

NEW JERSEY TRANSIT CORPORATION

BUS LINE

2014

EMERGENCY OPERATIONS ANNEX

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INTRODUCTION

This Emergency Operations Annex (EOA) for the New Jersey Transit Corporation (NJT) Bus 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 Bus business line. The EOA describes the basic organizational structure and lines of authority under which Bus 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 Bus 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 Bus EOA shall be communicated to the NJT Executive Director and the NJTPD Emergency Management (EM) Coordinator.

The Bus Line EOA represents the collective efforts of the NJT Bus 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. Additionally, the following types of emergencies have been identified as the most typical in bus operations:

- Accidents
- Passenger injuries
- Bus fire
- Disabled bus
- On board emergency

Control strategies for various hazards are identified in the Hazard-Specific Guidance appendix to this EOA.

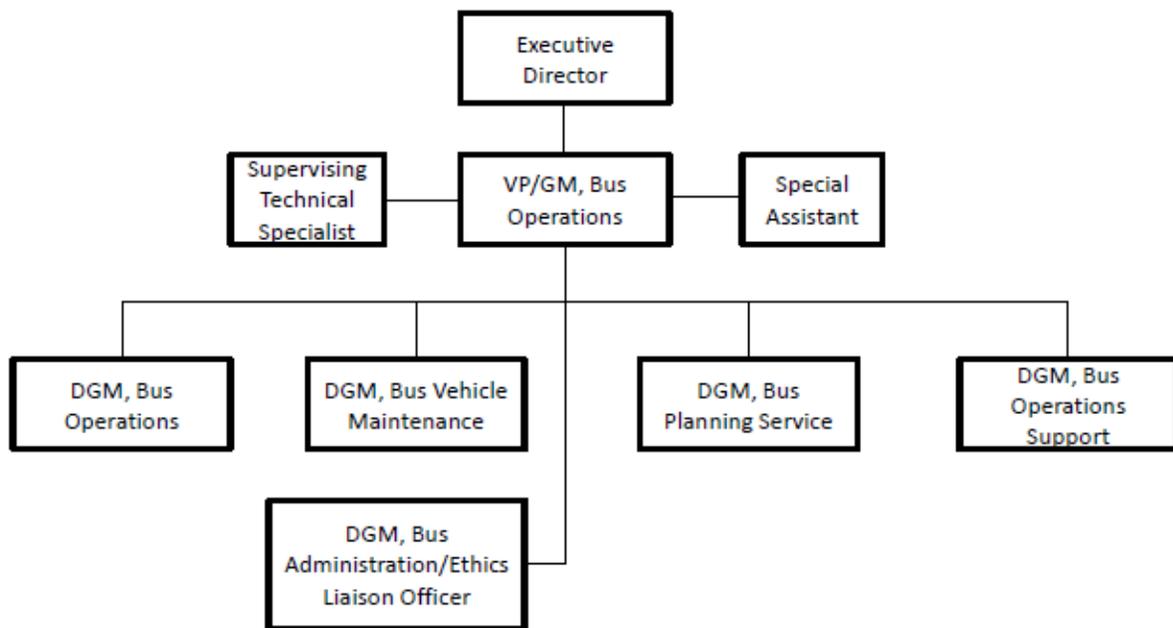
CONCEPT OF OPERATIONS

When an imminent or actual event threatens NJT and/or Bus operations, an evaluation of the level of emergency must occur. If the emergency is Level 1, Bus 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 Bus 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 Bus Line Continuity of Operations (COOP) Annex may be activated.

Organizational Structure

The Bus Line will operate under the management structure shown in **Figure 1** in the event of an emergency or disaster.

Figure 1. Bus Operations Management Organizational Structure



Lines of Authority

The Bus business line will operate under the 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 (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 Bus Operations is responsible for the management of all NJT bus services, except those where NJT resources are provided to private bus contract carriers or private bus operators through the Bus Lease Program. During an emergency or disaster, the NJT Bus Line management team must carefully coordinate its efforts and remain current on the extensive communications occurring among all the operating staff, other NJT departments and business lines and external support agencies. It is anticipated that Bus will coordinate with various NJT departments for assistance as noted below:

- Communications and Customer Service Department - Primarily responsible for communications to NJT employees other than Bus personnel, customers, stakeholders, business partners, and government officials during an emergency.
- Police Department - Primarily responsible for security and crowd control at the site of any incident as well as coordinating post-incident security, as needed. Consistent with established policy and under certain emergency situations, NJT Police will assume overall lead accountability for incident command and control.
- Building Services Division - Responsible for overall building management inclusive of backup systems, support services, building evacuation, security guards, service and logistical support. Additionally, building service staff plays a crucial role in identification of business interruption events and makes the required preliminary notifications to Headquarters and GOB Maplewood.
- Information Services (IS) Division - Responsible for executing standalone IS contingency plans and providing critical system operations and support.
- Senior Director of Environmental Services – Responsible for assisting with the evaluation of environmental hazards as well as the development and implementation of environmental mitigation measures.
- Finance Department – Responsible for the continuation of all field-based revenue collection and revenue security functions required to support Bus operations.
- Procurement Division – Responsible for the continuation of all field-based, Central stores, purchasing and procurement functions required to support Bus operations.

In the event that public transportation assistance is requested from NJT in its role as the co-lead agency for the State of New Jersey Emergency Support Function (ESF) 1 - Transportation, NJT Bus will serve as the primary response entity, and the *Use of Private Bus Operators in Evacuation Plans* and *State of New Jersey Emergency Operations Plan, Emergency Support Function (ESF) 1 – Transportation: Coastal Storm Emergency Bus and Paratransit Vehicle Mobilization and Operations Plan* may be activated as needed.

Alert and Notifications

In the event of a local emergency, Bus personnel will alert management in accordance with standard operating procedures. Supervisory personnel are required to notify the Vice President (VP)/General Manager (GM) of Bus Operations whenever there is an emergency, and the VP/GM will ensure that the NJTPD OEM and NJT Executive Director are notified, as appropriate. Should a more widespread

emergency threaten or occur, Bus management will be notified in accordance with the “Emergency Management Approach - Notification” section of the NJT CEMP. Upon receiving notification, Bus management will initiate the Communications Plan provided as an appendix to this EOA.

Key Roles

The Bus Line Management Team has the overall responsibility for executing contingency plans and protocols consistent with this annex inclusive of communications; coordination; maintaining/re-establishing operations, as necessary; providing bus substitute service for NJT Rail operations, if required; and performing emergency evacuations. The roles and responsibilities of specific members of the Bus Operations Team are provided below:

Vice President/General Manager (VP/GM), Bus Operations

The Vice President/General Manager (VP/GM) of Bus Operations will coordinate directly with the Deputy General Managers (DGMs) for NJT Bus Operations to ensure that incident priorities and situational updates are communicated and to receive regular updates on system status. He or she also coordinates actions with the NJT Executive Policy Group and the NJTPD OEM.

Deputy General Manager (DGM), Bus Operations

The DGM for Bus Operations is responsible for allocating available NJT Bus resources, as needed, to support the emergency response and recovery operations, including public transportation assistance that may be provided under the State of New Jersey’s ESF 1 – Transportation. The DGM is a primary representative for Bus to the NJT Emergency Operations Center (EOC).

DGM, Bus Vehicle Maintenance

The DGM for Bus Vehicle Maintenance has the same responsibilities as the DGM for Bus Operations. The DGM may also serve as a Bus representative to the NJT EOC.

DGM, Bus Operations Support

The DGM for Bus Operations Support is responsible for directing the pre- and post-emergency activities of personnel and contractors to ensure that NJT Bus facilities (garages, terminals, Ferry Street, Central Maintenance Facility, etc.) have the equipment and supplies necessary to maintain operations. The DGM also performs post-emergency damage assessments. Further, the DGM manages Bus’ relationship with snow plowing contractors to ensure that Bus facilities are safe and usable during and after snow storms.

Assistant Director, Electronic System Support

The Assistant Director of Electronic System Support is responsible for providing alternate GCS/ readers as needed.

Manager, Facilities Engineering and Construction

The Manager of Facilities Engineering and Construction is responsible for providing facility support and relocating the Bus Operations trailer in the event of an emergency.

Superintendent, DIN Crew

The Superintendent of the “Do It Now” (DIN) crew is responsible to ensure that the necessary support resources (i.e., lighting, tents, GO Bus, box truck, etc.) are available to Bus personnel for use in emergency response and recovery.

Director, Bus Operations Control Center

The Director of Bus Operations Control Center is responsible for issuing the notification page to Bus Operations non-Agreement personnel, as directed, in the event of an emergency. The director will also provide communications support in the event that the use of alternative bus lots is activated in anticipation of or response to an emergency.

Various Senior Personnel from Transportation

These personnel will serve as the primary and back-up representatives to the EOC. Specific personnel will be identified and assigned to an operational shift, as needed, at the time of the emergency.

Emergency Management Responsibilities

Prevention/Protection Activities

Bus personnel shall communicate any and all information that they receive regarding a threat or hazard to bus operations to the NJTPD OEM for further evaluation and action, if needed. Protection actions that may be instituted include but are not limited to increased surveillance, heightened inspections, and improved security operations.

Preparedness Activities

The Bus Line 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, Bus personnel shall participate in emergency management training, as recommended by the NJTPD OEM and mandated by the NJTPD Chief of Police. Finally, Bus 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

Bus management will remain vigilant for current or anticipated threats to the sustained operations of the Bus business line. Should a threat be identified that could impact Bus continuity of service, the pre-incident activities identified below may be implemented, as appropriate and allowed by time.

General

- In the event of an anticipated threat, the Director, Bus Operations Control Center shall:
 - Review the NOAA Weather Report every thirty (30) minutes depending on condition intensity;
 - Evaluate current weather and road conditions;
 - Monitor school, mall and government office closings; and
 - Review current service levels on NJT Rail, NJT Light Rail, Greyhound, MTA, and SEPTA.
- Maintain frequent communication with all Departments within Bus Operations.
- Initiate the Communications Plan found in the appendices to this EOA, and maintain communications with employees regarding impending/imminent emergency conditions and required actions.
- Identify unavailable employees, and place additional manpower, including supervisory manpower, on standby, if appropriate.

Should the evacuation of a Bus facility be anticipated, the following activities will be completed:

Transportation Department

- Depot staff to secure all NJT funds for pick-up/deposit by armored car company.
- Notify armored car company to pick-up/deposit collected monies.
- DIN Crew will secure any remaining personal or NJT property.
- DIN Crew Superintendent will obtain and activate a portable electronic message sign.
- Ensure mobile depot center has adequate supplies (i.e., stationery; GCS and accessories, etc.).
- Create employee shuttle schedule for transportation to/from remote lots.
- Provide depot personnel with laptop computers and cell phones for use at remote lots.
- Ensure support departments have adequate supplies of extra equipment for use as needed.
- Continue normal depot office operations to the extent possible considering the employee shuttle service.
- Utilize operators to shift equipment to remote lot.
- Run end-of-day function on GCS.
- Prepare selected remote site for extended operation.
- If applicable, move mobile depot buses (equipped with GCS and readers) to remote lot.
- Confirm that GCS is operational at the remote lot.
- Request assistance from NJTPD for remote lot security.

Bus Vehicle Maintenance Department

- Prepare mobile depot buses for service readiness.
- Make all rolling stock available for service and move cripples to other locations.
- Consolidate all radios and portable drills.
- Charge all batteries.
- Secure a second fork lift to support operations.
- Monitor fuel inventory on hand.
- Fuel and prepare portable generators and air compressor.
- Organize and package "crash kits" (i.e., parts, tools, supplies, tents, etc. necessary for remote operation).
- Limit new maintenance work, and finish all major work.
- Seal and secure all bulk fluid storage tanks.
- Contain and secure all Freon/oxygen bottles.
- Contain and secure to wall all 55 gallon drums of soap, oil, grease, etc.
- Seal and secure any Underground Storage Tank (UST) caps.
- Arrange for waste oil and scrap tire pickup, if possible.
- Clear and secure tire room gate.
- Ensure floatables such as crushed filter drums, empty drums and fluorescent bulb containers are stored above the six-foot level.
- Request that NJT Environmental Services have oil water separator cleaned by vendor.
- Remove revenue bins from receivers, and coordinate armored car pick up with Revenue Security. Move empty bins from vault room up to Electronic Shop.
- Secure portable toilet facilities for the remote lot.
- Dedicate two buses for employee shuttle operations.
- Dedicate two personnel to secure and package both maintenance offices' contents for storage on temporary racks as identified in the "Flood Contingency Operations" appendix to this EOA.
- Dedicate two or more personnel to the stock room, if available.
- Dedicate one manager to the remote lot for lot set-up.

Mitigation Activities

The Bus Line will identify repetitive hazards (i.e., flooding of facilities, power outages, etc.) and shall communicate these to the NJTPD OEM. Additionally, Bus management will implement mitigation measures that may be necessary to maintain continuity of service. In the event of a major threat that may endanger NJT customers, employees, or bus 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 the riding public and allow the NJT workforce to safely complete appropriate pre-incident and mitigation activities.

Mitigation activities for consideration include but are not limited to:

- Sandbag office areas at Ferry Street
- Elevate equipment and materials to prevent water/flood damage at Ferry Street
- Relocate NJT and personal vehicles from Ferry Street to other bus locations or GOB (high water action)

Initial Response Actions

The immediate priority in responding to any type of emergency is assuring the life safety of the NJT employees and public in the affected area. Life safety activities may include, but are not limited to, evacuation or shelter-in-place, provision of emergency medical treatment, initiation of notification protocols and request for additional assistance, if needed. After life safety has been addressed, initial response actions will be dictated by the type and magnitude of the emergency.

Specific initial response actions that may be taken include but are not limited to:

- Maintaining frequent communication with all departments within Bus.
- Maintaining communication with employees regarding work status and continuity of operations actions that should be implemented or are ongoing.
- Recalling and/or bringing in additional manpower as needed.
- Conducting regular conference calls with the DGMs of Bus Operations, Bus Vehicle Maintenance and Bus Operations Support as dictated by the emergency. Topics to be discussed should include but are not limited to:
 - Service options (i.e., 100% service v. reduced service level)
 - Field reports from all regions and terminals regarding damages and available response capabilities
 - Road conditions (i.e., passable, passable with detour, not passable)
 - Ridership numbers by line
 - Delays by line
- Conducting regular conference calls with the Directors of Transportation and Bus Operations Control Center as dictated by the emergency.
- Conducting assessments to determine the service reduction and suspension priority that is required as a result of the emergency.

During all emergencies and disasters, all Bus personnel are responsible for maintaining detailed records of their worked time and activities. Bus management should also ensure that pictures are taken to document the situations and conditions that are impacting Bus operations. These records are critical in administering the project costs and reimbursement.

Sustained Response Actions

Sustained response actions are those taken to ensure that the effects or consequences of the emergency are limited to the greatest extent possible. Bus personnel will carry out sustained response actions in accordance with the NJT CEMP, this EOA and its appendices and Bus SOPs. The initial response actions identified above will continue as part of the sustained response actions.

Short-Term Recovery Actions

As soon as the emergency conditions are over and it is safe to move NJT Bus personnel and assets, Bus Operations will begin restoration of regular route service. The following outline the steps necessary to restore service in a methodical, comprehensive fashion.

1. At the beginning of the emergency, the Control Center will initiate an Event Log which serves as the official Bus Operations log of all Control Center activity related to the incident.
2. Regional Supervisors are deployed throughout the State, to their assigned regions, and conduct a route by route assessment to determine the viability of regular route service. A determination is made as to whether a route can be operated safely in its entirety, partially (with or without detours), or not at all. The safety assessment includes whether or not necessary traffic control devices are operational, if downed trees or power lines are impacting the ability to traverse the route, or roadway flooding conditions make a portion of the route impassable.
 - a. If a detour is required, the Regional Supervisor is responsible for developing the detour route.
3. NJT Government and Community Relations and NJTPD are enlisted to help resolve conditions on State and local roads that are an impediment to the restoration of service.
4. A Service Status Report, listing every route and its status with respect to full operation, is created and updated constantly as road conditions change.
5. Communication with passengers is achieved primarily through NJT's website, which is updated by the Bus Operations Communications Center as lines are restored. Social media, "My Transit Alerts" and press releases are also used to communicate service status, and Corporate Communications maintains the information on these communications platforms. Therefore, communication between Bus and Corporate Communications is essential to ensure accurate and consistent information is provided to passengers.
6. Every effort is made to provide service to major trip generators such as malls, employment centers, schools, hospitals, nursing homes etc., as quickly as possible.
7. Service levels are also adjusted based on ridership levels.

Note: If the emergency has resulted in service suspension on any NJT Rail Line or PATH, Bus Operations, or a private bus operator, could be required to provide substitute service.

It is expected that Bus will also participate in the following recovery activities: damage assessment; documentation of activities associated with emergency response and costs incurred; and rehabilitation, repair and/or resupply of equipment and/or supplies.

Communication

Initial Notification

Building Services, either directly or via contracted security services, will likely be the first officials notified of an emergency that could result in a business interruption. Should Building Services receive a notification, the following protocol shall be implemented:

- Building Services staff notifies their chain of command of the situation.
- Director of Organizational Services or designee, upon determining that an emergency with the potential to disrupt normal business is occurring, shall notify:
 - NJT Chief, Procurement and Support Services
 - NJTPD Central Communications Center
 - Bus, Rail, Light Rail, and Access Link control centers who will initiate their respective communications plans
- After initial notification, Organizational Services shall provide updates via the normal business chain of command and to control centers, as needed.
- Once a business interruption conference call line is established, updates will be made via that channel.

Business Interruption Conference Call

Upon notification of an emergency that could cause a business interruption, the VP/GM of Bus Operations or designee shall establish a conference call for members of the Bus Line Management Team and others, as needed. The VP/GM of Bus Operations or designee will contact Bus DGMs via the Bus Control Center who will notify identified team members to join the call.

Employee Notification/Communication

Once a conference call is held and an assessment completed, employee notification will occur using the following protocols, as applicable:

- Building Services will communicate throughout the HQ and GOB using the public address systems.
- Building Services and/or NJTPD personnel will use mobile communications systems (i.e., bullhorns), which are readily available at both HQ and GOB, to communicate with persons outside of the building(s).

Employees can obtain updated information and messages by:

- Calling the employee information hotline at [REDACTED]
- Receiving alerts from the employee notification system, *Notify* (free subscription required);
- Checking the NJT website (www.njtransit.com); and
- Monitoring the media (i.e., television and/or social media).

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. Bus Operations 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 Bus' responsibility to keep this EOA current. Bus 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.