

**NEW JERSEY TRANSIT  
CORPORATION**

**ADA SERVICES - ACCESS LINK**

**2014**

**EMERGENCY OPERATIONS ANNEX**



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**NEW JERSEY TRANSIT CORPORATION**

**ACCESS LINK**

**EMERGENCY OPERATIONS ANNEX**

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## **INTRODUCTION**

This Emergency Operations Annex (EOA) for the New Jersey Transit Corporation (NJT) ADA Services – Access Link business line supplements the NJT Comprehensive Emergency Management Plan (CEMP) and is complemented by a Continuity of Operations (COOP) Annex and emergency Standard Operating Procedures (SOPs) specific to the ADA Services – Access Link business line. The EOA describes the basic organizational structure and lines of authority under which ADA Services – Access Link will operate in the event of an emergency or disaster of any level, as defined in the NJT CEMP. It also outlines the command and coordination, alert and notification, communications and resource management mechanisms that will be used in supporting and implementing ADA Services – Access Link emergency operations.

This EOA is designed to be flexible, adaptable and scalable. It articulates the roles and responsibilities of various personnel and specific actions that should be taken during all of the five phases of emergency management as detailed in the NJT CEMP. It is not required that NJT personnel perform all the activities indicated within this EOA or in its appendices, which contain job aids, checklists, and hazard-specific response guidance. Activities that are not performed should be noted as well as coordinated with and communicated to the New Jersey Transit Police Department (NJTPD) Office of Emergency Management (OEM).

This EOA will be activated when the nature of the emergency or disaster dictates and when the CEMP is implemented, if necessary. Activation of the ADA Services – Access Link EOA shall be communicated to the NJT Executive Director and the NJTPD Emergency Management (EM) Coordinator.

The ADA Services – Access Link EOA represents the collective efforts of the NJT ADA Services – Access Link business line and the NJTPD OEM. Further, it is compliant with the National Incident Management System (NIMS) and incorporates the principles set forth in the Incident Command System (ICS).

### **Hazard Assessment**

The NJT CEMP contains a hazard assessment based upon information from the State Hazard Mitigation Plans from New Jersey, New York and Pennsylvania that identifies the hazards that may impact NJT, the relative probability of occurrence of each hazard, and a relative estimate of financial consequences that could result from each hazard. Control strategies for various hazards are identified in the Hazard-Specific Guidance appendix to this EOA.

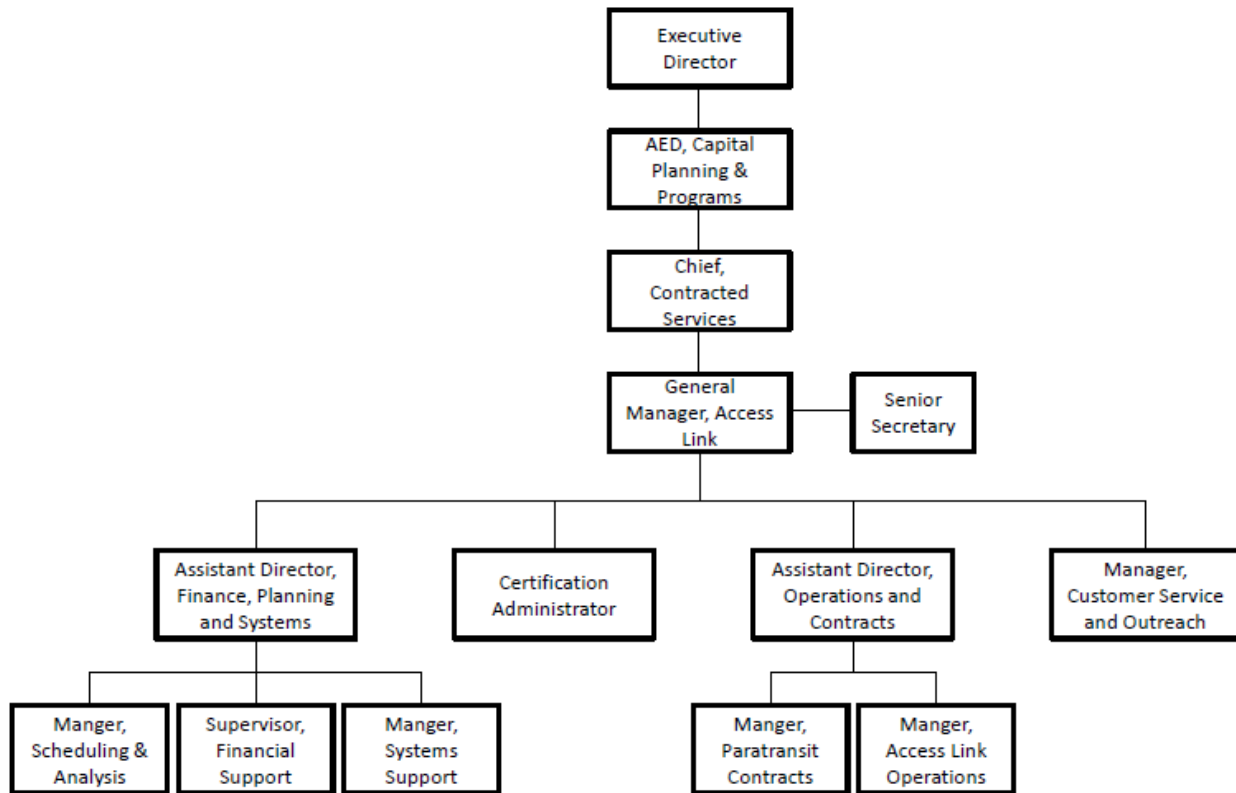
## CONCEPT OF OPERATIONS

When an imminent or actual event threatens NJT and/or ADA Services – Access Link operations, an evaluation of the level of emergency must occur. If the emergency is Level 1, ADA Services – Access Link will respond to the emergency utilizing its normal procedures and may activate this EOA as necessary. In the event of a Level 2, 3 or 4 emergency affecting ADA Services – Access Link operations, it is expected that the NJT Comprehensive Emergency Management Plan will be implemented and this EOA will be activated. Additionally, emergency SOPs may be initiated, and the ADA Services – Access Link Continuity of Operations (COOP) Annex may be activated.

## Organizational Structure

ADA Services – Access Link will operate under the management structure shown in **Figure 1** in the event of an emergency or disaster.

**Figure 1. ADA Services - Access Link Management Organizational Structure**





## Lines of Authority

ADA Services - Access Link will operate under its day-to-day organizational structure in the event of an emergency. If an individual within the management hierarchy is unavailable during an emergency, his or her authority and responsibilities are delegated, as follows, to (in the order presented):

1. A pre-designated individual already acting in the individual's stead.
2. The individual's direct supervisor.
3. A designee delegated by the individual's direct supervisor.

## Command and Coordination

NJT's ADA Services is responsible for the management of Access Link – a complementary paratransit service for the State of New Jersey. ADA Services responsibilities include oversight of contracted Service Providers in the five regions of the state and management of the program's customer contact center. This plan is supported by the following documents:

- *ADA Services – Access Link Emergency Preparedness Guidelines Summary*
- *NJ Transit ADA Services, Access Link Service Provider Policy & Procedure Memo 1409.4, Service Provider Protocol for Weather Emergency*

The ADA Services management team will need to carefully coordinate their efforts to endeavor to provide safe, quality and efficient service to customers in the regions and to the extent possible, while also providing a feasible work environment for staff, to include abilities to manage inbound and outbound telephone communications with customers. The management team will maintain high priority on communication with staff and to customers throughout any event.

## Alert and Notifications

In the event of a local emergency, ADA Services – Access Link personnel will alert management in accordance with standard operating procedures. Supervisory personnel are required to notify the General Manager (GM) of Access Link whenever there is an emergency, and the GM will ensure that the NJTPD OEM and NJT Executive Director are notified, as appropriate. Should a more widespread emergency threaten or occur, the GM of Access Link will be notified in accordance with the "Emergency Management Approach - Notification" section of the NJT CEMP. Upon receiving notification, GM will initiate the Communications Plan provided as an appendix to this EOA.

## Key Roles

### **General Manager, Access Link**

The General Manager (GM) of Access Link will coordinate directly with the NJT Executive Policy Group, the NJTPD OEM and other units within NJT and will provide reports as needed. The GM is in direct communication with the Manager of each departmental unit and provides ongoing interface and maintains awareness of each function, with the support and follow-through of the Assistant Directors. The GM is responsible for making key decisions regarding service delivery, cancellations, staffing deployment, call intake and authorizations for critical functions.

### **Assistant Director, ADA Operations and Contracts**

The Assistant Director, ADA Operations and Contracts (ADOC) supports the GM in providing direction to and interface with the ADA Services Operations and Contracts Groups. The ADOC works with the manager of each of these groups to ensure appropriate instructions are received and carried out and that service to customers is appropriate both on the phone and in person. The ADOC makes recommendations and decisions, as appropriate, for service delivery, staffing, customer assistance and contracted Service Provider direction. The ADOC, with the support and assistance of the Operations and Contracts Groups, keeps the GM informed of service status, call and trip activity, customer service issues and contracted Service Provider performance.

### **Assistant Director, ADA Finance, Planning and Systems**

The Assistant Director, ADA Finance, Planning and Systems (ADFPS) supports the GM in providing direction to and interface with the ADA Services Systems, Finance, and Paratransit Scheduling and Analysis Groups. The ADFPS works with the manager of each of these groups to ensure that necessary system performance and utilization is maintained to the greatest extent possible throughout an emergency and that scheduling of service activity and documentation is appropriate. The ADFPS makes appropriate recommendations and decisions for securing and maintaining hardware, report production, and performance of related support functions for the department and contracted Service Providers. The ADFPS also ensures that appropriate collaboration with other NJT departments and external entities occurs for any issues related to ADA systems and financial responsibilities.

### **Manager, Access Link Operations**

The Manager, Access Link Operations is responsible for managing the Access Link Operations Center and assigned staff. The Manager works with supervisory staff in the Operations Group to ensure that:

- Adequate staff is assigned to required operational functions and call queues during all shifts;
- Work tasks are performed properly; and
- Responsiveness is maintained to customers in operational call queues.

The Manager also works to ensure that appropriate service-related communications from the Contracts group and from contracted Service Providers are escalated as needed and that any customer advisory messages are activated, as appropriate. In the absence of automated reporting, the Manager provides reports on scheduled trips, runs, cancellation rates and/or other statistics at required intervals and as needed.

### **Manager, Paratransit Contracts**

The Manager, Paratransit Contracts is responsible for providing the appropriate direction to contracted Service Providers regarding service delivery as well as providing required reports and communications throughout the emergency. The Manager works with staff in the Contracts Group to ensure that each Service Provider receives the appropriate information, is monitored and performs according to prescribed instructions.

### **Manager, Paratransit Scheduling and Analysis**

The Manager, Paratransit Scheduling and Analysis is responsible for overseeing the trip scheduling functions using Trapeze PASS. This includes ensuring that trips in all regions are scheduled in a manner such that service can be delivered as safely, timely and efficiently as possible. The Manager works with staff in the Scheduling Group during an event to ensure that vehicle runs are scheduled optimally and that contracted Service Providers are reacting to “trip violations” appropriately, interfacing with other department groups and contracted Service Providers as needed. Generally, this monitoring occurs for future days but may be expanded to include the current day during the duration of an event. The Manager also maintains the Trapeze PASS scheduling templates, subscriptions, and coordination of transfer trips.

### **Manager, ADA System Support**

The Manager, ADA System Support is responsible for the functionality and maintenance of the Access Link Network, which resides in the data center at Headquarters and is connected via wide area network to six different Service Provider locations throughout New Jersey. All of the hardware and software components required by ADA Services are managed, maintained and supported by the Systems Support Group (SSG) with the assistance of Corporate Network/Telecom Group and Server/PC Support Group. SSG is also responsible for Mobile Data Computers that are installed on every Access Link vehicle and communicate directly with the application servers/Trapeze Database. SSG staff is on a 24/7 on-call support cycle to respond to any user request to resolve issues. During emergency situations such as inclement weather and/or WAN outage (T1 failure), SSG staff coordinates the effort to establish the communication between the Operations Center and the affected Service Provider staff via available communications systems such as e-mail, phone, and fax.

### **Supervisor, ADA Finance Support Group**

The Supervisor, ADA Finance Support Group is responsible for managing the Finance Support Group (FSG) and assigned staff and overseeing the budget for ADA Services. The Supervisor is also responsible for reconciliation functions and processing invoices submitted by contracted Service Providers. The Supervisor is additionally responsible for collection and reporting any information required for the Federal Emergency Management Agency (FEMA) or other emergency/event-related financial processing.

## **Manager, ADA Customer Service and Outreach**

The Manager, ADA Customer Service and Outreach is responsible for managing the Access Link Customer Service Group and assigned staff. The Manager works with the Senior Customer Service Representative to ensure that work tasks are performed properly and responsiveness is maintained to customers in operational call queues. The Manager also works to ensure that appropriate service-related communications from contracted Service Providers are escalated as needed. In the case of a severe emergency, Customer Service will assist the Operations Center in any capacity possible including, but not limited to, taking reservations, contacting customers with status updates, or receiving incoming calls from customers regarding the status of their rides.

## **Certification Administrator**

The Certification Administrator is responsible to oversee and monitor all Trapeze activities related to certification trips. This includes communication with customers and NJT assessment agencies about any changes. In the event of a long term disruption in service, the Certification Administrator will ensure that NJT eligibility processing does not exceed the federally mandated timeframes for making initial or subsequent eligibility determinations.

## **Emergency Management Responsibilities**

### **Prevention/Protection Activities**

ADA Services – Access Link personnel shall communicate any and all information that they receive regarding a threat or hazard to ADA services/Access Link operations to the NJTPD OEM for further evaluation and action, if needed.

### **Preparedness Activities**

ADA Services – Access Link shall maintain its SOPs, this EOA and its COOP Annex to reflect current personnel and resources. Maintenance requirements are outline in the “Plan Development and Maintenance” section of this EOA. Additionally, ADA Service – Access Link personnel shall participate in emergency management training, as recommended by the NJTPD OEM and mandated by the NJTPD Chief of Police. Finally, ADA Services – Access Link representatives to the NJT EOC shall participate in a simulated emergency, at least once per year and regardless of actual events, in order to obtain practical, controlled operational experience.

## Pre-Incident Activities

ADA Services management will remain vigilant for current or anticipated threats to the sustained operation of ADA Services and Access Link. Should a threat be identified that could impact the ADA Services – Access Link continuity of service, the pre-incident activities identified below may be implemented, as appropriate for the emergency condition and as time allows.

- The GM, Access Link will meet, either in person or via teleconference, with all ADA Services Assistant Directors and Managers to discuss and make decisions regarding:
  - Assessment/approximate duration of the emergency: Discussion of facts, forecasts, estimated impacts and durations. Utilize information received from appropriate sources. Identification of regions and customers to be affected and severity.
  - Determination of internal points of contact: Identify and confirm available points of contact for each department group (Manager or Acting Manager).
  - Level of service: Make any needed determinations regarding suspending, cancelling, restricting or otherwise changing service delivery in any of the following areas:
    - Service on same day in each region
    - Service on future days in each region
    - Service on return trips or outbound trips only
    - Service on transfer trips
    - Service to particular locations or areas
    - Service during particular time periods
    - Service to customer trips coded CP1 (*sedans preferred*)
    - Provision of certification trips
  - Reservations: Make any needed determinations regarding suspending, limiting, or otherwise changing call handling/trip request functions for each day through the duration of the emergency. Additional considerations should include:
    - Establish remote possibilities for ACD access;
    - Determine if remote telephone and recording access is possible;
    - Will reservation processing be possible for the next day or a future day;
    - Hours of staffing of each queue - Reservations, Service Monitoring;
    - Coverage of e-mail reservations processing;
    - Provisions for callbacks for affected trips on same-day and next-day; and
    - Ensuring the preparation of an adequate supply of trip request forms in case reservations need to be taken by hand.
  - Assistance to other modes: Formalize any assistance required to NJT Bus, Rail and/or OEM regarding evacuation.
  - Cancellation of certification trips: How many days in advance and for what duration.
  - Content of customer communications:
    - Determine the point in time at which customers should call back for updated information/instructions;
    - Develop scripted information to be provided to customers by Service Monitors, Reservationists and others; and
    - Provide scripted information to Communications and Customer Service for inclusion on the NJT website, distribution by Public Information and Info-Manager call-out messages.
  - Issuing contracted Service Providers a Weather Alert (for any adverse weather event), and subsequently a Weather Advisory (minor event – no major disruptions) or Weather

Emergency (significant disruptions). Such information is generally issued for the upcoming 24 hour period.

- If any arrangements need to be made for Operations Center staff for lodging and/or transportation to and from work during and/or after the emergency.
- Advise on the type, content and frequency of reports needed for upper management.
- The need for automated reports by e-mail - level of detail, timeframe, frequency, distribution.
- The need for satellite phones - if they are determined to be necessary, make arrangements to obtain the necessary number of satellite phones.
- Cancellation of outreach efforts.
- Ensure Operations Center's [REDACTED] cell phone radios are operational and charged and that staff is proficient in their use.
- Management will initiate the Communications Plan provided in the appendices to this EOA, as appropriate.
- Ensure supervisors, managers and Service Providers have cell phones and are on call, as needed, 24/7.
- Confirm System Administrator/MDC Administrator points of contact for each Service Provider.
- Determine the availability of and implement, if appropriate, ACD/AVAYA capabilities for remote access.
- Remind staff and contracted Service Providers of the protocol for speaking to the press.

With respect to Contracted Service Providers, the following actions may be taken dependent upon the emergency:

- Begin communication with Service Provider. Draft and send Weather Alert and related directives, as appropriate.
- Provide notifications regarding service delivery preparation (off-site locations).
- Advise on measures to secure and protect NJT vehicles.
- Obtain staffing plans as needed.

### **Mitigation Activities**

In the event of a major threat that may endanger NJT customers, employees, or Access Link assets, a decision may be made to reduce levels of service and/or suspend operations; however, these decisions must be made with ample lead time to advise customers and allow the workforce to safely complete appropriate pre-incident and mitigation activities.

Mitigation activities for consideration include:

- Considerations by Scheduling Group for off-site handling:
  - Caller File Updated Export
  - Future Day confirmed trip manifest available (minimum 2 days)
  - Updated Subscription Template PDF available
  - Update subscription PDF available with master information to recreate subscriptions
  - Run structure PDF export to recreate run structures
- Ensure any staff working from an alternative location can successfully access department systems remotely/by VPN.

- Ensure emergency power/lights are operational for call center during duration of event. Make any necessary arrangements for maintenance/repairs.
- Complete the pre-storm check (Are UPS Units operational? Is the size and charging sources appropriate? etc.)
- Ensure an adequate number of emergency power floor boxes are functioning. Make any necessary arrangements for maintenance/repairs.
- Advise on measures to secure and protect NJT vehicles, including movement of fleet to alternate locations.

## Initial Response Actions

### General

- Determine/confirm whether there is power at 1 Penn Plaza.
- Confirm whether the Kronos system is operational. If not, employ alternative time-keeping measures.
- Secure [REDACTED] or other approved location for Service Provider utilization if necessary.
- Ensure Service Provider staff can log into the Trapeze PASS system from NJT or other offices. For contracted Service Provider staff working at the Headquarters (HQ) building, notify Building Services of staff and visitors, in advance.
- Confirm whether staff has access to/from remote locations (including VPN).

### Director-level Functions

- Provide direction to all groups within department as necessary.
- Provide necessary updates on behalf of the department to coincide with NJT OEM briefings.
- Receive and provide reports regarding service status, delivery and all functions related to operations and customer service.
- Formalize assistance required to NJT Bus, Rail and/or OEM regarding evacuation.

### Determinations about Service

- Decide about service in each region. Decide feasibility of performing trips in certain areas/ regions and/or during certain periods. Decide feasibility of continuing or cancelling some or all transfer trips. If any service has been cancelled, estimate the duration of service cancellation, if possible.
- Decide about trip bookings. Will they be next day and future (2-7 days in advance)? Considerations – the duration and consequences of the emergency (is it a one or two day event; are we live on the system or taking manual reservations). NOTE: Decisions about operational hours for the queues need to be made with enough lead time to create and activate messages vis a vis reservation hours.
- Decide whether to utilize IVR for any needed outbound calls.
- Determine the feasibility of performing or cancelling Certification Trips. Communicate any changes to customers, agencies and Service Providers.

## Hardware, Equipment and Connections

- Verify operability of computer systems at HQ and Service Provider locations.
- Verify internal data center connection to [REDACTED]
- Ensure [REDACTED] connection to communicate with Rangers on vehicles.
- Verify connection between regional Service Provider locations and HQ.
- If service is operating and necessary, export two days of manifests every 3 hours.
- Take manual reservations for next day if the Trapeze PASS computer system is not functioning.
- Verify operability of toll free 800 # and AVAYA phone switch.
- Verify operability of [REDACTED]
- Verify operability of Spark (Instant Messenger).
- Points of focus at each Service Provider location will:
  - Ensure availability of power to the server rack and computer workstations.
  - Ensure active T-1 line to Newark.
  - Ensure the Service Provider has safeguarded equipment to higher ground.
- Are facilities operational with full power or limited power using generators, if so, ascertain extent of use.
- Ensure interim system reports are available with current data.

## Provisions for Staff

- Communicate appropriate information and direction for work during and after the emergency to staff.
- Designate an “all call number” if/as needed.
- Prepare interim work areas, and assign staff to alternate location(s) or to work from home only if pre-arranged telephone/call forwarding for Access Link calls and recording is available.
- Ensure staff is notified about work locations to which to report and available public transit for transportation.
- Ensure appropriate information is relayed to outsourced staff agencies.
- Authorize P-Card use when appropriate.
- Make necessary arrangements for appropriate supervision for staff on duty.
- Modify any work assignments, shifts and priorities as needed. Implement any interim work procedures as needed.

## Operations Center Functions

- Implement needed changes to call center operating hours, work shifts and call queues.
- Maintain ongoing communication with customers regarding service status and changes in Operations Center operating hours.
- Provide reports about Service Provider performance, operations and communications as needed.
- Access corporate ACD phones and recording system remotely when necessary.



- If service is operated without sedans, inform customers as necessary.
- Ensure power/lights and that adequate number of emergency power floor boxes are functioning in the call center. Coordinate with Building Services as needed.
- Utilize emergency supplies as needed: Fans, lamps, outlets, high capacity extension cords, surge protectors, food, water, etc.
- Provide temporary cell phones to NJT call center staff. Determine whether satellite phones are necessary.
- Verify operability of AVAYA ACD system. Advise NJT Telecom of any changes in queue cut-off times (earlier or later) with proper advance notice.
- Prepare to handle e-mail reservations as a back-up to the Customer Service and Outreach Group.
- Manager or designee reports status of Operations Center functions as needed.

### **Scheduling and Analysis Group Functions**

- In the event of an emergency that prevents the Access Link Scheduling & Analysis Team from traveling to corporate headquarters, staff in this group would work from alternate locations to perform key duties, which include:
  - Coordination and communication with Access Link Operations staff and regional Service Providers to process trip cancellations
  - Consolidation of valid customer trips
  - Contacting customers and agencies as needed for both same day and future day planning as determined by the GM, Access Link.

### **Customer Service and Outreach Group (CSG) Functions**

- Cancel all outreach activity until service is back to normal.
- If emergency duration is anticipated to be 2 or 3 days:
  - Update voice-mail that this CSG is closed.
  - Staff will make all efforts to report to HQ and assist Operations Group.
  - Handle e-mail reservations from HQ office or via VPN.
- If emergency is anticipated to be 3 days or longer:
  - If work can occur from HQ: CSG will operate, and staff may assist Operations Group depending on situation and operational needs.
  - If work cannot occur from HQ and calls cannot be rerouted to an alternate location, CSG will not operate and remain closed. Depending on situation and operational needs, staff may assist Operations Group wherever they are located.
  - CSG will handle e-mail reservations by VPN.
- SUS functions may be put on hold depending on the duration of the event.
- Ensure path of communication for customer issues is available when CSG is not present. If COM is available, continue to document in the system; if not, document manually.

## **Contracts Group**

### Communication with Contracted Service Providers

- Conduct roll calls by e-mail with participation from General Managers and District Manager(s), as needed.
- Require status updates/reports to coincide with NJT OEM briefing.
- Discuss service assistance to NJT Bus and Rail as necessary.
- Prescribe documentation requirements to include expenditures and costs.
- Obtain reports from each Service Provider to include:
  - Status of weather in the region – actual and forecasted
  - Road conditions
  - Facility operations
  - Completion of work, number of cancellations and number of remaining trips
  - Fleet and equipment availability
  - Status of key operational functions as appropriate
  - Customer service issues

### Fleet-Related Provisions

- Obtain status and locations of active and non-active revenue vehicles in each region.
- Fueling
  - Determine on-site or off-site availability.
  - Plan to utilize third-party fuel truck/service if needed.
  - Determine status and needs regarding wet fueling contract.

### **Reconciliation**

- ADA Finance Group ensures detailed and thorough documentation from Service Provider for all FEMA/incident-related invoices/expenses.
- Apply attendance policy during incident days for on-site staff.
- Obtain detailed documentation for all incident-related expenses, repairs and/or replacements to any NJT equipment, vehicles, etc. needed for reimbursement claims.
- Detailed documentation of operator/staff hours used for incident-related service for possible reimbursement.
- Determine whether extra days need to be loaded for Service Providers to complete trip reconciliation.

### **Sustained Response Actions**

ADA Services – Access Link personnel will carry out sustained response actions in accordance with the NJT CEMP, this EOA and its appendices and ADA Services – Access Link SOPs. It is expected that the initial response actions identified above will continue as sustained response actions.

## Short-Term Recovery Actions

### Identify Operational Concerns:

- Transportation to/from work/home
- Call center functionality
- Service Provider facility and operations
- Service Provider vehicles and computers
- Staff coverage and placement
- Customer reminders regarding destination accessibility
- Ascertain issues with mail delivery statewide (FTA eligibility deadlines are dependent upon US Postal Service receipt)

### Evaluate Affected Resources (Short/Long Term)

- Staff availability
- Facilities
- Vehicles
- Fuel stations and mobile fuel vendors
- Computer equipment
- Wide area network communications/connections
- Structural evaluation for visible damage
- Customer follow-up for event related issues
- Assessment agencies and interviewer staff availability

## Communication

Day-to-day communications systems will be used during all emergencies.

## Resource Ordering

Internal resources will be the first ones used to meet the needs of the emergency. Once internal resources have been exhausted, resources will be obtained through existing mutual aid agreements, memoranda of understanding and/or emergency contracting with the approval of the NJT Chief, Procurement and Support Services or designee. If the NJT EOC has been activated, additional sources for the required resources will be identified by the EOC Logistics Section. ADA Services – Access Link will be responsible to estimate the resources needed to support ongoing emergency operations.

## Plan Development and Maintenance

While the NJTPD OEM is responsible for coordinating all emergency planning within NJT, it is ADA Services' responsibility to keep this EOA current. ADA Services – Access Link should review the EOA annually, at a minimum. New concepts in operations, changes in procedures, lessons learned through EOA implementation during training exercises and/or actual incidents, identification of improved capabilities, significant changes to available resources, and deficiencies for corrective action should

guide the revisions to this EOA. A revised copy of this EOA should be forwarded to individuals on the distribution list and the NJTPD OEM.