

**NEW JERSEY TRANSIT
CORPORATION**

CORPORATE ADMINISTRATION

2014

EMERGENCY OPERATIONS ANNEX

RECORD OF CHANGES

Changes listed below have been made to the New Jersey Transit Corporation Corporate Administration Emergency Operations Annex since its creation.

CHANGE #	DATE	PART AFFECTED	EFFECTIVE DATE	POSTED BY
1	3/19/14	All – Date updated from “2013” to “2014”	3/19/14	OEM
2	4/4/14	Page 4, Board Office Line of Authority language revised	4/4/14	OEM
3	4/8/14	Pages 4-5, Capital Planning and Programs Line of Authority language revised	4/8/14	OEM
4	4/8/14	Pages 8-9, Capital Planning and Programs Command & Coordination language revised	4/8/14	OEM
5	4/8/14	Page 9, Private Carrier Affairs Command & Coordination language revised	4/8/14	OEM
6	4/8/14	Page 19, Capital Planning and Programs Short-Term Recovery Actions language added	4/8/14	OEM
7	4/10/14	Appendices, Updated various Communications Plans	4/10/14	OEM

RECORD OF DISTRIBUTION

The New Jersey Transit Corporation Corporate Administration Emergency Operations Annex has been distributed to the individuals listed below.

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INTRODUCTION

This Emergency Operations Annex (EOA) for the New Jersey Transit Corporation (NJT) Corporate Administration 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 NJT Corporate Administration. This EOA applies to the following departments:

- Board Office
- Capital Planning and Programs
- Private Carrier Affairs
- Communications and Customer Service
- Human Resources
- Finance, in general
- Financial Reporting and General Ledger
- Treasury
- Procurement
- Payroll
- Budgets
- Financial Operations and Compliance
- Real Estate and Economic Development
- Risk Management

The EOA describes the basic organizational structure and lines of authority under which NJT Corporate Administration 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 Corporate Administration 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, or portions thereof, will be activated when the nature of the emergency or disaster dictates and when the CEMP is implemented, if necessary. Activation of any portion of the Corporate Administration EOA shall be communicated to the NJT Executive Director and the New Jersey Transit Police Department (NJTPD) Emergency Management (EM) Coordinator.

This EOA represents the collective efforts of the various departments within New Jersey Transit Corporate Administration 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.

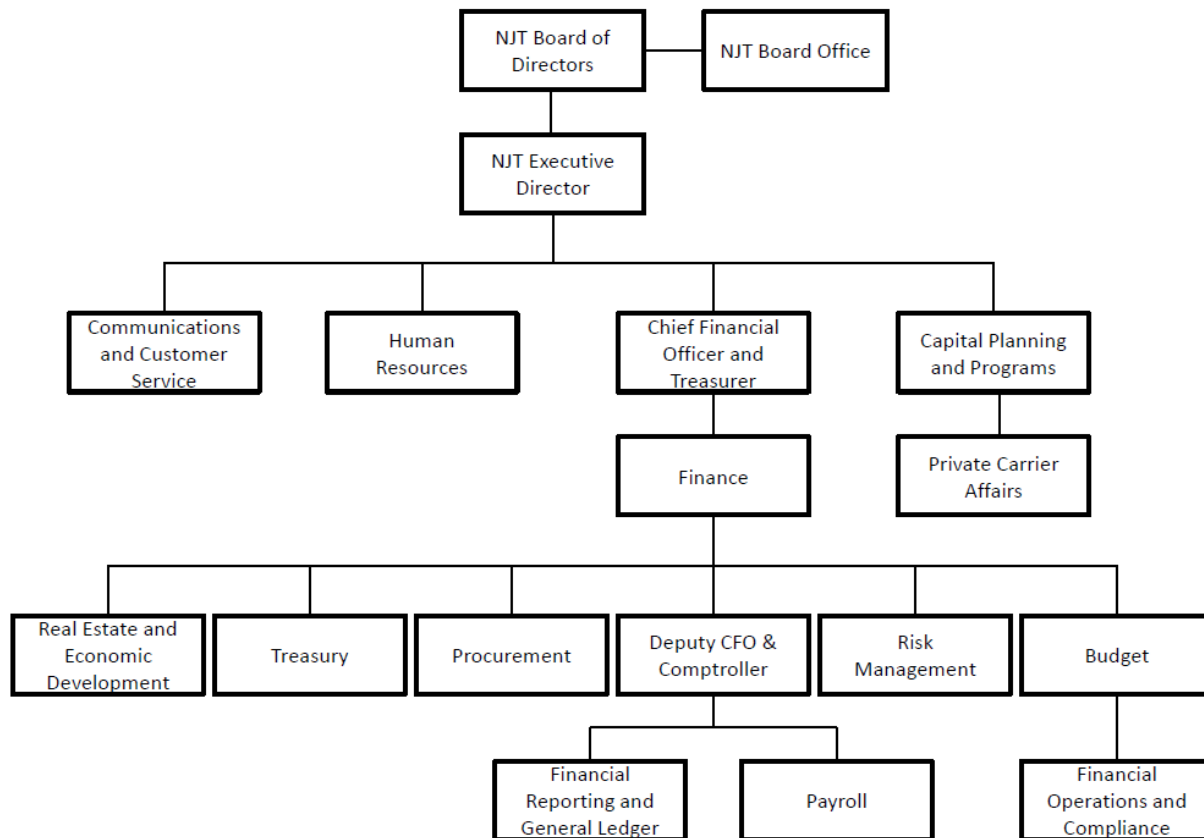
CONCEPT OF OPERATIONS

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

Organizational Structure

NJT Corporate Administration will operate under the management structure shown in **Figure 1** in the event of an emergency or disaster.

Figure 1. Corporate Administration Organizational Relationships



Lines of Authority

Board Office

The Board Office will operate under its day-to-day organizational structure in the event of an emergency. In the absence of Board Secretary, his or her authority and responsibilities are delegated as follows (in the order presented):

1. Assistant Board Secretary/OPRA/Records Management
2. Manager, Records Management/OPRA Advisor.
3. A designee delegated by the individual's direct supervisor.

Capital Planning and Programs

The Department of Capital Planning and Programs (CP&P) will operate under its day-to-day organizational structure in the event of an emergency. In the absence of the Assistant Executive Director (AED), Capital Planning and Programs, his or her authority and responsibilities are delegated as follows (in the order presented):

1. Chief, Construction and Project Management (Charles Dickerson)
2. Chief, Design and Environmental (Kelly Giblin)
3. Chief Planner (Richard Roberts)
4. Chief, Capital Programming and Administration (Peter Garino)
5. Senior Director, Budget and Administration (Linda Mosch)

Emergency Lines of Succession

The following is the designated emergency line of succession for the Construction and Project Management Division:

1. Senior Director, Capital Project Management (Rob Edwards)
2. Senior Director, Capital Project Management (Ed McMahon)
3. Senior Director, Capital Project Management (Tom Martin)
4. Senior Construction Program Manager (Kerry Donovan)

The following is the designated emergency line of succession for the Design and Environmental Division:

1. Senior Director, Environmental Services (John Geitner)
2. Director, Engineering Design (Stuart Kovacs)
3. Director, Engineering Design (Anthony Fevola)
4. Director, Architectural Design (Paul Giammona)

The following is the designated emergency line of succession for the Capital Planning and Community Mobility Division:

1. Senior Director, Capital Planning (Jeremy Colangelo-Bryan)
2. Program Director, Research and Community Services (Marianne Stock)

The following is the designated emergency line of succession for the Capital Programming and Administration Division:

1. Senior Director, Capital Programming and Administration (Ryan Frigo)
2. Director, Transportation GIS (Glenn Newman)

The following is the designated emergency line of succession for the Budget and Administration Division:

1. Director, Project Oversight (Patrick O'Connor)
2. Electronic Systems Project Management (Robben Baptiste)

Private Carrier Affairs

The Department of Private Carrier Affairs 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 (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.

Communications and Customer Service

In the absence of the Assistant Executive Director for Communications and Customer Service, his or her authority and responsibilities are delegated as follows (in the order presented):

1. Senior Director, Customer Service & Transit Information Center (TIC)
2. Senior Director, Public Information
3. Senior Director, Marketing & Business Development
4. Creative Services Officer

Emergency Lines of Succession

The following is the designated emergency line of succession for the Division of Public Information and Corporate Communications:

1. Senior Director, Public Information
2. Director, Media Relations
3. Senior Public Information Officer
4. Manager, Corporate Communications
5. Manager, Media Events

The following is the designated emergency line of succession for the Division of Customer Service & TIC:

1. Senior Director, Customer Service & TIC
2. Director, Customer Response & Support
3. Director, Transit Information Center
4. Manager, Customer Service (Field Operations)
5. Supervisor, Customer Service (Customer Contact)

The following is the designated emergency line of succession for Marketing and Business Development:

1. Senior Director of Marketing & Business Development
2. Director of Product Marketing

The following is the designated emergency line of succession for Creative Services:

1. Creative Services Officer
2. Principal Graphics Designer
3. Senior Graphics Designer

Human Resources Department

The Human Resources Department 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 (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.

Finance

Emergency Lines of Succession

The following is the designated emergency line of succession for Finance:

1. Fred D'Ascoli, Deputy Chief Financial Officer (CFO) and Comptroller
2. James Schworn, Chief, Procurement and Support Services
3. Michael Lihvarcik, Deputy CFO Budgets

The following is the designated emergency line of succession for Financial Reporting and General Ledger (FRGL):

1. Patricia Smith, Senior Director General Ledger/Financial Reporting
2. Joseph Malaspina, Director General Ledger
3. Caiyun Wang, Director Financial Reporting

The following is the designated emergency line of succession for Treasury:

1. Jacqueline Stamford, Director Treasury Operations & Investment Analysis
2. Kunle Adeyemi, Director Receipts & Disbursements (Rail)
3. LeeAnn Roarty, Manager Treasury Operations
4. Janet Waite, Director Receipts and Disbursements (Bus)

The following is the designated emergency line of succession for Payroll:

1. Sandra Facen, Senior Director, Payroll Operations, Deductions and Tax Accounting
2. Pradip Matalia, Director, Payroll Operations
3. Kathleen Perna, Director, Deductions and Tax Accounting

The following is the designated emergency line of succession for Procurement:

1. Paul Kelly, Senior Director Contracts
2. John Wasilak, Director Contracts
3. Michael Woods, Manager Support Services and Fleet Administration
4. Jose Rivera, Senior Director Purchasing and Material Management

The following is the designated emergency line of succession for Budgets:

1. Jaibala Patel, Senior Director Budgets
2. Angelo Del Guercio, Director Operating Budgets
3. Audun Hollekim, Director Consolidated and Administrative Budgets

The following is the designated emergency line of succession for Financial Operations and Compliance:

1. Michelle Stiehler, Assistant Director Financial Operations and Compliance
2. Manny Rebelo, Manager Revenue Security Unit

The following is the designated emergency line of succession for Real Estate and Economic Development:

1. Ken Rotter, Director of Property Management
2. Allen Kratz, Director of Revenue Contract Programs
3. Jim Lothian, Director of Property Development (second incumbent)
4. Mike Murphy, Director of Property Development

The following is the designated emergency line of succession for Risk Management:

1. Lisa Gatchell, Director, Risk Management & Insurance
2. James Turner, Director, Claims Administration

Command and Coordination

The NJT's Corporate Administration is primarily responsible for continued fiscal, communications and labor operations in the event of a widespread emergency that affects the organization. The availability and continuity of funding, contracts, personnel (both permanent and temporary) and employee and public communications is critical in supporting the NJT business lines in their emergency operations. This plan is supported by the established policies, plans and procedures shown below:

- *Communications and Customer Service Emergency and Contingency Plans*
- *Private Carrier Affairs Emergency Evacuation , Cross-honoring and Substitute Bus Service Plan*

Command and coordination elements specific to the departments included in this EOA are described in the following paragraphs.

Board Office

The Board Office will be the primary conduit for communicating updates provided by the NJT Emergency Operations Center (EOC) and Public Information to the Board of Directors.

Capital Planning and Programs

Management personnel within CP&P will provide a representative to the NJT EOC upon request and will maintain regular communications with their personnel in the event of an emergency. While the role of CP&P is expected to be one of support during the emergency response and short-term recovery phase, they will be heavily involved in long-term recovery and mitigation. Therefore, they will coordinate closely with the NJTPD OEM during an emergency in order to identify and make the necessary preparations to implement required post-emergency capital projects on an expedited basis.

At the direction of the Executive Director, CP&P shall direct and/or undertake post-incident damage assessments when safe and appropriate. The CP&P staff shall rely on existing protocols in making the assessments. Based on the post-incident damage assessments, CP&P personnel will draft a priority list of facilities and equipment that need to be repaired or replaced as a result of the incident.

Private Carrier Affairs

Private Carrier Affairs is the primary source for coordination with the private bus industry in response to widespread emergency. Based upon the needs of the emergency, Private Carrier Affairs, with support from Finance, will assist with coordinating private bus assets in response to requests for resources, cross-honoring NJT's fare media, and assistance with and implementation of emergency evacuation plans.

Private Carrier Affairs will coordinate delivery of equipment, materials and fuel as well as implement alternative bus service with the private sector. Private Carrier Affairs shall ensure that service is coordinated and communicated, providing information to both Operations Communications within Corporate Communications and External Affairs. This will ensure accurate and timely alerts and allow for advisories to be developed.

Communications and Customer Service

Communications and Customer Service is the primary vehicle for communications, both internally and externally, in response to an emergency. They are critical to ensuring that accurate information is communicated in a timely manner. Recognizing this, the Public Information and Corporate Communications, Customer Service and Transit Information Center, Marketing and Business Development, and Creative Services divisions have established lines of responsibility for key personnel in the event that an employee absence affects the efficient and timely completion of one or more activities required during emergency operations. These lines of responsibility are provided in the "Corporate Administration Continuity of Operations Annex" to the NJT CEMP.

Human Resources Department

Management personnel within the Human Resources Department will provide a representative to the NJT EOC upon request and will maintain regular communications with their personnel in the event of an emergency. While it is expected that the Human Resources Department will not have a direct role in emergency operations, their assistance may be required for the hiring of temporary personnel as well as coordinating with other Corporate Administration departments and/or divisions regarding workman's compensation issues and general employee compensation and benefits. Documentation generated by the Human Resources Department will be a critical component in administering project costs and possible reimbursement.

Finance

Management personnel within Finance will provide representatives to the NJT EOC upon request and will maintain regular communications with their personnel in the event of an emergency. During an emergency or disaster, the Finance management team must carefully coordinate its efforts and remain current on the extensive communications occurring among its staff, other NJT departments and business lines and external support agencies in order to assure that appropriate emergency funding, procurement and financial tracking protocols are implemented and that the necessary financial documentation for the emergency operations is received and is complete and appropriate.

Financial Reporting and General Ledger Division

The Deputy CFO and Comptroller is responsible for coordination of all emergency activities associated with the FRGL division. Support from FRGL will be vital during the emergency response and short-term recovery to assure that:

- Revenue accounting and collection can be maintained under the emergency conditions;
- Appropriate mechanisms are implemented to track emergency costs (i.e., establish tracking numbers);
- Information required to determine projected emergency costs and hourly burn rates is readily available to the Executive Policy Group and EOC Management Team; and
- Comprehensive documentation of emergency costs can be provided to support requests for possible reimbursement.

Payroll Division

The Payroll Division is responsible for ensuring that employee payroll and accounts payable documentation (i.e., invoices) is processed in a timely manner during emergency operations. To accomplish this, the Payroll Division will coordinate with the various NJT departments and business lines ensure that appropriate documentation has been distributed to and is being utilized by all personnel for timekeeping purposes. The Payroll Division will also notify vendors and contractors of any modifications to invoicing processes that are required for emergency-related services, equipment and/or material.

Treasury

The Deputy Treasurer is responsible for coordination of all emergency activities associated with Cash Management divisions. Support from all sections within Treasury will be vital during the emergency response and short-term recovery to assure that:

- Signature disks to authenticate payroll are retrieved, monitored and secured.
- Printed payroll checks are properly sorted, distributed, and funded.
- Change orders are fulfilled to ensure Rail and Bus locations' continued operations.

- Essential electronic payments (debt payments, tax remittance, pension funding, controlled disbursement and payroll funding, etc.) are processed.
- Investments are redeemed to fund cash shortages in order for financial operations to remain uninterrupted.
- Positive Pay decisions are executed to prevent fraud.

The Treasury Department will coordinate efforts with the necessary NJT departments to ensure continuity of financial operations.

Procurement Division

The Procurement Division will maintain regular communications with and assist the various NJT business lines and departments with the implementation of pre-placed emergency contracts and/or mutual aid agreements as well as the development, negotiation and administration of additional emergency contracts as necessitated by the emergency. Additionally, the Procurement Division will make appropriate personnel available to evaluate and authorize expenditures associated with resource requests submitted by the business lines and departments.

Budget Division

The Budget Division must track the individual statistical accounts for each incident to allow for the tracking of all emergency-related costs (i.e., labor and materials). These accounts must clearly be communicated to all NJT departments and business lines, and the Budget Division should track charges to the accounts throughout the emergency response and recovery to guarantee that they are comprehensive and accurate as this information will be used to support applications for reimbursement.

Financial Operations and Compliance

The Financial Operations and Compliance Division provides a variety of direct support activities for Rail and Bus operations including:

- Revenue service for TVMs
- Field maintenance service for Rail TVMs
- Receivers Office operations for Rail conductors
- Bus Revenue Security and Key Control operations
- Provision of Ticket Stock to field locations and TVMs
- Bulk Sales and Tickets By Mail fulfillment activities
- Refund and Credit processing

Financial Operations and Compliance must also support enhanced and/or alternate ticketing options in the event of an emergency. To accomplish this, the Financial Operations and Compliance Division will closely coordinate with:

- The NJT Point of Sale (POS) and Fare Collection Division;
- The NJT Receipts and Disbursement Division;
- Vendor(s) for TVM revenue service;
- Vendor(s) for TVM technical maintenance; and
- NJT Rail Operations.

Real Estate and Economic Development Division

The Real Estate and Economic Development Division is responsible to support its internal clients, (e.g., operating units, police) identify alternate or additional facilities that may be needed to support operations during emergency events. To the extent that NJT does not own such facilities, Real Estate will supervise and administer execution of appropriate agreements between NJT and third parties for the use of such space. The Real Estate and Economic Development Division will coordinate with revenue contractors (i.e., advertising and parking) as well as retail tenants to ensure that pre-disaster precautions or actions have been taken; required insurance coverages are in force; post-disaster inspections, damage assessments, clean-up and repairs are completed; and all emergency-related costs, including expenses and lost revenue, are tracked.

Risk Management Division

The Risk Management Division will coordinate with NJT's insurance companies in the immediate aftermath of a major emergency and will assist the various NJT business lines and departments in completing damage assessments and documenting damages and losses as required.

Alert and Notifications

Board Office

In the event of a local emergency, Board Office personnel will alert management in accordance with standard operating procedures. The Board Secretary will ensure that the NJTPD OEM and NJT Executive Director are notified, as appropriate. Should a more widespread emergency threaten or occur, the Board Secretary will be notified in accordance with the "Emergency Management Approach - Notification" section of the NJT CEMP. Upon receiving notification, the Board Secretary will initiate the appropriate Communications Plan provided as an appendix to this EOA.

Capital Planning and Programs

In the event of a local emergency, CP&P personnel will alert management in accordance with standard operating procedures. The AED of CP&P will ensure that the NJTPD OEM and NJT Executive Director are notified, as appropriate. Should a more widespread emergency threaten or occur, CP&P management

will be notified in accordance with the “Emergency Management Approach - Notification” section of the NJT CEMP. Upon receiving notification, CP&P management will initiate the appropriate Communications Plan provided as an appendix to this EOA.

Private Carrier Affairs

In the event of a local emergency, the Senior Director of Private Carrier Affairs will ensure that the NJTPD OEM and NJT Executive Director are notified, as appropriate. Should a more widespread emergency threaten or occur, Private Carrier Affairs management will be notified in accordance with the “Emergency Management Approach - Notification” section of the NJT CEMP. Upon receiving notification, Private Carrier Affairs will initiate alerts and notifications to the private carrier bus industry, translate any emergency operations plan suggestions back to NJT and request support, if required.

Communications and Customer Service

If emergency situation is anticipated or impacts the operations of NJT, the senior division directors, with the concurrence of the AED for Communications and Customer Service, would immediately call for members of their respective divisions to remain on alert. Should the alert be translated into the need for an emergency operation, team members will be asked to support the needs of the situation as outlined in the *Communications and Customer Service Emergency and Contingency Plans*. Customer Service will maintain responsibility for communicating the latest service updates to customers via phone, e- mail, field office walk-ins, and Emergency Response Team/Ambassador deployment, if necessary, as the operation’s service plan evolves.

Human Resources Department

In the event that NJT office closures are anticipated, the Human Resources Department will coordinate with Communications and Customer Service to place closure status information on the NJT public website (www.njtransit.com) in the NEWS area (upper right hand side of the page) under a NJT employee update link. Employees can also log into their NJT email (<https://njtwebmail.njtransit.com>) to receive notifications and updates.

Finance (including all Divisions)

In the event of a local emergency, Finance personnel will alert management in accordance with standard operating procedures. A member of the Finance management team will ensure that the NJTPD OEM and NJT Executive Director are notified, as appropriate. Should a more widespread emergency threaten or occur, Finance management will be notified in accordance with the “Emergency Management Approach - Notification” section of the NJT CEMP. Upon receiving notification, Finance management personnel will initiate the appropriate Communications Plan call down list provided as an appendix to this EOA.

Roles and Responsibilities

The senior management within Corporate Administration has the overall responsibility for executing their respective contingency plans and protocols consistent with this annex inclusive of communications, coordination, and maintaining/re-establishing operations. The roles and responsibilities of specific personnel within Corporate Administration are provided below:

Prevention/Protection Activities

Corporate Administration personnel shall communicate any and all information that they receive regarding a threat or hazard to NJT business line or administrative operations to the NJTPD OEM for further evaluation and action, if needed. Additionally, the Senior Director for Private Carrier Affairs is responsible to assist with hazard analyses/assessments and coordinate with the private bus carriers to ensure protection of equipment. Protection actions that may be instituted include but are not limited to increased surveillance, heightened inspections, and enhanced security operations.

Preparedness Activities

The senior manager for each department identified within this EOA is responsible to maintain the SOPs and applicable portions of this EOA and the Corporate Administration COOP Annex for his or her respective department to reflect current personnel and resources. Maintenance requirements are outlined in the "Plan Development and Maintenance" section of this EOA. Additionally, Corporate Administration personnel shall participate in emergency management training, as recommended by the NJTPD OEM and mandated by the NJTPD Chief of Police. Finally, Corporate Administration 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

Board Office

The Board Secretary will ensure that employee contact information is up-to-date. All personnel should protect all vital equipment (i.e., computer, phone, etc.) and records within their individual work areas against potential consequences of the hazard. Personnel shall assist with the protection of all vital equipment and records in common work areas once they have completed preparations in their individual areas. Employees shall also monitor email and telephone calls for updated information regarding the emergency. Finally, essential employees shall make the necessary arrangements to ensure that they can report back to work as quickly as possible after the emergency condition has stabilized.

Capital Planning and Programs

The AED for CP&P will ensure that employee contact information is up-to-date. All personnel should protect all vital equipment (i.e., computer, phone, etc.) and records within their individual work areas against potential consequences of the hazard. Personnel shall assist with the protection of all vital equipment and records in common work areas once they have completed preparations in their individual areas. Employees shall also monitor email and telephone calls for updated information

regarding the emergency. Finally, essential employees shall make the necessary arrangements to ensure that they can report back to work as quickly as possible after the emergency condition has stabilized.

Private Carrier Affairs

The Senior Director, Private Carrier Affairs will ensure that contact information for all private carriers is up to date. He will also notify private bus carriers in advance of an anticipated or projected emergency to assure that resources will be available before, during and after the emergency as required by the provisions of the bus equipment lease agreement between NJT and private carriers.

Communications and Customer Service

If the NJT EOC is activated in anticipation of an emergency or disaster, the Special Assistant to the AED will report to the EOC and specifically serve as a scribe for the Executive Policy Group. Additional actions that may be taken as appropriate and to the extent possible given the degree of advanced notice of the emergency include:

Customer Service & TIC

- Prepare, post and continually update the employee notification message on the NJT Employee Hotline. (Senior Director, Customer Service & Transit Information Center [TIC] or designee)
- Coordinate with Information Services (IS) for support that may be required for website maintenance and coverage. (Senior Director, Customer Service or designee)
- Oversee the agency website throughout the emergency and will work directly with IS to ensure the timely placement, updating and overall maintenance of the NJT website. (Senior Director, Customer Service or designee)
- Work with the Director, Media Relations; Manager, Corporate Communications; and representatives from Passenger Communications and Social Media to ensure that messages are accurate and consistently updated. (Senior Director, Customer Service or designee)
- Develop a prepared response to customer inquiries about expected levels of service leading up to and following the emergency (Director, Customer Response & Support or designee)
- Communicate, via service updates and other communications materials, the availability of translatable information on the NJT website (Senior Director, Customer Service or designee)
- Develop an Emergency Response Team/Ambassador deployment plan to implement when conditions are safe to deploy staff to affected locations (Supervisor, Customer Service Training & Support under the direction of the Director, Customer Response & Support or designee)
- In the event of an expected shut down of service, Customer Service offices will remain open until the last train, bus or light rail trip is made – even if it requires offices to remain open later than scheduled. (Schedules coordinated by Manager, Customer Service or designee)
- Signs with a brief summary of current system status and information where customers can obtain service updates will be mounted in office windows if service is suspended and offices are closed. (Coordinated by Manager, Customer Service or designee)

- Continually update IVR Text-to-Speech front-end messages to reflect current system-wide service status (Senior Director, Customer Service & TIC or designee)
- Prepare to extend hours to 0700 –1900 (or later) up to 24-48 hours in advance of the emergency to ensure customers have access to live operator assistance and up-to-date service information (Director, TIC)

Marketing and Business Development Division

- Support the Communications and Customer Services Department in communicating service and policy changes to NJT employees and customers through all forms of media.
- Work with other divisions within Communications and Customer Services to develop media messages (content and graphics); messages posted to the NJT website must be developed such that it is translatable into multiple languages using Google Translate.
- Develop e-blasts for registrants in the NJT database and reach out to business partners to expand communication reach.
- Coordinate the approval process for materials, printing of materials and distribution.

Creative Services Division

- Assist in disseminating key messages to customers and other stakeholders in the form as directed by the AED of Communications and Customer Service.
- Develop a flash drive for staff that can be used remotely, to include:
 - Website marquee templates (2)
 - Facebook announcements (2)
 - Digital board signage (3 sizes)
 - Newspaper ads (1 size each for 4 major newspapers)

Human Resources

The AED for Human Resources will ensure that employee contact information is up-to-date. All personnel should protect all vital equipment (i.e., computer, phone, etc.) and records within their individual work areas against potential consequences of the hazard. Personnel shall assist with the protection of all vital equipment and records in common work areas once they have completed preparations in their individual areas. Employees shall also monitor email and telephone calls for updated information regarding the emergency. Finally, essential employees shall make the necessary arrangements to ensure that they can report back to work as quickly as possible after the emergency condition has stabilized.

Finance (inclusive of all Departments and Divisions)

The Finance management team will ensure that employee contact information is up-to-date for their respective division(s). All personnel should protect all vital equipment (i.e., computer, phone, etc.) and records within their individual work areas against potential consequences of the hazard. Personnel shall

assist with the protection of all vital equipment and records in common work areas once they have completed preparations in their individual areas. Employees shall also monitor email and telephone calls for updated information regarding the emergency. Finally, essential employees shall make the necessary arrangements to ensure that they can report back to work as quickly as possible after the emergency condition has stabilized. The following additional pre-incident activities will be completed, as necessitated by the emergency:

- Ensure that all essential personnel have VPN access;
- Test VPN access
- Establish and disseminate tracking numbers for anticipated labor and non-labor expenses to ensure efficient accounting for and maximization of federal, insurance and/or other reimbursements
- Ensure that essential personnel have the necessary financial institution authentication devices with them at all times.

Mitigation Activities

Within Corporate Administration, one of the most critical mitigation measures is the protection and/or back-up of vital records. Currently, numerous essential records are maintained in hard copy format only. Additional mitigation measures that may be considered are summarized below, by department/division:

- Personnel within FRGL will discuss cash position and “what if” scenarios with Cash Management and determine how long NJT could go without billing (in case of a major disaster where General Ledger would not be able to receive interfaces and pass to CPAS for billing of grants).
- Personnel within Payroll will coordinate with Information Systems (IS) regarding support needed to process payroll in the event that the mainframe is not operational or the subsystem time files are not available for interface.
- Personnel within Point-of-Sale (POS) and Fare Collection will coordinate with appropriate Finance groups to define the system configuration(s) for Stand In Authorization at TVMs and will implement Stand In Authorization for TVMs at major terminals and as needed locations, as required.

Initial Response Actions

After the emergency, senior management within Corporate Administration shall determine the status of their respective employees. They shall also communicate any modifications in employees’ emergency work status (essential v. non-essential). Finally, all personnel shall support the response actions of other NJT departments and business lines and the EOC operations as required.

Sustained Response Actions

In general, sustained response actions will include a continuation of the initial response actions and preparation to activate the “Corporate Administration Continuity of Operations Annex,” as needed. Personnel with VPN access will utilize that access to conduct their normal work activities, unless they

have work assignments directly related to or resulting from the emergency. Additional sustained response actions, by department/division, include:

Private Carrier Affairs

The Senior Director, Private Carrier Affairs will:

- Coordinate private carrier bus support as required with support from Finance:
 - Provide resources to assist with evacuation(s), if required
 - Coordinate delivery of equipment, materials, and fuel
 - Implement alternative bus service with the private sector
- Contact Private Bus Carriers, as required, to ensure that service is coordinated and communicated.
- Provide information to both Operations Communications within Corporate Communications and External Affairs so that accurate and timely alerts and advisories can be developed.

Communications and Customer Service

General

The AED will recommend and/or implement specific Corporate-wide strategies, such as ticket cross-honoring, in the event of emergencies. During periods of EOC activation, the Special Assistant to the AED will report to the EOC and specifically serve as a scribe for the Policy Group. During emergencies when the EOC is not activated, the Special Assistant to the AED will be responsible for ensuring that all Department budgetary protocols are adhered to in accordance with Finance directives.

The Customer Service & TIC Division will initiate or continue activities outlined in the “Pre-Incident Activities” section of this EOA as well as:

- Monitor customer feedback to ensure NJT contingency plans (alternate services) are serving all areas of the system effectively. (Supervisor, Customer Contact or designee)
- Maintain Customer Service Training & Support staff on call, in rotating shifts, to oversee Ambassador/ERT effort.
- Determine the need for bi-lingual Ambassadors/ERT members based on community(ies) impacted
- Relocate field staff, as needed due to staff shortages and/or facility damage, to headquarters to assist Customer Relations Specialists with responding to customer feedback cases. (coordinated by Director, Customer Response & Support or designee)

The Marketing and Business Development Division will initiate or continue activities outlined in the “Pre-Incident Activities” section of this EOA as well as:

- Promote the availability of Google Translate on NJT’s website to assist customers with limited English proficiency.
- Obtain translation services, when needed.
- Work with external vendors to obtain price quotes and process invoices for payment.
- Reach out to business partners to expand communication reach in targeted areas.
- Develop messages and related materials to distribute to partners.

The Creative Services Division will initiate or continue activities outlined in the “Pre-Incident Activities” section of this EOA.

Finance - Budget

- Track and periodically report life-to-date expenses incurred and reimbursements received regarding incident recovery efforts.
- Prepare total cost estimates/projections and other ad hoc financial based data in response to Executive Policy Group or other internal inquiries related to the incident.
- For incident expenses that will not be reimbursed, assist in searching for budget solutions to fund the additional significant costs impacting the operating budget.

Short-Term Recovery Actions

The required short-term recovery activities to be completed by Corporate Administration will be highly dependent upon the support needed by other NJT departments and business lines. In the absence of specific short-term recovery assistance requests, Corporate Administration will focus on returning the operations of its departments to pre-emergency conditions as quickly as possible and fully documenting all of its respective emergency/disaster related work activities and incurred expenses. Additional short-term recovery actions, by department/division, include:

Capital Planning and Programs

As soon as conditions are safe, the AED for CP&P will ensure that the Chiefs of the various divisions within CP&P commence infrastructure damage assessments as appropriate. CP&P senior staff shall rely on existing protocols in completing these assessments and shall subsequently begin to draft a priority list of projects that need to be repaired as a result of the incident.

Private Carrier Affairs

The Senior Director, Private Carrier Affairs will:

- Complete damage assessment of NJT's leased bus resources;
- Coordinate restoration of service as emergency conditions allow;
- Track and periodically report life-to-date expenses incurred by private bus carriers involved with emergency-requested action from NJT; and
- Prepare cost estimates, assist with insurance reviews and prepare documentation for potential post-disaster reimbursement.

Communication

Communication with NJT employees will be primarily via telephone using the communications plan call down lists found in the appendix. Email may also be used to communicate employee updates. The Payroll Division must also ensure that communication is established with Bank of America and the Bank of New York in the event that current employee payroll and retired employee benefit processing activities, respectively, are disrupted.

Resource Management

While Corporate Administration does not typically utilize any resources other than personnel (i.e., single resources) that are typed in accordance with the National Incident Management System (NIMS), Finance should maintain an awareness of the kinds of resources that are typically NIMS resource typed as utilization of these resources in emergency operations will determine the maximum amount of reimbursement that may be obtained from FEMA. It is especially important for Procurement to understand and be able to reference resource typing tables in the development and negotiation of emergency contracts.

Plan Development and Maintenance

While the NJTPD OEM is responsible for coordinating all emergency planning within NJT, it is collectively Corporate Administration's responsibility to keep this EOA current. Senior managers within Corporate Administration 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.