

NJ TRANSIT Response to TEEEX After Action Report

| Improvement Category | Observation | Recommendations | Status |
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| Communications | <p>1. The EOC had insufficient communication capability.</p> <p>2. NJ TRANSIT employees' cell phone communications were impacted by the storm.</p> | <p>1.1. Consider the use of additional wired telephone lines when using the COOP trailer as the EOC at this location.</p> <p>2.1. While a complete solution may not be feasible, at a minimum, review concerns with commercial carriers and determine if there are possible solutions for enhanced reliability.</p> <p>2.2. If satellite phones remain an option, they will still have battery recharging considerations, but they do provide an alternate means to communicate in the event of widespread cell service disruption. If adopted, training with the phones will need to be accomplished on a periodic basis to ensure that personnel know how to use them and who they can expect to talk to on the satellite network.</p> | <p>Access to the network has been enhanced to upgrade bandwidth and multicast service. The COOP has been reconfigured to better connect to corporate network.</p> <p>NJ TRANSIT has worked with major cellular carriers to discuss service levels and critical business to maximize service delivery. Carriers indicated that they have reviewed site capacity and generator/battery back-up capabilities.</p> <p>NJ TRANSIT has coordinated with satellite contractor to upgrade network and satellite constellations to improve coverage and capability. In addition, NJ TRANSIT has brought online an additional radio system to provide redundancy.</p> |

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| | 3. Radio communications reliability was limited during the early recovery phase. | 3.1. Review the reasons for the failure of each communications system and identify necessary back-up power and alternate communications systems solutions. | Tower facilities were strengthened. Generator platforms are being raised at key radio sites. Ongoing. |
| Critical Infrastructure Protection | <p>1. Flood projection models are needed to better predict storm impact on key facilities such as the ROC/MMC.</p> <p>2. Protective measures need to be developed for MMC shops and equipment.</p> <p>3. Retired and unused rail equipment impeded storm preparations.</p> <p>4. The proposed backup location for the NJ TRANSIT ROC may not be suitable.</p> | <p>1.1. NJ TRANSIT coordinate with weather service, Army Corps of Engineers, and other experts as needed to review and create models that display surge flood zones for anticipated rainfall or storm surges for each critical NJ TRANSIT facility.</p> <p>2.1. Explore the feasibility of portable or permanent protective barriers at MMC, alternate storage facilities, and a backup maintenance facility.</p> <p>3.1. Consider selling or otherwise disposing of retired and unused rail equipment.</p> <p>4.1. Reassess the proposed backup location for the ROC.</p> | <p>NJ TRANSIT has contracted with a private weather service to provide modeling and flooding projections, and an outside engineering firm has developed storm surge maps for critical facilities. In addition, NJ TRANSIT has collaborated with Stevens Institute on real-time, site-specific surge modeling for use during significant weather events.</p> <p>Short-term barrier protections are in place. Long-term protections measures are in design. Alternative storage is in place.</p> <p>Vehicles not necessary for the delivery of service/demand fluctuation have been sold or disposed of.</p> <p>Identification and study of alternative sites are underway.</p> |

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| Damage Assessments and Restoration of Transportation Services | <p>1. Local law enforcement did not allow key workers access to the MMC.</p> <p>2. Storm-related damage to rail service between New Jersey and New York placed a heavy burden on NJ TRANSIT bus operations.</p> | <p>1.1. NJ TRANSIT coordinates with Hudson County Sherriff Department to coordinate acceptable procedures to allow NJ TRANSIT employees access to NJ TRANSIT facilities.</p> <p>2.1. NJ TRANSIT and PANYNJ should jointly review plans for handling exceptional demands for service at the PANYNJ Bus Terminal.</p> <p>2.2. New York and New Jersey officials should review plans for traffic management across the Hudson River in emergency situations.</p> <p>2.3. NJ TRANSIT Bus should review existing plans for emergency transportation requirements at the PANYNJ Bus Terminal.</p> | <p>NJ TRANSIT has coordinated with outside EOMs including Hudson County law enforcement agencies to inform responders through the statewide law enforcement communication network.</p> <p>In cooperation with PANYNJ, staff has identified more efficient customer and bus flow logistics at PABT.</p> <p>Short-term plans have been reviewed and optimized. NJ TRANSIT has efforts underway with regional transportation partners to study integrated corridor management.</p> <p>Review is completed; procedures have been updated to maximize equipment availability.</p> |
| Emergency Public Information | <p>1. The public information effort was effective, but was hindered by some organizational and policy decisions.</p> | <p>1.1. Consider designating a unified location for the EOC and EMT to avoid duplication, improve information sharing, and unify EPI operations.</p> | <p>Exploration of a unified location for an EOC is being studied. Unified Command System training is being provided for press and media relations staff. Ongoing.</p> |

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| | <p>2. Public information staff was insufficient to handle the demand for information.</p> <p>3. Providing current transportation schedules to the public needed improvement.</p> | <p>1.2. Streamline procedures for approval and release of transportation schedule information.</p> <p>2.1. Re-instate cross training personnel from other divisions to provide augmentation to emergency public information operations.</p> <p>3.1. Place NJ TRANSIT website management and dedicated personnel under the direction of EPI during emergency situations to expedite entry of constantly changing information.</p> <p>3.2. Enhance coordination between planning and operations sections of operating divisions and public information staff on the release of service resumption and scheduling information.</p> | <p>Completed.</p> <p>Support staff from other divisions now identified and assigned to support Public Information during emergencies.</p> <p>Website control during emergencies has been reassigned to ensure the timely placement and updating to the NJ TRANSIT website.</p> <p>Protocols revised: Public Information protocol will be to issue one comprehensive service update at or about 3pm.</p> |
| EOC Management | <p>1. EOC officials had limited backup personnel.</p> <p>2. The EOC needed additional</p> | <p>1.1. Develop a sufficient cadre of EOC-qualified personnel in each division to ensure adequate staffing for sustained EOC operations.</p> <p>2.1. Assess the administrative and</p> | <p>Approximately 250 employees have been trained in the Unified Command System. Ongoing.</p> <p>We continuously assess administrative</p> |

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| | <p>administrative support.</p> <p>3. Those manning positions in the EOC did not have written procedures.</p> <p>4. For an event of this magnitude and duration, the COOP trailer was less than optimal as an EOC.</p> | <p>support needs of the EOC and designate and train appropriate administrative personnel.</p> <p>3.1. Consider developing written procedures for each EOC position.</p> <p>4.1. Consider designating and equipping a permanent NJ TRANSITEOC of sufficient size to accommodate all EOC functions.</p> | <p>support needs and make assignments based on identified needs.</p> <p>Completed.</p> <p>Exploration of a unified location for an EOC is being studied. NJ TRANSIT engaged a contractor to perform conceptual engineering to modify the Maplewood facility. A new facility at Metropark (on NJ TRANSIT property) is also under consideration. NJ TRANSIT is in the process of reviewing the concepts.</p> |
| Information Sharing | 1. Some resource requests were not referred to the EOC. | <p>1.1 Sustain the use of SITREPs and IAPS.</p> <p>1.2 Establish emergency response recording and reporting guideline for all NJ TRANSIT operating divisions.</p> <p>1.3 Each business entity must supply accurate information on the timeline prescribed for future SITREP content and format.</p> | <p>Personnel have been designated and resource request procedures have been updated.</p> <p>Completed. Roles and responsibilities have been defined within a draft emergency operations plan. Tabletops and functional exercise are being conducted.</p> <p>Ongoing coordination and training with business lines is taking place to ensure that timely and accurate information is captured during an incident. OEM has</p> |

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| | | <p>1.4 Identify recipients and determine the most effective means of disseminating SITREPS and IAPS.</p> <p>2.1 Include in the emergency plan an SOP that includes resource request procedures through EOC.</p> | <p>established liaisons with each business line to provide each business line with emergency management expertise.</p> <p>Recipients and distribution lists have been identified.</p> <p>Requests for resources will be sent to the EOC as outlined in the draft emergency operations plan. Protocols for submission of paperwork to the EOC have been established and training is ongoing.</p> |
| Logistical Support | <p>1. Written contracting guidelines should be prepared for all NJ TRANSIT personnel involved in emergency contracting.</p> <p>2. Emergency procurement procedures should be better defined.</p> <p>3. Lodging and subsistence were not available for employees who worked extended hours.</p> | <p>1.1. Procurement and Support Services should prepare written guidelines for other divisions to follow regarding emergency contracting, purchasing, and tracking expenditures.</p> <p>2.1. Document the emergency procurement process and incorporate it into the existing procurement manual.</p> <p>3.1. Consider identifying nearby commercial lodging or creating emergency living facilities with emergency rations on critical NJ</p> | <p>Completed.</p> <p>Checklists have been drafted and procurement is currently working with OEM to finalize.</p> <p>NJ TRANSIT is establishing on-call lodging with major hotel chains. Efforts are underway to convert vacant space at NJ TRANSIT facilities into emergency rest</p> |

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| | <p>4. Contracts to support recovery were in place, but they did not provide for the lodging and meals of those employees who became stranded.</p> <p>5. The loss of electrical power and the gasoline shortage following the storm, made it difficult to fuel NJ TRANSIT gasoline-powered vehicles.</p> <p>6. Emergency generators at NJ TRANSIT Headquarters and other operating locations provided emergency lighting, communication, and basic life services but were not sufficient to sustain normal operations.</p> | <p>TRANSIT sites.</p> <p>4.1. Review existing contracts and determine ways to provide emergency lodging and food if needed.</p> <p>5.1. Review current gasoline storage capacity and develop plans for emergency supply of gasoline.</p> <p>6.1. NJ TRANSIT Headquarters and each operating division should review their emergency power requirements and develop plans to secure adequate sources of emergency power.</p> <p>6.2. NJ TRANSITOEM should</p> | <p>locations.</p> <p>NJ TRANSIT is not responsible for securing lodging and meals for employees of third party contractors. However, all costs associated with lodging and meals are eligible for reimbursement as a direct expense pursuant to the contract terms.</p> <p>NJ TRANSIT is working with an outside energy contractor to provide emergency on-site fueling stations at critical locations. NJ TRANSIT Bus Operations has identified regional locations for above ground storage tanks.</p> <p>In August, NJ TRANSIT announced a partnership with the US Department of Energy and Sandia National Laboratories to assess the agency's energy vulnerabilities and design a system to provide highly reliable power to support NJ TRANSIT operations. Sandia is continuing its study in collaboration with NJ Transit, the NJ Board of Public Utilities, and NJ office of Homeland Security & Preparedness. Completed.</p> |

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| | <p>7. Light rail systems lacked sufficient backup power.</p> <p>8. Gasoline shortages hindered the response of critical NJ TRANSIT employees.</p> | <p>provide feedback to FEMA on generator performance and establish with FEMA NJ TRANSIT emergency generator requirements. Procedures for servicing and fueling emergency generators should also be established with FEMA.</p> <p>7.1. Review the need for backup power at light rail facilities.</p> <p>8.1. Consider developing the means to provide gasoline to critical personnel during an emergency.</p> | <p>Light rail systems have back-up and are currently working on resiliency improvements. Newark and Hudson-Bergen Light Rail networks will benefit from the efforts outlined in Response 6.1</p> <p>NJ TRANSIT initiated a mechanism to offer critical employees access to fuel at emergency on-site fueling stations.</p> |
| Organization | <p>1. Some confusion existed about the function of the EOC and its relationship with the EMT at NJ TRANSIT Headquarters.</p> | <p>1.1. The roles and responsibilities of the EMT and the EOC should be clearly articulated in the EOP.</p> <p>1.2. The EOP should set forth recording and reporting requirements for the operational divisions.</p> | <p>Completed. Roles and responsibilities have been clearly defined.</p> <p>Recent tabletop exercises have been conducted to support this training and will be on-going.</p> |

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| Planning | 1. Existing plans guided shutdown, restoration, and recovery operations, but some portions of the plans were incomplete or needed updating. | <p>1.1. Each operating division review and update its existing Hurricane SOPs in light of the Hurricane Sandy experience.</p> <p>1.2. The EOP and COOP be reviewed and updated by an intra-agency planning team so that the plans accurately reflect NJ TRANSIT's emergency organization and responsibilities.</p> | <p>NJ TRANSIT Operating Divisions with the assistance of an outside contractor are developing emergency operation plans under the direction of the NJ TRANSIT PD OEM. These draft plans are being reviewed and will be included in a comprehensive emergency operation plan. In addition, NJ TRANSIT is collaborating with New Jersey Office of Homeland Security & Preparedness to further develop and refine emergency plans.</p> <p>Ongoing.</p> |