“Preparation through education is less costly than learning through tragedy.”

- Max Mayfield, Former Director of the National Hurricane Center
This workshop was coordinated and brought to you by the Regional Alliance for Resilient and Equitable Transportation (RARET) workgroup. This project aims to increase the preparedness and ability of special needs transportation providers to assist in the evacuation of access and functional needs populations, transportation to emergency shelters, and/or maintaining access to life-sustaining medical services and other necessary trips.

Please contact us with any questions!

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Standard #1: Essential Functions, Services

Can your business operate when a disaster strikes? First, businesses and organizations must identify their essential services. Understanding essential services can help a business handle the disruptions of an emergency or major disaster.

1a. The agency has thoroughly assessed their services, client/community needs and internal capabilities.

List all of your potential services, and place them in the chart below. Prioritize each service by essential, secondary, and non-essential.

<table>
<thead>
<tr>
<th>Essential Services: Cannot be interrupted or suspended</th>
<th>Secondary services: Services that could be decreased or suspended for a short period of time</th>
<th>Non-essential services: Services/functions that can be suspended for an extended period of time</th>
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</table>

1b. The agency knows its plan during an emergency or major disaster.

How will the organization serve clients and/or the broader community? What services will you provide and what populations will you serve? Answer both questions below to make a disaster mission statement.

To do! Socialize your disaster mission statement

- Confirm your disaster mission statement with organizational leadership and/or governing body
- Make sure that staff, clients, and other partners are aware of your disaster mission statement

Identifying essential services and defining a disaster mission statement now will allow you to effectively serve the community during and after a disaster.
Standard #13: Quick Reference Information Aids

While the full emergency plan is a valuable reference tool for transportation personnel during preparation for emergency situations, it may not be the ideal information source during an actual emergency, when events happen quickly and decisions may have to be made by personnel “in the field.” Like the emergency plan, quick reference aids should be updated regularly — ideally, every six months or as events dictate.

Quick-reference cards and checklists can provide the kind of “cheat-sheet” information that will help personnel keep their emergency response activities as organized as possible under conditions that may be chaotic.

13a. Quick reference aids should be:
- Small — easy to carry and to store within reach
- Durable
- Brief
- Tailored to the job and to the emergency response “role” — i.e., vehicle operator, dispatcher, etc.

13b. Quick Reference Aids for Dispatchers
- Checklist for notification/assessment
- Contact people, phone numbers, radio frequencies
- Maps — evacuation routes, city and county maps
- Jurisdictional boundaries and emergency response “command structure”

13c. Quick Reference Aids for Transportation Vehicle Operators
- Checklist for notification/assessment
- Contact people, phone numbers, radio frequencies
- Maps — evacuation routes, city and county maps
- Jurisdictional boundaries and emergency response “command structure”
- Vehicle graphics/instructions including location and operation of emergency exits, engine shut-off, passenger evacuation procedures
- First responder responsibilities and checklist of actions

13d. Quick Reference Aids for Other Local Agencies
- The following quick reference information can be provided to local police, fire departments, and other emergency responders who might work with transportation personnel and/or vehicles.
- Contact people, phone numbers, radio frequencies
- Maps — evacuation routes, city and county maps
- Vehicle graphics/instructions including location and operation of emergency exits, engine shut-off, passenger evacuation procedures

Standard #2: Continuity of Operations

Resources may be limited after disasters. How can you maintain essential services after a disaster? What are your strategies to move resources from non-essential services?

2a. The agency has identified continuity strategies to ensure that essential services can be delivered.

Using the table below and the list of Essential Services you identified in 1a, what resources will your organization need to continue providing those services? What strategies can you use to ensure that the services can continue to be delivered even if those resources are not available?

<table>
<thead>
<tr>
<th>Essential Service</th>
<th>Resources</th>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>Example:</td>
<td>Example:</td>
<td>Example:</td>
</tr>
<tr>
<td>Non Emergency Medical Transportation</td>
<td>Staffing — administration, drivers</td>
<td>1) Determine staff and driver availability during bad weather</td>
</tr>
</tbody>
</table>

2b. Have a plan for how the agency will close operations or limit services.

Who can make decisions about closing operations or limiting services?

If certain services cannot be offered, what other agencies could serve the needs of your clients?

Tip!

Offering a service will require one or more of the following: staff, buildings/facilities, equipment/technology, and partner agencies. The list below offers some possible strategies to address resource needs:

- **Staff**
  - Cross train staff so that you can shift them to support essential services

- **Buildings/Facilities**
  - Identify alternate work locations
  - Have staff work from home when possible

- **Equipment/Technology**
  - Back up data
  - Have procedures that you can use in case technology is not available

- **Partner Agencies**
  - Identify alternative agencies that could help to serve your clients
  - Encourage partners to plan for disasters
Standard #3: Communication Tools & Processes

What are your communication procedures during an emergency? How will you inform staff, clients, and other partners on the status of your organization?

3a. Methods are in place to communicate with staff, clients and partners.

*Examples of communication methods include email, recorded voice message, text message, internet, and social media.*

What methods do you normally use to communicate with staff, clients, or partners? Would this change during a disaster? What information would you need to communicate to each group?

List the information you would communicate and the method you would use to communicate to each audience.

<table>
<thead>
<tr>
<th></th>
<th>To Staff</th>
<th>To Clients</th>
<th>To Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>What information would you need to communicate?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What methods of communication would you use?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3b. You have emergency, after-hours contact information for all staff.

Where do you keep after-hours contact information for your staff?

Who has access to this information?

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**A real world example!**

During new employee orientations at Acme Oyster House, a famous oyster house centrally located in New Orleans, new staff members are required to provide a phone number, address, and two forms of communication methods. Staff members are also required to provide a local emergency contact, and at least two out-of-area contacts.

Having multiple contact methods for all staff members can help employers to relieve concerns about employee safety and help keep a business operating.

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Standard #12: Emergency Supplies

12e. Biohazard Clean-Up Kit
- Latex medical gloves.
- Liquid treatment system
- Pair of disposable waste scoops/scrapers
- Surface disinfectant wipe
- Antimicrobial wipe
- Biohazard waste bag
- Evidence/syringe container
- Biohazard instruction sheet

12f. Fire Suppression Equipment
A 5 pound ABC dry chemical fire extinguisher is mounted in each vehicle, beside or behind the rear driver seat.
- The extinguisher is inspected to insure proper pressure (the indicator is in the green zone). If the indicator enters the red zone, the extinguisher is removed from the vehicle and replaced.
- Staff should inspect extinguisher annually and replace or recharge the test.
- A fire inspection tag shall be affixed with current year and date and inspecting companies’ signature.

12g. Flashlights
A two cell flashlight should be issued to all drivers for use in all transportation vehicles. Flashlights are inspected daily for operation and battery charge, and illumination. Dead or weak batteries are replaced as needed.

12h. Seatbelt Cutter
A safe cut seat belt cutter is mounted in the dash area of all vehicles.

12i. Emergency vehicle supplies
- Jumper cables
- Fuses
- Emergency signal markers

12j. Emergency Instructions
Written procedures regarding the handling of mechanical and road emergencies are located in the vehicle glove compartment.
Supplies
First aid kits are restocked, if necessary when inspected. The first aid kit contains the following:

- Absorbent compress dressings (5 x 9 inches)
- Adhesive bandages (band-aids, assorted sizes)
- Adhesive cloth tape (10 yards x 1 inch)
- Antibiotic ointment packets
- Antiseptic wipe packets or hand sanitizer
- Packets of aspirin (81 mg each)
- Space blankets
- Breathing barrier (with one-way valve)
- Directions for requesting emergency communication
- Instant cold compress
- Non-latex gloves
- Hydrocortisone ointment packets (approximately 1 gram each)
- Scissors
- Roller bandage (3 inches wide)
- Sterile gauze pads
- Oral thermometer (non-mercury/non-glass)
- Triangular bandages
- Tweezers
- Wound cleaner
- Elastic wrap
- Splint

Standard #3: Communication Tools & Processes

3c. There is a process in place for developing messages.
Who has the permission to develop a message and send it out?

Below are some suggestions for accessible emergency communication.
1. Use clear and simple language.
2. Provide information in multiple languages.
3. Avoid industry-specific language when using translation technologies such as Google Translate.
4. Ensure that recorded messages are consistent with the written messages.
5. Deliver the message through multiple channels to reach all recipients.

How will you provide critical information to people you serve in a language they understand?

<table>
<thead>
<tr>
<th>Message Approvers</th>
<th>Message Communicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>Alternative</td>
</tr>
<tr>
<td>Primary</td>
<td>Alternative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact Information</th>
</tr>
</thead>
</table>

Emergency Communications Sample Messages

Pre-event message:
“[COMPANY NAME] is monitoring [EVENT NAME]. Please check in with us as to our operating hours and stay safe. Call ###-####-#### or check www.Name.com for updates.”

After an Event Message — Operations Not Affected:
“This message is being left on behalf of [NAME, TITLE]. Today is [date/time]. We are working under normal operating conditions at this time.”

After an Event Message — Operations Affected:
“[COMPANY NAME] is closed due to [EVENT NAME]. Please check back with us at ###-####-#### or www.Name.com for updates. Thank you.”
Is your vital business information stored and protected in a secure, accessible location?

4a. Critical documents and contact information are current and stored in more than one location.

Below is a good list of documents to consider, but you may need to add more. Please determine other documents your agency might need.

<table>
<thead>
<tr>
<th>Document</th>
<th>Document is current</th>
<th>Document is in multiple locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency emergency plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lists of Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>List of suppliers and vendors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Info for essential business functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Critical telephone numbers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>List of equipment and vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer equipment and software</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voice/Data communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
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<tr>
<td>Other</td>
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<tr>
<td>Other</td>
<td></td>
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</tr>
<tr>
<td>Other</td>
<td></td>
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</tbody>
</table>

4b. Critical client and billing data, if applicable, is backed up in a safe and secure, off-site location

How does your agency back up electronic information? (check all that apply)
- External hard drive or disk
- Backup server
- Backing up to the web (the cloud)

Who is your remote online backup provider? ____________________________________________

Where is the backup information stored? _______________________________________________

How often are you doing backups? _____________________________________________________

Have you practiced a complete restore of records and information?  □ Yes  □ No

Tip! When your organization adds new staff, take the opportunity to update all staff members’ contact information.

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Standard #12: Emergency Supplies

A critical step to taking care of your employees and customers is to create, regularly maintain and stock of emergency preparedness supplies.

12a. Estimate the amount of food and water you will need.
Store at least one gallon of water per person per day for three days, for drinking and sanitation.

What is the maximum number of people likely to be on one of your vehicles during an emergency?

<table>
<thead>
<tr>
<th>People</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Capacity</td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td></td>
</tr>
<tr>
<td>Total (1 gallon per person per day)</td>
<td></td>
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</tbody>
</table>

12b. Develop and implement a plan to keep supplies updated.
Designate a specific person who is responsible for inventorying and replacing supplies on a quarterly basis.

- Perishable supplies such as food and water must be replaced prior to their expiration.

- The easiest way to store water is to buy pre-packaged bottled water because it is already clean, properly sealed, and in plastic that is used for storing food.

- Plan to eat food while it is good, but remember to put new ones back in the supply.

- Make sure to replace additional supplies like batteries and over-the-counter medicines from your First Aid kits.

12c. Provide annual training to all employees that covers the location of the emergency supplies, their contents, and how to use them.

12d. First Aid Kit
First aid kits are stored in all vehicles. Kits are restocked, if necessary when inspected. The contents that should be included in your kit are listed on the next page.
Standard #11: Inventory

11a. How many drivers and vehicles do you have?

Drivers: __________  Vehicles: __________  Vehicles equipped with a lift: __________

Are your drivers with your vehicles?  □ Yes  □ No
Do you have a map of where your drivers and vehicles are located?  □ Yes  □ No

11b. What type of insurance and licensing do you have?

<table>
<thead>
<tr>
<th>Type of Insurance</th>
<th>Provider Contact Information</th>
<th>Notes</th>
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</table>

11c. List any formal agreements or contracts your agency has to obtain extra fuel, vehicle equipment, or vehicle replacements during emergency situations. Be sure to describe the type of agreement you have, for example: MOU, MOA, written contract, verbal agreement, etc...

Standard #5: Go-Kits

If you suddenly had to evacuate your location, would you be able to resume operations in another location?

5a. Create Go-Kits

Assembling an easily portable Go-Kit helps you operate wherever you go and makes it easier to return to normal operations. Gather the following documents and supplies, such as copies of:

- Essential business documents
- Bank information
- Vendor contracts & contact information
- Credit cards
- Checkbook
- Cash
- Lease
- Insurance documentation
- Emergency contact information for your staff and key contacts

Have the above information in hard copy and on a flash drive. Don’t forget writing paper and pens.

5b. Store your Go-Kit

There are two important issues to consider when choosing locations to store your Go-Kits:

Accessibility
- Your Go-Kit should be portable and placed in an area that is accessible to your staff. A backpack, duffel bag, or hard-sided briefcases are good choices.

Security
- If the Go-Kit has a key or combination lock, make sure at least two people in your business have a key to the lock or have the combination memorized.
- Protect the documents that are in your kit from being damaged by placing them in one gallon or smaller Ziploc bags. Or make sure the bag or case you are using is waterproof.

Where will you store your Go-Kit? ______________________________________

5c. Implement the following three rules to maximize the benefits of having your Go-Kits.

1. Train staff in Go-Kit procedures as part of employee orientation and annual safety training.
2. Update your Go-Kits. Schedule a twice-yearly review of kit contents to ensure that the information is up-to-date. Remember, your Go-Kit is only as useful as the accuracy of its contents!
3. Include your Go-Kits when you test your evacuation plan. This is a great way to improve the evacuation instructions, procedures, storage location, or container.
Standard #6: Emergency Payment & Financing

Can you operate financially if a disaster happens? Organizations need to be able to pay their staff and suppliers on time.

6a. Back-up plans enable key financial procedures and payroll processing to continue.
Do you have electronic payroll and payments? □ Yes □ No
Do you have off-site payroll processing? □ Yes □ No

Why might this be valuable? _________________________________________________________

How can you shift your policies to create payroll and payment solutions on short notice?
________________________________________________________________________________
________________________________________________________________________________

6b. Keep a list of credit cards that your organization maintains.

<table>
<thead>
<tr>
<th>Credit Card</th>
<th>Location</th>
<th>Limit</th>
<th>Who can sign?</th>
<th>Emergency credit extension</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

Do you have a line of credit reserved for use in emergencies? □ Yes □ No

6c. Your organization is insured for issues that could arise during an emergency.

<table>
<thead>
<tr>
<th>Type of insurance</th>
<th>Provider Contact Information</th>
<th>Notes</th>
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Standard #10: Local Emergency Services & Responders

Who are the emergency responders in your area? Have you established a connection with them?

10a. Contact information of emergency providers is gathered and accessible to staff and volunteers.

Write the organization and contact information that performs the following function near your agency’s location.

Emergency management: _________________________________________________________
Police/ law enforcement: _______________________________________________________
Fire Department: _______________________________________________________________
Public Health department: _______________________________________________________
Other organization: _____________________________________________________________
Other organization: _____________________________________________________________
Other organization: _____________________________________________________________

Where is this information posted for staff and volunteers?
________________________________________________________________________________
________________________________________________________________________________

10b. A staff member will develop and maintain a relationship with local emergency management staff. The organization choose one or more staff members to be the key contact for emergency managers.

Can your organization participate in emergency management activities such as a drill? Who can give permission for the organization to participate?
________________________________________________________________________________
________________________________________________________________________________

Tip! Look to other organizations, besides traditional emergency management offices, to find staff that can support your organization in emergency response. Some disciplines, such as transportation or health, have experts in both subjects.

What are some ways you can build a relationship with your emergency providers?
________________________________________________________________________________
________________________________________________________________________________
Agencies should identify partner organizations that can assist their efforts to serve clients during times of disaster and disruption.

What are possible hazards in your service area?
- Bridge Closure
- Earthquake
- Flooding
- Landslides
- Snow
- Volcanic Activity

What are possible service gaps during times of disruption?

9a. The agency has identified and mapped community assets.

Write down what extra assistance you might need in the first column. In the second, list agencies or businesses that could support/assist that need.

<table>
<thead>
<tr>
<th>Extra Assistance Needed</th>
<th>Agencies/Businesses That Can Help</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

Write down four assets/services your agency could share with another agency.

1.
2.
3.
4.

What steps can you take to collaborate with other agencies to both offer services and receive help?

6d. Emergency contact information is identified for key vendors and suppliers.

List your top five vendors and their emergency contact information. For example, what vendors do you use for fuel, oil, or vehicle repairs?

<table>
<thead>
<tr>
<th>Vendor/Supplier</th>
<th>Key Contact Name</th>
<th>Phone</th>
<th>Email</th>
<th>After Hours Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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6e. Procedures are in place for obtaining resources and tracking expenses.

What is your process for obtaining emergency resources?

How will you track expenses without the use of technology?

How will you keep track of receipts during an emergency? What about activities that require time-keeping?

Do you have “petty cash” for emergencies?  □ Yes  □ No

Who has access to this resource?

Definition: Petty Cash is a small amount of cash on hand available for immediate payments.
Standard #7: Facility Preparations

7a. Facility has procedures for sheltering-in-place and lock-downs.

Does your emergency plan explain the procedures for sheltering-in-place in the following scenarios?

- A severe snow or ice storm □ Yes □ No
- Civil activity such as a demonstration or protest □ Yes □ No
- A large earthquake □ Yes □ No
- Police activity in the immediate area □ Yes □ No
- A release of hazardous materials from an accident or terrorist act □ Yes □ No

Do all of your staff have roles during a shelter-in-place or lock-down? If yes, what are they?

__________________________________________________________________________

Do all of your locations operate independently? If not, what resources are needed to ensure they can?

__________________________________________________________________________

Where are your food, water, and sanitation supplies stored?

__________________________________________________________________________

7b. Facility has food, water, and sanitation supplies that are easily accessible.

How are staff made aware of where the supplies are located?

☐ Training & exercises
☐ Signs
☐ New employee tours
☐ Facility maps
☐ Other __________________

7c. Facility has made arrangements of a secondary location if evacuation is needed.

Where is that location? ____________________________________________

Definition: Sheltering-In-Place means taking immediate shelter in the building you already occupy, such as a home or office.

Standard #8: Staff are Trained on Emergency Plan & Procedures

8a. Staff and key stakeholders are familiar with the agency emergency plan and regularly exercised on its content.

How will staff learn about your agency’s plan? Are there existing plans for training them?

__________________________________________________________________________

Does your training include the following elements? (check all that apply)

☐ A basic introduction about the plan
☐ Clear identification of the new staff persons’ role in a disaster
☐ Locations where staff can access copies of the emergency plan
☐ Locations where your emergency supplies are located

How often will you test your emergency plan?

☐ Yearly
☐ Quarterly
☐ Monthly
☐ Other:_________________

8b. The agency emergency plan is accessible to all staff.

Where are your printed plans located?

__________________________________________________________________________

Does the staff have access to an electronic copy of the emergency plan offsite? □ Yes □ No

Tip! Use new employee orientations as a mechanism for educating them on the agency’s emergency plan. Remember to encourage all staff to create their own family plan and procedures.