination and cooperation between public and private entities in a variety of incident management activities; and*
>
> * *Provide a common standard for overall incident management."*

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

Training is Paramount to Paratransit

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

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

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

TYPES OF TRAINING

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

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

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

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

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

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

See Appendix H: Training Checklist.

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

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

SECTION 6: PUBLIC INFORMATION AND OUTREACH

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

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

Planning Considerations

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

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

Effective Message Delivery Channels

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

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

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

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

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

LANGUAGE INTERPRETATION, TRANSLATION SERVICES

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

Be sure a prospective interpreter/translator:

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

Title VI Guidance for Paratransit

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

> *"Every Title VI Program shall include the following information:[2]*
>
> *(1) A copy of the recipient's Title VI notice to the public that indicates the recipient complies with Title VI and informs members of the public of the protections against discrimination afforded to them by Title VI. Include a list of locations where the notice is posted.*
>
> *(2) A copy of the recipient's instructions to the public regarding how to file a Title VI discrimination complaint, including a copy of the complaint form.*
>
> *(3) A list of any public transportation-related Title VI investigations, complaints, or lawsuits filed with the recipient since the time of the last submission. This list should include only those investigations, complaints, or lawsuits that pertain to allegations of discrimination on the basis of race, color, and/or national origin in transit-related activities and programs and that pertain to the recipient submitting the report, not necessarily the larger agency or department of which the recipient is a part.*

---

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

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

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

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

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

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

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

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

See Appendix I: Public Information Tools.

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

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

APPENDIX A: ACRONYMS

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

APPENDIX B: MAPS

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

PRIORITY TRANSPORTATION ROUTES

APPENDIX C: EMERGENCY OPERATIONS PLAN TEMPLATE AND TOOLS

Emergency Operations Plan Template

I.   **Purpose**

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

II.   **Overview and Concept of Operations**

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

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

III.   **Phases of an Emergency**

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

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

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

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

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

IV.   Preparedness

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

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

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

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

i.   Chain of command, succession:

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

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

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

For example:

Reporting an Emergency

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

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

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

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

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

Notification and Initial Response

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

Transit personnel that will respond include:

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

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

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

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

For example:

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

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

D. **Alert Notification Lists (employees, contractors, family, community partners, media, local/regional emergency management agency/ies, first responder community)**
Determine who should be notified of an incident, in what priority, and by what means.
Note: where paratransit entities are part of a larger transit agency, alerts to media, local/regional emergency management agencies, and the first responder community is likely done by the transit agency. Clearly identify a process and contact list for reporting incidents up the chain of command, and for calling in additional staff, if necessary (e.g., a call-down list). Clearly identify a process and contact list to notify stakeholder transit agencies, first responders, and/or local emergency management offices.

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

F. **Designate Emergency Dispatch Center and Alternate Back-up**

G. **Inventory and Maintenance of Vehicles and Equipment**

H. **Inventory of Essential Materials**

I. **Training Requirements**

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

K. **Interagency Agreements** (MOUs, MOAs)

V. **Response**

A. **Response Emergency Operations Plan Activation Protocol**

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

  i. **Routine emergencies**: These are defined as any event that requires a single department to respond to a specific event or incident using on-duty resources. Direction and control are provided by the department with normal administrative oversight. On-duty paratransit staff usually can handle this type of response without additional resources. [INSERT EXAMPLES]

  ii. **Emergency response**: This is defined as an emergency that requires multiple first-responder resources. Additional staff may be placed on standby if the situation worsens. Off-duty or on-call paratransit resources may be needed to support the response and to sustain or restore normal operations. Paratransit management is notified, called in, and involved in additional administrative oversight. [INSERT EXAMPLES]

  iii. **Large-scale emergency**: This is an incident that involves all or nearly all first responder resources. Coordination is provided by a local jurisdiction Emergency Operations Center. Additional support from outside agencies is requested via mutual aid agreements. Paratransit and transit service may be altered or suspended. All management and upper level administrators are notified and called in. [INSERT EXAMPLES]

    iv. <u>**Disaster**</u>: This is an incident or event of regional significance that is coordinated and managed by a regional Incident Command System structure through an Emergency Operations Center (EOC). The focus is on disaster response and recovery, with significant mutual aid and support from outside agencies. Paratransit service is canceled. A paratransit representative may be sent to the EOC as a liaison to work within ESF1 – Transportation. [INSERT EXAMPLES]

    v. **If any of these pre-identified thresholds are met**, either through reports from field staff to agency dispatch center or through notification from partner agencies or emergency management offices, the EOP is considered activated. Paratransit agency staff and administrative staff are alerted, associated first responders or jurisdictions are informed of the incident, and external stakeholders or other affected transit providers are notified, based on existing agency notification procedures (See IV D). Personnel transition from regular roles into specific emergency roles should be included (See IV C).

b. **Declaration of a transit emergency or a local declaration of an emergency** by a city, county or regional entity also triggers activation of the EOP.

    i. <u>**Declaring a Transit Emergency**</u>: [AGENCY] can declare a transit emergency with concurrence from [INSERT TITLES OF PEOPLE WHO MUST AGREE ON THE EMERGENCY]. Declaration of a transit emergency triggers activation of the [AGENCY] DOC and provides the DOC with authority over:

- Routes, scheduling, continuity of operations
- Increased safety and security measures
- Overtime
- Suspension of personal leave
- [ADDITIONAL AUTHORITIES OF YOUR AGENCY]

In addition, when the DOC is activated for a transit emergency, DOC staff will notify [INSERT STAKEHOLDERS] and the MTC of its status. The transit emergency can be suspended by the DOC manager or [INSERT AUTHORITY HERE] when the threat has passed or when recovery from the emergency is complete.

    ii. <u>**Declaration of local emergency**</u>: In the state of California, local jurisdictions can pass resolutions declaring that a state of local emergency exists when conditions of extreme danger to persons and property exist. Such a declaration typically triggers activation of a local Emergency Operations Center or Emergency Coordination Center. In a local declared emergency, transit may be called on to activate its DOC in support of local efforts [INCLUDE INFORMATION ABOUT HOW LOCAL EOC/ECC WOULD CONTACT TRANSIT FOR SUPPORT]

c. **Sample emergency checklist for first hour**

☐ Agency notified of incident

☐ Agency/dispatch initiates notification process

- o Call management.
- o Call additional drivers/staff as needed.
- o Notify partner agencies, stakeholders.
- o Notify employees/families, as needed.

☐ Determine if agency vehicles/drivers are involved.

☐ Determine if any agency routes are or will be affected.

☐ Identify current vehicles in service.

☐ Contact drivers of vehicles in service.

- o Identify number of passengers in transit.
- o Determine if passengers can be transported to final destination or if they must be transported elsewhere (per agency policies).

☐ Inform drivers of incident; provide instructions on where to report or if normal operations should be maintained.

☐ Prepare a roster of driver information, including

- o Driver name
- o Driver contact phone number
- o Time contacted
- o Vehicle number or ID
- o Vehicle routing or final location (if remaining in service, or if remaining at a location not owned by agency)
- o Total daily mileage

☐ Determine whether additional drivers/vehicles are needed to maintain normal operations OR whether service must be altered or suspended, depending on scale of incident.

- o Prepare additional vehicles for use (fuel, safety checks, etc,).

☐ Record information message on agency call-in line for employees, public (if applicable).

☐ Begin documenting all actions taken, costs associated, etc.

d. **Sample emergency checklist for first day**

☐ Continue to inform partner agencies and organizations of evolving incident.

☐ Follow the agency EOP.

- o Coordinate with other stakeholders and first responders, as needed.

☐ Agency staff and drivers are notified of activation of EOP, and are instructed to follow pre-determined emergency roles.

☐ Key personnel are contacted via phone/text using agency call list.

☐ Essential staff to EOP are placed on standby.

☐ Appropriate officials report to local EOC/ECC (if activated).

☐ Coordinate with local transit agency/agencies.

☐ Contact and coordinate emergency scheduling needs with contracted staff (drivers, aides, etc.).

☐ Determine appropriate staging areas for equipment and personnel.

☐ Designate emergency pick-up and drop-off locations, as needed.

☐ Determine if customers with assistance needs require evacuation due to the incident.

   o Provide door-to-door service or other transportation according to agency policy.

☐ Immediately fuel vehicles returning to agency lots; ensure fuel is available to vehicles returning to designated staging areas if they are NOT returning to agency lots.

☐ Determine if out-of-service vehicles should be parked in an agency lot or staged at lower-risk locations.

☐ Establish a briefing schedule to keep key staff and management updated on the evolving incident.

☐ Develop a staffing plan for ongoing events.

☐ Assess current back-up power, fuel, and operational needs; determine if additional supplies need to be requested to sustain emergency operations or dispatch.

☐ Begin planning for deactivation, such as what steps should be taken to return the agency to pre-event operating conditions, return drivers to normal schedules, and return vehicles to normal routes, etc.

☐ Continue to document actions taken and their associated costs, and track volunteer or staff time related to the incident.

e. **Sample emergency checklist for extended event**

☐ Continue to communicate with partner agencies and incident command about paratransit operations and needs.

☐ Conduct daily informational briefings with key staff and management.

☐ Follow agency EOP.

   o Coordinate with other stakeholders and first responders, as needed.

   o Coordinate with public health and medical facilities.

☐ Agency staff and drivers are notified of current operational status, routes, staffing schedules.

☐ Agency leadership coordinates with the American Red Cross and sheltering organizations to determine paratransit needs for those in shelters.

☐ Agency leadership determines if key paratransit staff need shelter, and determine if shelter for staff/families can be provided at existing paratransit facilities.

☐ Continue to immediately fuel vehicles returning to agency lots and ensure fuel is available to vehicles returning to designated staging areas if they are NOT returning to agency lots.

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

C. **Field Staff Roles, Responsibilities, Dependencies During Emergencies**
   (Drivers, maintenance team members)

D. **Service Suspension Thresholds**

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

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

E. **Means by Which Customer Emergency Transportation Needs are Satisfied**

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

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

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

G. **Public Information / Accessible Communications**

VI. **Recovery**

    A. Sample Checklist for Recovery

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

    B. Crisis Counseling for Team

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

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

    C. Damage Assessment / Impact / Evaluation

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

a. Injuries: Any work-related injuries should be reported and processed through the agency's insurance provider/compensation program or risk management department.

b. Damages: Any damage to vehicles should be documented according to agency procedures. Include photos and witness statements, as needed. Damage to facilities or equipment should be documented in similar fashion and reported to risk management and insurance provider/insurance pool. Report damage to local EOC/ECC as appropriate, or to local or regional transit oversight agency.

c. Inspection: Following an incident, inventory all facilities, equipment, and associated infrastructure. Report any damage to risk management or insurance according to agency policy.

D. **Cleanup and Salvage Operations**

E. **Business Restoration and Reconstitution**

F. **Finance / Insurance / Reimbursement**

G. **Data Recovery**[5]

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

Emergency Operations Plan Checklist

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

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

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

Agency Roles and Responsibilities

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

Agency Contact List

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

APPENDIX D: MUTUAL AID COOPERATIVE AGREEMENT TEMPLATE

Between [AGENCY]
[AGENCY]
[AGENCY]

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

PURPOSE

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

["Provider's"]'s transit service area is defined as [INSERT SERVICE AREA HERE].

["Recipient's"]'s transit service area is defined as [INSERT SERVICE AREA HERE].

EXECUTION OF AGREEMENT

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

TERM OF AGREEMENT

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

A. The authorized designee of a Party to this Agreement may request emergency personnel (staff, employees, and/or volunteers), equipment, supplies, and/or shelter, in accordance with this Agreement, the Standardized Emergency Management System ("SEMS"), California Code of Regulations, Title 13, §1256 (related to bus safety) [INSERT ADDITIONAL STATE AND LOCAL REGULATIONS AS APPLICABLE HERE]

B. When either party becomes affected by, or is under imminent threat of, an emergency or disaster, it may request emergency-related mutual aid assistance through an authorized representative by submitting a written request, or an oral request followed as soon as practicable by written confirmation, to the other party. Recipient shall not request assistance unless resources available within the stricken area are deemed inadequate. Requests for assistance must be transmitted by an authorized representative of Recipient.

C. Each request for assistance shall provide the following information to the extent known by Recipient:

  i. Local Emergency Declaration(s): Identification of all local entities that have formally declared an emergency.
  ii. Stricken Area and Status: A general description summarizing the condition of the community (e.g., whether disaster or emergency is imminent, in progress, or has already occurred) and of the damage sustained to date.
  iii. Incident Command: Identification of the Incident Commander(s) and the person(s) to which Provider's supervisory personnel will report upon arrival at the designated staging location.
  iv. Request for Assistance: Identification of amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed by Recipient, including:

    1. Services and Infrastructure: Identification of available public services and infrastructure systems in Recipient's geographical limits, if any, as well as identification of those public services and infrastructure systems made unavailable by the emergency and which Recipient is requesting assistance re-establishing.
    2. Facilities: Identification of the type(s) of sites, structures or buildings outside of Recipient's geographical limits being requested to serve as relief centers, shelters, or staging areas for incoming emergency personnel, goods and services.
    3. Length of Deployment: Unless a shorter or longer duration is identified in the initial request for assistance, the normal initial duration of Provider's assistance shall be seven days and may be extended, if necessary, in seven-day increments.
    4. Food, Housing, Self Sufficiency and Travel: Unless Recipient's request for assistance specifies self-sufficient personnel and resources only, Recipient shall be responsible for providing food and housing for Provider's personnel from the time of their arrival at a designated location to the time of their departure. However, Provider's personnel will be, to the greatest extent possible, self-sufficient while working in the emergency or disaster area. Recipient shall be responsible for transportation costs for Provider's personnel traveling to and from the stricken area, subject to the reimbursement provisions of this Agreement.

  v. Communications: Identification of the command structure and contact person(s) therein who will coordinate communications between Provider's personnel and Recipient. Provider shall furnish communications equipment sufficient to maintain internal communications between its own personnel during deployment.

  vi. Rights and Privileges: Assurances that Provider's personnel rendering assistance under the terms of this Agreement shall have the same powers, duties, rights, privileges and immunities incidental to their regular employment or position with Provider.

D. No party is required to provide assistance under this Agreement unless it determines that it has sufficient resources to do so. The parties agree that when an authorized representative of Recipient contacts an authorized representative of Provider, Provider will assess its local emergency response agencies' resources to determine the availability of requested personnel, equipment and other assistance, including the feasibility of deploying the same without advance compensation. Provider agrees to communicate information about the availability of resources to Recipient within approximately [INSERT TIME FRAME] hours, and not later than twenty-four (24) hours, from the initial contact.

E. The parties agree that Provider's personnel, equipment and resources will be under the operational control of Recipient. Direct supervision and control of personnel, equipment and resources shall remain with Provider's designated supervisory personnel and Recipient shall advise Provider's supervisory personnel of the work tasks to be assigned to Provider's personnel. While deployed under the terms of this Agreement, the responsibilities of Provider's supervisory personnel shall include: maintaining daily time records, material records, and logs of equipment hours; overseeing the use, operation and maintenance of Provider's equipment and other resources; and regularly reporting to ICS about progress made and/or set-backs encountered.

F. The parties agree that Provider's personnel and other resources shall remain subject to recall at any time. Provider shall give Recipient at least twenty-four (24) hours advance notification of its intent to withdraw personnel or resources. If such notice is not practicable, Provider shall give Recipient the most immediate and earliest possible notice of the recall.

G. Unless otherwise agreed upon by Recipient and Provider, the terms and conditions governing reimbursement for assistance provided under this Agreement shall be in accordance with the following provisions:

   i. Personnel: During the period of assistance, Provider shall continue to pay its employees according to its prevailing ordinances, rules, and regulations. Recipient shall reimburse Provider for all direct and indirect payroll costs and actual expenses (including travel expenses, benefits, and workers' compensation premiums, claims and expenses) attributed to, and incurred as a result of, providing assistance to Recipient.

   ii. Equipment: Provider shall be reimbursed by Recipient for the use of its equipment during the period of assistance according to the lesser of, 1) the rates established by the rules of the [INSERT LOCAL OVERSIGHT AGENCY]; 2) the rates established by the regulations of the Federal Emergency Management Agency; or 3) the actual replacement, operation, and maintenance expenses incurred by Provider. Each party shall maintain its own equipment in safe and operational condition. At the request of Provider, fuels, miscellaneous supplies, and minor repairs may be provided by Recipient, if practical. If

   iii. Materials and Supplies. Provider shall be reimbursed for all materials and supplies furnished by it and used or damaged during the period of assistance, except for the costs of equipment, fuel, maintenance materials, labor and supplies, which shall be included in the equipment rates established above. No reimbursement may be sought for materials or supplies damaged by the gross negligence or willful and wanton misconduct of Provider's personnel.

   iv. Record Keeping: Provider shall maintain records and submit invoices for reimbursement to Recipient in accordance with existing policies and practices.

   v. Federal or State Aid: Recipient's duty to reimburse Provider for its assistance is in no way contingent upon the availability of federal or state aid nor Recipient's receipt of the same.

H. Unless otherwise agreed upon by Recipient and Provider, it is agreed that each party shall be individually responsible for providing insurance coverage in accordance with each party's established policies for unemployment, workers' compensation coverage, automobile liability, general liability and other coverages.

I. Each party to this Agreement shall assume the risk of any liability arising from its own actions or omissions or the actions or omissions of its employees and agents at all times. Neither party agrees to insure, defend, or indemnify the other. To the extent a party does not maintain the proper levels

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

APPLICABLE LAW

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

AMENDMENTS

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

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

[INSERT SIGNATURE BLOCKS HERE]

END SAMPLE AGREEMENT

APPENDIX E: EMERGENCY NOTIFICATION TOOLS

Sample Notification Process

SAMPLE NOTIFICATION PROCESS			
Emergency Situation	**Who to Contact**	**How to Contact**	**When to Contact**
Simple Event Requiring routine assistance from supporting departments	▪ Paratransit general manager ▪ Operators, contractors ▪ Safety officer	Email, phone call, text message	Within 30 minutes to one hour of incident
Complex Event Large-scale Event requiring multiple departments to assist; possible DOC activation	▪ Paratransit director ▪ Safety officer ▪ Internal staff ▪ Contracted personnel ▪ Off-duty personnel ▪ Emergency response partners ▪ Customers ▪ Media (may be handled by transit agency or DOC, if activated) ▪ Community partners	Email, phone call text message	Immediately – less than 30 minutes after incident

Employee Family Notification

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

APPENDIX F: CAPABILITIES CHECKLIST

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

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

Addressed	Not Addressed	N/A	**Surge Capacity**
			Formal policies exist regarding essential paratransit staff/contracted drivers' responsibility to report to work during emergency response activities.
			A mechanism exists to identify paratransit drivers' availability to report to work during emergency response activities.
			Management has developed strategies to sustain paratransit emergency response operations as long as necessary (including driver relief).
			Management has developed contingency plans to augment paratransit staff drivers during emergency response and recovery operations.
			Emergency plans address the possibility of emergency management and first responders operating paratransit vehicles during community emergency response and recovery.
			Non-paratransit personnel are trained to operate paratransit vehicles, including wheelchair lifts and securement, as necessary.
2. TRAINING – PARATRANSIT ACTIVITY			
Addressed	Not Addressed	N/A	**National Incident Management System (NIMS) Compliance**
			Essential personnel are trained on NIMS and ICS.
Addressed	Not Addressed	N/A	**Emergency Preparedness Training**
			Personnel are trained on their roles and responsibilities when responding to community emergencies.
Addressed	Not Addressed	N/A	**Personal and Family Preparedness**
			Personnel are trained in personal and family emergency preparedness.

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

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

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

APPENDIX G: INVENTORY CHECKLISTS

Vehicle Inventory

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

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

Emergency Safety Supply Inventory

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX H: TRAINING CHECKLIST

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

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

APPENDIX I: PUBLIC INFORMATION TOOLS

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

Critical Transportation Information Accessibility and the Law

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

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

Notifying the Public of Rights Under Title VI

THE CITY OF USA

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

---

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

People First language

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

EXAMPLES OF PEOPLE FIRST LANGUAGE

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

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

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

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

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

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

Sample Holding Statement

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

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

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

Generic Responses

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

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

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

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

Hazard-Specific Responses

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

GENERIC MESSAGE

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

ACTIVE SHOOTER

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

BIOLOGICAL THREAT

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

Earthquake

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

FLOODING

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

WILDFIRE

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

APPENDIX J: REFERENCES

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

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

A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action

(FEMA)

Alerting the Whole Community – People with Disabilities and Others with Access and Functional Needs

(FEMA)

Americans with Disabilities Act

Americans with Disabilities Act Best Practices Toolkit for State and Local Governments (ADA)

American Foundation for the Blind

General Effective Communication Requirements Under Title II of the Americans with Disabilities Act

(CAL OES)

People-First Language (disabilityisnatural.com)

Web Content Accessibility Guidelines 2.0) (W3C.com)

PDF Accessibility (webaim.org)

PDF File 508 Compliance Checklists, U.S. Department of Health and Human Services

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

508 Accessible Videos – Use a 508-Compliant Video Player (Digital.gov)

10 YouTube Fundamentals: Accessibility (youtube.com)

Speech-to-Speech Relay Service, Federal Communications Commission (fcc.gov)

Internet Protocol (IP) Captioned Telephone Service, Federal Communications Commission (fcc.gov)

Screen Readers and Screen Magnifiers, American Foundation for the Blind (afb.org)

Duxbury Braille Translation Services (duxburysystems.com)

Federal Plain Language Guidance (plainlanguage.gov)

Information and Communication Technology (ICT) Standards and Guidelines (access-board.gov)

DRAFT

EOC REFERENCE GUIDE

FOR BAY AREA PARATRANSIT OPERATORS

October 2019

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INTRODUCTION

During critical incidents, communication and coordination are essential, but also can be challenging. During emergencies the Bay Area counties may activate their Emergency Operations Centers (EOC) – bringing together representatives from the various agencies and departments needed to effectively manage the emergency. County departments and quasi-governmental agencies may also activate a Departmental Emergency Operations Center (DOC). This *EOC Reference Guide* is designed to help paratransit managers organize their DOCs to better manage the chaos of accidents, major emergencies and disasters.
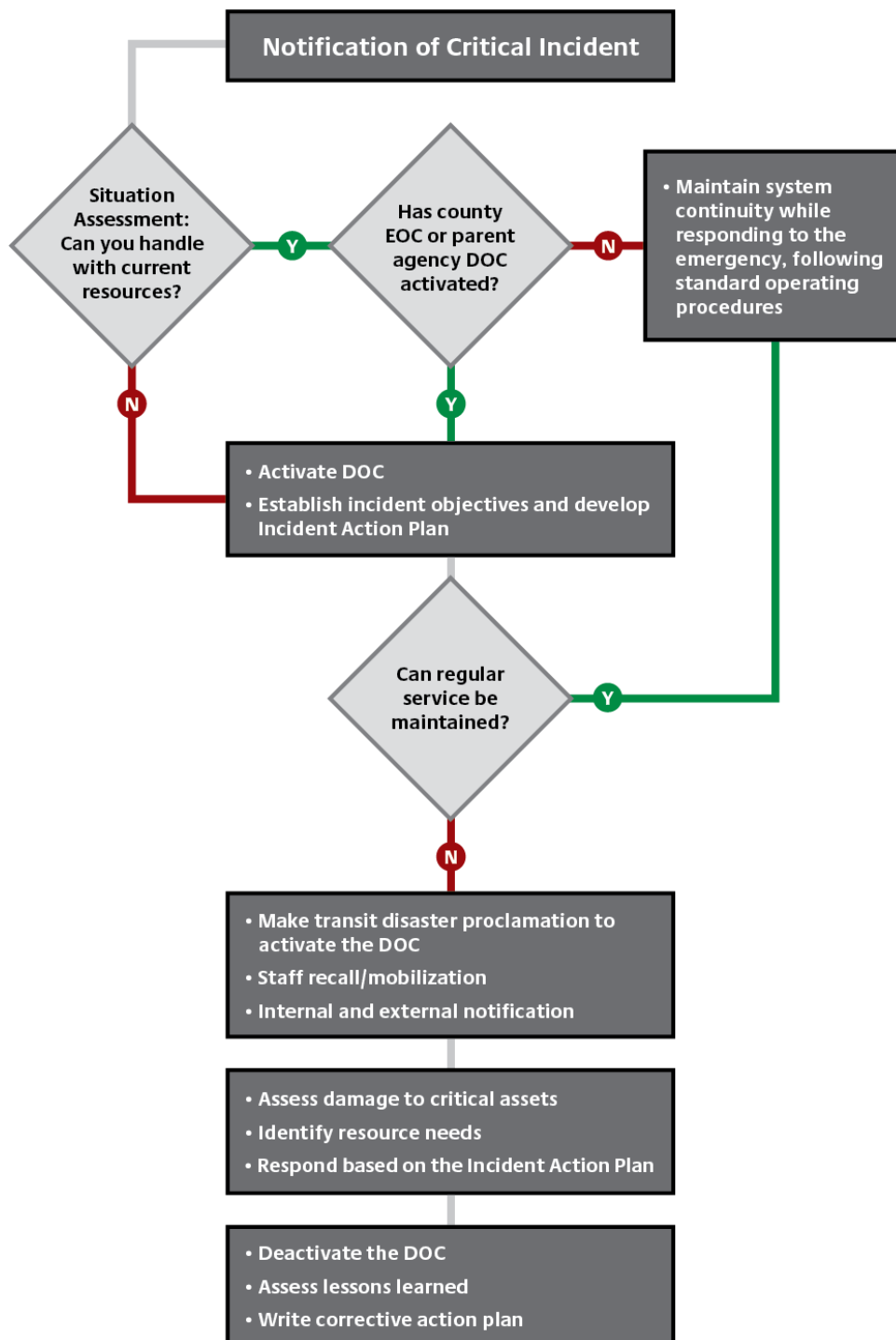
This document was developed by the Bay Area UASI as part of the 2019 Critical Transportation Project. For questions on the Critical Transportation project please contact:

Corinne Bartshire, AICP, CFM
Bay Area Urban Areas Security Initiative (UASI)
Corinne.bartshire@sfgov.org
415-353-5234

ACTIVATION – THE FIRST 5 MINUTES

Step 1.   Take a deep breath and compose yourself

Step 2.   Assess what is known about the emergency/disaster situation

Step 3.   Provide guidance for immediate life-safety needs

Step 4.   Review the Emergency Response Flow Chart to quickly identify immediate action steps

Step 5.   Identify critical resource needs

Step 6.   Establish emergency activation level

Step 7.   Notify essential emergency response personnel

EMERGENCY RESPONSE FLOW CHART

Notification of Critical Incident

Situation Assessment: Can you handle with current resources? —Y→ **Has county EOC or parent agency DOC activated?** —N→ • Maintain system continuity while responding to the emergency, following standard operating procedures

Situation Assessment —N→

Has county EOC or parent agency DOC activated? —Y→

• Activate DOC
• Establish incident objectives and develop Incident Action Plan

Can regular service be maintained? —Y→

Can regular service be maintained? —N→

• Make transit disaster proclamation to activate the DOC
• Staff recall/mobilization
• Internal and external notification

• Assess damage to critical assets
• Identify resource needs
• Respond based on the Incident Action Plan

• Deactivate the DOC
• Assess lessons learned
• Write corrective action plan

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EMERGENCY NOTIFICATIONS

Determine who should be notified, based on emergency size and scope:

☐ Operations Manager

☐ Executive Director

☐ legal council

☐ On-duty personnel

☐ Off-duty personnel

☐ Board of Directors

☐ County Office of Emergency Services

☐ Riders

☐ General public

☐ The media

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EMERGENCY SUPPLIES

Identify needed resource and supplies. This may include:

- Your agency's Emergency Operations Plan
- Incident Action Plans for other responding agencies (if available)
- Vests, name tags, and task lists for each DOC position
- Up-to-date phone list for staff and partner agencies
- Status board for vehicles, drivers in service, out of service and on standby
- Large format laminated ICS forms to post on the walls of the DOC
- Large, laminated wall maps of the region
- Communications devices, including alternate source for Internet connection
- Computers, laptops, tablets
- Basic office supplies: clipboards, sticky notes, pens, tape, paper, stapler, etc.
- Flip charts, easels, markers, white boards, dry erase markers
- PPE – safety vests, hard hats, work boots, coveralls, breathing protection, gloves, goggles
- Food, water, and personal hygiene products for DOC staff (hand sanitizer, tissues, toilet paper, etc.)
- Backup generator to power DOC, dispatch, reservations, and other essential functions
- Batteries, power packs, cell phone chargers and other power supplies for all electronic equipment
- Landline phones and headsets
- Crank radio, AM/FM radio and NOAA weather radio
- Push-to-talk radios
- Television sets
- Other communications equipment such as fax machine, printers
- Flashlights, glow sticks
- First Aid supplies
- Blankets, rope, duct tape, fire extinguishers, spill kits, tarps, water purification tablets, whistles, crowbars, and shovels

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CRITICAL FACILITIES

For operational continuity, identify back-up locations/facilities for essential operations.

Purpose – Location	Primary/status	Alternate #1	Alternate #2
Fueling			
Maintenance			
Secure vehicle storage/parking			
Call Center			
DOC			
Certification Center			
Staging for emergency ops			

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FACILITY INSPECTION CHECKLIST

To be conducted quarterly + immediately following any major emergency/disaster.

General/Office Facilities	Yes	No	N/A	Comment:
Floors clean and free of clutter				
Walls and ceilings appear to be structurally sound and free of cracks				
Windows are intact and free of cracks				
Restrooms are clean and sanitary				
Plumbing fixtures functioning properly				
Tables and chairs in working condition				
Exits properly marked				
Stairwells with handrails, treads and free of debris				
Evacuation instructions posted				
Shelter in place procedures posted				
Required OSHA materials posted				
Yard	**Yes**	**No**	**N/A**	**Comment:**
Integrity of perimeter fencing is secure				
Traffic areas are free of rubbish and debris				
Parking areas in good repair and free of trip hazards				
Landscaping properly trimmed back/maintained				
Fuel hose hung properly				
Fuel nozzle trigger locks removed				
Fuel island has spill kit available				

Maintenance Area	Yes	No	N/A	Comment:
Overall cleanliness of facility meets standards				
Floors free oil spills/slick spots				
Maintenance personnel wearing eye protection				
Maintenance personnel wearing proper footwear				
Inventory properly stored and organized				
Waste area(s) clean and orderly				
Aerosol cans and paints stored in fireproof cabinets				
Oily rags disposed of in covered metal waste cans				
Storage drums covered and labeled				
PPE available for visitors				
Shop lights operational				
Drop lights clean, serviceable, and properly stored				
First aid kit stocked and available				
Eyewash station installed and functioning				
Tools and Equipment	**Yes**	**No**	**N/A**	**Comment:**
Air / water hoses clean, free of defects and properly stored				
Batteries secured and stored with secondary containment				
Tires and wheels secured				
Vehicle lifts in good condition				
Vehicle wash area clean and organized				
Fire extinguishers with current inspection available				
Safety Management Practices	**Yes**	**No**	**N/A**	**Comment:**
Safety training program is documented, and concordant with contract requirements				
Accident Log is current				
Safety meeting attendance documented				

Inspected by: _____   **Date:** _____

Signature: _____

DOC POSITION CHECKLISTS

Paratransit should activate their DOC when an emergency occurs that requires coordinated interdepartmental response to reduce injuries/fatalities, protect property, and maintain or restore operational continuity. The checklists in this Section offer helpful reminders on essential tasks to be performed by the DOC staff during emergencies. Following is a NIMS-compliant organizational structure for a paratransit DOC.
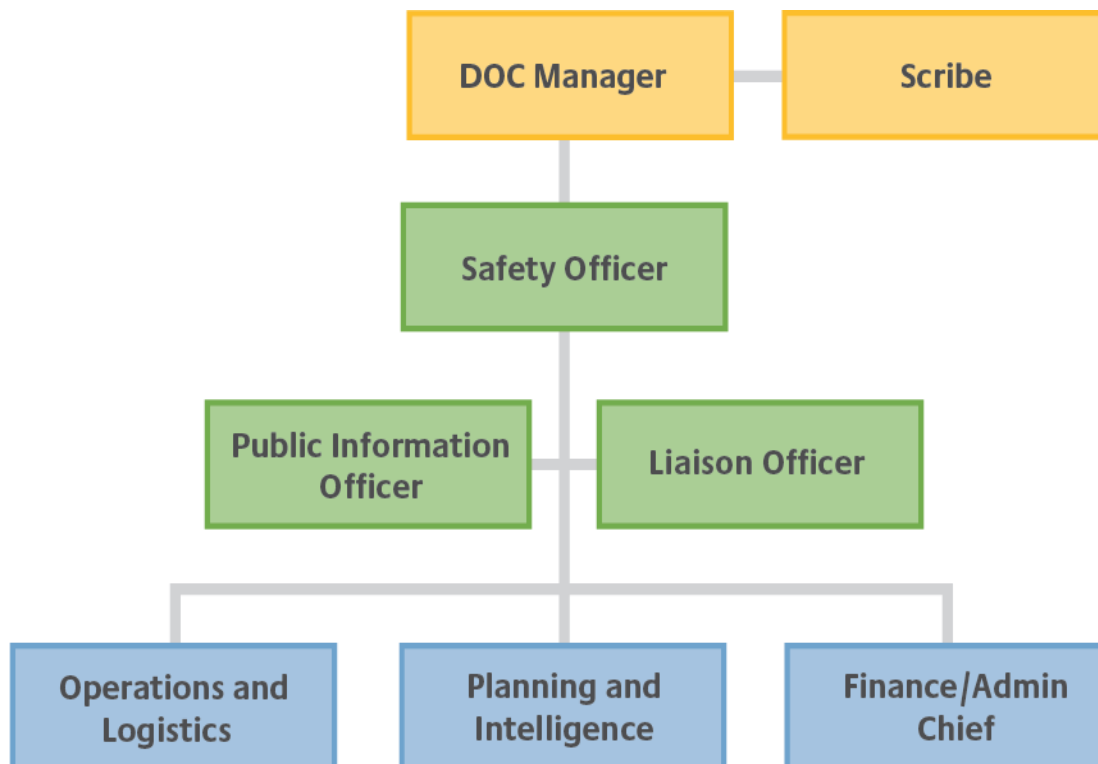
DOC Manager Checklist

PROCEDURES	TIME
1. Receive notice of an incident • The executive director (or lead person on duty), is informed of the emergency by operations staff, paratransit agencies service contractor, or a partner agency.	In first 5 minutes
2. Utilize Emergency Operations Plan to guide response actions • Based on regional planning guidance for paratransit, your EOP should include emergency response strategies, contact lists, ICS and SEMS-compliant forms for documentation, and other resources.	In first 5 minutes
3. Collect information on the incident • ICS 209 form – Incident Status Summary – is used to document incident key events; impacts to people, equipment, and facilities; and immediate response actions and plans. • If you do not have ICS Form 209 available, take notes on any paper and complete the ICS form as soon as practical.	In first 5 minutes
4. Document actions and activities • ICS form 214 – Activity Log – is used to track notable work activities and to document initial incident impacts.	In first 5 minutes
5. Prepare to brief incoming personnel • ICS form 201 – Incident Briefing Form – documents current incident operations, current/planned response actions, and resource requests.	In first 15 minutes
6. Organize initial briefing with members of the DOC • Organize a call or in-person meeting with essential personnel, which may include: ○ Members of the DOC team ○ Representative(s) from your service contractor ○ Representative(s) from County OES ○ Other partner agencies as may be helpful	In the first 30 minutes

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7. Facilitate initial briefing • Nature of the incident • Current and anticipated impacts on staff, riders, the general public, equipment, facilities • Resources deployed/actions taken • Planned response actions/resourced needed • Assignment of responsibility and authority for planned response actions • Schedule for next briefing	In the first 30 minutes
8. Activate and staff DOC to the level appropriate to the emergency • Follow your emergency declaration process to secure authority for response actions • Use your DOC Mobilization Roster to notify DOC staff to report to the DOC (in person or virtually) • Assign roles and responsibilities for DOC staff, who will report to the DOC manager for the duration of the emergency activation • Document staffing plan using ICS 203 Staffing Assignment Form. • Ask Planning and Intelligence Chief to begin developing an Incident Status Summary – ICS 209. This form documents significant events; current conditions; impacts on people, equipment and facilities; and actions taken and planned • Notify staff and partner agencies regarding the activation, impact on service continuity, and anticipated duration of emergency activation	In the first 30 minutes
9. Maintain staff accountability • Ensure that DOC staff sign in when they arrive, and sign out when leaving the facility • Work with admin to ensure accountability of all personnel	In the first 30 minutes
10. Manage risks • Work with DOC Safety Officer and/or first responders to assess safety of equipment, facilities, and operating environment	In the first 30 minutes
11. Oversee emergency response activities • Brief arriving DOC staff on incident (ICS 201: Incident Briefing Form)	In the first 30 minutes and ongoing

• Ensure that DOC personnel understand their roles/responsibilities • Ensure that DOC staff keep a log of their activities (ICS 214: Activity Log)	
12. Manage internal and external communications • Work with DOC Public Information Officer, Liaison Officer and Admin Chief to notify on-duty personnel, off-duty personnel, partner agencies, riders and the public and the media about the incident • Messaging – work with the DOC PIO to develop incident information. This should focus on what happened, what is being done to manage the crisis, and what it means to the recipient of the message.	In the first hour

13. **Develop Incident Action Plan based on Incident Objectives**
 	
• Objective #1: Ensure the safety of employees and contractors.
  o On-duty personnel
  o Off-duty personnel
  o Contractor personnel
 	
• Objective #2: Ensure the safety of riders.
  o Determine status of passengers in service
  o Obtain manifest of ADA riders anticipating pick-up during current operational period
 	
• Objective #3: Assess the ability to maintain service.
  o Status of equipment
  o Safety of operating environment
  o Status of fueling stations
  o Status of maintenance facility
  o Building safety/security
 	
• Objective #4: Share incident action plan with key stakeholders.
  o Internal stakeholders (e.g. DOC staff, board chair, floor captains, essential contractor staff)
  o External stakeholders (e.g. riders, partner agencies, general public)
	In the first hour

14. Conduct periodic DOC briefings
Establish a regular briefing schedule. In general, briefings every 2 hours are recommended during the first operational period, and every 8-12 hours thereafter. Briefings should cover:
  o Nature of the incident
  o Current and anticipated impacts on staff, riders, the general public, equipment, facilities
  o Resources deployed/actions taken
  o Planned response actions/resourced needed
  o Assignment of responsibility and authority for planned response actions
  o Time for next briefing
	In the first hour, and periodically as dictated by the incident

15. Plan for transition to recovery • Work with DOC staff to determine when it may be appropriate to transition from emergency response to emergency recovery.	During the first operational period, and each thereafter
16. Plan for extended emergency operations • If an emergency extends beyond normal shift hours care must be taken to manage fatigue • Develop a rotation schedule of staffing when more than one operational period becomes necessary • Provide for adequate food, water and rest for all personnel • Establish a shift and rotation schedule if incident is expected to run longer than one operational period • Adjust operational periods and staffing as appropriate for workflow and response	During each operational period
17. Conduct damage assessment • Work with DOC Finance/Admin chief to gather and organize all ICS forms, notes, hours worked, list of supplies used, and photo documentation • Assess disaster-related damage to facilities and equipment • Work with insurance adjuster(s) on restitution of disaster-damaged property • Work with Agency Liaison to identify desired forms and formats for potential state/federal assistance	In the Recovery Phase
18. Transition to Recovery • Reduce DOC staffing as appropriate • Resume normal operations as you are able	In the Recovery Phase

19. Facilitate After Action Analysis • Before deactivating the DOC, gather input from DOC staff on strengths, weaknesses, and areas for improvement during emergency response and recovery • Assign development of an After-Action Report and Corrective Action Plan based on lessons learned • Assign updates to the emergency plan, job aids, and training to improve response to emergencies in the future	DOC Deactivation
20. Deactivate and demobilize the DOC • Suspend the paratransit emergency proclamation to formally suspend emergency operations. • Communicate with internal and external audiences regarding deactivation. • Identify single point of contact who will continue to coordinate with local emergency management and partner agencies regarding the emergency on a limited, yet ongoing, basis.	DOC Deactivation
Supplies:	• Emergency Operations Plan • Emergency contact lists • DOC Manager vest and credentials • PPE including safety vest, hard hat, work boots, coveralls, breathing protection • ICS Forms 201, 209, 214, 215 • Office supplies • Communications equipment

Safety Officer Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	- Promote awareness of hazards and threats with DOC staff, management, supervisors and frontline staff - Ensure that safety procedures and safe work practices continue to be followed during emergency response and recovery - Inspect and assess safety and security of critical facilities - Order cessation or modification of operations when health or safety concerns arise - Order, supervise and monitor evacuation of facilities as necessary - Order, supervise and monitor facility lock down and shelter in place orders - Oversee shutdown of gas, power, and water as required - Investigate accidents and incidents as required
Supplies:	- Emergency Operations Plan - Emergency contact lists - Safety Officer vest and credentials - PPE including safety vest, hard hat, work boots, coveralls, breathing protection - ICS Forms 201, 209, 214, 215 - Office supplies - Communications equipment

Public Information Officer (PIO) Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	- In coordination with the DOC Manager, develop messaging strategy that supports emergency operations and promotes public safety - Use pre-scripted emergency messages to develop talking points regarding what happened, what you are doing about it, and what it means - Adapt talking points to various audiences: customer service, drivers, maintenance, administration, board members, riders, partner agencies, the general public - Obtain approval from DOC Manager/Incident Commander for public information prior to release. Coordinate public information with fixed-route communications manager and county PIO as appropriate. - Update recorded voice message on customer service line(s) - Update website with current emergency information - Update social media posts with relevant approved emergency information - Respond to media inquiries providing current approved information on background, and scheduling interviews with agency leadership and subject matter experts - Participate in the county Joint Information Center (JIC), if the JIC(s) is activated
Supplies:	- Emergency Operations Plan - Crisis Communications Plan - Public Information Officer vest and credentials - PPE including safety vest, hard hat, work boots, coveralls, breathing protection - ICS Forms 201, 209, 214 - Pre-scripted emergency messages - News release template - Passwords to update phone messaging systems, website, and social media accounts - Media contact lists - Laptop, portable printer and peripherals - Cell phone(s) and extra battery or power pack resupply

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Liaison Officer Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	- Participate in EOC and DOC briefings and updates - Share essential situational updates with DOC Manager - Provide updates to partner agencies on paratransit capabilities, limitations, and resource needs - Update partner agencies regarding service disruptions, modifications, cancellations, and emergency response operations - Manage inquiries from family members of injured passengers and/or employees - Serve as subject matter expert as requested by DOC Manager.
Supplies:	- Emergency Operations Plan - Interagency contact lists - Agency Liaison vest and credentials - ICS Forms 201, 209, 214 - Approved emergency messages, talking points, news releases and situation reports - Laptop - Cell phone and extra battery resupply

Scribe Checklist

Reports to:	DOC Manager
Location:	Physical location of DOC Manager
Key Responsibilities	- Document date, time and location of key decisions made, and actions taken during emergency response and recovery - Provide written background on complicated and potentially contentious decisions - Document date, time and nature of mutual aid requests and orders received from partner agencies - Videotape DOC briefings, news conferences, and other public meetings involving your agency
Supplies:	- Emergency Operations Plan - Scribe vest and credentials - ICS Forms 201, 209, 214 - Paper, pens and pencils - Laptop that has been mapped to a printer - Small tape recorder with long battery life - Video camera and stand

Operations & Logistics Chief Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	• Gather situational updates from dispatch, road supervisors, drivers, and other field personnel regarding current conditions, injuries, damage to equipment and/or facilities, hazards and threats, observed emergency response activities, and resource needs • Assess operational capacity vis-à-vis operational continuity and meeting incident objectives • Utilize display boards, activity logs, or other appropriate recordkeeping to track staff and vehicles deployed and resources available to maintain service and support incident response • Track resource requests and resources available through mutual aid with partner agencies • Track availability of fuel, parts, and essential supplies • Secure food, water, sanitation services, and other supplies essential to sustained operations • Report resource needs and resource availability to DOC command staff • Assign Branch Directors as needed to sustain operations and respond to the emergency. Examples include fueling and staging branch, evacuation and reentry branch, facilities management branch, etc. • Provide situational updates to DOC Planning and Intelligence Chief • Ensure that field staff complete documentation needed by Finance/Admin to track costs and seek restitution
Supplies:	• Emergency Operations Plan • Contact info for DOC Command Staff • Contact info contracted service provider leadership • Operations Chief vest and credentials • ICS Forms 201, 209, 214, 215 • Inventory of fleet and facilities • Cell phone and extra battery resupply • Contact info for DOC section chiefs

Planning Section Chief Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	- Maintain a chronological incident log with sufficient detail to support reporting requirements - In coordination with Finance/Admin, maintain check-in and demobilization log documenting the arrival/check-in and check-out of all DOC staff and equipment - In coordination with the DOC Manager, develop an incident action plan (IAP) for paratransit for each operational period - Develop Situation Reports (SitReps) at the end of each operational period - Copy and distribute IAPs and SitReps to DOC staff - Work with DOC Manager and Liaison Officer to share SitReps and IAPs with other appropriate stakeholders - Compile After Action Report (AAR) following demobilization of the DOC - Maintain all IAPs, SitReps and AAR from the incident
Supplies:	- Emergency Operations Plan - Contact info for DOC section chiefs - Planning Chief vest and credentials - ICS Forms 201, 209, 214 - IAP template - SitRep template - AAR template - Laptop mapped to a printer

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Finance/Admin Chief Checklist

Reports to:	DOC Manager
Location:	Virtual or Physical DOC
Key Responsibilities	- Establish financial guidelines, policies, and limitations for emergency response operations in coordination with DOC Manager and legal counsel. - Determine whether agreements/contracts are in place to support emergency response and develop such agreements as necessary. - Purchase emergency equipment and supplies requested by Operations/Logistics Section Chief and approved by the DOC Manager. - Ensure that all paratransit personnel track time for emergency response including times worked, locations, rates, names and contact details - Document all miles, hours, essential repairs, and other emergency-related costs -- including locations where equipment was used, times/hours used, and rates. Ensure that such costs are differentiated from normal day-to-day operating costs. - Document the cost of materials and supplies purchased or rented for emergency response and emergency protective measures. - Work with Operations/Logistics Chief to ensure that emergency response personnel complete damage assessment forms accurately calculate emergency-related expenditures. - Work with partner agencies, through Liaison Officer, to determine reimbursement options and requirements for disaster-related expenses. - Prepare and maintain a list of outside vendors and partner agencies able to assist when normal operations are interrupted. - Prepare and maintain contingency contracts and MOUs with partners able to provide emergency supplies and services.
Supplies:	- Emergency Operations Plan - Emergency vendor contact list and related agreements - Finance/Admin Chief vest and credentials

	- ICS Forms 201, 209, 214 - Petty cash, credit cards, purchase order/acquisition forms - Queries and systems to pull current manifests. - Laptop with necessary bookkeeping software

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EMERGENCY RESPONSE FORMS

This section is reserved for the various forms needed in the DOC and for emergency information considered to be of a more sensitive nature.

- Incident Briefing Form (ICS 201)

- Organizational Assignment List (ICS 203)

- Incident Status Summary (ICS 209)

- Activity Log (ICS 214)

- IAP Safety Plan Analysis (ICS 215)

- Incident Action Plan (IAP) Worksheet

- After Action Worksheet (AAR)

- DOC Mobilization Roster

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INCIDENT BRIEFING FORM (ICS 201)

EMERGENCY NAME:	DATE/TIME (form completed):
TEAM MEMBER (completing form): Position / Title:	LOCATION (of emergency):

Map/Sketch (Attach map showing total area of operations and other graphics depicting situational status and resource assignment):

Situation Summary (potential health and safety hazards and protection measures)

Current and Planned Actions, Strategies, and Tactics:

Time	Actions

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ICS201 – INCIDENT BRIEFING FORM (CON'T)

Resource Summary:				
Resource	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)

Prepared by:	Position/Title:	Signature:

ORGANIZATIONAL ASSIGNMENT LIST (ICS 203)

Emergency name:	Date Prepared:	Operational Period:
DOC Manager [Name]:	Incident Commander (Name):	

PERSONNEL ASSIGNED		
Position	**Name**	**Contact Information**
DOC Manager		
Safety Officer		
Public Information Officer		
Scribe		
Operations/Logistics Chief		
Planning Chief		
Finance/Administration Chief		
Other: (Title)		
Other: (Title)		

INCIDENT STATUS SUMMARY (ICS 209)

EMERGENCY NAME:	DATE/TIME (form completed):
TEAM MEMBER (completing form):	LOCATION (of emergency):

Weather Concerns (current and forecasted):

Significant Events (including date/time crisis occurred & other info for determining next steps):

Paratransit Response Strategies and Actions:

Status of Facilities (include if area is secured)

Status of Service

Casualties/Injuries:			Status	
# INJURIES	**Staff**	**Riders**		
# FATALITIES	**Staff**	**Riders**		
# MISSING	**Staff**	**Riders**		

Status of Community	Status of Partner Agencies

ORGANIZATIONS INVOLVED IN RESPONSE (note if the organization is on-scene)

Responders/Government Agencies	Partner Agencies	Media presence

Planned Actions for next Operational Period

ACTIVITY LOG (ICS 214)

EMERGENCY NAME:	LOCATION (of emergency):		
TEAM MEMBER (completing form):	Date From: _____ Date To: _____ Time From: _____ Time To: _____		
Date/Time	Notable events, activities, findings. Attach photos of damages et al.		
Prepared by:	Position/Title:	Signature:	

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IAP SAFETY PLAN ANALYSIS (ICS 215A)

1. Incident Name:	2. Incident Number:

3. Date/Time Prepared: Date: Time:	4. Operational Period: Date From: Date To: Time From: Time To:

5. Incident Area	6. Hazards/Risks	7. Mitigations

8. Prepared by (Safety Officer)**:** Name: _____ Signature: _____

Prepared by (Operations Section Chief)**:** Name: _____ Signature: _____

ICS 215A | Date/Time: _____

AFTER ACTION WORKSHEET (AAR)

The DOC Manager and Planning Section Chief may use this worksheet to gather feedback from team members for after action analysis. All team members should participate in the evaluation, which is led by the DOC Manager or designee.

After-Action Report Worksheet	
DATE/TIME completed:	By:
EMERGENCY NAME and DATE:	
Date of DOC Deactivation:	
Questions to elicit input/feedback	
1. List the top 3 or more strengths of the response.	
2. List the top 3 or more areas that need improvement for future response.	
3. Identify the corrective actions that should be taken to address the issues listed as areas that need improvement. For each corrective action, indicate a priority level (e.g., high, medium, or low).	
4. Who should be assigned responsibility for each corrective action?	
5. What is the deadline for completing the corrective action?	
6. List the applicable equipment, training, plans, and procedures that should be reviewed, revised, or developed. (Indicate a priority level for each.)	
[add other questions specific to the response efforts.]	

DOC ROSTER

Review, update and replace this roster every six months or whenever changes occur.

Title	Name/Title	Office + Cell	Email
DOC Manager			
Safety Officer			
Public Information			
Liaison Officer			
Scribe			
Operations/Logistics Chief			
Planning/Intelligence Chief			
Finance/Admin Chief			
IT Coordinator			
Other			
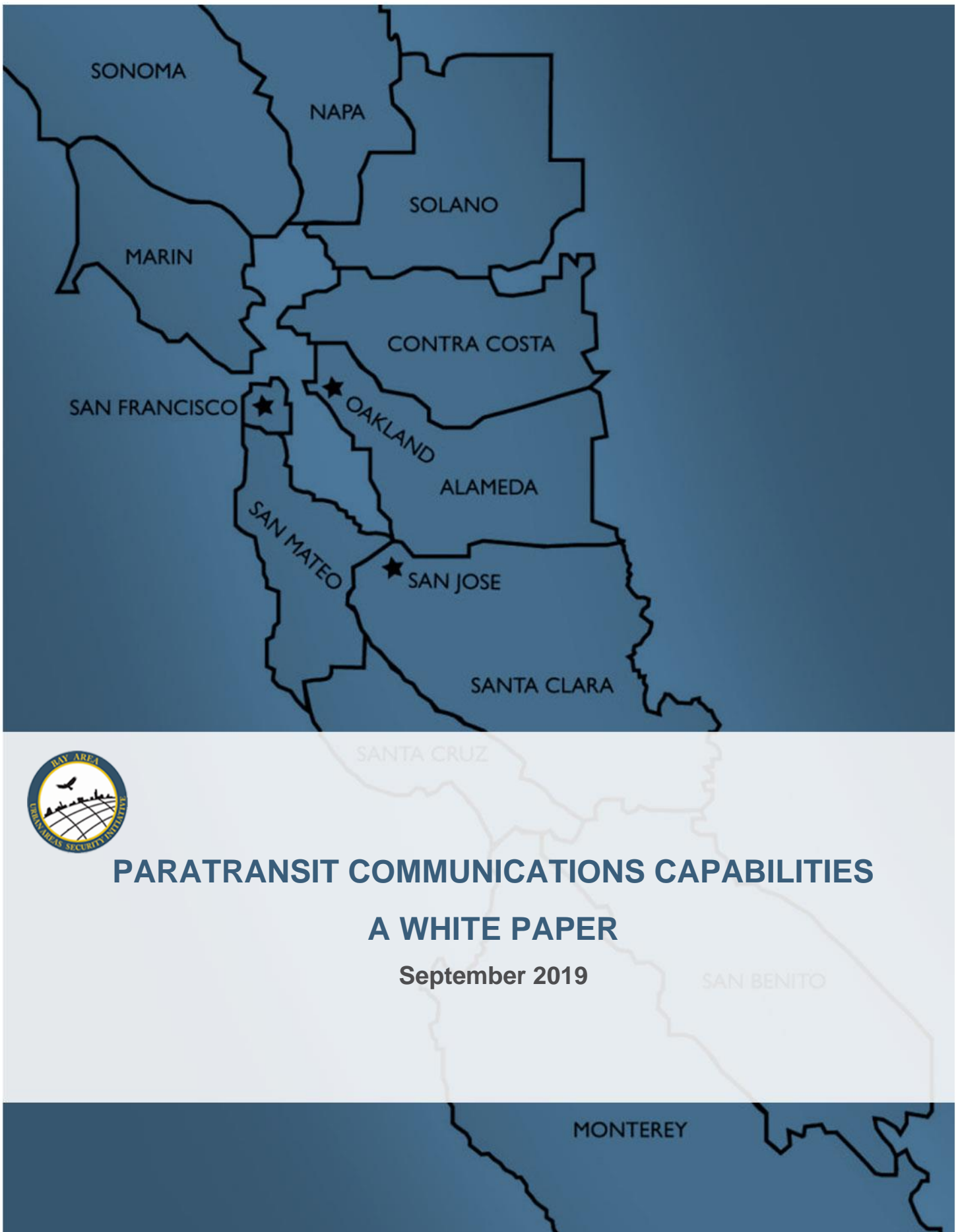
PARATRANSIT COMMUNICATIONS CAPABILITIES

A WHITE PAPER

September 2019

TABLE OF CONTENTS

OVERVIEW

The purpose of this White Paper is to:

1) Summarize the main technical communications configurations for paratransit agencies in the Bay Area and associated challenges that arise from inadequate communications and lack of redundancies;

2) Describe the vulnerabilities to technical communications systems used by paratransit agencies, particularly when they are not interoperable with other paratransit providers and first responders;

3) Offer possible solutions for consideration, based on best practices and options to link into the appropriate interoperable communications area.

This White Paper acknowledges that the presence or lack of mutual aid agreements, memoranda of understanding (MOUs), and policies/plans/procedures that directly impacts critical communications capabilities and in turn, a paratransit agency's effectiveness to respond readily and efficiently during disasters. While in some instances, gaps may be addressed with the addition or upgrade of equipment and physical infrastructure, there also are opportunities where gaps can be addressed and existing regional assets can be leveraged through the development and institution of policies/plans/procedures, and agency-to-agency agreements related to critical communications capabilities.

As a point of clarification, this White Paper speaks to technical and logistical communications capabilities to internal stakeholders (within paratransit agencies, among paratransit agencies, with Emergency Operations Center/s, local-state-federal government agencies, and with the first responder community.) It is *not meant* to address external communications and messaging issues to the public at large.

This White Paper focuses on communications capabilities of paratransit agencies serving the Bay Area, including:

- East Bay Paratransit Consortium (EBPC)
- Eastern Contra Costa Transit Authority (ECCTA)
- Livermore Amador Valley Transit Authority (LAVTA)
- Marin Transit
- Napa Vine Transit
- Petaluma Transit
- SamTrans
- Santa Rosa Paratransit
- Soltrans
- Sonoma County Transit
- Union City Paratransit
- Santa Clara County Transportation Authority Paratransit (VTA)
- Western Contra Costa Transit Authority (WestCAT)

Background

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

Paratransit services are operated by public transit agencies, community groups, or non-governmental organizations (NGOs), as well as for-profit private companies and operators. Paratransit services exist throughout the Bay Area and are either complementary paratransit (as required by the ADA), or general public demand-response transportation.

Paratransit service providers have a special role in supporting the mobility of people within their service areas, including people with access and functional needs (AFN), and in fulfilling critical transportation requirements during emergencies. Paratransit's primary responsibility during emergencies is to provide transportation services to existing customers. Generally speaking, the types of paratransit vehicles provided and the degree of flexibility in service delivery is determined by the agency's capabilities and system capacities, including internal communications between an agency's employees (staff and contracted), as well as externally (to other transportation providers, emergency management, and first responders locally and regionally).

Transit and paratransit agencies are critical transportation assets and service providers throughout the Bay Area, during normal operations as well as high-demand periods, such as during unplanned emergency events, both natural and human-caused. These 13 agencies are valuable partners in emergency preparedness, response, and recovery operations across a wide geographic footprint that includes urban, suburban, and rural areas in an 11-county region. However, the disparities in the communications capabilities of these paratransit providers – particularly relative to reliability, redundancy, and interoperability – require careful examination to address vulnerability and service inefficiencies during local and regional emergencies.

The observations and best practices put forth in this White Paper are deliberately consistent with the Federal Emergency Management Agency's (FEMA) National Preparedness Goal (NPG) to "focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of governmental in order to foster better coordination and working relationships."[1] The NPG is capabilities-based and is organized into the five mission areas: (1) Prevention; (2) Protection; (3) Mitigation; (4) Response; and (5) Recovery.

The NPG identifies 32 distinct core capabilities (including critical transportation, operational coordination, and situational awareness and others).

The core capabilities serve as preparedness tools and provide a common language for preparedness activities. These capabilities are highly interdependent and require: the use of existing preparedness networks and activities; coordination of efforts; training and exercise programs; innovation in approach to maximize resources, including emerging technologies; and ensure that the administrative, finance, and logistics systems are in place to support these capabilities.

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[1] US Department of Homeland Security, Federal Emergency Management Agency. National Preparedness Goal, 2nd Edition, 2015.

Table 1: National Preparedness Goal Core Capabilities by Mission Area

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

The Challenge

Emergency responders, supporting agencies, and response partners have long had inadequate and unreliable communications that have compromised their ability to perform mission-critical duties with optimal effectiveness. Responders often have difficulty communicating when adjacent agencies are assigned to different radio bands, use incompatible proprietary systems and infrastructure, and lack adequate standard operating procedures and effective multi-jurisdictional, multi-disciplinary governance structures.

The issue of paratransit critical communications capacity in the Bay Area has arisen in several contexts in recent history. These issues are captured: in the Bay Area UASI Paratransit Toolkit, which identifies critical gaps in paratransit emergency preparedness and provides guidance and multiple resources to support all-hazards emergency planning efforts for both planned and unplanned events; as feedback acquired during two workshops that examined this toolkit and discussed the need for information sharing and mutual aid; and in the development of the Bay Area UASI Paratransit Critical Capabilities Assessment, which examines strengths and identified areas of improvement across all Bay Area paratransit agencies relative to emergency preparedness and response capabilities.

During the recent North Bay fires, an estimated 90 percent of commercial cell towers were knocked out of service. This became problematic for the many paratransit agencies that rely on staff members and contracted drivers using cell phones for communication during both normal and emergency operations.

The need for this White Paper is emphasized by the divergent sizes of paratransit agencies operating in the Bay Area, both publicly and privately operated; the significant differences in geographic service areas and numbers of patrons among agencies; and the variances in fleets, staff depth, and support facilities (including communications capacities). Without predictable, reliable communications capacities that are both internal (from dispatch to and among drivers) and external (to the EOC, other paratransit agencies, and first responders), this critical transportation asset is not being fully leveraged as a vital resource in emergency response and recovery efforts in the Bay Area.

PREVAILING ISSUES

As called out in the Paratransit Critical Capabilities Assessment, Paratransit Toolkit, workshops, and follow-on communications with paratransit agency representatives, following are the prevailing communications capabilities issues that have and could impact the effectiveness of Bay Area paratransit agencies' communications and response capabilities during emergencies, both locally and regionally. They do not necessary appear here in priority order.

1) Currently, the majority of paratransit agencies do not have situational awareness or a common operating picture during emergencies. Situational awareness is enhanced in an environment of reliable communications, both voice and data.

2) Most paratransit service operations are contracted, which means that paratransit drivers are not mandated Disaster Service Workers (DSWs) under California state law. Unaddressed, this can result in a communication (and response) gap between drivers, dispatch, other agencies, and first responders.

3) The Bay Area Transit Operators Mutual Aid Agreement does not directly include paratransit.

4) Many agencies reportedly do not have formal MOUs or MOAs with neighboring transit agencies or vendors. While relationships are important to address gaps related to surge, formal agreements enable all parties to understand expectations, available resources, and roles. This is especially important in the instance of staff turnover, where relationships may not exist, or when cell phone service (on which many drivers rely exclusively) is compromised or overloaded.

5) Protocols and guidance are needed for when paratransit agencies should manage mutual aid vertically – through the local EOC – and when it should be managed laterally, from agency-to-agency. This is of direct relevance to communications and response capabilities, as many agencies' drivers rely on person cell phones as a primary – and often exclusive – communications conduit.

6) Bay Area paratransit agencies do not have a clear process or procedures by which they communicate to gain situational awareness or a common operating picture. Communications need to reliably occur both vertically and laterally to deploy critical transportation assets efficiently and effectively during emergencies.

7) Paratransit and fixed-route transit often do not coordinate their efforts; in an emergency, this could lead to gaps or duplication of effort. Communications capabilities and protocols are key here.

8) Many paratransit agencies rely on staff and drivers (many of whom are contracted) to use personal cell phones serviced by commercial vendors and which rely on cell phone towers that are not hardened, resilient infrastructure. These are vulnerable to earthquakes, fires, and other Bay Area hazards and vulnerabilities.

9) There is an unrealistically heavy reliance on social media and web postings to keep drivers (and customers) apprised of service interruptions, suspension/resumption of service, and schedule changes. While this offers real-time accessibility among patrons, as well as drivers with smart phones and tablets in their vehicles, this means of internal communication can be easily compromised and unavailable during emergencies if communications infrastructure is interrupted, compromised, or overloaded.

10) There are unexplored opportunities to overcome perceived barriers to entry to more reliable modes and means of interoperable communications. A cost-benefit analysis is necessary to evaluate all considerations.

Digital Radio Systems in Bay Area

Following are the digital radio systems in the Bay Area:

- Alameda and Contra Costa County: EBRCSA - East Bay Communications System (EBRCS)
  - Owner/Manager: East Bay Regional Communications System Authority

- Marin County: Marin County is in planning and buildout stage for its P25 system
  - Owner/Manager: Marin Emergency Radio Authority (MERA)

- San Francisco City and County: San Francisco 700 MHz Interoperability System
  - Owner/Manager: San Francisco Department of Emergency Management

- San Mateo County: San Mateo Interoperable Regional Communications System (SMIRC)
  - Owner/Manager: San Mateo Information Services Division

- Santa Clara County: Silicon Valley Regional Communication System (SVRCS)
  - Owner/Manager: SVRIA

Note: Sonoma County is a member of the Bay Area Regional Interoperable Communications Systems Authority (BayRICS), but does not currently have a digital, standards-based system.

Figure 1: Bay Area County Membership in Bay Area UASI and BayRICS
(Note: Areas colored light pink are UASI; dark pink areas are BayRICS.)

THE INTEROPERABILITY CONTINUUM: A NATIONAL BEST PRACTICE

Designed to improve emergency response communications and interoperability, the "Interoperability Continuum" was developed by the US Department of Homeland Security's SAFECOM program as a tool to assist emergency response agencies and policymakers to plan and implement interoperability solutions for data and voice communications. Considered a practitioner-driven approach, the intent of the Interoperability Continuum is to create the capacity for increased levels of interoperability by developing tools, best practices, and methodologies that emergency response agencies can put into effect.

The Interoperability Continuum supports the National Preparedness Strategy and aligns with national frameworks such as the National Response Framework, the National Incident Management System, the National Emergency Communications Plan, and the National Communications Baseline Assessment.
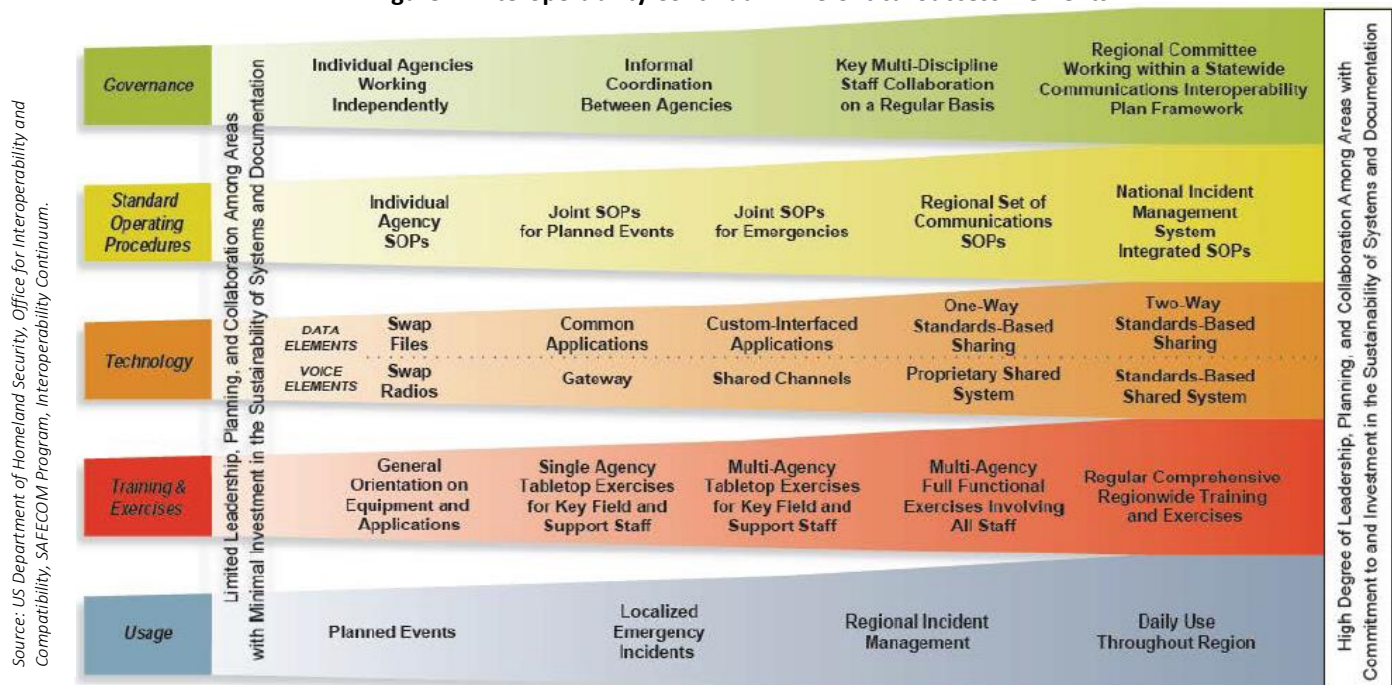
Key Principles

(1) Gain leadership commitment from all disciplines (e.g., EMS, fire-rescue response, and law enforcement). Note: While paratransit is not among the "first-tier" of the disciplines typically considered "responders," paratransit plays a vital role in the transportation of access and functional needs (AFN) populations and as such, represents a critical asset during emergencies.

(2) Foster collaboration across disciplines through leadership support.

(3) Interface with policymakers to gain leadership commitment and resource support.

(4) Use interoperability solutions regularly.

(5) Plan and budget for ongoing updates to systems, procedures, and documentation.

Ensure collaboration and coordination across all Interoperability Continuum elements.

Five Critical Success Elements

The Interoperability Continuum can be used by jurisdictions to track progress in strengthening interoperable communications and identifies five critical success elements that must be addressed to achieve a sophisticated interoperability solution: governance; standard operating procedures; technology; training and exercises; and usage of interoperable communications.

Figure 1: Interoperability Continuum Five Critical Success Elements

Source: US Department of Homeland Security, Office for Interoperability and Compatibility, SAFECOM Program, Interoperability Continuum.

GOVERNANCE

Communications interoperability cannot be solved by any one entity but requires a partnership among emergency response organizations across all levels of government within an identified region in a pre-disaster environment. A governing structure to address interoperability issues will improve the policies, processes, and procedures of any local or regional efforts to enhance communication, coordination, and cooperation among partnering responders. A governance framework facilitates collaborative decision-making around a common objective. Collaboration should involve agencies and organizations that may be critical in supporting the mission of emergency responders, including paratransit agencies, other transportation providers, and beyond.

While technology is typically seen as being at the heart of improving interoperability, it is not the sole driver. Importantly, successful implementation of data and voice communications technology is supported by strong governance and depends on effective collaboration and training among participating agencies and jurisdictions.

Additionally, communications interoperability is not a one-time investment. Once a governing body is set up, it must be prepared to meet on a regular basis, drawing on operational and technical expertise to plan and budget for continual updates to systems, procedures, and training and exercise programs. An interoperability program should include both short- and long-term solutions to bolster sustainability.

Intelligence gathering has yielded the following:

- » Individual agencies working independently tend to lack coordination with transportation partners and other responding organizations;

- » Informal coordination between agencies results in loose agreements that provide minimal incident interoperability and are at risk for unreliability during demand surge periods;

- » Key, multi-disciplinary staff and partners who regularly collaborate create an ideal environment for governance to advance interoperability throughout the Bay Area; and

- » Formal, written agreements (MOUs/MOAs) promote optimal interoperability as partners know with a measure of certainty what resources may be available to them during demand surge periods.

STANDARD OPERATING PROCEDURES

Standard operating procedures (SOPs) are formal written guidelines or instructions for incident response that typically have both operational and technical components. Many paratransit agencies in the Bay Area do not have established SOPs to request services from or to provide services to other transportation providers in the region. In several cases, requests are handled by one or two people and are based solely on existing relationships (which can change as people move, retire, or change jobs). Established SOPs enable all types of emergency responders to successfully coordinate an incident response across jurisdictions. Clear and effective SOPs are essential to develop and deploy interoperable communications solutions. Regional communications SOPs for multi-agency/multi-discipline/multi-hazard responses can be an integral step to achieving optimal interoperability and should be consistent with the National Incident Management System (NIMS).

Moreover, when individual agency SOPs only exist only within individual agencies and are not shared, the result is an uncoordinated procedure and/or incompatible data systems that can hinder effective multi-agency/multi-disciplinary emergency response. The disparities in SOPs among Bay Area paratransit agencies became particularly evident during recent fire incidents, when some staff and drivers could not be reached or were not available to respond to calls for assistance.

It is suggested that relative to advancing interoperability, paratransit agencies consider joint SOPs for planned events, before there is a demand for surge-level capacities.

TECHNOLOGY

Technologies should meet the needs of those on the frontlines, including all in response capacities, such as paratransit drivers, dispatchers, and those within the activated EOC. Technology choices should address regional needs, existing infrastructure, costs vs. benefits, necessary redundancies, reliability, and sustainability. Technologies must be scalable to effectively support planned events and unplanned emergencies of various sizes. Security and authentication challenges should always be considered.

While there are a variety of technology data options, each has its own considerations, concerns, and limitations.

SWAP FILES

Swapping files involves the exchange of stand-alone data/application files or documents through physical or electronic media (e.g., universal serial bus devices, network drives, emails, faxes). This process effectively creates a static "snapshot" of information in a given time period.

Limitations

Though swapping files requires minimal planning and training, it can become difficult to manage beyond one-to-one sharing. With data frequently changing, there may be issues concerning the age and synchronization of information, timing of exchanges, and version control of documents. Each of these issues can hinder real-time collaborative efforts. In addition, the method of sharing files across unprotected networks raises security concerns.

COMMON APPLICATION

The use of common proprietary applications requires agencies to purchase and use the same or compatible applications and a common vocabulary (e.g., time stamps) to share data. Common proprietary applications can increase access to information, improve user functionality, and permit real-time information sharing between agencies.

Limitations

However, the use of common proprietary applications requires strong governance to coordinate operations and maintenance among multiple independent agencies and users. These coordinated efforts are further compounded as the region expands and additional agencies use applications. Common proprietary applications also limit functionality choices, as all participating agencies must use compatible applications.

CUSTOM-INTERFACE APPLICATIONS

These allow multiple agencies to link disparate proprietary applications using single, custom "one-off" links or a proprietary middleware application. As with common applications, this system can increase access to information, improve user functionality, and permit real-time information sharing among agencies. Improving on common applications, this system allows agencies to choose their own application and control the functionality choices. However, if using one-to-one interfaces, the use of multiple applications requires custom interfaces for each linked system. As the region grows and additional agencies participate, the required number of one-to-one links will grow significantly.

Limitations

Proprietary middleware applications allow for a more simplified regional expansion. However, all participants must invest in a single "one-off" link to the middleware. Additionally, custom-interfaced applications typically require more expensive maintenance and upgrade costs. Changes to the functionality of linked systems often require changes to the interfaces, as well.

ONE-WAY STANDARDS-BASED SHARING

One-way standards-based sharing enables applications to "broadcast/push" or "receive/pull" information from disparate applications and data sources. This system enhances the real-time common operating picture and is established without direct access to the source data. This system can also support one-to-many relationships through standards-based middleware.

Limitations

One-way standards-based sharing is not interactive and does not support real-time collaboration between agencies.

TWO-WAY STANDARDS-BASED SHARING

Two-way standards-based sharing is the ideal solution for data interoperability. The Motorola radios in use throughout the Bay Area are two-way standards-based devices. Using standards, this approach permits applications to share information from disparate applications and data sources, and to process the information seamlessly. As with other solutions, a two-way approach can increase access to information, improve user functionality, and permit real-time collaborative information sharing between agencies. This form of sharing allows participating agencies to choose their own applications. Two-way standards-based sharing does not face the same problems as other solutions because it can support many relationships through standards-based middleware. Building on the AT&Tributes of other solutions, this system is most effective in establishing interoperability.

There are also several voice options, each presenting with its own considerations, concerns, and limitations.

SWAP RADIOS

Swapping radios, or maintaining a cache of standby radios, is an age-old solution.

Limitations

This option is time-consuming, management-intensive, and likely to provide limited results due to channel availability.

GATEWAYS

Gateways retransmit across multiple frequency bands, providing an interim interoperability solution as agencies move toward shared systems.

Limitations

Gateways are inefficient because they require twice as much spectrum, since each participating agency must use at least one channel in each band per common talk path, and because they are tailored for communications within the geographic coverage area common to all participating systems.

SHARED CHANNELS

Interoperability is promoted when agencies share a common frequency band or air interface (analog or digital) and are able to agree on common channels.

Limitations

The general frequency congestion that exists nationwide can place severe restrictions on the number of independent interoperability talk paths available in some bands.

PROPRIETARY SHARED SYSTEMS AND STANDARDS-BASED SHARED SYSTEMS

Regional shared systems are the optimal solution for interoperability. While proprietary systems limit the user's choice of product with regard to manufacturer and competitive procurement, standards-based shared systems promote competitive procurement and a wide selection of products to meet specific user needs. With proper planning of the talk group architecture, interoperability is provided as a byproduct of system design, thereby creating an optimal technology solution.

Limitations

Given that agencies with radios (monopolized in the market by Motorola) may have invested significantly (on average, $4K/radio), a standards-based shared system configuration may not be feasible in the Bay Area in the short term for all agencies. However, standards-based shared systems currently exist in the region.

TRAINING AND EXERCISES

Implementing effective training and exercise programs to practice communications interoperability is essential to ensure the technology works and users are able to effectively communicate during emergencies. There are a wide variety of emergency management training options and exercises available, ranging from tabletop to functional and full-scale.

Considerations

- Currently, the vast majority of paratransit agencies report that they do not participate in regional trainings and exercises. Moreover, in many instances across paratransit agencies in the Bay Area, not all managers, supervisors, and dispatchers have been trained on the National Incident Management System (NIMS) and the Incident Command System (ICS). This is even less likely among drivers.

- Internal drills are not always conducted by all paratransit agencies in the Bay Area to prepare staff (including drivers) to effectively support emergency response and recovery operations.

- Consideration should be given to training personnel in EOC operations, particularly to ensure coordination with partners in emergency communications to patrons.

- A move toward improving paratransit critical communications should include a corollary increase in training and exercises, both in emergency management principles, as well as critical communications for both localized and regional planned events and unplanned emergencies.

USAGE

Success in usage depends on progress and interplay among the other four elements on the Interoperability Continuum (governance, standard operating procedures, technology, and training and exercises). Critical communications may be used for localized emergency incidents that involve multiple intra-jurisdictional responding agencies, such as a vehicle collision on an interstate highway; this may impact paratransit if routes are impassable. Regional incident management usage typically involves routine coordination of responses to natural and human-caused emergencies; this may impact paratransit circulation or backup modes of transportation.

More commonly, interoperability systems are used to manage routine incidents (as well as emergencies). Optimally, users collaborate and coordinate efforts.

CONSIDERATIONS

Paratransit agencies may consider ways and means to improve the resilience and reliability of communications as they strive to enhance situational awareness and a common operating picture, both during normal operations and emergencies.

Bay Area Regional Interoperable Communications Systems Authority (BayRICS)

The 12-member Bay Area Regional Interoperable Communications System Joint Powers Authority (BayRICS) was established in August 2011 in the San Francisco Bay Area and is responsible for planning, policy, and oversight of regional public safety communications projects. Members of BayRICS include six Bay Area Counties (Alameda, Contra Costa, Marin, San Mateo, Santa Clara, Sonoma) plus the City and County of San Francisco, City of Oakland, and City of San Jose, CA. BayRICS is funded by the Urban Area Security Initiative (UASI), as well as by annual fees paid by its members.

BayRICS plays a unique role in the region's complex communications landscape. It convenes the Regional Radio Operators Advisory Group and oversees regional interoperability guidelines; represents the region's needs on state and federal committees; monitors public safety communications technology advances (such as FirstNet); and provides guidance to regional decision makers as they consider options to improve interoperable communications. This guidance includes the "how-to" and considerations for emergency response agencies and partners as they develop policies and procedures for governance, as well as adoption and usage of services, such as FirstNet (see below).

Through the Radio Operators Advisory Group, BayRICS can convene paratransit agencies and regional radio system operators to begin the conversation about joining a regional radio system. Because BayRICS is UASI-funded (in part), BayRICS General Manager Corey Reynolds would be pleased to liaise on behalf of paratransit agencies throughout the UASI Bay Area. He can be reached at corey.reynolds@bayrics.net.

THE PARATRANSIT CONNECTION

Bay RICS can serve as the liaison between paratransit agencies and the current radio systems in the region. These include: Alameda and Contra Costa County: EBRCSA - East Bay Communications System (EBRCS); Marin County: Marin County is in planning and buildout stage for its P25 system; San Francisco City and County: San Francisco 700 MHz Interoperability System; San Mateo County: San Mateo Interoperable Regional Communications System (SMIRC); Santa Clara County: Silicon Valley Regional Communication System (SVRCS). Note: Sonoma County is a member of the Bay Area Regional Interoperable Communications Systems Authority (BayRICS), but does not currently have a digital, standards-based system. (See ownership details and map on page 5.)

Although some paratransit agencies in the Bay Area UASI region are not represented through BayRICS, BayRICS understands the importance of truly regional interoperable communications, and will support any Bay Area paratransit agency interested in joining regional radio systems or FirstNet. The BayRICS general manager has a regional understanding of communications capabilities and gaps and can liaise between paratransit agencies and communications systems managers and technicians. This can be of significant value to paratransit agencies that do not focus on communications on a daily basis, yet recognize the imperative nature of reliable, resilient, interoperable communications among all agencies and agents responding to emergencies.

First Responder Network Authority (FirstNet)

In 2012, Congress created the First Responder Network Authority (FirstNet) within the US Department of Commerce. FirstNet is charged with creating a nationwide wireless broadband network for public safety that will use "Long Term Evolution" (LTE) technology standards, similar to existing commercial broadband wireless networks. Public safety groups had pressed for legislation to build a nationwide network for several years in response to the 9/11 tragedy and subsequent 9/11 Commission Report. On March 30, 2017, FirstNet awarded 25-year agreement to AT&T Inc. to build the nationwide network. In late 2017, California accepted a plan from

AT&T and FirstNet to deploy FirstNet in California. Beginning in 2018, AT&T began to offer FirstNet services to public safety agencies in California. Local agencies are not required to adopt FirstNet or any other prioritized public safety service, and may use a competing carrier service, or choose no service at all. Of note, Verizon and Sprint have similar prioritized public safety offerings, but with some distinctions. These options are among items BayRICS is happy to discuss with interested paratransit agencies. BayRICS does not endorse any particular service or provider.

Other Possibilities

There is a spectrum of possibilities for paratransit agencies to address the communications gap that exists across the Bay Area. These possibilities range from more extensive investments in hardware – such as Motorola push-to-talk radios and associated monthly service costs per radio, to mid-range-cost options – such as public safety FirstNet, to the least reliable form of communications typically used now – such as personal cell phones.

EXTENDED USERS OF COUNTY RADIO SYSTEMS

Currently, counties across the Bay Area have public safety radio systems used by first responders (police, fire, and EMS) and can enable inclusion of extended users, such as paratransit. Because paratransit has a critical role in disaster response and recovery operations, it is feasible these agencies could be offered a "channel" on county radio systems that offers them access to this hardened infrastructure without hearing the "traffic" of traditional first responders. This could be satisfied by mission-specific interoperable channels that connect relevant first responders or dispatch with other partners. Most county first responders use digital push-to-talk radios that transmit on locally owned towers and equipment. Push-to-talk radios are for voice only and have limited bandwidth for data. Therefore, cell phones are still used to transmit text messages and to view maps. The combination offers the benefits of reliability with expanded features to access data, as well as essential redundancies.

RADIO EQUIPMENT, SYSTEM SERVICE COSTS

There are costs associated with extending use of the radio system to paratransit agencies. Lower-end push-to-talk radio models are about $4K each and do not offer all the capabilities needed by traditional first responders, who are often equipped with higher end, more costly models (typically Motorola brand). Aside from the cost of hardware, having access to the service costs about $39-$45/month for each radio as of this writing.

There may be a cache of public safety radios that are not needed on a daily basis but could be made available to a limited number of paratransit personnel as a way to limit costs, while offering system redundancies. Prioritization should be a careful consideration. Because city bus systems are already using radios in every vehicle, they do not have to be checked in and out, which would otherwise require another layer of logistical tracking. By contrast, smaller paratransit agencies may prioritize radio use by route, particularly those used for evacuation or life-sustaining transport.

Another possibility is to make available the public system channel and a limited number of radios to paratransit agencies and others with public safety requirements during emergencies or in or post-disaster environments. Essentially, this would be whenever the respective county Emergency Operations Plan is activated.

Relative to offsetting costs, an agency might propose a grant for a certain number of radios through the existing UASI funding guidelines and other mechanisms, such as possible Federal Transit Administration (FTA) grants. The UASI and FTA funding cycle generally follows the federal fiscal cycle, which is October 1-September 30. The grant proposal cycle is typically mid-September to mid-October, with funding awarded in November of the *following* year.

RADIO SYSTEM RELIABILITY

Push-to-talk radios are 99.99 percent reliable. Radios use towers that are deliberately constructed with resilience in mind, including against earthquakes and fires. Moreover, they have generator backups and are considered "public safety grade," as opposed to traditional cell towers. During the North Bay fires of 2018, most cell towers in the impact area were compromised and resulted in communications gaps, while all public safety towers in the region remained fully operable. Moreover, radio systems in the Bay Area have a 30-40-year lifespan and typically do not change vendors.

FIRSTNET

EQUIPMENT, SYSTEM SERVICE COSTS

The barrier to entry to improved communications for paratransit agencies may be easier with the acquisition and use of smaller, less expensive cell phones for drivers than push-to talk-radios. These still offer increased reliability and resilience benefits over typical commercial cell phones used by the general public.

Entities that have public service requirements post-disaster (any entity called out in the Emergency Operations Plan), including paratransit agencies, are considered valid extended primary users of the FirstNet system, which uses the AT&T network and customary commercial cell phones. While anyone can walk into an AT&T store and subscribe to AT&T service and use their personal AT&T cell phone, only properly credentialed individuals who meet the public service post-disaster threshold can qualify as an extended primary user (and can either use their personal cell phone or an agency-owned cell phone for this service). Private paratransit providers are not individually eligible as off-the-street agents but must be sponsored as an extended primary user through form completion and verification by a public agency. Other carriers offer similar options.

This characterization as a primary extended user elevates the priority level of service to these users when the FirstNet network becomes congested. FirstNet phones will always receive priority against commercial traffic. Then, in a disaster or planned event with extreme congestion, the priority against other FirstNet phones is controlled locally. As of this writing, the monthly cost of FirstNet service is about $39-$45 for unlimited talk, text, and data, plus the cost of the cell phone. Given that most people already subscribe to some form of cell service, this FirstNet rate is likely very favorable, by comparison.

FIRSTNET EVALUATION

The decision to adopt FirstNet requires a complex review and evaluation of all options. It is essential that public safety agencies carefully review both FirstNet and competing services. BayRICS has developed a list of initial questions for agencies to help guide them through the evaluation process. Note that the list is not necessarily in order from high to lowest priority.

1) In what ways will FirstNet-AT&T meet or exceed the service levels currently available with our current data/cell service?
   a. Why should we consider migrating from current services to FirstNet?
   b. Can we use our existing devices (handhelds and in-vehicle), and if not, can we get discounts on new equipment?

   This question should also lead to a discussion of priority/preemption and new applications on the service. Agencies should ask for any available case studies from others that have adopted the services and request a pilot or demonstration period to allow their staff to test the new services.

2) What are the costs for FirstNet service and devices? Are they negotiable? Are there volume discounts or introductory rates? Will they be competitive with (or better than) existing commercial service plans?

3) Will the cell sites and backhaul be "public safety grade" (enhanced power back-up, redundancy tower reinforcement, physical security, fiber vs. microwave, etc.)?

4) Relative to coverage and capacity … will there be:
   a. Detailed coverage maps available for our jurisdiction?

    b. Expanded large event capacity, including pre-planning and enhanced capacity solutions?

    c. Adequate in-building coverage, including underground parking and public transit tunnels?

    d. How will AT&T address the known coverage gaps in our jurisdiction?

5) Does AT&T have any plans to use existing public agency radio sites or infrastructure (for example, to resolve any gaps in coverage or to meet public safety grade standards)?

6) Will AT&T provide adequate training for public safety users, including paratransit, prior to beginning to use the service?

7) Are there any plans for field testing the service for signal strength, throughput speeds, and to verify detailed coverage maps?

    a. Will there be applications interoperability across carrier systems for seamless access to these data sets by users on FirstNet and those on competitive carriers?

8) Will there be routine technology refresh and upgrade cycles and if so, will this involve system down time? How will we be informed of down times?

FIRSTNET RELIABILITY

While paratransit drivers typically do not need to be exposed to first responder traffic across radio systems, it is vital for them to have situational awareness, which is enhanced with system reliability. On a daily basis, when there is not an emergency event that results in the county EOC to stand up as the EOP is activated, FirstNet operates like any other commercial cell phone service provider. The distinction, however, is that FirstNet is a devoted spectrum the Federal Communications Commission has assigned post-9/11 and offers primary use reliability to authenticated extended users that is well beyond typical commercial cell phone use among the general population. While BayRICS does not endorse any particular vendor, it is recognized that for public works, paratransit, and other public service users, a migration to FirstNet or other vendors' public safety offerings can provide a measure of increased reliability over commercial cell phone providers.

It is notable that FirstNet has new antennas to accommodate this new spectrum band and are hardening some of its cellular infrastructure. While not as resilient as public safety radio infrastructure, FirstNet does provide more assurance of reliability than regular commercial cellular service.

FirstNet and other providers also offer deployable assets – cell on wheels and cell on wings (drones) – so that post disaster, if all cell phone service is down, satellite trucks can close the communications gap. Additionally, because it owns a dedicated FCC spectrum, FirstNet communications are more likely to come back online before its commercial counterparts. This is because of both FCC authority and because FirstNet is deemed an "authority" by Congress. As such, FirstNet is considered a quasi-government entity, much like Amtrak, that contracts out the service to a private company, but regulates it.

MEMORANDA OF UNDERSTANDING

The construct of paratransit having a dedicated "channel" on an existing county public service communication system can be considered comparable to the construct used by ambulance service providers. In the Bay Area, EMS services fall under county government, yet the actual service is contracted privately. In that case, MOUs between the EMS agency and private providers specify rules for system access and use.

FirstNet may enable more streamlined opportunity for information sharing, such as enabling maps to be pushed by the Transportation Branch in the EOC to phones in the event of road closures or road hazards. Currently, this information is shared by voice, but FirstNet enables it to be shared to smart phones and digital tablet devices.

Following is an agency-by-agency summation of critical communications capabilities as reported by representatives of each named agency.

EAST BAY PARATRANSIT CONSORTIUM (EBPC)

East Bay Paratransit is a public transit service for people who are unable to use regular buses or trains, like those operated by AC Transit and BART, because of a disability or a disabling health condition. East Bay Paratransit transports riders from their origin to their destination in vans equipped with a wheelchair lift. East Bay Paratransit was established by AC Transit and BART to meet requirements of the Americans with Disabilities Act (ADA).[2]

Technical Communications Capacity

Currently, radio is push-to-talk. All providers and drivers have units, but they are not interoperable. If radios fail, dispatch is contacted. Communication provider-dispatch also includes Slack, so drivers can still talk to each other without telephones.

EBPC communication systems are not interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery periods. So, while Standard Operating Procedures are in place at EPBC to notify all appropriate personnel of an emergency/event impacting the agency, compromised critical infrastructure can render these SOPs null without communications redundancies.

FAVORABLE CONTRIBUTING FACTORS

CONTINUITY OF OPERATIONS

EBPC reports that its dispatch center has a backup power source to ensure all dispatching operations can be maintained.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

EPBC does not report the existence of formal Memoranda of Agreements (MOA) or Memoranda of Understanding (MOU) with external partners to support emergency response and recovery efforts.

While EBPC reports it has an identified process to prioritize paratransit response to multiple requests for assistance during non-paratransit emergencies, direct requests are coordinated by two team members without a written procedure. Further, EBPC indicates the agency currently has no in-depth language in provider contracts. Without a formal, written process to make and receive requests to bolster continuity of operations and necessary redundancies, including for communications capacity, the agency is exposed to a vulnerability.

CONTINUITY OF OPERATIONS

Currently, primary vendors and backup resources are not identified to maintain critical operations during emergency and recovery operations.

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[2] https://www.eastbayparatransit.org/

EASTERN CONTRA COSTA TRANSIT AUTHORITY (ECCTA)

Eastern Contra Costa Transit Authority (Tri Delta Transit) provides nearly 3 million trips each year to a population of nearly 290,000 residents in the 225 square miles of Eastern Contra Costa County. Tri Delta Transit operates 15 local bus routes Monday-Friday, 5 local bus routes on weekends and holidays, door-to-door bus service for senior citizens and people with disabilities, and shuttle services for community events.[3]

Technical Communications Capacity

The ECCTA communication systems do not appear to be interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery. Paratransit and fixed route service are now on separate bands, which keeps inbound communications controllable. If radios fail, cell phones are used. ECCTA has mobile data terminals in vehicles that connect back to dispatch systems, but these do not enable voice communications.

FAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) exist between ECCTA and external partners to support, bilaterally, emergency response and recovery efforts. MOAs and/or MOUs are realistic and achievable. The ECCTA has a county-wide MOU with MTC that appears in the Eastern Contra Costa County Emergency Operations Plan.

The ECCTA has an identified process to prioritize paratransit response to multiple requests for assistance during non-paratransit emergencies. The agency's contracts with other transportation providers contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. All employees are disaster service workers. Specific and realistic expectations have been established for contracted services provided and requested by ECCTA during emergency response and recovery operations.

A representative has been identified from the ECCTA who participates in meetings that include all transportation agencies in the region to discuss roles and responsibilities in emergency response and recovery operations.

CONTINUITY OF OPERATIONS

The ECCTA dispatching center has a backup power source to ensure all dispatching operations can be maintained. Backup power sources are available for all other essential functions beyond dispatching.

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[3] http://trideltatransit.com/about_09.aspx

LIVERMORE AMADOR VALLEY TRANSIT AUTHORITY (LAVTA)

The mission of the Livermore Amador Valley Transit Authority (LAVTA) is to provide equal access to a variety of safe, affordable, and reliable public transportation choices to increase the mobility and improve the quality of life of those who live or work in and visit the Tri-Valley area. These include bus connections to Bay Area Rapid Transit (BART), Altamont Commuter Express (ACE), and Central Contra County Transportation Authority (County Connection).

Operated by the Livermore Amador Valley Transit Authority (LAVTA), Wheels plays a vital role in providing transportation and mobility options for those who do not drive, either by choice or necessity. Wheels connects people to work, school, medical appointments, and to recreational opportunities. The Authority was established in 1985 under a Joint Powers Agreement to provide public transit in the cities of Dublin, Livermore, Pleasanton, and in unincorporated areas of Alameda County. LAVTA is governed by a seven-member Board of Directors.[4]

Technical Communications Capacity

The LAVTA communication systems are not interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery. While paratransit uses cellular communications between dispatch and drivers for voice communications, mobile data terminals are also used for fixed routes. If there is a complete communication failure, drivers report to base. Of note, LAVTA is part of the East Bay Regional Communications System.

FAVORABLE CONTRIBUTING FACTORS

CONTINUITY OF OPERATIONS

The LAVTA's dispatching center has a backup power source to ensure all dispatching operations can be maintained. Backup power sources are available for all essential functions. Primary vendors and backup resources are available to maintain critical operations during emergency and recovery operations.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

While the LAVTA has an identified process for prioritizing paratransit response to multiple requests for assistance during non-paratransit emergencies, formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between the LAVTA and external partners to support, bilaterally, emergency response and recovery efforts.

EMERGENCY OPERATIONS

The LAVTA does not have contingency plans to ensure access to fuel, power, and other resources essential to the continuity of agency operations, or to address the transportation needs of its customers who are "in system" when a no-notice emergency occurs.

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[4] https://www.wheelsbus.com/about/

MARIN TRANSIT

Marin County Transit District (Marin Transit) was formed by a vote of the people of Marin County in 1964 to provide local transit service in Marin County. Marin Transit contracts for operations and maintenance of services. Staff members are directly responsible for planning, capital investments, financial management, and operations oversight.[5]

Technical Communications Capacity

Marin Transit has mobile data terminals and Motorola radios are used. If these fail, written manifests and phones are used. Marin Transit communication systems are not interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery. Marin Transit's revenue service fleet does, however, have programmable route guidance, and its dispatch center is able to track revenue vehicle locations. Both its revenue and non-revenue vehicles are equipped with radio communications. Some of Marin Transit's revenue vehicles are equipped with security cameras, but they cannot be monitored live or remotely.

FAVORABLE CONTRIBUTING FACTORS

CONTINUITY OF OPERATIONS

Backup power sources are available for dispatching.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between Marin Transit and external partners to support, bilaterally, emergency response and recovery efforts. (Note: the agency indicated this was not applicable.) Specific and realistic expectations have not been established for contracted services Marin Transit has requested during emergency response and recovery operations. Further, Marin Transit has not identified a process to prioritize paratransit response to multiple requests for assistance during non-paratransit emergencies.

EMERGENCY OPERATIONS

Marin Transit does not have an identified process to prioritize paratransit response to internal emergencies/events. There is no clear, written policy for smaller emergencies. Marin Transit does not yet have procedures in place to communicate with partner transportation agencies before, during, and after a community emergency/event.

CONTINUITY OF OPERATIONS

Backup power sources are not available for all essential functions, aside from dispatching. Primary vendors and backup resources are not available to maintain critical operations during emergency and recovery operations. (Note: the agency indicates this item is not applicable.)

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[5] https://marintransit.org/

NAPA VINE TRANSIT

Napa Vine Transit provides safe, affordable, accessible public transportation for all residents and visitors in Napa County. In 2012, the Vine system was redesigned to provide more frequent service and a greater number of neighborhood routes to meet the needs of the average rider. The Vine has eight local routes (in the City of Napa), five regional routes with connections to Solano County, Bay Area Rapid Transit (BART), and the San Francisco Ferry in Vallejo.[6]

Technical Communications Capacity

Napa Vine Transit communication systems are interoperable with other regional transportation providers, emergency management, and first responders during emergency response and recovery. Napa Vine uses open mic radio systems between vehicles and dispatch and has mobile data terminals for computer-aided dispatch, to enable text to vehicles. Those are primary forms of communication and are interoperable with other first responders. The system runs on Napa County repeaters.

Plans are in place to document procedures for what drivers should do in case of a communications failure, and drivers are familiar with them. Once drivers secure their family and themselves, and if they can make it to the designated meeting point (maintenance yard), they do so. If drivers are out in the field and cannot communicate, they would do one of two things: (1) if they are out with no one on the vehicles, they return to base or (2) if someone is on board, they complete the drop off, because they have a paper manifest. Once drop off is complete, they return to the maintenance yard to be redeployed, if needed.

FAVORABLE CONTRIBUTING FACTORS

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) exist between the agency and external partners to support, bilaterally, emergency response and recovery efforts.

INTERAGENCY COORDINATION

The agency reportedly has an MOU with MTC to assist other agencies in a disaster if MTC requests it. Napa Vine Transit has an informal understanding with Napa County to provide support in the event of a disaster; it does not appear to be a formal agreement.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Napa Vine Transit does not have an identified process to prioritize the paratransit response to multiple requests for assistance during non-paratransit emergencies. Note: The agency responds to county-identified priorities for evacuation or other demands for service. There are opportunities to assist with paratransit for non-ambulatory evacuation, rather than relying solely on EMS.

Napa Vine Transit does not yet have procedures in place to communicate with partner transportation agencies before, during, and after a community emergency/event. However, a satellite phone is used as a primary form of communication. There is heavy reliance on personal cell phones.

Employees are contracted through TransDev, but it is uncertain if their contract includes specific language about roles/response in an emergency beyond providing "staff support." Specific and realistic expectations have not yet been established for contracted services provided by Napa Vine Transit during emergency response and recovery operations.

CONTINUITY OF OPERATIONS

Primary vendors and backup resources are not available to maintain critical operations during emergency and recovery operations.

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[6] http://www.vinetransit.com/vine

PETALUMA TRANSIT

A Petaluma Transit rider's guide, routes and schedules, fares and passes, free travel training, and paratransit services can be found on the agency website.[7]

Technical Communications Capacity

Communication systems are not interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery operations. Fixed route drivers use Motorola walkies; paratransit relies on push-to-talk on a dedicated band. There is no generator backup at the office, and messaging is predicated on cell phone networks. The longest route is 25 minutes, 2 hubs, and 1.5 miles apart. Messages are sent to hubs to direct employees in the instance of an emergency. Drivers would go to the hub or return to the yard. The electronic manifest system is vulnerable, but this can be accomplished manually, if necessary.

FAVORABLE CONTRIBUTING FACTORS

CONTINUITY OF OPERATIONS

Petaluma Transit's dispatching center has a backup power source to ensure all dispatching operations can be maintained.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between Petaluma Transit and external partners to support, bilaterally, emergency response and recovery efforts. (Note: the agency indicates it believes MOAs and MOUs are not applicable.)

Petaluma Transit's contract(s) with other transportation providers do not contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. The agency indicates there is no specific language in contracts with other agencies for emergency operations roles and responsibilities; this is a potential issue if Petaluma Transit workforce is inaccessible.

EMERGENCY OPERATIONS

City staff have an emergency channel, but this is inoperable if phones are down.

CONTINUITY OF OPERATIONS

Primary vendors and backup resources are not available to maintain critical operations during emergency and recovery operations.

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[7] http://transit.cityofpetaluma.net/

SAMTRANS

The San Mateo County Transit District is the administrative body for the principal public transit and transportation programs in San Mateo County: SamTrans bus service, including Redi-Wheels & RediCoast paratransit service; Caltrain commuter rail; and the San Mateo County Transportation Authority.[8]

Technical Communications Capacity

SamTrans communication systems reportedly are interoperable with other transportation providers, emergency management, and first responders in the region during emergency response and recovery. SamTrans has a Motorola-equipped radio network with GPS; there are five (5) repeaters in the area.

FAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

The agency's contract(s) with other transportation providers contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. SamTrans has identified a representative to participate in meetings that include all transportation agencies in the region to discuss roles and responsibilities in emergency response and recovery operations. Paratransit staff members are part of the Operations Department, which participates in the EOC. Paratransit is directed by the EOC.

CONTINUITY OF OPERATIONS

SamTrans' dispatching center has a backup power source to ensure all dispatching operations can be maintained.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Although Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between SamTrans and external partners to support, bilaterally, emergency response and recovery efforts, it may be because the primary transit organization does.

EMERGENCY OPERATIONS

There is no formal requirement for drivers to be available during emergencies, although administrative staff is instructed to "show up" for an emergency.

RISK MANAGEMENT

SamTrans does not have procedures in place to communicate with partner transportation agencies before, during, and after a community emergency/event.

CONTINUITY OF OPERATIONS

Primary vendors and backup resources are not available to maintain critical operations during emergency and recovery operations. (Note: the agency indicated this is not applicable.)

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[8] http://www.samtrans.com/about.html

SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY (SFMTA)

The San Francisco Municipal Transportation Agency (SFMTA), a department of the City and County of San Francisco, is responsible for the management of all ground transportation in the city. The SFMTA was established by voter mandate in 1999.[9]

Technical Communications Capacity

The SFMTA's notes a "texting chain, exercised daily" as a means to contact drivers for their report-to-work status. The agency's communication systems are not interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery.

FAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) exist between the SFMTA and external partners to support, bilaterally, emergency response and recovery efforts. These MOAs or MOUs have been updated in the past 12 months and do not over-extend response commitments from the SFMTA.

The SFMTA has an identified process to prioritize paratransit response to multiple requests for assistance during non-paratransit emergencies. Its contract(s) with other transportation providers contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. Specific and realistic expectations have been established for contracted services provided by and requested from the SFMTA during emergency response and recovery operations.

RISK MANAGEMENT

Procedures are in place to communicate with partner transportation agencies before, during, and after a community emergency/event.

CONTINUITY OF OPERATIONS

The SFMTA dispatching center has a backup power source to ensure all dispatching operations can be maintained.

UNFAVORABLE CONTRIBUTING FACTORS

EMERGENCY OPERATIONS

The SFMTA does not have contingency plans to ensure access to fuel, power, and other resources essential to the continuity of the agency's operations.

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[9] https://www.sfmta.com/about-sfmta

SANTA ROSA PARATRANSIT

The City of Santa Rosa offers next-day ADA paratransit transportation service seven days a week to those who are unable (temporarily or permanently) to independently use Santa Rosa CityBus, due to a disability or health condition. This service is provided within three-quarters of a mile from existing CityBus routes as part of the requirements of the Americans with Disabilities Act. The service is shared-ride public transportation available for all trip purposes. Santa Rosa Paratransit is highly subsidized. The City of Santa Rosa has hired contractors to perform paratransit services.[10]

Technical Communications Capacity

Santa Rosa Paratransit's dispatch center is able to track revenue vehicle locations, and its revenue vehicles are equipped with security cameras. Additionally, all revenue vehicles are equipped with radio communications. However, the agency's revenue service fleet (accessible) does not have programmable route guidance.

Communication systems are interoperable with emergency management and first responders during emergency response and recovery. However, communication systems are not interoperable with other transportation provides in the region during emergency response and recovery. (Note: the agency indicated the IAT&Ter was not applicable.)

FAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Santa Rosa Paratransit participates in local or regional emergency planning and preparedness activities. The agency reportedly has an identified process to prioritize paratransit responses to multiple requests for assistance during non-paratransit emergencies. Santa Rosa Paratransit's contract(s) with other transportation providers contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. (Note: this seems to conflict with the agency-provided information that formal MOA/MOU do not exist with external partners; see above.)

RISK MANAGEMENT

Santa Rosa Paratransit reportedly works with local law enforcement to gather, collect, and share information, and has procedures in place to communicate partner transportation agencies before, during, and after a community emergency/ event. Coordination with responders occurs through the EOC.

UNFAVORABLE CONTRIBUTING FACTORS

PERSONNEL

There are no drivers/operators in "extra board," "part-time," or "off duty" classifications who could be called in during high-demand or emergency periods.

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between Santa Rosa Paratransit and external partners to support, bilaterally, emergency response and recovery efforts.

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[10] https://www.srcity.org/1696/Paratransit

SOLTRANS

Solano County Transit (SolTrans) is a Joint Powers Authority that provides public transportation to the southern Solano County cities of Vallejo and Benicia. SolTrans has a six-member Board of Directors with four City Council members from Benicia and Vallejo and two members from regional planning agencies boards of directors, the Metropolitan Transportation Commission (MTC), and the Solano Transportation Authority (STA).[11]

Technical Communications Capacity

Communication systems are interoperable with other transportation providers in the region during emergency response and recovery. However, communication systems are not interoperable with emergency management and first responders during emergency response and recovery. There is currently no back-up plan to communicate with drivers when communications are down beyond instructing them to return to the yard.

FAVORABLE CONTRIBUTING FACTORS

CONTINUITY OF OPERATIONS

The Soltrans dispatching center has a backup power source that ensures all dispatching operations can be maintained.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between Soltrans and external partners to support, bilaterally, emergency response and recovery efforts. Soltrans has "implicit handshake agreements" with Vallejo, Benecia, and Solano County OES through the sheriff's department. Soltrans has not identified a process to prioritize paratransit response to multiple requests for assistance during non-paratransit emergencies.

Soltrans' contract(s) with other transportation providers do not contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. Contracted providers have clear expectations, but they are not formalized in the contract. Specific and realistic expectations have not been established for contracted services provided by Soltrans or requested by SolTrans during emergency response and recovery operations.

EMERGENCY OPERATIONS

The agency relies on a phone tree and by sharing contact information with all staff and 911 dispatchers. Contacting staff will be problematic if cell phone service is down.

Soltrans does not have a Continuity of Operations Plan (COOP). **THE AGENCY** does not have contingency plans to ensure access to fuel, power, and other resources essential to the continuity of the agency's operations.

RISK MANAGEMENT

Soltrans does not have procedures in place to communicate partner transportation agencies before, during, and after a community emergency/event.

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[11] https://soltrans.org/more/about/

SONOMA COUNTY TRANSIT

Sonoma County Transit provides local and intercity public transportation services in Sonoma County, California. Complementary paratransit services are provided by Sonoma County Paratransit. Fixed route service is contracted to TransDev; paratransit is operated by Sonoma County Volunteer Center, a nonprofit organization. Transit is a division of the county Public Works Department. [12]

Technical Communications Capacity

The agency notes there is no mass notification of employees during emergencies; rather, employees are called via telephone. TransDev is exploring hotline advisories for driver notification; this would apply to fixed route service, not paratransit. Fixed route service is transmitted through the county's 6-8 repeater system, through the sheriff's microwave system, and back to transit. Coverage is considered to be very good. Paratransit calls go through a privatized, smaller repeater network owned by a local radio vendor, not the county. All vehicles, with the exception of a few shuttle cars, have either a radio or a mobile with the driver. Also, the sheriff can get on the radio for fixed route service only, but not paratransit.

Communication systems are not interoperable with other transportation providers, emergency management or first responders in the region during emergency response and recovery. Sonoma County Transit has automatic vehicle locators (AVL) deployed for both fixed route and paratransit vehicles; messages can be sent to paratransit via AVL. Currently, there are no plans in place for what drivers should do in the instance of a communications failure.

FAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

The agency reports that specific and realistic expectations have been established for contracted services provided by and requested from Sonoma County Transit during emergency response and recovery operations.

EMERGENCY OPERATIONS

Sonoma County Transit has an identified process to prioritize paratransit response to internal emergencies/events, and has contingency plans to ensure access to fuel, power, and other resources essential to the continuity of the agency's operations. Also, the agency's dispatching center has a backup power source to ensure all dispatching operations can be maintained.

RISK MANAGEMENT

Sonoma County Transit has very informal, but seemingly workable procedures in place to communicate with partner transportation agencies before, during, and after a community emergency/event.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

While Sonoma County Transit's contract(s) with other transportation providers contain formal language regarding shared roles and responsibilities during non-transit emergencies/events, formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between Sonoma County Transit and external partners to support, bilaterally, emergency response and recovery efforts. The agency reports that specific and realistic expectations have been established for contracted services provided by and requested from Sonoma County Transit during emergency response and recovery operations.

CONTINUITY OF OPERATIONS

Primary vendors and backup resources are not available to maintain critical operations during emergency and recovery operations. The agency notes that there are no agreements for backup resources.

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[12] http://sctransit.com/

UNION CITY PARATRANSIT

Union City Paratransit offers paratransit service within the city limits of Union City. The agency also provides Paratransit Plus, which offers limited service to southern Hayward, and northern Fremont and Newark.[13]

Technical Communications Capacity

A Standard Operating Procedure (SOP) has not been developed by Union City Paratransit to notify all appropriate personnel of an emergency/event impacting the agency, and which evolves as the event grows/weakens in complexity. The agency depends on cell phones for notification. Compromised cell service can mean significant communications problems in notification.

Communication systems (radios) *are interoperable with emergency management* and first responders during emergency response and recovery. However, communication systems *are not interoperable with other transportation providers* in the region during emergency response and recovery. If radios fail, there is no check-in point established. Operators are instructed to return to base in an emergency; however, base is extremely vulnerable to emergency, e.g., flood zone, fault line, power lines.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between Union City Paratransit and external partners to support, bilaterally, emergency response and recovery efforts. There reportedly are verbal agreements between surrounding localities, but no formal agreements. Further, Union City Paratransit's contract(s) with other transportation providers do not contain formal language regarding shared roles and responsibilities during non-transit emergencies/events.

Specific and realistic expectations have not been established for contracted services provided by or requested by Union City Paratransit during emergency response and recovery operations.

CONTINUITY OF OPERATIONS

Union City Paratransit's dispatching center does not have a backup power source to ensure all dispatching operations can be maintained.

RISK MANAGEMENT

Union City Paratransit does not have procedures in place to communicate with partner transportation agencies before, during, and after a community emergency/event.

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[13] https://www.unioncity.org/172/Paratransit

VALLEY TRANSPORTATION AUTHORITY (VTA)

Santa Clara Valley Transportation Authority (VTA) is an independent special district that provides bus, light rail, and paratransit services. As the county's congestion management agency, VTA is responsible for county-wide transportation planning and the promotion of transit-oriented development. VTA continually builds partnerships to deliver transportation solutions that meet the evolving mobility needs of Santa Clara County. The VTA Board of Directors has adopted a new transit service plan that will be implemented when BART service to Santa Clara County begins by the end of 2019.[14]

Technical Communications Capacity

VTA uses AT&T push-to-talk radios. Communications systems are not interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery.

FAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

VTA has formal Memoranda of Agreements (MOA) or Memoranda of Understanding (MOU) with external partners to support, bilaterally, emergency response and recovery efforts. VTA's contracts with other transportation providers contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. Specific and realistic expectations reportedly have been established for contracted services provided by and requested from VTA during emergency response and recovery operations.

EMERGENCY OPERATIONS

VTA has developed and implemented a personnel and family notification hotline that is accessible when an emergency/event has been declared. Automated phone call capacity exists; paratransit can "plug in," as long as servers are operational.

RISK MANAGEMENT

VTA reportedly has procedures in place to communicate with partner transportation agencies before, during, and after a community emergency/event.

CONTINUITY OF OPERATIONS

VTA's dispatching center has a backup power source to ensure all dispatching operations can be maintained.

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[14] https://www.vta.org/

WESTERN CONTRA COSTA TRANSIT AUTHORITY (WESTCAT)

Western Contra Costa Transit Authority (WestCAT) is the public transit service in western Contra Costa County, California. WestCAT serves the cities of Hercules and Pinole and is operated under contract by MV Transportation. WestCAT is governed by a seven-member Board of Directors.[15]

Technical Communications Capacity

WestCAT still owns radio frequencies and reports it does not have a workable radio system. The agency uses tablets and Voice-Over-Internet-Protocol. Tablets are used as a backup, but the chief reliance is on a cell network. Communication systems are not interoperable with other transportation providers, emergency management, or first responders in the region during emergency response and recovery.

FAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Specific and realistic expectations have been established for contracted services WestCAT has requested during emergency response and recovery operations.

CONTINUITY OF OPERATIONS

WestCAT's dispatching center has a backup power source to ensure all dispatching operations can be maintained.

UNFAVORABLE CONTRIBUTING FACTORS

INTERAGENCY COORDINATION

Formal Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) do not exist between WestCAT and external partners to support, bilaterally, emergency response and recovery efforts.

WestCAT's contract(s) with other transportation providers do not contain formal language regarding shared roles and responsibilities during non-transit emergencies/events. Specific and realistic expectations reportedly have not been established for contracted services provided to WestCAT during emergency response and recovery operations. (Note: WestCAT indicates this is not applicable.)

EMERGENCY OPERATIONS

An SOP has not been developed to notify all appropriate personnel of an emergency/event impacting WestCAT agency, and which evolves as the event grows/weakens in complexity. WestCAT relies on person-to-person calls and texts from dispatch. There is no call-in number.

RISK MANAGEMENT

WestCAT reportedly does not have procedures in place to communicate with partner transportation agencies before, during, and after a community emergency/event. Relationships with partner agencies are purely personal.

CONTINUITY OF OPERATIONS

Primary vendors and backup resources are not available to maintain critical operations during emergency and recovery operations. (Note: WestCAT indicates this is not applicable.)

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[15] https://www.westcat.org