San Francisco Paratransit
Emergency Operations Plan

September 2010
# Table of Contents

**Foreword** .............................................................................................................................. 1

**Emergency Management Program Policy** ........................................................................... 2

  Emergency .................................................................................................................................. 2
  Emergency Management Program .............................................................................................. 2
  Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) .................................................................................................................. 2
  San Francisco Paratransit Declaration of Emergency ................................................................. 2
  Emergency Operations Director (EOD) ...................................................................................... 2

**Mutual Aid** ............................................................................................................................. 3

**Continuity of Management** .................................................................................................... 3

**Emergency Operations Plan (EOP)** ...................................................................................... 4

  Introduction .............................................................................................................................. 4
  Purpose ..................................................................................................................................... 4
  Scope ........................................................................................................................................ 4
  Planning Assumptions ................................................................................................................ 4
  Authority .................................................................................................................................. 5
  Applicability ............................................................................................................................. 5
  Emergency Management Program ............................................................................................ 6
  Compliance with the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) including the Incident Command System (ICS) and the Homeland Security Advisory System (HSAS) .................................................................................................................. 6
  Emergency Operations Plan Activation ..................................................................................... 6
  Documentation Responsibility ..................................................................................................... 7
  Description of Emergency Operations Plan .............................................................................. 7
  Emergency Operations Plan Objectives .................................................................................... 7
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levels of Emergencies</td>
<td>8</td>
</tr>
<tr>
<td>Unusual Events</td>
<td>8</td>
</tr>
<tr>
<td>Level I-Minor Emergency</td>
<td>9</td>
</tr>
<tr>
<td>Level II-Major Emergency</td>
<td>9</td>
</tr>
<tr>
<td>Level III-Catastrophic Emergency</td>
<td>9</td>
</tr>
<tr>
<td>SFMTA Personnel Responsibility</td>
<td>10</td>
</tr>
<tr>
<td>SF Paratransit Broker Employees Notification</td>
<td>10</td>
</tr>
<tr>
<td>Notification of Contract Service Providers</td>
<td>11</td>
</tr>
<tr>
<td>Primary Duties and Responsibilities of the Broker During a Critical Event or Declared Emergency</td>
<td>11</td>
</tr>
<tr>
<td>Safeguarding Data</td>
<td>12</td>
</tr>
<tr>
<td>Primary Duties of Contracted Service Providers Following a Declared Emergency or Disaster</td>
<td>13</td>
</tr>
<tr>
<td>Contract Service Providers Emergency Supplies and Equipment</td>
<td>14</td>
</tr>
<tr>
<td>Contract Service Provider Personal Preparedness Recommendation</td>
<td>15</td>
</tr>
<tr>
<td>Contractor Service Provider Inventory Responsibility</td>
<td>15</td>
</tr>
<tr>
<td>Suspension of Service During An Emergency</td>
<td>15</td>
</tr>
<tr>
<td>Training</td>
<td>16</td>
</tr>
<tr>
<td>Plan Review and Maintenance</td>
<td>17</td>
</tr>
<tr>
<td>Summary</td>
<td>17</td>
</tr>
<tr>
<td>Key Personnel</td>
<td>18</td>
</tr>
<tr>
<td>Service Providers</td>
<td>20</td>
</tr>
<tr>
<td>SF Access and Group Van Providers</td>
<td>20</td>
</tr>
<tr>
<td>Taxi Companies</td>
<td>21</td>
</tr>
</tbody>
</table>
Attachments

1. SOP 1 – Staff Roles and Responsibilities and Succession of Leadership
2. SOP 2 – Regional Cooperation during an Emergency or Declared Disaster
3. SOP 3 – Notification and Operational Status of Van and Taxi Contractors
4. SOP 4 – Driver’s Responsibility and Operational Guidance during a Critical Event, Emergency or Declaration of Disaster.
5. SOP 5 – Prioritization of Trips by Paratransit Contractors Following Emergency
6. SOP 6 – Operational Communications During an Emergency
7. SOP 7 – Recommended Emergency Equipment and Supplies
8. SOP 8 – Security Incident Reporting and Investigation
9. SOP 9 – Drivers Responsibilities During Emergency and Declared Disaster
10. SOP 10 – Suspension of Service During an Emergency
12. EOP and SEPP Management Plan
13. Roles and Responsibilities
Foreword

San Francisco Paratransit provides an essential lifeline of service which links the San Francisco Bay Area disabled and transit dependent population to life sustaining, critical medical and other necessary transportation services thereby playing a critical role in the lives of its customers. When a disaster occurs, damage to the regions transportation infrastructure including paratransit services may result in a significant decrease of available service. As the prime ADA - paratransit service provider contracted by SFMTA, San Francisco Paratransit may be called upon to provide transportation for life sustaining medical treatment, supplemental services for emergency response and assist in evacuation and recovery efforts on behalf of SFMTA and the City.

It is imperative that San Francisco Paratransit maintain a practical emergency management program that allows us to provide uninterrupted service to our regular passengers and when necessary, supplement or expand SFMTA service to meet increased demands for public transportation. This emergency operations plan sets forth San Francisco Paratransit’s emergency management program including preparedness, response and recovery policies and procedures that pertain to Broker employees and contract service providers.

All Broker employees and contract service provider employees are expected to be familiar with their assigned roles and responsibilities within this plan and urged to actively participate in its ongoing evaluation and revision.

This emergency operations plan is hereby approved and supersedes any previous plan.

Marc A. Soto, General Manager, San Francisco Paratransit  
Date
Emergency Management Program Policy

It is the policy of the San Francisco Paratransit to create and maintain an active emergency management program that includes emergency response and business recovery that will help protect SF Paratransit’s employees, customers, contract service providers and manage its emergency operations during and immediately following an emergency.

Emergency

The actual or threatened existence of conditions of disaster or extreme peril to the provision of essential SF Paratransit services and the health and safety of staff, customers or contract service providers. This emergency can be caused by such conditions as fire, severe storm, civil unrest, hazardous materials incidences, earthquakes, power outages, acts of terrorism and other conditions which may be beyond the capability of San Francisco Paratransit.

Emergency Management Program

The Broker General Manager has authorized the establishment of an Emergency Management Program which consists of the four phases of emergency management: mitigation, preparedness, response and recovery. The San Francisco Paratransit will develop and maintain an emergency operations and recovery plan which identifies essential paratransit services and operations, establishes emergency response roles and responsibilities. San Francisco Paratransit will assign staff to each identified role including representing SF Paratransit in coordinating emergency response efforts with other public and private agencies.

Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS)

In order to ensure eligibility for state and federal reimbursement of personnel and equipment related emergency response costs, San Francisco Paratransit and the San Francisco Municipal Transportation Agency will comply with all requirements of SEMS and NIMS as specified by state and federal emergency management agencies.

San Francisco Paratransit Declaration of Emergency

When an emergency occurs or appears imminent, the SFMTA General Manager may proclaim a state of emergency. Upon this declaration, the San Francisco Paratransit General Manager had been given authority to take any immediate action required by that emergency including activation of the emergency operations plan, notification to contract service providers and take other actions necessary to effectively respond to the emergency.

Emergency Operations Director (EOD)

The San Francisco Paratransit Emergency Operations Plan will identify the Broker General Manager as the Emergency Operations Director who has the authority and responsibility to activate the EOP and mobilize the established emergency management system to the extent required by the situation. The EOD may direct all personnel and material resources of the SF
Paratransit and contract services providers to mitigate the effects of an actual or threatened emergency.

**Mutual Aid**

The California Master Mutual Aid Agreement (California Government Code Section 8561, 8615 and 8617) allows for the implementation of mutual aid by public agencies during threatened, actual and declared emergencies. In addition, the SFMTA is a signatory of the San Francisco Bay Area Transit Operators Mutual Aid Agreement. The Broker General Manager/EOD or their designee may, with SFMTA approval, request mutual aid from other local government agencies and transit operators or commit SF Paratransit resources to these agencies requesting mutual aid.

**Continuity of Management**

The SF Paratransit EOP will identify three successors for each essential function identified in the plan. In the event the primary person is unable to respond each successor may assume all the duties and powers of the primary staff.
Emergency Operations Plan (EOP)

Introduction

It is the policy of San Francisco Municipal Transportation Agency to create and maintain an active emergency management program that includes Standard Operating Procedures (SOP’S) that will protect San Francisco Paratransit customers, employees, contractors and assets and manage its emergency operations and business continuity before, during and following an emergency event.

The Emergency Operations Plan (EOP) will define the protocols and procedures to be followed by all San Francisco Paratransit personnel and all contractors operating vehicles and providing services on behalf of San Francisco Paratransit in the event of an emergency or declaration of disaster.

Purpose

The purpose of this plan is to provide a general framework, organizational structure and concept of emergency operations for SF Paratransit’s response to and recovery from significant emergencies and disasters. The plan outlines the general responsibilities of all SF Paratransit departments, employees and contract service providers and assigns emergency response and support roles. The emergency response and recovery organization and procedures described herein will be implemented to the extent required by any type of emergency. It should be noted however, nothing in this plan should be construed to preclude or override prudent judgment and common sense.

Scope

This plan addresses SF Paratransit’s response to a wide range of emergency situations associated with natural disasters, technological incidents and human-induced emergency events but, is not intended to supplant normal, everyday emergency procedures. The EOP and the emergency management organization described herein may be implemented by the Broker General Manager, Accessible Services Manager or specific designee to the extent required by the situation.

Planning Assumptions

This Emergency Operations Plan (EOP) is based upon a number of planning assumptions and considerations that include, but are not limited to the following:

- Depending upon the scope and magnitude of the incident, the SFMTA Departmental Operations Center (DOC) may be partially or fully activated.

- SF Paratransit General Manager or Director of Operations has the authority to mobilize any and all of SF Paratransit’s and contract service provider’s personnel resources that may be needed to fulfill emergency objectives.
• SF Paratransit staff and contract service providers will take immediate actions to address threats to life safety or property damage in accordance with established emergency procedures.

• SF Paratransit and contract service provider’s staffed facilities are located at multiple sites throughout the Bay area and one or more of these facilities may be damaged or inaccessible following a disaster.

• SFMTA has assigned personnel to report to the San Francisco County Emergency Operations Center whenever it is activated to assist with transportation related responsibilities.

• SF Paratransit’s primary responsibility will be to provide service to its onboard passengers during and immediately after a critical event and its customers needed life sustaining services in the days following the event.

• San Francisco Paratransit and its contract service providers may be called upon to provide vehicles and drivers to move emergency personnel, evacuate citizens or otherwise assist in emergency efforts.

• Following a major disaster, SF Paratransit will communicate and coordinate directly with other Bay area paratransit operators through the existing Bay area mutual aid agreement.

• At the time of a disaster or critical event, it is imperative that SF Paratransit communicate service interruptions and emergency transportation information to its contract service providers and customers.

Authority

San Francisco Paratransit is an entity funded by SFMTA and the City and County of San Francisco. The paratransit broker is the entity responsible for the day-to-day management, oversight and operation of the paratransit system required of fixed-route operators by the Americans with Disabilities Act of 1990, as amended, (ADA). Paratransit is the supplemental, door-to-door or curb-to-curb system of transportation for persons with a disability who are certified as being unable, because of their disability, to use SFMTA’s fixed-route system independently.

Although the San Francisco paratransit system is a separately managed operation, it operates at the direction and under the auspices of the SFMTA and the City and County of San Francisco. SFMTA engages the services of a “broker” to perform the day-to-day management and oversight of the paratransit system.

Applicability

All sections of this EOP apply to all contractors, including drivers, mechanics, dispatchers, supervisors, clerks, administrative personnel and Broker staff engaged in the delivery and control of paratransit services on behalf of SFMTA and San Francisco Paratransit.
The application of these protocols and procedures will depend on the actual emergency that has occurred. Generally, there can be an emergency or declared disaster that results from a natural disaster (e.g., earthquake, explosion, flooding, etc.) or an act of terrorism or civil unrest that materially affects significant sectors of the city and county including all SFMTA services, the SF Paratransit Broker’s office, contracted service provider facilities, etc. There may also be an emergency declared by the SFMTA Executive Director/CEO that is restricted to only a specific sector of the service area and for which SFMTA will need assistance in the form of supplemental paratransit services (e.g., for evacuation, personnel transportation, revenue service augmentation, etc.).

The Broker and its contract service providers are committed to working with SFMTA through any emergency event and this plan is designed to offer adequate flexibility to allow the Broker to continue service and provide assistance in a constructive and helpful manner. The Broker’s General Manager’s role is to coordinate the activities of Broker staff and service providers so that the most effective outcome is achieved.

Emergency Management Program

The Emergency Management Program is comprised of several individual but coordinated elements which will be implemented over a specific operational period. The entire program is designed to provide SF Paratransit with the capability to respond quickly and effectively to any emergency. In order to insure that this capability remains consistent, it is imperative that SF Paratransit and contracted services personnel participate actively in the ongoing plan maintenance, training and exercise elements of this program. This program will be coordinated by the SF Paratransit Director of Operations.

Compliance with the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) including the Incident Command System (ICS) and the Homeland Security Advisory System (HSAS)

San Francisco Paratransit Emergency Management Program described in the EOP is consistent with SEMS which is required by California state law. SEMS defines a standard emergency response organization with associated roles and responsibilities whenever an incident requires a response from multiple agencies. This plan is also consistent with NIMS which is a federal requirement and works in concert with SEMS. The operating structure consistent with both systems is the Incident Command System. The use of SEMS, NIMS and ICS will facilitate SF Paratransit’s coordination with other local, regional, state and possible federal government agencies. Incorporating the HSAS enhances SF Paratransit’s preparedness for an emergency resulting from an act of terrorism. SF Paratransit will be directed to a specific HSAS level by the SFMTA Department Operations Center.

Emergency Operations Plan Activation

This Emergency Operations Plan is to be activated immediately upon the declaration of an emergency or disaster by the SFMTA Executive Director/CEO or his/her designee. This should be communicated to the SFMTA Manager of Accessible Services who will immediately notify the SF Paratransit Broker’s general manager. The General Manager or Broker’s Director of
Operations shall in turn communicate this information and a situational awareness status to all SF Paratransit personnel and all contractor service providers.

The situational awareness reported to the contract service providers shall specify the scope or scale of the emergency or disaster based on the following guidelines:

1. Statewide declaration of disaster
2. Regional disaster or emergency
3. San Francisco City and County only
4. Localized emergency only with minimal service disruption

Each of these declarations will require some level of Plan activation.

**Documentation Responsibility**

The SF Paratransit broker shall maintain all documentation related to the activation and utilization of this plan. The Broker shall maintain the accuracy of the Plan and review and update on a semi-annual basis or when deemed necessary by the SF Paratransit general manager. Additionally, once items included in the inventory list are procured, the Broker shall maintain all items in their appropriate location with a list identifying each item, the date it was procured and if replaced, the date of its replacement.

At all times during an emergency, declared disaster or any recovery period, SFMTA personnel, San Francisco Paratransit staff, contracted service providers and associated stakeholders shall maintain detailed documentation of all actions taken during the event with notations as to why such actions have been taken.

**Description of Emergency Operations Plan**

This EOP generally describes the steps to be taken by all SF Paratransit personnel, SFMTA Accessible Services personnel and paratransit services contractors in the event of an emergency or declared disaster. This plan is designed to be realistic, practical and easy to implement. In general, this Plan is written to complement and not duplicate the efforts of SFMTA, BART, Caltrans and MTC. Activation of the standing Transit Operators Mutual Aid Agreement should allow for regional cooperation without compromising agency specific autonomy and response capabilities. Based on the critical nature of the roles and responsibilities and protocols contained within this Plan, every party identified within it should take the time to read and understand it immediately upon receipt of the Plan.

**Emergency Operations Plan Objectives**

The objectives of this plan are to ensure the safety of all passengers, Broker employees, contracted service provider employees during an emergency, declared disaster and any recovery period. It also is designed to allow for the continued operation of San Francisco Paratransit with minimal disruption to passengers and public by allowing us to continue to supply the needed
transit and Paratransit operators, similar to federal, state and local governments, classify severity of significant emergencies as: Level I-Minor, Level II-Major, Level III-Catastrophic. The purpose of this rating system is to provide a universal standard for determining the magnitude and scope of the emergency in order to respond at the appropriate level. The scope of the disaster or emergency will be evaluated by the SF Paratransit Broker General Manager and Director of Operations based on the initial situational awareness report and other news and media reports related to the incident. The level of emergency will be given an initial designation and communicated to all contract service providers. This level can be modified at any time based on new information or firsthand observation by the Broker General Manager or Director of Operations.

**Unusual Events**

Medical emergencies, minor vehicle accidents, short-term power outages and minor criminal activity are considered unusual events not significant emergencies. While these events fall outside normal operations, they are situations that can be resolved by utilizing standard operating procedures (SOP’s).
Level I-Minor Emergency

A minor to moderate incident where local resources are adequate and available to respond. Examples might include civil disturbance, long-term power outage, local flooding, minor earthquake etc. Level I emergencies may trigger activation of local governments’ emergency operation plans and may require partial or full activation of their Emergency Operations Center (EOC). It should be noted that activation of the EOP does not always require activation of the EOC.

Level I emergencies can impact local jurisdiction to a greater or lesser extent. For example, localized flooding may render some of SF Paratransit routes and facilities inaccessible while having little or no impact on the operations of SFMTA or the county and city of San Francisco. In this case, SF Paratransit may activate it’s EOP but the county may choose not to. Conversely, the city of San Francisco may declare a local emergency that has little or no impact on SF Paratransit.

Level II-Major Emergency

A moderate to severe emergency where local resources are not adequate and regional assistance is required. Examples might include tsunami, severe flooding, moderate earthquake, major fires, etc. Level II emergencies would require activation of the affected local governments EOP and EOC and may require activation of the California State Coastal Regional EOC.

A Level II emergency that impacts San Francisco Paratransit would also affect the City and County of San Francisco. In this case, the county of San Francisco serves as an Operational Area for both the city and county and any special districts within the boundaries of the county and would declare a local emergency. If assistance is required from resources outside the operational area, the Governor will declare a State of Emergency.

Once a State of Emergency is declared or whenever requested by a Bay Area member transit agency, the Metropolitan Transportation Commission (MTC) will activate its Transit Response Plan and EOC. Consequently, in addition to coordinating emergency response activities with the San Francisco Operational Area EOC, SF Paratransit in cooperation with SFMTA would also coordinate with the MTC EOC.

Level III-Catastrophic Emergency

A major disaster where local resources in or near the affected area are overwhelmed and extensive state and or federal resources are required. Examples of a Level III Catastrophic Emergency might include a major earthquake, widespread flooding, major civil unrest or a significant terrorist attack in the Bay area. This event would require the activation of the SF Paratransit/SFMTA DOC, the county operational area EOC and state emergency plans and necessary EOC’s.

In order to ensure that available resources are deployed on a priority basis during Level III Catastrophic Emergencies, access to state and federal resources is initiated through the County Operational Area EOC. In the case of SF Paratransit requests for assistance such as medical care
or heavy equipment would be made through the SFMTA DOC. Requests for assistance for paratransit transportation services would be made through MTC.

**SFMTA Personnel Responsibility**

Upon declaration of a critical emergency event or disaster by the SFMTA Executive Director or authorized representative, including SFMTA Operations Central Control, SFMTA’s Manager of Accessible Services (or authorized designee) shall be immediately notified and provided situational awareness. SFMTA’s Manager of Accessible Services shall be in immediate communication with the paratransit broker’s General Manager (or authorized designee) for SF Paratransit and the two shall work closely to ensure proper activation of this Emergency Operations Plan (EOP) until such time as the SFMTA Executive Director suspends the declaration or directs the Accessible Services Manager to cease activation of the EOP or determines that measures outside the parameters of the EOP should be executed.

Upon suspension of the declaration of emergency by SFMTA’s Executive Director/CEO, all actions related to this EOP shall be suspended in the most logical order until all normal and routine services are resumed.

**SF Paratransit Broker Employees Notification**

The Broker’s General Manager or designee shall be the liaison to SFMTA and immediately notify all employees of the Broker that a declaration of emergency or disaster has occurred and that the Emergency Operations Plan (EOP) has been activated. If the emergency is declared outside of Broker’s normal work hours, the Broker’s general manager shall contact his/her pre-designated staff person to begin the employee notification process. This person shall make every effort to notify all personnel. All Broker employees will be asked and expected to report to work as soon as it is safe and practical based on individual circumstances. The Broker notification will include the location to where the employee is to report. The person assigned notification will keep a log confirming contact and expected time of staff arrival. If an employee has not been notified and learns of a major emergency or declaration of disaster in the Bay area, they should proactively contact the Broker general manager or Director of Operations to determine their immediate role in the incident. The Broker shall ensure that sufficient numbers of employees are cross-trained in at least the most critical areas (e.g., debit card transactions, call center staffing, etc.). The Broker shall also suspend any immediately pending ADA paratransit eligibility hearings and reschedule them for a time period after the emergency has been suspended. Additionally, during a declared emergency or disaster, SF Paratransit will not terminate the eligibility of any passenger who has previously been certified.

Each Broker employee essential to the activation of the EOP shall report to his/her appointed location as soon as possible from the time they were notified of the EOP activation. If a Broker employee is unable to get to his/her assigned work location, that employee shall inform the General Manager or Director of Operations as soon as practical. Broker employees shall then assemble and follow the instructions of the General Manager (or designee) to ensure that certain levels of service to the public are maintained or restored.
Notification of Contract Service Providers

It shall be the responsibility of the SF Paratransit staff to notify all contract service providers of any major emergency or declaration of disaster which will affect paratransit service delivery. SF Paratransit notification process shall be:

- The Director of Operations or person acting as incident commander will assign a SF Paratransit employee to notify all contract service providers of the emergency or declaration of disaster.
- The notification will include a situational awareness advisement and initial assessment of the contractor’s ability to continue delivering service.
- The SF Paratransit employee will record the following information;
  - Date and time of notification
  - Person contacted
  - The phone number or mode of communication utilized to make the notification
- The contractor will be advised of the communication method SF Paratransit will utilize during the duration of the incident

Primary Duties and Responsibilities of the Broker During a Critical Event or Declared Emergency

Acting upon the direction of the MTA Executive Director/CEO, all employees of the Broker’s office shall engage in ensuring that prescribed levels of paratransit services or supplemental services to SFMTA operations are restored and maintained during the emergency and that all Broker functions are gradually restored to their normal operational levels. The SF Paratransit General Manager will prepare a written statement regarding the status of paratransit service including any significant change in or reduction of service to be communicated to passengers. This statement will be updated each operational period or at the discretion of the General Manager. This shall be the official statement released to all external inquiries regarding paratransit services.

The primary responsibility of SF Paratransit staff shall be to secure a suitable work location. If city officials and/or the Broker general manager deem the Broker’s office is suitable, work during the emergency or during any recovery period shall be conducted out of this facility. The SF Paratransit Director of Operations will report to the SF Access provider facility unless directed otherwise by the Broker General Manager. If the normal Broker’s facility is deemed unsuitable, the Broker staff shall be directed to report to:

- SFMTA headquarters: One South Van Ness Ave., San Francisco (South Van Ness @ Market St.)
- SF Access provider facility: Mobility Plus Transportation (MPT) - 640 Cesar Chavez St, San Francisco

If MPT is deemed not suitable, Broker staff will attempt to locate a facility at which the Broker may operate throughout the emergency and any recovery period. Once such a facility is identified, appropriate signage shall be posted at the normal Broker facility to inform the public of the temporary location. Broker staff shall attempt to locate, secure and transport any vital and suitable components (e.g., electrical generators, telephone equipment, computers, peripherals, fare medium, supplies, furniture, etc.) to its temporary location or make provisions for procuring similar components, even if temporarily, so as to be capable of functioning during the emergency and recovery period at the prescribed levels.

Working out of either their regular or temporary location, Broker staff shall, working in earnest, ensure that telephone communications are either working properly or restored allowing for critical communications with service providers and the public. Then all needed computer systems shall be connected and tested for proper and adequate operation. If necessary due to interruption or loss of the servers at 365 Main St., the database shall be restored from the latest backup copy nearest to the occurrence of a natural disaster. Debit card system shall also be restored to proper operation. Broker may need to coordinate with Taxi dispatch companies and debit card equipment manufacturers to restore functionality of debit card network gateways and connectivity to the debit card central system located out of state.

**Safeguarding Data**

It shall be the responsibility of the San Francisco Paratransit Broker to “back-up” all data related to the San Francisco Paratransit program each night. This would include all rider files, active and inactive, that is used routinely and stored on the database system. Currently, the Broker stores back up at two off-site locations – one is at Veolia Transportation, the Broker’s subcontractor for lift-van and ADA Access services through their established VPN and the Broker has one tape that is stored off the Broker premises nightly. Through its facility and support network in Milwaukee, WI, the Broker is capable of storing all systems and data with records as recent as 24-36 hours prior to any major data catastrophe. Other remote and off-site storage mechanisms will continue to be explored to allow for faster restoration of data and even less loss of data. All SF Access and Group Van providers shall keep hardcopies of driver manifests for a minimum of seven days following the termination of a declared emergency or disaster.

The following identifies specific data storage and back-up facilities;

- Broker operations software for eligibility/reservations/dispatching/customer is stored at 365 Main St., San Francisco.
- Veolia corporate systems including user authentication, e-mail, Outlook server, Veolia corporate headquarters, Milwaukee, WI.
- Debit Card Central System is located in Elk Grove Village, IL.
Primary Duties of Contracted Service Providers Following a Declared Emergency or Disaster

Contracted service providers shall review this EOP and attached Standard Operating Procedures (SOP’s) carefully upon its issuance. Providers shall immediately thereafter notify the Broker of any known conflicts or contradictions in their own emergency operations or disaster preparedness plans.

Notwithstanding, during the process of restoring all systems, the Broker shall engage in the task of notifying each contract service provider and providing instructions on which services should be provided. The group van program centers shall also be contacted to inform them about which, if any, services provided to their respective centers will be affected. In the event any services are affected, they will be restored to their normal levels as soon as possible. The Broker shall use the phone list in Attachment A to this plan to notify its providers. This list shall be updated as necessary to ensure the most current phone numbers are available. The Broker Director of Operations shall be responsible to ensure that contacts lists attached to this plan are continually updated and accurate. The Director of Operations shall also be responsible for the proper distribution of the updated contact list.

All contract service providers of the San Francisco paratransit program agree to comply with the procedures and protocols contained within this plan. In the event SFMTA should need any quantity of lift-equipped vehicles to move, evacuate or supplement fixed route bus service, the Broker and service providers agree to provide the level of assistance required by SFMTA to the degree that vehicles under their control are available. This would apply to lift-van, group van, ADA Access and taxi service providers. Also, during any declared emergency or subsequent recovery period, contract service providers may serve as central points of information to customers. Every effort will be made by all contract service providers to assist the paratransit broker with disseminating accurate information to riders and the general public.

Contract service providers may need to arrange with the Paratransit Broker for changes in reimbursement schemes to best accommodate SFMTA’s needs during a declared emergency or during a recovery period. For example, a Group Van provider with no ADA Access rates in their contract may need to quickly work with the Broker to obtain a rate so that such services may then be delivered by that service provider. Additionally, the Broker may negotiate fixed hourly or daily rates with Taxi companies in order to secure the services of their vehicles and drivers during the emergency and reasonable recovery period. Such arrangements will be made with the Broker in a cooperative fashion and shall serve the best interests of SF Paratransit SFMTA, paratransit customers and the general public.

During a debit card system failure, all cab companies shall resort to a manual system of trip data collection. Paratransit passengers needing to get from one location to another during the emergency or recovery period shall be allowed access to the taxi system. Taxi drivers will utilize the SF Paratransit 4-part manual receipt form as documentation for the trip. This form collects the needed information for each trip (e.g., passenger name, identification number, telephone number, trip origin, trip destination, mileage and fare charged). These receipts shall be manually...
recorded for each trip, each day by individual drivers. The taxi company shall ensure that this information is entered into a central spreadsheet or similar system where data can be supplied manually so that payment to taxi companies can be processed. Once the Broker’s office has ensured that the debit card system is once again operational, the Broker shall notify each taxi company so that the manual collection of data may cease and all cab drivers can resort to once again transacting all paratransit trips through the debit card system.

SF Access and Group Van operators shall use the standard trip “add-on” form for purposes of recording any trips delivered during the emergency or recovery period. While technically speaking, standing orders are suspended during the emergency period, SF Access and Group Van service providers, using a “Master Subscriptions Trips” report (updated and printed each week) to follow-up with riders who may need to be called upon to confirm service for the week.

Upon notification of an emergency, all Providers shall take an immediate inventory of all their vehicle fleets reporting to the Broker any loss or damage to equipment utilized specifically during the event of a natural disaster. Providers shall, in good faith, assist the Broker with updating its records to ensure the Broker has the best information to work with during the declared emergency and any subsequent recovery period. SF Paratransit in cooperation with the SFMTA will attempt to gain reimbursement for damaged or total loss equipment from the state and/or federal government.

**Contract Service Providers Emergency Supplies and Equipment**

Each contract service provider facility shall endeavor to maintain a standard inventory of emergency supplies and equipment which should include the below listed items. The amount of supplies on hand should sustain the individual operation for up to 72 hours after an emergency or catastrophic event occurs. A list of suggested supplies and equipment to be maintained by service providers would include:

<table>
<thead>
<tr>
<th>First Aid Supplies</th>
<th>Flash Lights</th>
<th>Batteries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plastic trash bags</td>
<td>Blankets</td>
<td>Rope</td>
</tr>
<tr>
<td>Snap lights/glow sticks</td>
<td>Tarp</td>
<td>Whistles</td>
</tr>
<tr>
<td>Duct Tape</td>
<td>Crescent wrench</td>
<td>Crowbar</td>
</tr>
<tr>
<td>Fire Extinguishers</td>
<td>Gloves</td>
<td>Goggles</td>
</tr>
<tr>
<td>Masks</td>
<td>Hard hats</td>
<td>Shovel</td>
</tr>
<tr>
<td>Spill Kits</td>
<td>Drinking water</td>
<td>Generator (Gas powered)</td>
</tr>
<tr>
<td>Battery operated radios</td>
<td>Water purification tablets</td>
<td>Food rations</td>
</tr>
</tbody>
</table>

The SF Paratransit Broker shall be informed of which contract service provider facilities are equipped with back up emergency power and fuel supplies. Individual contract service provider Emergency Plans shall contain an inventory of essential supplies and equipment. Where the provider controls the facility/building, a crescent or pipe wrench or correct size should be wired or chained to each natural gas meter shut-off valve for easy access during an emergency.
**Contract Service Provider Personal Preparedness Recommendation**

The first concern of most persons at the time of a major emergency will be the welfare and security of their homes and families. Since Broker employees and contract service provider personnel are vital to ensuring that SF Paratransit is prepared to respond in a timely manner, it is important that prudent measures be taken to prepare homes and families for disasters. SF Paratransit and contract service providers should provide its employees with information on home and family disaster preparedness on a periodic basis. In addition, SF Paratransit and each contract service provider will make every effort to assist employees with making family welfare inquiries if an emergency or disaster occurs during working hours.

**Contractor Service Provider Inventory Responsibility**

The inventory priority will be the following:

- In-service drivers and vehicles
- Driver availability for reporting to duty
- All other contractor staff

After a thorough inspection of their individual facilities and fleets, contract service providers shall report to the Broker, the number of vehicles in their fleet that are safe to use and the status of their facility. Additionally, the contract service provider shall conduct a roll call of all in-service vehicles and determine the status of drivers and SF Paratransit customers. Providers shall do their best to triage any vehicles damaged during a natural or other disaster in an attempt to make such fleets available for service as rapidly as possible. As any such vehicles may be restored to service, each provider shall notify the paratransit broker. SF Paratransit shall have available an inventory of these vehicles that can be given to the SFMTA DOC for necessary logistical support.

**Suspension of Service During An Emergency**

SF Paratransit employees shall utilize the following general guidelines when evaluating the need to consider suspension of service. This suspension will be based on the specific factors surrounding the particular emergency. At the initial onset of an emergency or disaster, the primary service responsibility shall be to those passengers on board SF Paratransit vehicles and secondarily to those passengers previously transported that same day to a location away from their home or residence. The actual priority of services provided will be determined by the SFMTA Department Operations Center or SF Paratransit General Manager in consultation with the Manager of Accessible Services.

To the extent that the demands for emergency assistance conflict with the provision of any of the services described herein from SFMTA or the Broker, paratransit services shall be suspended in the following order and restored in reverse order in a logical manner:

1. Office on Aging/DAAS group transportation
2. SF Paratransit Group Van program services (medically necessary trips to group centers will be the last to be suspended)
   
a. Prioritization of specific Group Van trips will be done in coordination, when possible, with program service agencies.

3. SF Access Paratransit Services (ADA)
   
a. Other than life-sustaining trips for persons already at home or residence (e.g., dialysis, prescription refill or renewal, sustenance, necessary non-emergency medical care.)
   
   i. Recreational trips (e.g., restaurants, consumables shopping, entertainment, etc.)
   
   ii. Work/School trips
   
   iii. Medical trips including causal doctor visits, medical center trips, trips to therapy, etc.
   
   iv. Food/grocery shopping trips
   
   b. Medically necessary life-support trips, including dialysis and other required life support treatments.

As previously stated, suspension of trips shall occur only when necessary, as determined by the SFMTA Department Operations Center or SF Paratransit General Manager in consultation with the Manager of Accessible Services, and shall be suspended only when indicated in the manner prescribed herein and restored as soon as possible. At all times, vehicle availability shall be taken into consideration. Demand by the general public for regular taxi services may also have to be considered, especially ramp-equipped taxis that may be capable of transporting many riders simultaneously.

During the suspension period, services that are provided shall be subject to the same rules as when no emergency or suspension is in force. Drivers shall be expected to deliver all services in the same appropriate manner and collect required fares.

**Training**

The SF Paratransit Broker shall issue a copy of this plan to each of its employees and contract service provider management. The basics of this plan should be explained to each employee with a signed statement of understanding.

The SF Paratransit Broker shall also, under cover letter, publish this Emergency Operations Plan and Standard Operating Procedures and distribute to all its contract service providers. Contractors shall signify receipt and acceptance of procedures and said sign-off shall be made a part of each contractor’s file. The SF Paratransit Broker will conduct EOP orientation for
employees, contract service providers and allied service agencies upon implementation of the EOP as agency policy.

**Plan Review and Maintenance**

The SF Paratransit Director of Operations is responsible for ensuring this plan is consistent with current laws, regulations and recommended emergency preparedness and response standards. This entire plan shall be reviewed and updated annually on or before June 30th. The plan shall also be updated whenever any significant changes have occurred in personnel assignments or organizational structure.

**Summary**

This Emergency Operations Plan is designed to guide the implementation of a protocol with regard to SF Paratransit when the declaration of emergency or disaster has been proclaimed by the appropriate public officials or during the following recovery period. This plan is intended to be flexible and at all times, the SF Paratransit Broker’s general manager and SFMTA’s Manager of Accessible Services shall work together to closely coordinate the activation of any part of this Plan.
KEY PERSONNEL

San Francisco Paratransit
68 12th Street
San Francisco, CA  94103-1297
415.351.7000
415.351.3134 (facsimile)

http://www.sfparatransit.com

Management Team

Name:       Marc Anthony Soto
Title:      General Manager
Telephone No.  415.351.7010
Fax Number:  415.351.3136
Cell Number: 415.377.9940
Home Number: 510.268.9858
Email address: marc.soto@veoliatransportation.com

Name:       Paul Okunewitch
Title:      Director of Operations
Telephone No.  415.351.7060
Fax Number:  415.351.3134
Cell Number: 415.572.4336
Home Number: 415.302.6218
Email address: paul.okunewitch@veoliatransportation.com

Name:       Tulay Atalay
Title:      Director of Finance and Administration
Telephone No.  415.351.7020
Fax Number:  415.351.3134
Cell Number: 415.596.4897
Home Number: 510.601.8487
Email address: tulay.atalay@veoliaransportation.com

Name:       Becky Chan
Title:      Manager of Finance
Telephone No.  415.351.7030
Fax Number:  415.351.3134
Home Number: 415.859.9437
Email address: becky.chan@veoliatransportation.com
Service Providers

SF Access and Group Van Providers  
As of May 1, 2010

<table>
<thead>
<tr>
<th>Provider Name</th>
<th>Address</th>
<th>Contact Name</th>
<th>Phone Number</th>
<th>Mobile Phone #</th>
<th>e-mail address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility Plus Transportation</td>
<td>640 Cesar Chavez St. San Francisco, CA 94124</td>
<td>Mr. Mark Frailey</td>
<td>(415) 643-2182</td>
<td>(415) 377-2444</td>
<td><a href="mailto:mfrailey@mobilityplus.us">mfrailey@mobilityplus.us</a></td>
</tr>
<tr>
<td>Medsam Transportation</td>
<td>1426 Fillmore St. #313 San Francisco, CA 94115</td>
<td>Mr. Scott Blum</td>
<td>(415) 561-0630</td>
<td>(415) 235-7324</td>
<td><a href="mailto:medsam@sbcglobal.net">medsam@sbcglobal.net</a></td>
</tr>
<tr>
<td>Centro Latino</td>
<td>1656 15th Street San Francisco, CA 94103</td>
<td>Mrs. Gloria Bonilla</td>
<td>(415) 861-8758</td>
<td>(415) 286-0883</td>
<td><a href="mailto:bgclsf@hotmail.com">bgclsf@hotmail.com</a></td>
</tr>
<tr>
<td>Kimochi</td>
<td>1715 Buchanan Street San Francisco, CA 94115</td>
<td>Mr. Steve Ishi</td>
<td>(415) 674-0814</td>
<td></td>
<td><a href="mailto:sishii@kimochi-inc.org">sishii@kimochi-inc.org</a></td>
</tr>
<tr>
<td>Delancey Street Foundation</td>
<td>600 Embarcadero San Francisco, CA 94111</td>
<td>Ms. Charlotte Baker</td>
<td>(415) 957-9800</td>
<td></td>
<td>cbembno.aol.com</td>
</tr>
</tbody>
</table>
## Taxi Companies

<table>
<thead>
<tr>
<th>Provider Name</th>
<th>Address</th>
<th>Contact Name</th>
<th>Phone Number</th>
<th>Mobile Phone #</th>
<th>e-mail address</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Cab</td>
<td>1595 Van Ness Ave San Francisco, CA 94109</td>
<td>Kathleen McCann</td>
<td>(415) 775-3114</td>
<td>(415) 577-7456</td>
<td><a href="mailto:support@americanairporter.com">support@americanairporter.com</a></td>
</tr>
<tr>
<td>Arrow /Black &amp; White Checker Dispatch</td>
<td>2575 Marin St. San Francisco, CA 94107</td>
<td>Mr. Gratchia Makarian Mr. Peter Fox</td>
<td>(415) 285-3710 (415) 970-1105</td>
<td>(415) 378-3834</td>
<td><a href="mailto:bwchecker@sbcglobal.net">bwchecker@sbcglobal.net</a> <a href="mailto:peterfox.speckcab@sbcglobal.net">peterfox.speckcab@sbcglobal.net</a></td>
</tr>
<tr>
<td>City Wide Dispatch</td>
<td>2121 Evans Street, Suite G San Francisco, CA 94124</td>
<td>Mr. Chris Sweis</td>
<td>(415) 920-0709</td>
<td>(650) 826-4470</td>
<td><a href="mailto:royltaxi@sbcglobal.net">royltaxi@sbcglobal.net</a></td>
</tr>
<tr>
<td>Daly City Cab</td>
<td>39 Wellington Street Daly City, CA 94015</td>
<td>Ms. Alicia Young</td>
<td>(650) 992-8865</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DeSoto Cab</td>
<td>555 Selby San Francisco, CA 92124</td>
<td>Ms. Cindy Ward Ms. Jane Bolig</td>
<td>(415) 970-1405</td>
<td>(925) 519-5906 (415) 350-3106</td>
<td><a href="mailto:desoto_manager@sbcglobal.net">desoto_manager@sbcglobal.net</a></td>
</tr>
<tr>
<td>Luxor Cab Co</td>
<td>2230 Jerrold Ave. San Francisco, CA 94124</td>
<td>Mr. John Lazar Mr. Martin Smith</td>
<td>(415) 282-1224 x 201 (415) 987-4674</td>
<td>(415) 272-3744 (415) 244-5008</td>
<td><a href="mailto:luxorcab@pacbell.net">luxorcab@pacbell.net</a> <a href="mailto:marty@luxorcab.com">marty@luxorcab.com</a></td>
</tr>
<tr>
<td>National Cab/ Veterans Cab</td>
<td>2270 McKinnon San Francisco, CA 94107</td>
<td>Mr. Dan Hinds</td>
<td>(415) 648-4204</td>
<td>(415) 240-0577</td>
<td><a href="mailto:NCC_President@sbcglobal.net">NCC_President@sbcglobal.net</a></td>
</tr>
<tr>
<td>Regents Cab</td>
<td>1301 6th Street San Francisco, CA 94107</td>
<td>Mr. Steve Anton</td>
<td>(415) 487-1004</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serra Cab</td>
<td>2123 Junipero Serra Blvd. #A Daly City, CA 94014</td>
<td>Mr. Talib Salamin</td>
<td>(650) 991-3881</td>
<td>(650) 333-9598</td>
<td><a href="mailto:talib@serrayellowcab.com">talib@serrayellowcab.com</a></td>
</tr>
<tr>
<td>Town Taxi</td>
<td>999 Pennsylvania Ave San Francisco, CA 94107</td>
<td>Mr. Rafael Machkovsky Mr. Jacob Myzel</td>
<td>(415) 401-8900 (415) 401-8900 x 3</td>
<td>(415) 269-8418 (415) 203-2260</td>
<td><a href="mailto:sftowntaxi@yahoo.com">sftowntaxi@yahoo.com</a> <a href="mailto:jmayzel@yahoo.com">jmayzel@yahoo.com</a></td>
</tr>
<tr>
<td>Yellow Cab Co-Op</td>
<td>1200 Mississippi St. San Francisco, CA 94107</td>
<td>Mr. Hal Mellegard Ms. Pamela Martinez</td>
<td>(415) 593-9227 (415) 593-9229</td>
<td>(415) 845-0827</td>
<td><a href="mailto:hal@yellowcabsf.com">hal@yellowcabsf.com</a> <a href="mailto:pam@yellowcabsf.com">pam@yellowcabsf.com</a></td>
</tr>
</tbody>
</table>
ATTACHMENT
SOP’s 1-10
San Francisco Municipal Transportation Agency (SFMTA) Executive staff and the SFMTA Accessible Services staff in coordination with the San Francisco Paratransit management team will coordinate a comprehensive response to emergencies in SFMTA service area.

When the San Francisco Municipal Transportation Agency declares an emergency and activates their Emergency Operations Center (EOC) the point of contact for San Francisco Paratransit will be the Broker General Manager.

The General Manager is responsible for the activation of the San Francisco Paratransit Emergency Operations Plan (EOP). In the absence of the General Manager, the Director of Operations succeeded by the Director of Finance and Administration will be responsible for activation of the EOP.

The Director of Operations is responsible for notification to all San Francisco Paratransit personnel to respond in the event of a declared emergency.

All San Francisco Paratransit staff will be trained and current in the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS) and be able to assume the role of Incident Commander or support in the following ICS sections; operations, logistics, planning and finance.

All SF Paratransit staff will be trained in the Department of Homeland Security (DHS) required IS- 700, ICS 100 and ICS 200. All managers or persons who would be allowed to assume the role and
The responsibility of Incident Commander will be trained in the concepts of advanced incident command. Those persons will be required to attend DHS courses ICS 300 and ICS 400.

- Refer to the San Francisco Paratransit EOP for additional information.
Regional Cooperation during an Emergency or Declared Disaster

DISTRIBUTION: SF Paratransit, SFMTA and Contract Service Providers

OTHER DEPARTMENTS:

Prepared By:___________________________
Approved By:___________________________
Department Approval:____________________

- The San Francisco Paratransit Director of Operations is responsible to maintain the point of contact information with all regional paratransit service providers under the umbrella of the Metropolitan Transportation Commission (MTC).

- The Director of Operations is responsible for coordinating mutual aid resources in the SF Paratransit service area. These responsibilities will include maintaining a prioritized list of all agencies that would be contacted based on geographic location, response time, asset compatibility and availability during an emergency or disaster declaration.

- The General Manager will communicate the Level of the emergency and assume coordination of San Francisco Paratransit operations staff and contract service provider assets with the San Francisco Municipal Transportation Agency Departmental Operations Center (DOC) and/or the San Francisco County Emergency Operations Center (EOC).

- The Manager of Accessible Services for the San Francisco Municipal Transportation Agency, in coordination with the San Francisco Paratransit General Manager or designee will have the authorization to allow assets and resources to leave the San Francisco Bay service area to assist other regional partners. This will be accomplished with the full and complete cooperation and coordination of all contract service providers.
The San Francisco Paratransit / SFTMA Accessible Services employee assigned to the SFMTA Department Operations Center Logistics Section under the Incident Command System (ICS) will be responsible for:

- Coordination with the San Francisco Paratransit Director of Operations or designee for all assignments through contract service provider dispatch centers including the assignment of vehicles and drivers.

- Emergency level designation and timeline to notify contractors that a critical incident or declaration of emergency has occurred.

- The Director of Operations is responsible for the collection of status and inventory information from contractor service providers on their overall operational status, including, facility update, roll call of drivers, inventory of vehicles available during the first and subsequent operational periods.

- Location of the contractor service provider’s operational facility or incident specific command post following the emergency.

- Establishment and communication to San Francisco Paratransit staff and contract service providers of the designated operational period; 8, 10, or 12 hours. The operational period determination will be made by the Incident Commander and based on the needs and resources available to SF Paratransit. The length of operational periods do not need to be concurrent with those of other regional emergency services providers.
This Standard Operating Procedure (SOP) will be the expectation of San Francisco Paratransit and should be consistent with other individual contract service provider policies and procedures. Following a critical incident, emergency or declaration of disaster, drivers and other paratransit staff will refer to SOP #9, a check list for guidance.

- SOP #9 is the checklist that will be issued to all staff and drivers contracted by the San Francisco Paratransit Any modification or change to SOP #9 by a contracted service provider shall be approved by the SF Paratransit broker prior to agency implementation.

- The primary responsibility of drivers is the passengers who are on board their vehicles during an emergency. The checklist outlined in SOP #9 will provide guidance on how to transport these passengers to their intended destinations or to designated staging areas.

- Drivers will use SOP #9 guidelines to communicate with their dispatch center and obtain updates on course of action.

- If driver cannot continue in route, they are directed to their dispatch control center or operations base immediately. If communications are lost will attempt to report to the closest pre-designated staging area.
  - 640 Cesar Chavez Street
  - AT&T Ball Park parking lot
San Francisco Paratransit
Standard Operating Procedure

- Westlake Shopping mall
- Safeway Parking lot on Webster Street

- All drivers are to conduct themselves in accordance with Community Transportation Association of America (CTAA) Passenger Assistance, Safety and Service training (PASS)
  - Remain calm
  - Contact your dispatcher
  - Protect your passengers
  - Protect yourself and your vehicle
  - Complete required reports in a timely manner

- Matrix of priority responsibilities for drivers:
  - Driver and passenger safety
  - Passengers in transit at time of emergency
  - Passengers previously transported prior to emergency to locations waiting for a return trip home
  - High priority life sustaining medical services that cannot be delayed
  - Evacuation assistance as directed by San Francisco Paratransit or San Francisco Municipal Transportation Agency (SFMTA).

- This policy and procedure should be consistent for all SF Paratransit and contract service providers’ staff, dispatchers and drivers.
Following a significant emergency event or declared disaster, San Francisco Paratransit will need to make important decisions regarding what trips can still be provided. The following factors should be considered:

- Broker General Manager or designee in conjunction with San Francisco Municipal Transportation Agency Accessible Services staff will make the decision on the suspension or reduction of paratransit service and the estimated length of the service disruption.
- The first priority will be the safety of all drivers and passengers in the field when the event occurs.
- Establish resource allocation of drivers and vehicles for the first operational period and notify SFMTA DOC of available resources.
- Implement Contingency Operations Plan (COP) for prioritizing service levels:
  - Life sustaining medical appointments, i.e., dialysis, chemotherapy.
  - Prescription pick-up
  - Grocery and food bank
  - Emergency assistance requested by SFMTA due to critical event
  - Other requests by customers to the call-in center
  - Pre-existing standing rides (i.e., school, work, etc)
San Francisco Paratransit
Standard Operating Procedure

SOP NUMBER: 6  DATE: 2/05/2010  Page 1 of 2

Operational Communications During an Emergency

DISTRIBUTION: SF Paratransit and Contract Service Providers

OTHER DEPARTMENTS: As Required

Prepared By:___________________________
Approved By:___________________________

Department Approval:____________________

San Francisco Paratransit contract service providers routinely uses voice radio and mobile data terminals that communicate via cellular networks or dedicated radio channels. Most drivers carry and communicate using conventional cell phones utilizing the Direct Connect Push-to Talk feature (Nextel). In the event of an emergency the availability of communication options will vary.

- Communications during an emergency will occur utilizing landline telephone, voice radio, mobile data terminal or cellular phones (Nextel).
- All or none of the above communication options may be available during an emergency.
- Management staff will activate the Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS) which will provide priority access to landline and wireless telephone networks during an emergency. The activation of the GETS system for Sf Paratransit will be dependent on authorization through SFMTA via the DHS communications program point of contact.
- Landline phone service will be the primary mode of communication if service is available. If landline service becomes inoperable, there are two separate modes of communication; Nextel Group-push to talk Direct Connect cellular telephones and regular cellular phone service will provide redundant communications between San Francisco Paratransit, Mobility Plus Transportation, Med-Sam Transportation and other contract service providers during an emergency.
- All San Francisco Paratransit staff and contractors will remain current in their training and understanding of implementing all recommended communication options.
- The SF Paratransit Broker General Manager or Director of Operations will designate the compatible mode of communication to be utilized during the duration of the emergency incident.
All transit providers need to have an up to date inventory of disaster emergency supplies and equipment which will support ongoing operations during a time of disaster. The list of recommended supplies and equipment includes but is not limited to the following: (All supplies should be inspected and inventoried on a semi-annual basis. It is critically important to adhere to expiration dates on all perishable items.)

- A portable gasoline/diesel engine driven, alternating current generator to ensure continued electrical power to computer system, telephone system, dispatcher’s radio and selected lights. Maintenance personnel should regularly maintain the equipment and be ready to quickly put the generator in service if necessary.
- An additional alternate source of power is a power inverter that may be used to draw power from a vehicle accessory plug to power office equipment.
- Handheld low band radios with extended battery service for the dispatcher, supervisors and drivers.
- Waterproof, durable flashlights with extra batteries for drivers, field supervisors, dispatchers and staff.
- Battery operated AM-FM radios for listening to local emergency broadcast stations.
- A bicycle (or two), which could be used as an alternative mode of transportation.
First Aid supplies, plastic trash bags, blankets, rope, snap light/glow sticks, duct tape, fire extinguishers, masks, spill kits, tarp, crescent wrench, gloves, hard hats, water purification tablets, whistles, crowbars, goggles, and shovels.

Also, included in the equipment and supplies list should be supplies intended to support the dispatch or call center if they need to be evacuated. Supplies maintained on site at administrative offices and contract service provider operations/maintenance facilities will provide staff with emergency food, water and sanitation supplies for up to a minimum of 72 hours.
The SF Paratransit Director of Operations is responsible for the workplace security plan; investigation, and reporting of all security incidents within the San Francisco Paratransit service area. These responsibilities will include the following:

- Documentation of all reports involving security incidents or law enforcement intervention.

- All reports of criminal activity involving a San Francisco Paratransit contract service providers.

- Review and oversight of all reports of security breaches or criminal incidents involving the Broker facility or contract service provider facilities, drivers, passengers and vehicles.

- Review of all reports for:
  - Physical characteristics of the location of occurrence
  - Interviews of all witnesses to the incident
  - Chronological sequence of events
  - Probable cause and/or contributing factors
  - Recommendations for corrective actions
  - A document control number for tracking purposes
In the event of an emergency or declared disaster, all drivers transporting SF Paratransit passengers will be expected to:

- Remain calm and assure the passenger that you will take care of their safety and security needs.
- Secure your vehicle by bringing it to a safe stop, avoiding building overhangs, exposed electrical wires, street and freeway overpasses and large trees, etc.
- Do not step outside your vehicle until you thoroughly check your surroundings and are assured it is safe to exit.
- Assess the situation immediately around you and within your vehicle.
- Check yourself and your passengers for injuries.
- Notify your dispatch control center request further instructions.
- If you are unable to make contact and it is safe to proceed, continue with your route and deliver your passenger to his/her destination.
- Minimize the use of your two-way radio or Nextel push-to-talk telephone so the dispatch control center can assist other drivers.
- Obey all law enforcement and fire officials and observe any detours, rerouting instructions and cooperate fully in maintaining overall safety and security.
- Maintain contact with dispatch control center and or management to receive updated instructions and status reports.
After your route is complete and dispatch has cleared you from your assignment, safely return to base. If this is not possible and you cannot contact your dispatch control center, proceed to the nearest Emergency Staging Area.

Emergency Staging Areas

- Mobility Plus Transportation-640 Cesar Chavez Street
  (Between Michigan St. And Maryland St.)
- AT&T Ballpark Parking Lot
  (3rd St. and Mission Rock St.)
- West Lake Shopping Mall
  (John Daly Blvd. between Lake Merced Blvd. & Park Plaza Dr.)
- Safeway Market Parking Lot
  (Webster Street @ O'Farrell St.)

Each staging area will be supported with available resources, drivers and supplies needed to assist SF Paratransit and other contract service providers. The SF Paratransit Director of Operations or ICS Logistics Section Chief will be responsible to deliver necessary emergency supplies to the designated staging areas.

Emergency Phone Numbers

Mobility Plus Transportation Operations Center
(415) 285-6945
SF Paratransit
(415) 351-7000
SFPD/SFFD
911
SF Paratransit employees shall utilize the following general guidelines when evaluating the need to consider suspension of service. This suspension will be based on the specific factors surrounding the particular emergency. At the initial onset of an emergency or disaster, the primary service responsibility shall be to those passengers on board SF Paratransit vehicles and secondarily to those passengers previously transported that same day to a location away from their home or residence. The actual priority of services provided will be determined by the SFMTA Department Operations Center or SF Paratransit General Manager in consultation with the Manager of Accessible Services.

To the extent that the demands for emergency assistance conflict with the provision of any of the services described herein from SFMTA or the Broker, paratransit services shall be suspended in the following order and restored in reverse order in a logical manner:

1. Office on Aging/DAAS group transportation

2. SF Paratransit Group Van program services (medically necessary trips to group centers will be the last to be suspended)
   a. Prioritization of specific Group Van trips will be done in coordination, when possible, with program service agencies.

3. SF Access Paratransit Services (ADA)
   a. Other than life-sustaining trips for persons already at home or residence (e.g., dialysis, prescription refill or renewal, sustenance, necessary non-emergency medical care.)
i. Recreational trips (e.g., restaurants, consumables shopping, entertainment, etc.)

ii. Work/School trips

iii. Medical trips including causal doctor visits, medical center trips, trips to therapy, etc.

iv. Food/grocery shopping trips

b. Medically necessary life-support trips, including dialysis and other required life support treatments.

As previously stated, suspension of trips shall occur only when necessary, as determined by the SFMTA Department Operations Center or SF Paratransit General Manager in consultation with the Manager of Accessible Services, and shall be suspended only when indicated in the manner prescribed herein and restored as soon as possible. At all times, vehicle availability shall be taken into consideration. Demand by the general public for regular taxi services may also have to be considered, especially ramp-equipped taxis that may be capable of transporting many riders simultaneously.

During the suspension period, services that are provided shall be subject to the same rules as when no emergency or suspension is in force. Drivers shall be expected to deliver all services in the same appropriate manner and collect required fares.
San Francisco Paratransit Security and Emergency Preparedness Plan

September 2010
Security and Emergency Preparedness Plan (SEPP)

San Francisco Paratransit
Revision record

<table>
<thead>
<tr>
<th>Revision date</th>
<th>Draft #</th>
<th>Pages/sections affected</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Requests for interpretation of this document and suggestions for changes should be addressed to the person mentioned below:

Marc Soto  
General Manager  
68 12th Street  
San Francisco, CA 94103  
www.VeoliaTransportation.com

Policy statement

Recent worldwide terrorist attacks and disasters both natural and manmade affecting transportation systems, have created a climate of heightened risk and security awareness. The inherently open and easily accessible nature of transit systems including ADA mandated paratransit service, coupled with this heightened state of alert, has in turn greatly increased the importance of security and emergency preparedness throughout the transit industry. The Federal Transit Administration (FTA) and Transportation Security Administration (TSA) have recognized and responded to this increased importance by placing their own emphasis on transit focused security and emergency management.

The San Francisco Paratransit, in conjunction with the San Francisco Municipal Transportation Agency (SFMTA) has the mission to provide safe and secure transit services for its transit dependent customers. In response to FTA and TSA’s increased emphasis on security, SF Paratransit has developed this Security and Emergency Preparedness Plan (SEPP) as a means of integrating security measures and initiatives into and throughout all levels of the organization. The SEPP describes the policies, procedures, roles and responsibilities to be fulfilled by all employees and contractors, beginning with the highest levels of management.
All personnel and contractors are required to adhere to the policies, procedures, and requirements stated herein and to properly and diligently perform the security-related functions of their jobs as a condition of employment. Further, the San Francisco Paratransit management team will be continually and directly involved in formulating, reviewing and revising security policies, procedures, goals and objectives.

The security function must be supported by effective emergency response capabilities to ensure that security-related incidents involving operations and services are responded to, resolved and recovered from quickly, safely and efficiently. To this end, San Francisco Paratransit and SFMTA’s management team will also provide leadership in promoting safety, security and emergency preparedness throughout the organization and will consistently enforce related rules, policies and procedures throughout their areas of control.

It is a goal of San Francisco Paratransit and SFMTA, through the effective implementation and administration of this SEPP, to take proactive measures that will improve the overall safety and security of its transit operations and services. To achieve this goal, all employees are encouraged to report potential threats, vulnerabilities, and/or hazards identified within the system to their direct supervisors and/or the General Manager. They are also encouraged to provide assistance as necessary to ensure that potential threats, vulnerabilities and/or hazards are eliminated, mitigated or controlled.

______________  _____________________
Marc Soto, General Manager  Date

______________  _____________________
Annette Williams, Accessible Services Manager  Date

______________  _____________________
Paul Okunewitch, Director of Operations  Date
Contents

1. Overview........................................................................................................................................7

1.1 Purpose .....................................................................................................................................8
1.2 Scope.......................................................................................................................................9
1.3 Goals ...................................................................................................................................... 9
1.4 Objectives ............................................................................................................................ 9
1.5 Mission statement ...................................................................................................................10

2. Definitions and Acronyms...........................................................................................................10

2.1 Definitions ...........................................................................................................................10
2.2 Acronyms ............................................................................................................................14

3. Transit System Description ......................................................................................................15

3.1 Organizational Structure ....................................................................................................15
3.2 Operating Environment ......................................................................................................15
3.3 System Description .............................................................................................................16
3.4 Facilities Description ..........................................................................................................16
3.5 Connecting Transit Services ...............................................................................................17
3.6 Shared Assets ......................................................................................................................17
3.7 Memorandum of Understanding (MOU) .............................................................................17

4. Security Conditions, Trends and Capabilities ..........................................................................17

4.1 Security Incident Recording .................................................................................................17
4.2 Security Incidents Trend Analysis .........................................................................................18
4.3 Internal Security Component ...............................................................................................19
4.4 Internal Security Practices ..................................................................................................23
4.5 External Security Component ...............................................................................................24

5. Management of SEPP ..............................................................................................................25

5.1 Employees ..........................................................................................................................26
5.2 Agency Personnel ...............................................................................................................26
5.3 Agency Divisions/Sections ..................................................................................................28
5.4 Investigation and Security Incident Reporting ......................................................................30

6. Threat, Vulnerability and Consequence Identification and Resolution ......................................31

6.1 Threat and Vulnerability Assessment ..................................................................................32
6.2 Asset Identification and Analysis ........................................................................................32
6.3 Countermeasure Development ............................................................................................34
6.4 Security Testing and Inspections .........................................................................................36

7. Security Design .......................................................................................................................37

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
List of Exhibits

Exhibit 1 Operating Statistics .................................................................16
Exhibit 2 Reported Transit Crimes........................................................18
Exhibit 3 Transit Crime Trends .............................................................19
Exhibit 4 Facility Security Features .......................................................21
Exhibit 5 Vehicle Security Features .....................................................22
Exhibit 6 Security Features .................................................................24
Exhibit 7 Public Transportation Countermeasures ..............................35
Exhibit 8 Homeland Security Advisory System (HSAS) ....................38
Exhibit 9 Exercise List ........................................................................45

List of Appendecees

Appendix A Common Threats Identification ........................................47
Appendix B Points of Contact List .......................................................48
Appendix C Communication Tree .........................................................50
Security and Emergency Preparedness Plan (SEPP)

1. Overview

The inherently open nature of public transportation systems, the quantities of people they transport each day, and the diverse and oftentimes heavily populated areas through which they operate make such systems viable targets for various criminal activities, including acts of terrorism. Recent worldwide terrorist attacks and natural disasters have created an environment of heightened risk and danger throughout the nation and have further increased the need for security hardening and emergency preparedness within the nation’s public transportation systems.

The Federal Transit Administration has responded to this heightened level of risk by increasing its emphasis on security and emergency preparedness and by developing various action items and guidelines to assist transit agencies in their efforts to prevent and prepare for such events. San Francisco Paratransit considers the development, implementation and consistent enforcement of a comprehensive Security and Emergency Preparedness Plan (referred to throughout as the security plan or SEPP) as the first step in developing an effective Security and Emergency Preparedness Program. To this end, San Francisco Paratransit has developed this security and emergency preparedness plan in accordance with the following:

- Guidance Document: Immediate Actions (IAs) for Transit Agencies for Potential and Actual Life-Threatening Incidents, FTA, 2004
- Baseline Assessment for Security Enhancement (BASE), TSA, 2007

This SEPP emphasizes San Francisco Paratransit’s commitment to protecting the safety of its customers, passengers and employees and the security of its vehicles, equipment, facilities and other properties. Much like SFMTA system safety program establishes mechanisms for identifying and addressing hazards within San Francisco transit operations, this SEPP establishes mechanisms through which SF Paratransit security-related threats and vulnerabilities can be identified and addressed. It is therefore the intent of San Francisco Paratransit, through the implementation, enforcement and continued development of the SSEP, to incorporate security measures into all aspects of its operations and services, including business administration and maintenance activities, and to establish a comprehensive and effective security program throughout the organization.
San Francisco Paratransit employees, contractors and passengers are considered the first line of defense against criminal events or terrorist activities, as these individuals will most likely be the first to witness or identify criminal or suspicious behavior within San Francisco Paratransit operations. It is therefore critical to the success of the security program that all employees, contractors, passengers or other parties who may come into contact with its operations and services become and remain actively involved in the security program. Security-related roles and responsibilities have been assigned to personnel and parties within San Francisco Paratransit, as identified in this SEPP. Activities conducted to improve the security of its operations and services also have been documented in this SEPP.

The SEPP will be reviewed at least annually and updated as necessary to ensure that it remains up to date and consistent with federal, state and local regulations and guidelines, as well as San Francisco Paratransit management goals and objectives. Additionally, the SEPP will be updated whenever a significant change occurs within the organization. The ultimate goal is to continually enhance the SEPP and to that end, management will solicit feedback from its employees, contractors and customers on a constant and ongoing basis.

1.1 Purpose

It is the purpose of this SEPP to establish formal mechanisms through which an effective, agency wide security and emergency preparedness program can be developed, implemented and maintained, working in concert with its safety program. It is also the purpose of the SEPP to establish mechanisms through which San Francisco Paratransit and its employees, contractors, passengers and other personnel can:

- Appropriately identify and report threats and vulnerabilities within San Francisco Paratransit operations to the correct personnel and/or external parties (emergency response agencies, law enforcement agencies, etc.) so that preventive actions may be implemented to eliminate, control or minimize their impact.
- Introduce solutions to minimize the transit impacts of natural (e.g., storm, flooding), technological (e.g., power outage, hazmat spill), and security-related (e.g. crime, bomb threats, terrorism) calamities.
- Address labor actions that may affect the transit agency or its operations.
- Security and emergency preparedness program responsibilities and ensure that tasks are assigned, understood, documented and tracked in an organized and useful manner.
- Implement security policies and procedures that can be measured, audited and evaluated to determine the effectiveness of San Francisco Paratransit security program.
- Satisfy local, state and federal requirements and guidelines, such as those of the city of San Francisco as applicable.
1.2 Scope

The SEPP represents the agency’s commitment to improving and maintaining security and emergency management functions across all operations and services and is designed to incorporate security into every aspect of the organization. The scope of the SEPP therefore applies to all San Francisco Paratransit organizational units, employees and contractors. This security plan is to include all current modes of transportation but be scalable to incorporate any new service if and when it is introduced.

This SEPP provides guidance for all emergency management and security personnel from an all hazards approach (criminal activity including terrorism, natural disasters, etc.).

1.3 Goals

The overall goal of San Francisco Paratransit Security and Emergency Preparedness Plan is to establish the highest reasonable level of security that can be afforded to all passengers, employees, contractors, equipment and facilities. Through the implementation of an effective security program, San Francisco Paratransit will plan to provide training for employees and contractors to supply the knowledge and skills necessary to effectively respond to and control security incidents and other major events. Specific goals of the SEPP are to do the following:

- Foster the development of an agency wide security program that complements the agency’s emergency management program.
- Heighten security awareness among all employees, contractors and passengers.
- Develop relations and coordination with local law enforcement agencies and local and state government agencies.

1.4 Objectives

It is the objective of the SEPP to establish policies, procedures and requirements that can be used by personnel and contractors to integrate security practices into all processes, decision making and operations. It is therefore the objective of the program, through this security plan, to do the following:

- Define roles and responsibilities for all personnel with regards to security and emergency preparedness.
- Develop a management structure to maintain, evaluate and modify the plan.
- Enable employees, contractors, passengers and other personnel to identify criminal acts, suspicious activities and occurrences, or other security concerns identified within San Francisco Paratransit operations and to properly report and address such events.
- Solicit security concerns from employees, contractors and passengers.
Comply with the applicable requirements of regulatory agencies, as well as all local, state and federal requirements.
Implement an annual security review and assessment process and verify adherence to San Francisco Paratransit security policies, procedures and requirements.
Administer security-related training courses to address security threats and emergency response.
Meet or exceed security requirements in all operations, services and maintenance activities.
Limit security breaches and effectively resolve those that do occur.
Thoroughly investigate all incidents involving security breaches or other security-related threats or vulnerabilities.
Thoroughly evaluate the security implications of all proposed system modifications before implementation and ensure that system modifications do not create new security risks.
Address items covered by the TSA/FTA Security and Emergency Management Action Items for Transit Agencies.

1.5 SEPP Mission statement

FTA defines system security as “the application of operating, technical, and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.” San Francisco Paratransit management recognizes the importance of system security to operational success and expects all employees and contractors, especially frontline employees, to understand and incorporate security practices into the performance of their assigned responsibilities.

2. Definitions and acronyms

2.1 Definitions

2.1.1 Accident: An unforeseen event or occurrence that results in an injury, fatality or property damage.

2.1.2 All hazards: The concept of integrating all aspects of crisis management for safety, security and emergency management, including prevention, protection, response and recovery. Homeland Security Presidential Directive (HSPD) 8 (December 17, 2003) used the term “all hazards” to include preparedness for terrorist attacks, major disasters and other emergencies.

2.1.3 Americans with Disabilities Act (ADA): A comprehensive civil-rights measure designed to ensure that people with disabilities receive equal access to transportation and other services.
2.1.4 **American Public Transportation Association (APTA):** An international organization that represents the transit industry.

2.1.5 **Audit:** A formal or official examination and verification.

2.1.6 **Baseline Assessment for Security Enhancement (BASE):** The Baseline Assessment for Security Enhancement, performed by TSA security inspectors, is a comprehensive security assessment of a transit agency's implementation of the TSA/FTA Security Action Items for Transit Agencies. The BASE is a Microsoft Excel-based template designed to provide uniform guidance to inspectors and security auditors for review of transit agency security programs. The tool is a means for establishing baseline security program information applicable to all surface mass transit systems and measuring their progress in security enhancements.

2.1.7 **Contractors:** Includes temporary workers, day laborers, operational service providers and vendor consultants.

2.1.8 **Code of Federal Regulations:** A codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the federal government.

2.1.9 **Disaster:** An event or any set of events during which injury, death, damage to property or a combination thereof occurs to the extent that resources beyond the state and local level are required.

2.1.10 **Department of Labor:** A Cabinet-level agency that administers a variety of federal labor laws, including those that guarantee workers' rights to safe and healthful working conditions; a minimum hourly wage and overtime pay; freedom from employment discrimination; unemployment insurance; and other income support.

2.1.11 **Downtime:** A period in which a vehicle is inoperative due to repairs or maintenance.

2.1.12 **Emergency:** A sudden, urgent, usually unforeseen event during which injury, death, damage to property or a combination thereof may occur.

2.1.13 **Emergency preparedness/operations plan:** One or more documents focusing on preparedness and response in dealing with a disaster or emergency event.

2.1.14 **Emergency response personnel:** Members of police, fire, ambulance or other organizations involved with public safety and charged with providing and coordinating emergency services in response to emergencies or disasters.

2.1.15 **Employee:** Any person employed by the transit agency.

2.1.16 **Equipment:** Any machinery utilized on the track, road or elsewhere.
2.1.17 **Frontline employees:** Personnel who have daily contact with the agency’s customers and vehicles. These personnel include operators, facilities maintenance workers, customer service representatives, receptionists, station managers, fare collectors, etc.

2.1.18 **Federal Transit Administration:** A division of the U.S. Department of Transportation that provides leadership, guidance, technical assistance and financial resources for mass transit agencies in the United States.

2.1.19 **Hazard:** Any condition or set of conditions, internal or external to the system or system operation, that when activated can cause injury, illness, death or damage to or loss of equipment or property.

2.1.20 **Hazard probability:** A measurement of potential occurrences per units of time, miles, trips/runs or passengers carried.

2.1.21 **Hazard resolution:** The analysis and subsequent actions taken to reduce, to the lowest level practical, the risk associated with an identified hazard.

2.1.22 **Hazard severity:** The measure or the worst potential consequences that could be caused by a specific hazard.

2.1.23 **Homeland Security Presidential Directive-3:** A directive created the Homeland Security Advisory System and recognized by all federal departments and agencies. It establishes protective measures and precautions that should be taken by federal departments and agencies before the occurrence of a terrorist attack. The protective measures are based on five threat levels: severe (red), high (orange), elevated (yellow), guarded (blue) and low (green).

2.1.24 **Incident:** An unforeseen event or occurrence with the potential to cause injury or property damage.

2.1.25 **Maintenance:** All actions necessary for retaining an item in, or restoring it to, an operable condition.

2.1.26 **National Incident Management System (NIMS):** A consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.

2.1.27 **Off-peak period:** The time period when vehicle usage is lightest, usually between the hours of 8 p.m. to 6 a.m. and 9 a.m. to 4 p.m.

2.1.28 **Park-and-ride lot:** Designated parking area where vehicle drivers park and board transit vehicles to other locations.

2.1.29 **Peak period:** Morning and afternoon time periods when vehicle usage is hea-
viest, usually between the hours of 6 to 9 a.m. and 4 to 8 p.m.

**2.1.30 Revenue vehicle**: A vehicle that carries fare-paying passengers.

**2.1.31 Risk**: A subjective evaluation of the possibility of incurring a physical or personal loss or injury.

**2.1.32 Rules and instructions**: Procedures, policies and guidelines that must be obeyed by all employees. This may be supplemented and revised by bulletins or other written directives.

**2.1.33 Safety**: Freedom from conditions that can cause death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment.

**2.1.34 Safety and Security Management Plan**: An SSMP is a document required by the FTA that must be prepared by applicants for and recipients of FTA funds for major capital projects. It is a part of the project management plan (PMP) and is written to describe how the recipient will address safety and security in major capital projects. *Not applicable to SF Paratransit- for capital projects only.*

**2.1.35 Security**: Freedom from intentional harm.

**2.1.36 Security breach**: An unforeseen event or occurrence that endangers life or property and may result in the loss of services or system equipment.

**2.1.37 System**: A composite of people, procedures and equipment integrated to perform a specific operational task or function within a specific environment.

**2.1.38 System safety**: The application of operating, technical and management techniques and principles to the safety aspects of a system throughout its life to reduce hazards to the lowest practical level through the most effective use of available resources.

**2.1.39 System security**: The application of operating, technical and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.

**2.1.40 Security plan**: A document adopted by the transit agency detailing its security policies, objectives, responsibilities and procedures.

**2.1.41 System security program**: The combined tasks and activities of system security management and system security analysis that enhance operational effectiveness by satisfying the security requirements in a timely and cost-effective manner.

**2.1.42 Threat**: Any action with the potential to cause harm in the form of death, injury, destruction, disclosure, interruption of operations or denial of services.
2.1.43 Threat analysis: A systematic analysis of a system operation performed to identify threats and to make recommendations for their elimination or mitigation during all revenue and non-revenue operations.

2.1.44 Threat resolution: The analysis and subsequent action taken to reduce the risks associated with an identified threat to the lowest practical level.

2.1.45 Transit Watch: An FTA-sponsored program that aims to increase security through the awareness of passengers and transit agency employees.

2.1.46 Transportation Security Administration (TSA): An agency within the U.S. Department of Homeland Security charged with protecting the U.S. transportation system to ensure freedom of movement for people and commerce.

2.1.47 Vehicle operator: An employee who controls the movement and operation of buses, paratransit, rail or other vehicles.

2.1.48 Vulnerability: Anything that can be taken advantage of to carry out an attack.

2.2 Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>APTA</td>
<td>American Public Transportation Association</td>
</tr>
<tr>
<td>AVL</td>
<td>automatic vehicle location</td>
</tr>
<tr>
<td>BASE</td>
<td>Baseline Assessment for Security Enhancement (TSA)</td>
</tr>
<tr>
<td>CCTV</td>
<td>closed-circuit television</td>
</tr>
<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
</tr>
<tr>
<td>CPTED</td>
<td>Crime Prevention Through Environmental Design</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operation Centers</td>
</tr>
<tr>
<td>EOP</td>
<td>Emergency Operating Procedure</td>
</tr>
<tr>
<td>FBI</td>
<td>Federal Bureau of Investigation</td>
</tr>
<tr>
<td>FRA</td>
<td>Federal Railroad Administration</td>
</tr>
<tr>
<td>FTA</td>
<td>Federal Transit Administration</td>
</tr>
<tr>
<td>GPS</td>
<td>global positioning system</td>
</tr>
<tr>
<td>HSAS</td>
<td>Homeland Security Advisory System</td>
</tr>
<tr>
<td>HSIN-PT</td>
<td>Homeland Security Information Network – Public Transit</td>
</tr>
<tr>
<td>JIS</td>
<td>Joint Information System</td>
</tr>
<tr>
<td>JTTF</td>
<td>Joint Terrorism Task Force</td>
</tr>
<tr>
<td>MIS</td>
<td>Management Information System</td>
</tr>
<tr>
<td>MOU</td>
<td>memorandum of understanding</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>NTD</td>
<td>National Transit Database</td>
</tr>
<tr>
<td>OES</td>
<td>Office of Emergency Services</td>
</tr>
<tr>
<td>PIO</td>
<td>public information officer</td>
</tr>
</tbody>
</table>

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
3. Transit system description

San Francisco Paratransit operates Specialized Services (Group Van) and Americans with Disabilities Act (ADA) service for the San Francisco Metropolitan Transportation Agency (SFMTA) within the Greater San Francisco Bay area.

3.1 Organizational structure

San Francisco Paratransit is an entity funded by the San Francisco Municipal Transportation Agency (SFMTA) and the City and County of San Francisco. The San Francisco Paratransit system is a separately managed operation, it operates at the direction and under the auspices of SFMTA Accessible Services Department and the City and County of San Francisco. SFMTA engages the services of a “Broker” to perform the day-to-day management and oversight of the paratransit system at the direction of the Broker’s General Manager.

The role of the broker is to administer the day-to-day operations of the San Francisco Paratransit program. Typical duties include contracting with service providers in a decentralized paratransit operation where certified riders arrange directly for paratransit services with designated service providers. The broker is also responsible for: administering service provider contracts and payments; recording, investigating and responding to all service-related complaints; selling paratransit taxi scrip, fare coupons, Muni Fast Passes, Muni Senior passes and processing debit card payments; performing all passenger outreach; overseeing all program participant eligibility determinations and registrations; project budgeting; federal, local, and state reporting; and all other responsibilities related to program administration.

3.2 Operating environment

The San Francisco Paratransit system covers over 49 square miles in the Greater San Francisco Bay Area serving the transit dependent and disabled population. Transit services provided by San Francisco Paratransit include transit services to the municipalities and interests of San Francisco and northern Daly City.
3.3 System description

Services provided by SF Paratransit include SF Access, traditional American with Disabilities ACT (ADA) paratransit van service; Group Van, both SFMTA and Department of Aging and Adult Services funded for 35 social service agencies; traditional sedan and ramp taxi service as a premium service for registered users; and shopping shuttle services for the disabled and elderly within economically and socially disadvantaged neighborhoods. Group Operated Van transportation for approximately 35 social service agencies with traditional and ramp taxi service as a premium service for ADA registered paratransit users. San Francisco Paratransit will provide approximately 1.2 million one-way paratransit trips per year, with approximately 85,000 trips for the Department of Aging and Adult Services.

### OPERATING STATISTICS (FY2010)

**Exhibit 1**

<table>
<thead>
<tr>
<th>Service Requirements</th>
<th>SF Access</th>
<th>Group Van</th>
<th>Other</th>
<th>Taxi</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peak # of vehicles (AM)</td>
<td>50</td>
<td>49</td>
<td>n/a</td>
<td>1,477</td>
<td>1,576</td>
</tr>
<tr>
<td>Peak # of vehicles (PM)</td>
<td>50</td>
<td>49</td>
<td>n/a</td>
<td>1,477</td>
<td>1,576</td>
</tr>
</tbody>
</table>

**Ridership**

<table>
<thead>
<tr>
<th></th>
<th>SF Access</th>
<th>Group Van</th>
<th>Other</th>
<th>Taxi</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average daily ridership</td>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
<td>2,846</td>
</tr>
<tr>
<td>Active riders</td>
<td>2,110</td>
<td>n/a</td>
<td>n/a</td>
<td>7,455</td>
<td>9,565</td>
</tr>
<tr>
<td>Annual vehicle hours</td>
<td>152,943</td>
<td></td>
<td>155,575</td>
<td>308,518</td>
<td></td>
</tr>
<tr>
<td>Annual vehicle miles</td>
<td>1,306,999</td>
<td></td>
<td>2,333,617</td>
<td>3,640,616</td>
<td></td>
</tr>
<tr>
<td>Annual trips taken</td>
<td>170,269</td>
<td>318,532</td>
<td>24,875</td>
<td>524,966</td>
<td>1,038,642</td>
</tr>
</tbody>
</table>

**Fleet and operators**

<table>
<thead>
<tr>
<th></th>
<th>SF Access</th>
<th>Group Van</th>
<th>Other</th>
<th>Taxi</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles</td>
<td>55</td>
<td>54</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle operators</td>
<td>79</td>
<td>74</td>
<td>n/a</td>
<td>1772</td>
<td>1881</td>
</tr>
</tbody>
</table>

3.4 Facilities description

Broker- San Francisco Paratransit
68 12 Street
San Francisco, CA 94103-1297
Administrative offices only

Mobility Plus Transportation
640 Cesar Chavez Street
San Francisco, CA 94124
Operations and vehicle maintenance facility
3.5 Connecting transit services

San Francisco Paratransit operates within the greater San Francisco Bay Area and connects with the following adjoining regional paratransit services: East Bay Paratransit, Redi-Wheels Paratransit, and Whistlestop Wheels.

3.6 Shared assets

San Francisco Paratransit currently does not have shared assets. SFMTA owns 60 paratransit vans that are leased and operated by Mobility Plus Transportation who is the primary contractor of SF Paratransit.

3.7 Memorandum of understanding (MOU)

San Francisco Paratransit under the direction of the San Francisco Municipal Transportation Agency (SFMTA) is included in the California Mutual Aid Agreement (GC 8561, 8615, and 8617).

4. Security conditions, trends and capabilities

Since September 11, 2001, transit agencies have placed greater emphasis on mitigating terrorism-related events. Prior to 9/11, emphasis at San Francisco Paratransit was mostly placed on general criminal activity, including criminal property damage, unruly passengers and fare evasion. With recent worldwide terrorist attacks on mass transit systems, San Francisco Paratransit is increasingly becoming more focused on an all hazards approach, while still maintaining its determination to prevent crime. Due to the fact that terrorists are unpredictable and prefer targets that are recognizable and will create a disruption to daily living, it is clear that mass transit systems are susceptible to such attacks.

4.1 Security incident recording

San Francisco Paratransit records all criminal activity that takes place on the system. Much of what the agency records is also reported to the National Transit Database (NTD) on a periodic basis. The NTD’s guidelines for what activities to report and when are found at http://www.ntdprogram.gov/ntdprogram/safety.htm. San Francisco Paratransit completes a standardized report that identifies all significant security incidents involving transit agency staff, contractors, patrons, equipment or facilities. This standar-
dized form including the crime results from the previous calendar year is shown as Exhibit 2.

REPORTED TRANSIT CRIMES (2009)
Exhibit 2

<table>
<thead>
<tr>
<th>Security Incident</th>
<th>Number of Occurrences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Terrorism-related incidents</strong></td>
<td></td>
</tr>
<tr>
<td>Bomb threat</td>
<td>0</td>
</tr>
<tr>
<td>Bombing</td>
<td>0</td>
</tr>
<tr>
<td>Chemical/biological/radiological/nuclear (CBRN) release</td>
<td>0</td>
</tr>
<tr>
<td><strong>Other system security incidents</strong></td>
<td></td>
</tr>
<tr>
<td>Arson</td>
<td>0</td>
</tr>
<tr>
<td>Sabotage</td>
<td>0</td>
</tr>
<tr>
<td>Hijacking</td>
<td>0</td>
</tr>
<tr>
<td>Cyber security event</td>
<td>0</td>
</tr>
<tr>
<td><strong>Other personal incidents</strong></td>
<td></td>
</tr>
<tr>
<td>Aggravated assault</td>
<td>0</td>
</tr>
<tr>
<td>Burglary</td>
<td>0</td>
</tr>
<tr>
<td>Fare evasion(^1)</td>
<td>0</td>
</tr>
<tr>
<td>Forcible rape</td>
<td>0</td>
</tr>
<tr>
<td>Larceny/theft</td>
<td>0</td>
</tr>
<tr>
<td>Homicide</td>
<td>0</td>
</tr>
<tr>
<td>Motor vehicle theft</td>
<td>0</td>
</tr>
<tr>
<td>Robbery</td>
<td>0</td>
</tr>
<tr>
<td>Suicide</td>
<td>0</td>
</tr>
<tr>
<td>Trespassing(^1)</td>
<td>0</td>
</tr>
<tr>
<td>Vandalism(^1)</td>
<td>0</td>
</tr>
</tbody>
</table>

1. Report only those incidents that result in arrests.

4.2 Security incidents trend analysis

San Francisco Paratransit has developed internal metrics to facilitate trend analysis. The results of the analysis can assist the agency in allocating resources and supporting security enhancements and fixed site improvements. Using the annual standardized form, San Francisco Paratransit records all significant security incidents on a year by year basis to identify trends in criminal activity. The results of the analysis are contained in Exhibit 3.
TRANSIT CRIME TRENDS (2007 to 2009)

Exhibit 3

<table>
<thead>
<tr>
<th>Security Incident</th>
<th>Number of Occurrences</th>
<th>Percentage Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2007</td>
<td>2008</td>
</tr>
<tr>
<td>Terrorism-related incidents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bomb threat</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bombing</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>CBRN release</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other system security incidents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arson</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sabotage</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hijacking</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cyber security</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other personal incidents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggravated assault</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Burglary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fare evasion¹</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Forcible rape</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Larceny/theft</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Homicide</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Vehicle theft</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Robbery</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Suicide</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Trespassing¹</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Vandalism¹</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

1. Report only those incidents that result in arrests.

4.3 Internal security component

The Director of Operations is responsible for security related investigations and security incident reporting.

4.3.1 Security Committee

The San Francisco Paratransit Security Committee is headed by the Director of Operations and as of this writing, he is the only committee member and reports directly to the General Manager. In this role, the Director oversees the security tasks of the agency, setting the direction of the SEPP, and helps to instill the agency’s commitment to security in each employee. As a continuing responsibility the Director of Operations maintains an orientation toward security and emergency preparedness matters, including a review of current threat conditions, comments on the management of the SEPP and processes.
for interacting with other public agencies. The Director is dedicated to the idea that se-
curity is vital to the agency and is incorporated into every aspect of its operations. Activi-
ties performed by the Director of Operations in lieu of a formal Committee include, but
may not be limited to the following:

- Establish management and training emphasis on agency personnel awareness.
- Analyze security incidents and suspicious activities to determine a proper course
  of action.
- Strengthen preventive, detection and response support capabilities.
- Pursue additional grant opportunities to support regional mission requirements.
- Work to identify potential and existing problem areas.
- Assist with development and implementation of countermeasures and corrective
  actions.
- Develop inspection checklists and conduct periodic security surveys and inspec-
tions.
- Review and evaluate security and emergency plans for completeness and accu-
  racy.
- Participate in formal threat and vulnerability analyses.
- Create and improve the SEPP.

4.3.2 Law enforcement

San Francisco Paratransit uses the services of the San Francisco Police Department for
all criminal related activities.

4.3.3 Contracted security services

San Francisco Paratransit does not have contracted security services.

4.3.4 Facility security

Crime and terrorism prevention in the transit environment begins with the securing of
facilities where passengers are present, where personnel work and where vehicles are
stored. This requires a keen awareness of security issues and close cooperation among
all levels of transit personnel. San Francisco Paratransit facilities and contracted service
providers have security features to limit the chances of a security breach or attack on
the system. See Exhibit 4 for a more detailed description of the security functions, ca-
pabilities and provisions that are common at each facility.
## FACILITY SECURITY FEATURES

**Exhibit 4**

<table>
<thead>
<tr>
<th>Security Features</th>
<th>Mobility Plus Transportation</th>
<th>MEDSAM Transportation</th>
<th>Broker Offices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fencing</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Sensors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guard post</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gate arms</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Motion detectors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burglar systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intrusion alarms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closed-circuit TV (CCTV)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public address systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Panic button (to police or security)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Card or controlled access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law enforcement presence (24/7)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security guard presence (off-hours)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law enforcement patrol</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law enforcement canine patrol</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intrusion alarms</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Motion detectors</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Closed-circuit TV (CCTV)</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Card or controlled access</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Public address systems</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
4.3.5 Vehicle security

San Francisco Paratransit continues to work with all contractors for increasing the safety and security of their vehicles. These features include, in addition to security equipment, vehicle operators are currently required to perform inspections on their assigned vehicles at the beginning and end of each work shift. The inspection checklists are tailored for each vehicle and reviewed daily by maintenance personnel who are responsible for correcting problems. The inspections include but are not limited to identification of suspicious packages.

### VEHICLE SECURITY FEATURES

**Exhibit 5**

<table>
<thead>
<tr>
<th>Security features</th>
<th>VANS</th>
<th>Taxis</th>
<th>Other Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automatic vehicle location (AVL) system</td>
<td>Medsam □</td>
<td>Luxor, Yellow □</td>
<td>No</td>
</tr>
<tr>
<td>Global positioning system (GPS)</td>
<td>Medsam</td>
<td>Luxor, Yellow (real-time) others (DCCS)</td>
<td>No</td>
</tr>
<tr>
<td>Radios</td>
<td>MPT, Medsam (Nex-tel)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Direct phone</td>
<td>MPT, Medsam</td>
<td>Yes (driver cellphone)</td>
<td>Yes (driver cellphone)</td>
</tr>
<tr>
<td>Covert or silent alarms</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Radio speakers</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Driver’s only speakers</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Onboard cameras (audio capable)</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Audio microphones</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

4.3.6 Management information systems security

San Francisco Paratransit Management Information Systems (MIS) team maintains a firewall-protected Intranet system for management and other personnel. San Francisco Paratransit has procured standard virus protection software and firewalls to protect its information technology infrastructure. For security purposes, the MIS team maintains a list of the users who have access to the system. Additionally, the system requires each employee to enter a username and password at log-in.
4.4 Internal security practices

This SEPP includes internal security practices or procedures that are adhered to by all employees and contractors. Specific components deal with the personnel hiring and termination process, personnel identification and access control, and security awareness. Most requirements are directed toward the agency’s employees and its contractor staff; however, some of these requirements apply to subcontractors, vendors, building tenants, visitors and patrons. Exhibit 6 identifies which security procedures San Francisco Paratransit has in place, including the source document in which the procedures can be found.

4.4.1 Criminal History Checks for Contracted Drivers

1. Before hiring or assigning a driver to service for Veolia, Provider shall conduct or have conducted a California Department of Justice “Live Scan” criminal background check to the maximum extent permitted by state law. Except as exempted in writing by Veolia, no person who has been convicted of the following crimes (felony or misdemeanor) shall be employed as a paratransit driver:

   A. Crimes of a sexual nature committed against an individual including, but not limited to, rape, child molestation and prohibited sexual acts,
   B. Crimes involving violent or assaultive behavior including, but not limited to, murder, manslaughter, rape, robbery, assault, battery, kidnapping, mayhem, false imprisonment, extortion, carrying or use of a deadly weapon, and similar offenses, and,
   C. Crimes involving the operation of a motor vehicle while under the influence of alcohol or controlled substances within the last seven (7) years.

As used in this paragraph, "convicted" includes a guilty verdict, a determination of guilt after trial to a judge, a guilty plea, deferred adjudication, or a plea of nolo-contendere or no contest. Provider, to the best of its knowledge, shall notify Veolia of any such charges brought after a driver is employed.
4.5 External security component

The interface between San Francisco Paratransit and the San Francisco Municipal Transportation Agency and other local, state and federal governmental agencies exists on all levels. These interfaces and relationships ensure that communications are ongoing. In the future San Francisco Paratransit hopes to participate in the development and implementation of various security-related activities including exercises, simulations, drills and training.

4.5.1 Local law enforcement interface

San Francisco Paratransit coordinates with the SFMTA and the San Francisco Police Department and other local law enforcement agencies to improve emergency and incident preparedness and response within their service area.

4.5.2 Local/county/state interface

San Francisco Paratransit coordinates with the San Francisco Municipal Transportation Agency on all security and emergency preparedness committees, emergency
operations centers (EOC), the SFMTA Department Operation Center, California Emergency Management Agency (CALEMA), local security and emergency preparedness committees, and regional emergency preparedness working groups through the Bay area Municipal Transportation Commission.

4.5.3 Federal interface

San Francisco Paratransit coordinates with the San Francisco Municipal Transportation Agency as required on all matters that require Federal interface including the FBI joint terrorism task force (JTTF), TSA’s supported Regional Transit Security Working Groups (RTSWG) teams, and civil support teams.

5. Management of SEPP

This SEPP serves as a security and emergency preparedness tool to ensure that the agency’s defined goals and objectives are achieved. The SEPP is intended to be a living document, requiring annual updating. As authorized by the San Francisco Paratransit General Manager, the responsibility and authority for the preparation, implementation and enhancement of the plan rests with the Director of Operations. It is the responsibility of all management personnel to support the implementation and administration of the plan. The following are the top management activities associated with the security program, as identified in the SEPP:

- Communicate that security is a top priority for all employees.
- Define ultimate responsibility for secure transit system operations.
- Enforce all security rules applicable to employees.
- Develop relations with outside organizations that contribute to the program.
- Identify potential security concerns in any part of the transit system.
- Actively solicit the security concerns of all employees.
- Ensure that the program is carried out on a daily basis.
- Provide leadership and direction during security incidents, including making decisions regarding the continuation of operations and services.

Additional responsibilities of all management personnel include the following:

- Assist with the development of implementation plans and strategies for new security initiatives and activities.
- Review new security initiatives and activities before their implementation to determine their impacts on the areas under the manager’s control.
- Include security considerations in the design and construction of new equipment and facilities.

NOTE: The term “frontline employees” used in this security plan includes all vehicle operators, maintenance personnel, security personnel, receptionists, etc. — anyone who interfaces with transit customers, visitors and transit system infrastructure (e.g., vehicles, equipment, facilities).

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
5.1 Employees

It is the responsibility of each and every employee to place safety and security as a top priority. Therefore, each employee should focus on maximizing the level of security experienced by all passengers, employees and individuals who come into contact with the system. San Francisco Paratransit hopes to ensure that, if confronted with a security event or major emergency, its employees will respond effectively, using good judgment, applying due diligence and building on best practices identified in drills, training, rules and procedures. San Francisco Paratransit management expects all employees, volunteers, contractors and consultants, especially those working directly with passengers, to support this SEPP.

NOTE: It is not possible to address all of the specific security-related responsibilities of all personnel in a plan of this type. However, this plan will address those security-related responsibilities defined for all departments. For specific security-related responsibilities of individual personnel, the reader should reference all relevant documents, such as standard operating procedures, policies, plans and programs, to achieve a complete understanding of his or her security-related responsibilities.

5.2 Agency personnel

All personnel are responsible and accountable for fulfilling and complying with the security requirements of their positions. All department heads and managers are likewise responsible and accountable for enforcing the security requirements pertaining to their employees. Further, it is the responsibility of all employees and contractors to notify their immediate supervisors and San Francisco Paratransit whenever a criminal act or suspicious activity or occurrence has taken place. All personnel are required to understand and perform their duties, during normal and emergency operations, in accordance with all established security rules and procedures. The general security and emergency preparedness responsibilities of all employees and contractors are to do the following:

- Consider the security of transit passengers, employees, vehicles and facilities at all times while performing job duties.
- Participate in all required security training, including drills and tabletop exercises, as deemed necessary by direct supervision.
- Cooperate fully with personnel and departments conducting investigations of security breaches or other security-related incidents.
- Become familiar with all security and emergency operating procedures for the assigned work activity.

5.2.1 Director of Operations

The Director of Operations, under the guidance of the San Francisco Paratransit General Manager, is empowered and authorized to design, implement and administer a comprehensive, integrated and coordinated security and emergency preparedness program that encompasses all aspects of the organization. This includes the development and administration of a specific plan for the prevention, identification, notification, analysis, investigation and response to security-related incidents.
sis, control and resolution of any threats or vulnerabilities within or directed toward its operations and services. The Director of Operations is responsible for ensuring that sufficient resources and attention are devoted to the SEPP, including the following:

- Development of standard operating procedures related to employee security duties.
- Development and enforcement of safety and security regulations.
- Development of emergency operating procedures to maximize transit system response effectiveness and minimize system interruptions during emergencies and security incidents.
- Development of proper training to allow an effective response to security incidents and emergencies.
- Development of an effective notification and reporting system for security incidents and emergencies.
- Communication of security and emergency preparedness as top priorities to all employees.
- Development of relations with outside organizations that contribute to the SEPP, including local public safety and emergency planning agencies and major neighboring facilities or buildings.

5.2.2 Security

The Director of Operations, under the guidance of the San Francisco Paratransit General Manager, is responsible for the daily oversight and administration of the Security and Emergency Preparedness Program and has been granted the authority to monitor and enforce its implementation to ensure achievement of security-related goals and objectives. Responsibilities include some but may not be all of the following:

- Chairing the Security Committee or similar working group.
- Developing, organizing and implementing a security and emergency response training curriculum for all employees (including contractors).
- Developing, organizing and implementing security and emergency response exercises.
- Initiating a threat and vulnerability assessment process.
- Compiling and analyzing security breach and system threat and vulnerability data.
- Performing periodic reviews and updates of the SEPP and other relevant documents, such as operating procedures, security policies and training materials, to ensure compliance with applicable state and federal regulations, guidelines and industry best practices.
- Evaluating security practices of all departments and personnel, and coordinating the establishment of new security procedures with other departments and division managers.
- Participating in meetings with external public safety agencies, local community emergency planning agencies and local human services agencies to discuss se-
Security and emergency preparedness issues and to develop procedures for responding to such issues.

- Developing and enforcing reasonable security and emergency preparedness procedures pertinent to agency activities.
- As appropriate, communicating to other agencies the policies and procedures for dissemination of SSI displayed on drawings, schematics and other information.
- Reviewing system changes or modifications to identify security-related impacts.
- Evaluating and determining the need for security equipment and devices.
- Ensuring that security information is made available to appropriate personnel and departments.

5.3 Agency divisions/sections

It is the responsibility of each division or section to place security as a top priority. Therefore, each division should focus on maximizing the level of security experienced by all passengers, employees, contractors and individuals who come into contact with the transportation system.

5.3.1 Human resources including contractor hiring authority

The specific security responsibilities of human resources personnel include the following:

- Ensuring that all pre-employment screening processes are carried out effectively.
- Notifying supervisors of employee disciplinary action that may result in the affected employee becoming a risk to transit operations.
- Educating employees on employee ID policies and procedures.
- Participating in the development of security policies.

5.3.2 Public affairs

The specific security responsibilities of public affairs personnel will be conducted by the San Francisco Municipal Transportation Agency in coordination with San Francisco Paratransit include the following:

- Requesting assistance from transit public safety resources as needed for special events.
- Providing insight into potential threats and vulnerabilities through feedback from customer focus groups and other information sources.
- Designating an agency spokesperson or public information officer (PIO) as a media contact regarding security incidents and issues.
- Communicating security and encouraging riders to become part of the security effort.
- All contractors are expected to cooperate with all public affairs matters initiated by or involving SFMTA or San Francisco Paratransit.
5.3.3 Finance

The Director of Finance and Administration for San Francisco Paratransit is responsible for finance, certification, IT and procurement personnel. Security related responsibilities include the following:

- Taking security needs and improvements into consideration when developing budgets.
- Considering security aspects in all agency wide acquisitions.

5.3.4 Legal

San Francisco Paratransit uses the legal services of Veolia Transportation Services, Inc.

5.3.5 Operations

The Director of Operations for San Francisco Paratransit is responsible for all investigation and security incident reporting.

5.3.6 Paratransit

San Francisco Paratransit is responsible for all public paratransit services within the City and County of San Francisco.

5.3.7 Risk management

The Director of Operations for San Francisco Paratransit is responsible for all contractor and employee background checks.

5.3.8 Safety

The Director of Operations under the guidance of the San Francisco Paratransit General Manager is responsible for the daily coordination of the SEPP and EOP.

5.3.9 Maintenance

Maintenance of vehicles is the responsibility of each contract provider operating vehicles and providing services on behalf of San Francisco Paratransit. Veolia is responsible for ensuring service provider compliance with contract and vehicle lease maintenance requirements.

5.3.10 Information and Technology Group

The Director of Finance and Administration is responsible for all information and technology.
5.4 Investigation and security incident reporting

The Director of Operations is responsible for the investigation and security reporting procedures, both internal and external.

Investigations must be performed on all security incidents involving San Francisco Paratransit system operations and services to identify what occurred and the root causes, and to develop possible countermeasures that may be implemented to prevent or minimize the impacts of future security-related incidents. It is the responsibility of the San Francisco Paratransit General Manager to ensure that all security breaches and incidents are thoroughly investigated and that all applicable records are maintained.

Security and transit contractors are responsible for developing internal policies to support San Francisco Paratransit incident reporting requirements.

The degree of the investigation and the parties involved with the investigation will be dependent upon the type and extent of the security breach. Investigations involving San Francisco Paratransit assets, for example, may involve city, state and/or federal agencies. If evidence indicates that the security breach was an act of terrorism, the Federal Bureau of Investigation and other federal agencies would be involved in the investigation process. Law enforcement agencies are generally authorized to impound, receive and examine any evidence related to the incident and are responsible for maintaining the integrity of the evidence and the chain of custody. It is the responsibility of San Francisco Paratransit employees, contractors and others who may have witnessed or have been involved in the incident to cooperate with all investigation processes and law enforcement agencies.

If necessary, the incident scene may be designated a crime scene by law enforcement agencies. In such cases, all operations and services may be halted in the location, and personnel may be prohibited from entering the location until the applicable law enforcement agency has completed its investigation and released the scene back to San Francisco Paratransit control.

In all cases, San Francisco Paratransit will strive to identify the causes and contributing factors to the security breach and will take immediate corrective actions to ensure that the same or a similar type of incident does not recur. Accordingly, it is critical that the investigation process maintain a strong link to the threat and vulnerability identification and resolution process. System threats and vulnerabilities identified as a result of the investigation are to be evaluated according to the processes detailed in Section 6, “Threat, vulnerability and consequence identification and resolution.”

5.4.1 Internal security incident reporting

San Francisco Paratransit and SFMTA maintains Security and Emergency Preparedness incident reports, which generally include, as a minimum, the following information:
SENSITIVE SECURITY INFORMATION

- Physical characteristics of the scene (including photos if available)
- Significant interview findings (description of what was witnessed, the sequence of events, what may have contributed to the incident and where the individual was located during the time of the incident)
- Sequence of events (time and date of the incident; when emergency responders arrived at the scene; when applicable local, state and federal agencies were notified; when vehicles, equipment or victims were removed from the scene and where they were taken; and when the scene was released)
- Probable cause(s) and contributing factors (most likely cause of the incident, as well as potential contributing factors)
- Recommendations, corrective actions and countermeasures (based on investigative findings)
- Document control number (to allow tracking of corrective actions)

5.4.2 External security incident reporting

The Director of Operations in coordination with the SFMTA is responsible for reporting all external security incidents, including, but not limited to the following:

- TSA Transportation Security Operations Center
- FTA’s National Transit Database
- State safety oversight
- State and local government
- Agency-specific reporting requirements

6. Threat, vulnerability and consequence identification and resolution

The inherently open nature of transit systems can be exploited by criminals, terrorists or other adversaries to commit crimes, acts of violence and other malicious and destructive acts. The greatest vulnerability and challenge faced by most transit systems with regard to security is how to maintain an open and inviting environment that is easily accessible to all members of the public while concurrently maintaining a level of security that prevents or minimizes, to the greatest extent possible, the occurrence of such acts throughout the system. Key steps to prevent, minimize and prepare for criminal and/or terrorist acts within or directed toward the agency’s operations and services are designed to do the following:

- Identify potential threats facing the agency.
- Identify vulnerabilities within transit operations and services that may be exploited to carry out these threats.
- Analyze the potential impacts of each threat and vulnerability scenario.
- Develop and implement corrective actions and countermeasures to eliminate, minimize or otherwise prepare for attacks.
- Protect against identified threats and vulnerabilities.

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
6.1 Threat and vulnerability assessment

Threat and vulnerability assessments enable transit agencies to thoroughly evaluate potential threats, targets and vulnerabilities within their systems. The agency's processes for conducting such assessments are based on FTA recommended practices and industry guidelines, such as those detailed in FTA’s Public Transportation System Security and Emergency Preparedness Planning Guide or that offered by TSA’s Vulnerability Identification Self-Assessment Tool (VISAT). Threat and vulnerability assessments are typically completed or when conditions warrant (e.g., rising crime, raising of the HSAS level) when any new bus route is open, or during the design stage of any new major asset.

San Francisco Paratransit assessment process entails identifying and evaluating system assets; identifying potential targets or threats within the system; examining the system to identify potential vulnerabilities that may be exploited to carry out threats; developing threat scenarios to evaluate potential consequences; and developing and implementing countermeasures to eliminate, control or otherwise address identified threats and vulnerabilities to the extent practical.

All findings, recommendations and other information gathered or developed through the assessment process is considered SSI and shall remain under the strict control of the General Manager. The General Manager, with the assistance of other applicable personnel, is responsible for evaluating all assessment findings and proposed countermeasures; for determining if, where and when countermeasures should be implemented; and for tracking through fruition all corrective actions taken to address potential threats and vulnerabilities.

6.2 Asset identification and analysis

Transit system assets can be broadly defined as people (passengers, employees, contractors, visitors, surrounding communities, etc.), information (operations and maintenance procedures, computer network information, passwords and facility access codes, etc.), and property (stations, vehicles, buildings, communications systems, etc.). Asset analysis enables transit systems to quantitatively and qualitatively evaluate their assets to determine which are most significant to the system. San Francisco Paratransit classifies those assets determined to have the highest level of value and/or criticality within the system as "key assets." This classification is based on the following:

- The value of the asset, including:
  - replacement or repair costs;
  - lost revenues resulting from halting or delaying service because of a loss of that asset; and
  - lost revenue resulting from decreased passenger confidence in utilizing that asset.
The impact, if the asset is lost, on passengers, employees, public safety organizations, the general public and the agency, including:
- economic impacts on the surrounding community, state or nation; and
- the likelihood for mass casualties.

The value of the asset to a potential adversary, including the level of visibility and prestige that would be gained by the adversary as a result of an attack.

How, when and by whom the asset will be accessed and used, including the relative ease of access for ingress and egress of personnel and equipment required for an attack.

Where the asset is located within the system as well as within the surrounding community, including its proximity to:
- facilities containing chemical, biological, nuclear or radiological materials that could significantly contribute to the level of destruction resulting from an attack;
- community, state or national structures that can be considered symbolic in nature (e.g., state or national monuments, government complexes or financial institutions, health care facilities, places of worship, sports arenas);
- secluded areas that are not immediately visible to the surrounding public; and
- areas of high crime.

By identifying key assets, San Francisco Paratransit is able to direct its resources toward hardening security at critical locations, those locations would severely impact the overall system if lost.

6.2.1 All hazards threat and vulnerability identification and analysis

Threat analysis is a process that enables transit systems to “define the level or degree of the threats against a facility by evaluating the intent, motivation, and possible tactics of those who may carry them out.” Vulnerability analysis is described by the FTA as a process that can be used by transit systems to identify “specific weaknesses with respect to how they may invite and permit a threat to be accomplished.”

Through these forms of analysis, transit systems are able to better identify and evaluate the security-related risks that exist not only within their systems, but also within the operating environments and surrounding communities through which their services are provided. This can be a complex process that may require the involvement of outside parties, including local, state or federal law enforcement and emergency response agency representatives, and/or security experts.

The analysis process involves gathering and evaluating relevant information, including but not limited to the following:
– Security practices, protocols, crime deterents and other countermeasures currently in place within the system, including an evaluation of their effectiveness.
– Historical data pertaining to past security breaches and other security-related incidents directed toward the system or toward other similar systems.
– Crime rate data in the communities and areas surrounding the system.
– Site layout information, such as the ease of accessibility, location of incoming utilities, hazardous storage materials locations, types of building construction, levels of lighting, etc.
– Existing criminal or terrorist threats that may be present within the system’s operating environment or that may be directed toward the surrounding communities, state or nation as a whole and may impact the system.
– The response capabilities of the transit system and local emergency responders, such as police and fire/rescue personnel.

6.3 Countermeasure development

Countermeasures and corrective actions are developed at the completion of an analysis process to eliminate or mitigate identified system threats and vulnerabilities. Effective countermeasures can typically include mutually supporting operational and administrative elements. Examples of operational countermeasures include the following:

– Installing physical barriers designed to reduce the asset’s vulnerability to unauthorized access or explosive or other incendiary attacks.
– Installing integrated intrusion detection and alarm systems throughout key facilities.
– Installing chemical, biological, radiological and/or nuclear detection devices at facility and station locations.

Administrative countermeasures include the following:

– Increasing the frequency of security patrols at key asset locations.
– Increasing security-related training to improve the abilities of employees to identify suspicious packages or activities.
– Conducting drills and tabletop exercises involving security-related scenarios.
– Developing working groups and information exchange committees with local law enforcement and emergency response agencies.

In developing the countermeasures, consideration must be given to not only the initial costs of procurement and implementation, but also to the associated maintenance costs and expected level of effectiveness at eliminating or controlling the threat or vulnerability. It is also important to take into account that during special events, additional security measures may be required. Such conditions may adversely impact the effectiveness of normal countermeasures.
The General Manager, with the assistance of other applicable personnel, is responsible for developing countermeasures and corrective actions; for determining if, where and when countermeasures should be implemented; and for documenting and tracking through fruition all steps taken to address potential threats and vulnerabilities. Exhibit 7 provides a sample list of typical countermeasures used in the transit industry to eliminate and control threats and vulnerabilities.

**PUBLIC TRANSPORTATION COUNTERMEASURES**

<table>
<thead>
<tr>
<th>Countermesures</th>
<th>Administrative</th>
<th>Physical</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coordination</td>
<td></td>
</tr>
<tr>
<td></td>
<td>with local</td>
<td></td>
</tr>
<tr>
<td></td>
<td>responders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>drills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Access control</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surveillance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Blast mitigation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>WMD protection</td>
<td></td>
</tr>
<tr>
<td>Identifying unusual or out-of-place activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security screening and inspection procedures¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhancing access control for stations/vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Securing perimeters for non-revenue areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denying access to authorized-only areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security vulnerable areas (target hardening)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Removing obstacles to clear line of sight</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protecting parking lots</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhanced access control for control center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Securing critical functions and backups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promoting visibility of uniformed staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Removing spaces that permit concealment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reinforcing natural surveillance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procedures for vehicle and station evacuation²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination with community planning efforts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Backing up critical computer systems</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
## PUBLIC TRANSPORTATION COUNTERMEASURES

### Exhibit 7

<table>
<thead>
<tr>
<th>Countermeasures</th>
<th>Administrative</th>
<th>Physical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revising lost-and-found policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Securing tunnels and elevated structures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elevating/securing fresh air intakes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protecting incoming utilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establishing mail-handling procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identifying appropriate personal protective equipment and training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparing response folders and notebooks for facilities and vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Familiarization training for local emergency response agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning for scene management and emergency response</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


1. Screening procedures should include ADA-compliant procedures for the disabled, the elderly and their baggage.

2. Vehicle and station evacuation procedures should consider and include procedures for the disabled and the elderly.

### 6.4 Security testing and inspections

Security testing and inspection activities are conducted at least once a year or as mandated by federal regulations. Security testing and inspections are performed to do the following:

- Assess the current state of the Security and Emergency Preparedness Program.
- Monitor the effectiveness of countermeasures implemented to eliminate or control threats and vulnerabilities.
- Identify any other potential threats and vulnerabilities within the system.
- Evaluate San Francisco Paratransit state of security preparedness with regard to equipment and resource availability, employee proficiency and levels of training,
and local law enforcement and emergency response agency system knowledge and response capabilities.

- Enhance and promote security awareness throughout transit operations and services.

While performing these activities, several levels of equipment deficiencies may be identified. For instance, if a single video camera is used to monitor a bus stop or a parking lot, the camera must be functional at all times to ensure that the bus stop or parking area can be adequately monitored. However, if two cameras are used to monitor the bus stop or parking area, then the loss of one of the cameras may be tolerated for a short period of time. In all cases, any equipment conditions found to be unacceptable during the inspection shall be reported to the appropriate maintenance personnel and corrected immediately.

7. Security design

San Francisco Paratransit considers security in the protection of every transit asset (e.g., vehicles, stations, and maintenance yards). The agency also takes a systems-approach to security, ensuring that all systems, components and elements, including access management, communications, infrastructure, vehicles and stations, have been analyzed and properly secured. In the design of all new assets (e.g., administrative offices, operation and maintenance facilities) and vehicles (e.g., vans, taxis), the agency implements best practices in security design. Among the best practices that the agency considers and references in the design of new transit assets are the “FTA/Volpe Transit Security Design Considerations” document and FTA’s Safety and Security Management Plan.

7.1 Security design considerations

San Francisco Paratransit considers security in the protection of every transit asset (e.g., vehicles, facilities, etc.). In doing so, the agency takes a systems approach to addressing security by analyzing the integration and interdependencies of each major elements of the transit system, including access management, communications, infrastructure, vehicles and stations. San Francisco Paratransit uses the FTA and Volpe’s co-developed “Transit Security Design Considerations” report as guidance.

7.2 Crime Prevention Through Environmental Design (CPTED)

San Francisco Paratransit employs physical design features that discourage crime while at the same time encouraging legitimate use of the asset. Where appropriate and within the purview of San Francisco Paratransit, the agency employs CPTED concepts that include defensible space, territoriality, surveillance, lighting, landscaping and physical security planning. SF Paratransit encourages service providers to employ CPTED concepts in the selection or design of their operations facilities.
8. Threat levels and alerts

San Francisco Paratransit recognizes the threat condition designations as defined by the Homeland Security Presidential Directive-3. San Francisco Paratransit role and application of the federal threat models are identified herein and will be dependent upon the nature and extent of the security threats to both the transit operating system and the nation as a whole. San Francisco Paratransit preparedness and response actions for each threat condition designation have been developed in accordance with FTA's recommended protective measures. Additionally, San Francisco Paratransit keeps current of the federal threat level in addition to regularly receiving and monitoring alerts distributed by other organizations, including the FBI.

8.1 Homeland Security Advisory System (HSAS) for Transit

The FTA, through its Transit Agency Security and Emergency Management Protective Measures guidance document (November 2006) provides a set of suggested protective measures and a systematic approach for its application to enhance transit security and emergency management. The protective measures align with the color-coded threat conditions used in the DHS Homeland Security Advisory System (HSAS). HSAS for Transit consists of five threat level designations: Low (green), Guarded (blue), Elevated (yellow), High (orange) and Severe (red). In addition, the FTA provides two additional threat levels and associated protective measures. They are the Active Incident (an actual emergency, which might include a terrorist attack, accident or natural disaster) and the Recovery phase following an incident. San Francisco Paratransit uses the HSAS for Transit as a guide for its own preparation and response to threat conditions.

8.1.1 Low condition (green)

This condition is declared when there is a low risk of terrorist attacks. San Francisco Paratransit activities at green include the following:

- Preparing security and emergency preparedness-related plans, including emergency operating procedures, emergency response procedures, contingency planning, communications planning, information technology/disaster recovery planning and others as needed.
- Completing inventory of each department’s supplies, equipment and other resources that may be needed to execute any portion of the plans.
- Refining and exercising as appropriate preplanned protective measures.
ENSURING THAT PERSONNEL RECEIVE PROPER TRAINING ON THE HOMELAND SECURITY ADVISORY SYSTEM.

- Ensuring that personnel receive proper training on the Homeland Security Advisory System.
- Institutionalizing a process to ensure that all facilities and regulated sectors are regularly assessed for vulnerabilities to terrorist attacks and that all reasonable measures are taken to mitigate these vulnerabilities.

8.1.2 Guarded condition (blue)

This condition is declared when there is a general risk of terrorist attacks. San Francisco Paratransit activities at blue include the following:

- Practicing all of the security and emergency preparedness plans and procedures and determining what steps should be undertaken in managing an incident.
- Testing equipment and systems.
- Rechecking inventories of supplies, maintenance logs and new supplies ordered.
- Designing new drills and exercises and executing emergency, disaster recovery and contingency operations capabilities.
- Developing and disseminating as appropriate public awareness information for security and emergency preparedness.
- Reviewing all security and emergency preparedness plans, and on a regular basis identifying any problems, shortcomings or issues through drills and exercise after-action reports.
- Checking communications with designated emergency response or command locations.
- Reviewing and updating emergency response procedures.

8.1.3 Elevated condition (yellow)

This condition is declared when there is an elevated risk of terrorist attacks. San Francisco Paratransit activities at yellow include the following:

- Increasing surveillance of critical locations.
- Coordinating emergency plans and procedures, and checking to see if other protective measures need to be put in place based on the threat information.
- Initiating contingency activities as appropriate (such as checking that equipment and alternate operating locations are available and equipment processes and procedures are operating properly).
- Coordinating emergency plans as appropriate with nearby jurisdictions.
- Assessing whether the precise characteristics of the threat require further refinement of preplanned protective measures.
- Implementing, as appropriate, contingency and emergency response plans.
8.1.4 High condition (orange)

This condition is declared when there is a high risk of terrorist attacks. San Francisco Paratransit activities at orange include the following:

- Coordinating necessary security efforts with federal, state and local law enforcement agencies and the SFMTA.
- Preparing for the activation of emergency and contingency plans.
- Restricting access to agency facilities and limiting access to threatened facilities to essential personnel only.
- Taking additional precautions at public events and possibly considering alternative venues or even cancellation.
- Preparing to execute contingency procedures, such as moving command and control to an alternate site or dispersing the work force.

8.1.5 Severe condition (red)

This condition is declared when there is a severe risk of terrorist attacks. Under most circumstances, the protective measures for a severe condition are not intended to be sustained for substantial periods of time. In addition, this threat condition indicates that a severe risk of terrorist activity or an incident or emergency is imminent. However, this does not mean that San Francisco Paratransit is under attack or has an active emergency ongoing. San Francisco Paratransit activities at red may include the following:

- Increasing or redirecting personnel to address critical emergency needs.
- Assigning emergency response personnel and pre-positioning and mobilizing specially trained teams or resources.
- Monitoring, redirecting or constraining transportation systems.
- Closing public transit and government facilities.

8.1.6 Active incident

At this phase, an attack against the transit agency or an agency’s service area is occurring or has occurred. San Francisco Paratransit activities at this phase include the following:

- Responding to casualties.
- Assisting in evacuations.
- Reporting incident (see Section 5.4)
- Inspecting and securing transit facilities.
- Helping with other tasks directed by local emergency management personnel.
8.1.7 Recovery phase

At this phase, the recovery of transit service after an attack has occurred. It follows the previous phase (active incident) and may also exist for short time periods when the agency is transitioning from a higher threat condition to a lower threat condition. This phase coexists with the prevailing threat condition. In other words, business recovery will be accomplished while maintaining the prevailing readiness status. San Francisco Paratransit activities at this phase include the following:

- Restoring service, routes and schedules.
- Repairing or reopening facilities.
- Adjusting staff work schedules and duty assignments.
- Responding to customer inquiries about services.
- Undertaking other activities necessary to restore transit service.

8.2 Federal Bureau of Investigation alerts

San Francisco Paratransit in coordination with San Francisco Municipal Transportation Agency regularly monitors, examines and evaluates the security alerts distributed by the FBI. These alerts help identify current security issues and threats affecting the nation as a whole. San Francisco Municipal Transportation Agency distributes the list to selected individuals of the agency. Any questions or concerns relating to the FBI security alerts should be addressed directly to the local field office of the FBI at 415-553-7400 or via the Web @ San Francisco.fbi.gov.

8.3 Public Transit Information Sharing and Analysis Center (PT-ISAC)

San Francisco Paratransit in cooperation with the SFMTA regularly reviews information disseminated by the PT-ISAC. In January 2003, the U.S. Department of Transportation designated the American Public Transportation Association (APTA) as the sector coordinator in the creation of a Public Transit ISAC to further promote security for the public transportation industry. Through this role, APTA serves as the primary contact to organize and bring the public transportation community together to work cooperatively on physical and cyber-security issues.

The PT-ISAC collects, analyzes and distributes critical cyber and physical security and threat information from government and numerous other sources. These sources include law enforcement, government operations centers, the intelligence community, the U.S. military, academia, IT vendors, the International Computer Emergency Response Team (CERT) and others.

The PT-ISAC is full-service, responding to incidents and warnings on a 24-hour basis, seven days a week. Any questions concerning the service should be directed to:

PT-ISAC
8.4 Homeland Security Information Network – Public Transit (HSIN-PT)

San Francisco Paratransit via the SFMTA regularly reviews information disseminated by TSA through DHS’s HSIN-PT. HSIN-PT is a security information sharing resource for the public transit community to share unclassified security and threat information and establish relationships and network with both private and public transportation security officials. HSIN-PT provides the transit security community a “one-stop shop” to aid in its efforts to maintain vigilance and readiness to prevent system, called TSA Alerts, sometimes in conjunction with HSIN-PT, to advise transit agencies of significant threats or terrorist attacks.

9. Training

An important aspect of every employee’s job is his or her individual responsibility for safety and security. As a result, San Francisco Paratransit develops, maintains and updates the security-related training curriculum for all employees. It is the intent of the SF Paratransit to include all contracted management and supervisory personnel in all training efforts. Targeted security training at San Francisco Paratransit incorporates such security and emergency management concepts as terrorism awareness, planning and management; the California State Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), the Incident Command System (ICS); and federal, state and local plans (e.g., EOPs). Security-awareness training is required for all personnel and is considered an essential and proactive element of the security program. It is designed to reinforce security roles and responsibilities for all employees by doing the following:

- Preparing employees for the requirements of their jobs.
- Increasing the level of security awareness throughout the organization.
- Reinforcing any applicable security policies and procedures, including standard and emergency operating procedures (SOPs and EOPs).
- Providing each employee with an opportunity to take part in the security program by asking questions and voicing any concerns.
- Increasing employee understanding pertaining to the potential threats and vulnerabilities within the system and what measures can be taken to eliminate, control and prepare for those threats and vulnerabilities.

9.1 General employee training (Broker employees and contractors)

General employee training may be offered as initial and refresher training. Potential concepts and principles include transit operations and services; general rules, policies, and procedures; how to best utilize resources; what is expected of employees; what employees should expect of others; how to identify, report, and react to suspicious
behavior, activity and unusually threatening activities; evacuation procedures; and the types of emergencies that may be experienced during the performance of employee duties.

9.2 Frontline employee training (Brokers and Contractors)

Frontline employee training for non-operators (mechanics, customer service reps, receptionists, station managers, fare collectors, etc.) is essential because employees have daily contact with the agency’s customers and vehicles. In addition to general employee training, training for front-line employees will be tailored to the employees’ job functions and work areas.

9.3 Vehicle operator training (Contractors)

Training for vehicle operators should include safety, security and emergency preparedness procedures; pre-trip inspection; fare handling; radio procedures.

9.4 Supervisory and Management training (Broker and Contractors)

Management training should include crisis management, emergency response, resource allocation, media relations, interagency coordination, information sharing, incident reporting, internal/external hierarchies of authority, continuity of operations requirements and procedures and emergency standardized operating procedures.

9.5 Emergency responder training

Training for local emergency responders (e.g., fire, police, EMS) would generally be coordinated through the SFMTA and may be offered by San Francisco Paratransit. Concepts of emergency responder training may include the following:

- Operating territory familiarization (e.g., types of operating environments and hazards within each vehicle, facility and equipment function)
- Emergency access and egress locations
- Emergency power shutoff devices and fire suppression systems
- Hazardous materials storage locations
- Communications with transit personnel
- Transit organizational roles and responsibilities
- Coordination of functions/lines of authority (e.g., personnel responsibilities during events)
- Relevant transit rules and operating procedures

9.6 SEMS/NIMS/ICS training

Standardized Emergency Management System and National Incident Management System training should be made available to various staff members. These staff
members may include managers and supervisors, frontline employees, road supervisors, etc. SEMS and NIMS training may include the following concepts and principles: benefits of using ICS as the national incident management model, when to institute an area command, when to institute a multi-agency coordination system, benefits of using a joint information system (JIS) for public information, managing resources using NIMS, and technology. Refer to Emergency Operations Plan- SOP #1 for specific ICS training required based on an employee’s level of responsibility.

10. Exercises and drills

A program for effective joint training exercises and drills involving San Francisco Paratransit and other external agencies including local police, fire and emergency management agencies is maintained by the General Manager or an appointee. This program includes tabletop exercises and “in-the-field” full-scale mock emergency drills.

Tabletop exercises involve presenting various emergency scenarios to teams of participants with the purpose of allowing the teams to discuss the appropriate response actions. Tabletop exercises are conducted to prepare San Francisco Paratransit, SFMTA, law enforcement and emergency response personnel to respond to emergencies involving transit passengers and equipment. Drills differ from tabletop exercises in that they involve utilizing actual equipment, facilities and personnel together to form a full-scale mock emergency.

The purpose of these drills is to demonstrate that participants understand their individual roles and responsibilities and are familiar with the equipment and layout of facilities. The results of the drills are fed back into future transit drill scenarios as necessary. Drills involve local law enforcement and emergency response personnel and are indicative of the types of emergencies typical of transit operations and services. For a list of the exercises that San Francisco Paratransit has participated in and will participate in, see Exhibit 9.

SF Paratransit will conduct at minimum annually one in-house tabletop exercise or drill intended to test emergency or security preparedness. In coordination with and the approval of SFMTA, SF Paratransit will participate in multi-agency drills or full-scale exercises that are consistent with the goals and requirements of the SF Paratransit Emergency Operations Plan. SF Paratransit will endeavor to participate in such exercises at minimum on a biennial basis.
## EXERCISE LIST 
**Exhibit 9**

<table>
<thead>
<tr>
<th>Fiscal year</th>
<th>Description of exercises conducted</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2010</td>
<td>MTC Regional Paratransit Tabletop – Earthquake Response (Oct. 13, 2009)</td>
</tr>
<tr>
<td>FY2010</td>
<td>Internal exercise in support of city-wide ShakeOut earthquake response exercise. All broker employees participated in Drop, Cover, and Hold-on exercise. Key service providers participated in asset communication and availability exercise. (Oct. 15, 2009)</td>
</tr>
</tbody>
</table>

### 11. Public awareness

San Francisco Paratransit passengers are considered the eyes and ears of the agency’s operations and services and play an instrumental role in its security program. As a result, the agency maintains a public awareness program to maximize passenger involvement in security. This program may include some of the following:

- Vehicle interior card ad campaigns
- External newsletters
- Transit education programs
- *Transit Watch* (sponsored and developed by the FTA)

These are designed to promote transit operations and services while reinforcing safety and security policies and procedures. Literature to educate the public on riding the transit system is always available and can be found aboard transit vehicles. Overall, these materials are directed toward educating passengers with regard to the following:

- The steps to be taken upon witnessing suspicious, malicious or destructive activities, persons, packages or materials within the system.
- The steps to be taken upon identifying a potential hazard within the system, including unattended items.
- The steps to be taken upon witnessing or being the victim of a criminal act.
- How to properly communicate incidents to transit, law enforcement and emergency response personnel.
12. Evaluation and modification

The SEPP is considered a living document that is reviewed annually and updated as needed to ensure that it remains up to date. The evaluation and modification process is an excellent opportunity to ensure that the SEPP effectively eliminates and mitigates security threats. Also, it is consistent with all other San Francisco Municipal Transportation Agency (SFMTA) rules, procedures and policies. As San Francisco Paratransit operations change and expand, there may be a need for additional revision.

12.1 Evaluation

The security program and this SEPP are constantly evaluated. This evaluation extends from the initial draft of the plan through its full implementation. Evaluations identify those areas needing additional attention, and as a result offer suggestions for improvement, either to fine-tune the program or to implement new objectives in a revised plan. The General Manager or designee is responsible for the evaluation or review process.

12.2 Modification

Modifications occur after a significant security breach and after any emergency drill or exercise. Also, management personnel are to recommend changes at any time when, in their opinion, there is a need for a modification. Moreover, employees are to submit proposed changes to their managers and supervisors, who evaluate the proposed change and, if warranted, submit the proposed change to the General Manager for review.

If system changes occur outside a scheduled review period of the plan, the General Manager ensures that the changes are reviewed and incorporated as necessary. The General Manager has the primary responsibility for reviewing and updating the SEPP. Change bulletins are issued once changes are made to the plan, provided they are properly authorized and distributed. The final decision about whether a change is issued as an addendum or one that requires a complete revision and redistribution of the SEPP rests solely with the General Manager.

12.3 SEPP control

The General Manager is responsible for the distribution of the SEPP and any revisions to it. In order to ensure that all copies are accounted for, the distributor numbers each copy and records the recipients who have been given copies. Every modification or update is distributed to contractors as well as all directors, supervisors and managers.
## Appendix A: Common Threats Identification

<table>
<thead>
<tr>
<th>Category</th>
<th>Hazard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural</td>
<td>drought</td>
</tr>
<tr>
<td></td>
<td>earthquake</td>
</tr>
<tr>
<td></td>
<td>flash flooding</td>
</tr>
<tr>
<td></td>
<td>flooding (river or tidal)</td>
</tr>
<tr>
<td></td>
<td>high winds</td>
</tr>
<tr>
<td></td>
<td>hurricane</td>
</tr>
<tr>
<td></td>
<td>landslide</td>
</tr>
<tr>
<td></td>
<td>tornado</td>
</tr>
<tr>
<td></td>
<td>wildfire</td>
</tr>
<tr>
<td></td>
<td>winter storm</td>
</tr>
<tr>
<td>Technological</td>
<td>dam failure</td>
</tr>
<tr>
<td></td>
<td>energy or fuel shortage</td>
</tr>
<tr>
<td></td>
<td>hazmat or oil spill (fixed site or in transport)</td>
</tr>
<tr>
<td></td>
<td>major structural fire</td>
</tr>
<tr>
<td></td>
<td>nuclear facility incident</td>
</tr>
<tr>
<td></td>
<td>power outage</td>
</tr>
<tr>
<td>Societal</td>
<td>civil unrest or riot</td>
</tr>
<tr>
<td></td>
<td>strike</td>
</tr>
<tr>
<td></td>
<td>civil panic or looting</td>
</tr>
<tr>
<td>Security</td>
<td>violent or other crime</td>
</tr>
<tr>
<td></td>
<td>bomb threats</td>
</tr>
<tr>
<td></td>
<td>chemical, biological or radiological threats</td>
</tr>
<tr>
<td></td>
<td>chemical, biological or radiological device/release</td>
</tr>
<tr>
<td></td>
<td>explosive device/detonation</td>
</tr>
<tr>
<td></td>
<td>hijackings</td>
</tr>
<tr>
<td></td>
<td>sabotage or vandalism</td>
</tr>
<tr>
<td></td>
<td>terrorism</td>
</tr>
<tr>
<td></td>
<td>trespassing</td>
</tr>
<tr>
<td></td>
<td>workplace violence</td>
</tr>
</tbody>
</table>


---

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
## Appendix B: Points of Contact List

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Title</th>
<th>Work phone</th>
<th>Cell phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annette Williams</td>
<td>SFMTA</td>
<td>Manager of Accessible Services</td>
<td>(415) 701-4444</td>
<td></td>
<td><a href="mailto:annette.williams@sfmta.com">annette.williams@sfmta.com</a></td>
</tr>
<tr>
<td>Kate Toran</td>
<td>SFMTA</td>
<td>Paratransit Coordinator</td>
<td>(415) 701-4440</td>
<td></td>
<td><a href="mailto:Kate.toran@sfmta.com">Kate.toran@sfmta.com</a></td>
</tr>
<tr>
<td>Marc Soto</td>
<td>Veolia</td>
<td>General Manager</td>
<td>(415) 351-7010</td>
<td>(415) 377-9940</td>
<td><a href="mailto:marc.soto@veoliatransportation.com">marc.soto@veoliatransportation.com</a></td>
</tr>
<tr>
<td>Paul Okuewitch</td>
<td>Veolia</td>
<td>Director of Operations</td>
<td>(415) 351-7060</td>
<td>(415) 572-4336</td>
<td><a href="mailto:paul.okunewitch@veoliatransportation.com">paul.okunewitch@veoliatransportation.com</a></td>
</tr>
<tr>
<td>Tulay Atalay</td>
<td>Veolia</td>
<td>Director of Finance and Administration</td>
<td>(415) 351-7020</td>
<td>(415) 596-4897</td>
<td><a href="mailto:tulay.atalay@veoliatransportation.com">tulay.atalay@veoliatransportation.com</a></td>
</tr>
<tr>
<td>Mark Frailey</td>
<td>Mobility Plus</td>
<td>General Manager</td>
<td>(415) 643-2182</td>
<td>(415) 377-2444</td>
<td><a href="mailto:mfrailey@mobilityplus.us">mfrailey@mobilityplus.us</a></td>
</tr>
<tr>
<td>Scott Blum</td>
<td>Medsam</td>
<td>Vice President</td>
<td>(415) 561-0630</td>
<td>(415) 235-7324</td>
<td><a href="mailto:medsam@sbcglobal.net">medsam@sbcglobal.net</a></td>
</tr>
<tr>
<td>Gloria Bonilla</td>
<td>Centro Latino</td>
<td>Executive Director</td>
<td>(415) 861-8758</td>
<td>(415) 286-0883</td>
<td><a href="mailto:bgclsf@hotmail.com">bgclsf@hotmail.com</a></td>
</tr>
<tr>
<td>Steve Ishi</td>
<td>Kimochi</td>
<td>Executive Director</td>
<td>(415) 674-0814</td>
<td></td>
<td><a href="mailto:sishii@limochi-inc.org">sishii@limochi-inc.org</a></td>
</tr>
<tr>
<td>Charlotte Baker</td>
<td>Delancey Street Foundation</td>
<td>Executive Director</td>
<td>(415) 957-9800</td>
<td></td>
<td><a href="mailto:cbembeno@aol.com">cbembeno@aol.com</a></td>
</tr>
<tr>
<td>Hal Mellegard</td>
<td>Yellow Cab Co-op</td>
<td>General Manager</td>
<td>(415) 593-9227</td>
<td>(415) 845-0827</td>
<td><a href="mailto:hal@yellowcabsf.com">hal@yellowcabsf.com</a></td>
</tr>
<tr>
<td>John Lazar</td>
<td>Luxor Cab</td>
<td>President</td>
<td>(415) 282-1224 x201</td>
<td>(415) 272-3744</td>
<td><a href="mailto:luxorcab@pacbell.net">luxorcab@pacbell.net</a></td>
</tr>
<tr>
<td>Ralph Machkovsky</td>
<td>Town Taxi</td>
<td>President</td>
<td>(415) 401-8900</td>
<td>(415) 269-8418</td>
<td><a href="mailto:sftowntaxi@yahoo.com">sftowntaxi@yahoo.com</a></td>
</tr>
<tr>
<td>Cindy Ward</td>
<td>Desoto Cab</td>
<td>General Manager</td>
<td>(415) 970-1405</td>
<td>(925) 519-5906</td>
<td><a href="mailto:desoto_manager@sbcglobal.net">desoto_manager@sbcglobal.net</a></td>
</tr>
<tr>
<td>Dan Hinds</td>
<td>National Cab</td>
<td>General Manager</td>
<td>(415) 648-4204</td>
<td>(415) 240-0577</td>
<td><a href="mailto:NCC_President@sbcglobal.net">NCC_President@sbcglobal.net</a></td>
</tr>
<tr>
<td>Gratchia Makarian</td>
<td>Arrow-Bay-Checker</td>
<td>President</td>
<td>(415) 285-3710</td>
<td>(415) 378-3834</td>
<td><a href="mailto:bwchecker@sbcglobal.net">bwchecker@sbcglobal.net</a></td>
</tr>
<tr>
<td>Chris Sweis</td>
<td>Citywide Dispatch</td>
<td>General Manager</td>
<td>(415) 920-0709</td>
<td>(650)826-4470</td>
<td><a href="mailto:royaltaxi@sbcglobal.net">royaltaxi@sbcglobal.net</a></td>
</tr>
<tr>
<td>Steve Anton</td>
<td>Regents Cab</td>
<td>General Manager</td>
<td>(415) 487-1004</td>
<td></td>
<td><a href="mailto:santon@antontvl.com">santon@antontvl.com</a></td>
</tr>
<tr>
<td>Name</td>
<td>Company</td>
<td>Phone 1</td>
<td>Phone 2</td>
<td>Email</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------</td>
<td>---------------</td>
<td>---------------</td>
<td>-------------------------------</td>
<td></td>
</tr>
<tr>
<td>Phillip Achilles</td>
<td>American Cab</td>
<td>(415) 775-3114</td>
<td></td>
<td><a href="mailto:support@americanaairporter.com">support@americanaairporter.com</a></td>
<td></td>
</tr>
<tr>
<td>Talib Salamin</td>
<td>Serra-Yellow Cab</td>
<td>(650) 991-3881</td>
<td>(650) 333-9598</td>
<td><a href="mailto:talib@serrayellowcab.com">talib@serrayellowcab.com</a></td>
<td></td>
</tr>
</tbody>
</table>

Warning: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
## Appendix C: Communication Tree

<table>
<thead>
<tr>
<th>Communication tree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event</td>
</tr>
<tr>
<td>Communication steps</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication steps</td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication steps</td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication steps</td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication steps</td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>

---

**Warning:** This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.

San Francisco Paratransit 9/1/2010

Version #1
ATTACHMENT
EOP and SEPP Management Plan
San Francisco Paratransit
SEPP and EOP Management Plan

The following document describes the required roles and responsibilities for San Francisco Paratransit management and San Francisco Municipal Transportation Agency (SFMTA) Accessible Services management as related to maintenance and implementation of the Security and Emergency Preparedness Plan (SEPP) the Emergency Operations Plan (EOP) and Standard Operating Procedures (SOP’s).

SECURITY and EMERGENCY OPERATIONS

1. GOALS
2. OBJECTIVES
3. SCOPE
4. RESPONSIBILITIES
5. MANAGEMENT PROCESSES
   a) SF Paratransit General Manager
   b) SF Paratransit Director of Operations
   c) SFMTA Manager of Accessible Services
   d) Access to Sensitive Security Information
   e) Orientation and Training
   f) Annual Evaluation
1. **GOALS** – To maintain an up to date functional document and assign management oversight for the maintenance and implementation of the SEPP, EOP and SOP’s.

2. **OBJECTIVES** – This management plan is designed to provide the San Francisco Paratransit broker and the SFMTA Manager of Accessible Services with guidance for maintenance of the SEPP, EOP, SOP’S and the critical role of coordination with all contract service providers.

   a) Ensuring compliance with all applicable Federal, state, and local laws and mandates.

   b) Promptly identifying any changes that may affect either plan and taking appropriate action to update the plans immediately.

   c) Informing all SF Paratransit, SFMTA and contract service provider staff of any substantive changes in SEPP, EOP and SOP policies, procedures, security risks and the actions for eliminating or minimizing these risks.

3. **SCOPE** – This management plan applies to SF Paratransit employees, SFMTA Accessible Services staff and all contract service provider personnel. Each individual shall adhere to the policies and procedures as outlined in the SEPP, EOP and SOP’s.

4. **RESPONSIBILITIES**

   a) The SF Paratransit Director of Operations is responsible for developing, implementing, monitoring and maintaining the SEPP, EOP and SOP’s.

   b) The Manager of Accessible Services is responsible for maintaining a liaison with the SFMTA Department of Emergency Services to coordinate activities and address new or updated policies and procedures that may affect the SF Paratransit SEPP, EOP or SOP’s.

   c) The SF Paratransit General Manager is responsible for informing and updating the Paratransit Coordinating Council (PCC) on changes or revisions to the SEPP, EOP or SOP’s. This information will be exchanged on a quarterly basis.

   d) The Director of Operations is responsible for updating Broker staff, SFMTA Accessible Services personnel and contract service provider management staff of changes or revisions to the SEPP, EOP and SOP’s after approval by the General Manager.

5. **MANAGEMENT PROCESSES**

   a) SF Paratransit General Manager- responsible to appoint the Director of Operations who will act as the Emergency Services coordinator for all matters on behalf of SF
Paratransit. The General Manager will appoint a person to succeed the Director of Operations if he/she is unavailable.

b) The SF Paratransit Director of Operations shall:

1. Ensure all copies of the SEPP are labeled as “Sensitive Security Information” (SSI)

2. Track all copies of the SEPP utilizing a sequential numbering system or similar tracking method.

3. Track distribution of the SEPP and EOP by requiring signed acknowledgement of receipt by each recipient.

4. Contact all SF Paratransit stakeholders on an annual basis to verify information contained in the SEPP, EOP and SOP’s are current.

5. Make necessary changes, updates and revisions to the SEPP, EOP and SOP’s with approval through the General Manager and Paratransit Advisory Subcommittee.

6. All approved changes, updates and revisions will be submitted to all parties who have been issued an original SEPP and EOP.

7. Revised documents will be distributed as soon as practical following final approval by the General Manager.

c) SFMTA Manager of Accessible Services shall:

1. Maintain a liaison with the SFMTA Office of Emergency Services regarding the Paratransit’s service and role in response to an emergency or disaster declaration.

2. Notify the SF Paratransit General Manager and Director of Operations immediately of any substantive changes in the SFMTA SEPP or EOP that affects the SF Paratransit role in response to an emergency or declaration of disaster.

d) Access to Sensitive Security Information (SSI) - all access and requests for SSI will be approved by the SF Paratransit General Manager. The SFMTA Manager of Accessible Services will succeed the General Manager in this role and responsibility.

e) Orientation and Training- the SF Paratransit Director of Operations will be responsible for all orientation and training required as part of the SEPP, EOP and SOP distribution.
and implementation. All training and orientation of these plans will be approved by the General Manager.

1. This training and orientation will include SF Paratransit staff, SFMTA Accessible Services staff and all contract service providers’ management personnel.

f) Annual Review- the Director of Operations will be responsible for the annual review and update of the plan. He or she shall annually:

1. Consult with the SF Paratransit General Manager and SFMTA Manager of Accessible services to determine any recommended changes or revisions to the SSEP, EOP or SOP’s.

2. Consult with key management staff of all contract service providers to receive any recommended changes or revisions to the SEPP, EOP or SOP’s.

3. All changes and revisions will be tracked by the date of the change to the specific policy or procedure within the SEPP, EOP or SOP’s.

4. All changes and revisions will be presented to the Paratransit Advisory Sub-Committee with final approval by the General Manager.

5. Distribute revised documents to all affected stakeholders as soon as practical following approval.
ATTACHMENT
Roles and Responsibilities
Roles and Responsibilities

The following is a list of the roles and responsibilities for key personnel as outlined in the EOP:

SFMTA General Manager

- May proclaim a state of emergency when a disaster occurs or appears imminent
- Provide initial and periodic situational assessments to the Manager of Accessible Services
- Suspend the declaration of emergency or disaster when deemed appropriate

SFMTA Manager of Accessible Services

- May activate the EOP and SF Paratransit emergency management in the absence of the Broker General Manager
- Will immediately notify the Broker GM of the declaration of a disaster or emergency from the SFMTA GM.
- Provide initial and periodic situational awareness assessments to the Broker General Manager
- Notify Broker GM when disaster or emergency declaration id suspended
- Coordinate closely with the Broker GM through the duration of the incident

Broker General Manager

- Is designated as the SF Paratransit Emergency Operations Director (EOD)
- Has the authority to activate the EOP and necessary resources to support the Plan
- With SFMTA approval, may request mutual aid from surrounding agencies and transit operators
- With SFMTA approval, may commit resources to agencies who are requesting mutual aid
- Can mobilize the personnel resources of all contract service providers
- Coordinate the activities of the Broker staff and service providers during an emergency and through the recovery phase
- Designate the level of emergency based on the initial situational awareness assessment
- He/she or designee will be the liaison to SFMTA for all operational matters
• Will provide the SFMTA PIO and his/her Veolia corporate counterpart with a periodic statement to the public regarding the status and level of paratransit service throughout the duration of the incident

• Coordinate closely with the SFMTA Manager of Accessible Services throughout the duration of the incident

**Broker Director of Operations**

• Responsible for oversight and coordination of the Emergency Management Program (EMP) including EOP maintenance, training and exercises.

• EMP coordination will include input and assistance from contract service providers.

• Upon notification of an emergency or disaster declaration, prepare a situational awareness assessment report for the Broker GM, all broker personnel and contract service providers.

• Assist the Broker GM in evaluating and designating the level of emergency throughout the incident

• Shall assign a person to contact all service providers and notify them of disaster or emergency declaration and provide a situational awareness

• Upon declaration of a disaster or other emergency, will respond to the SF Access provider facility and implement the operational elements of the EOP

• Responsible for the continual updates to the EOP and daily operational service providers contact information lists