



**New Orleans Regional Transit
Authority**

ALL HAZARDS PLAN

Effective: 17 August 2022

New Orleans Regional Transit Authority

2817 Canal Street

New Orleans, LA 70119

Concurrence and Approvals

New Orleans Regional Transit Authority All Hazards Plan

Approval:

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Approval:

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Alex Z. Wiggins
Chief Executive Officer

Date: 8/17/2022



To: All RTA Personnel
From: Alex Z. Wiggins
Date: 17 August 2022
Subject: NORTA - All-Hazards Plan (AHP)

The purpose of the New Orleans Regional Transit Authority is to provide safe, secure, and reliable public transit service for its customers, employees, and citizens of our region. To carry out this commitment, RTA is promulgating an All Hazards Plan (AHP).

The AHP provides general guidance to mitigate, prepare for, respond to, and recover from emergencies resulting from a hazard to provide a safe environment for RTA employees, contractors, customers, and the public. Effective emergency management is critical to protect our employees, the public, and our critical infrastructure and resources.

This plan complies with the federally required National Incident Management System (NIMS) to coordinate emergency management and response operations more effectively with our city, parish, state, federal, private sector, and non-governmental response partners.

Each of us has roles to perform before, during, and after an emergency. As CEO, I have directed the RTA's Emergency Management staff to develop objectives, set priorities, and obtain funding to improve the agencies emergency preparedness, response, and recovery activities.

Please review and become familiar with this plan, understand your emergency role, and ensure your department's Standard Operating Procedures (SOPs) and guidance documents provide the details necessary to properly execute and accomplish the agencies emergency response objectives and priorities.

If you have any questions or suggestions to improve this plan, please contact the Chief Safety and Emergency Management Officer or the Director of Emergency Management.



Alex Z. Wiggins
Chief Executive Officer

Record of Changes

Document Revision Policy

This document is intended for use by the position to which it was issued. The control version of this document is stored electronically on RTA's internal shared drive in the folder "Company Policies" and is exclusively maintained by designated Safety Department staff. Printed copies of this document are uncontrolled and may not be current.

This plan is complemented by, and dependent on, other supporting documents issued by RTA and other third parties. The Chief Safety and Emergency Management Officer determines the initial distribution for this document:

Revisions/Amendments

Revision No.	Effective Date	Revised Sections	Purpose
0	8/17/2022	N/A	Initial Issue

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Introduction

The RTA All Hazards Plan (AHP) is a comprehensive emergency preparedness framework that takes a full scope of emergencies or disasters into account when planning for emergency response capacities and hazard mitigation efforts. Full agency understanding and support of the AHP and its annexes will improve preparedness and achieve more resilient RTA that can withstand disasters of any scope.

Authority

The Chief Executive Officer (CEO), as designated by the Board of Commissioners, has the authority to make decisions concerning the emergency operations of the RTA and when this AHP might be executed.

RTA Board Resolution No. 20-022 allows the CEO to declare an internal state of emergency upon receiving written/verbal concurrence from the Chairman of the Board or his/her designee. A state of emergency is defined any event (natural or man-made) that may or has caused illness, injury, or death to the public, employees, or passengers, and/or that may or has caused damage to transit infrastructure, assets, or property. Additionally, the CEO is responsible for setting policies and authorizing the necessary procedures for the operation of the RTA during periods of natural or manufactured disasters or other emergencies.

The CEO has authorized the Chief Safety and Emergency Management Officer (CSEM) with distributing, maintaining, training, and exercising the AHP in coordination with all RTA departments assigned roles under the plan.

Lastly, as a rail transit agency, the RTA must include or incorporate by reference in its Agency Safety Plan (ASP), per 49 CFR 673.11(a)(6), an emergency preparedness and response plan and procedures that addresses, at a minimum, the assignment of employee responsibilities during an emergency, as well as coordination with Federal, State, regional, and local official with roles and responsibilities for emergency preparedness and response in the transit agency's service area. This AHP fulfills this requirement.

Security Sensitive Information

Portions of the AHP are designated as Security Sensitive Information (SSI) that if publicly released, would be detrimental to transportation security, as defined by 49 CFR 1520. Unauthorized distribution of information considered confidential may constitute a civil penalty offense. Contact the CSEM or Director of Emergency Management with any requests for SSI designated portions of the AHP.

Plan Maintenance

This AHP is maintained and updated by the RTA's Emergency Management Department comprised of the CSEM, a Director of Emergency Management, and an Emergency Management Coordinator.

The RTA AHP will be reviewed and re-certified annually by the CEO. The AHP will be continually updated, as necessary, based upon changes in RTA personnel, department organization structure, new procedures and technologies, new state and federal regulations, new industry guidelines and recommendations, and After-Action Reports and corrective actions identified by drills and exercises or actual responses to emergencies.

This AHP includes both hazard specific and functional Annexes. These Annexes contain information that require more frequent updates than the AHP.

Changes to this AHP shall be sent to the CSEM or Director of Emergency Management to be incorporated into the annual review and update, approved, and distributed to all authorized plan users.

Purpose

This AHP provides general guidance to RTA personnel who assist the RTA with mitigating, preparing for, responding to, and recovering from impacts caused by natural and manufactured emergencies. Emergencies range from those RTA can handle internally to a major disaster that will require regional or national resources and significant coordination.

Such emergencies may adversely impact RTA, including the:

- Safety of RTA employees, contractors, and passengers
- Protection of RTA infrastructure, rolling stock, or other property and assets
- Operations of RTA bus, paratransit, streetcar, or ferry modes
- Reputation or image of RTA as a regional transportation authority.

This AHP also provides general guidance about how RTA transportation services can assist communities within the RTA service area or the New Orleans region during emergencies.

This AHP describes RTA's emergency management organizational structure and assigns responsibilities for various emergency tasks to specific RTA departments or individuals. This AHP provides the general framework for more detailed departmental Standard Operating Procedures.

RTA Service Area

RTA was established in 1979 by the Louisiana State Legislature, as a regional transportation authority of the State of Louisiana and is responsible for providing public transportation services within Orleans, Jefferson, and St. Bernard Parishes.

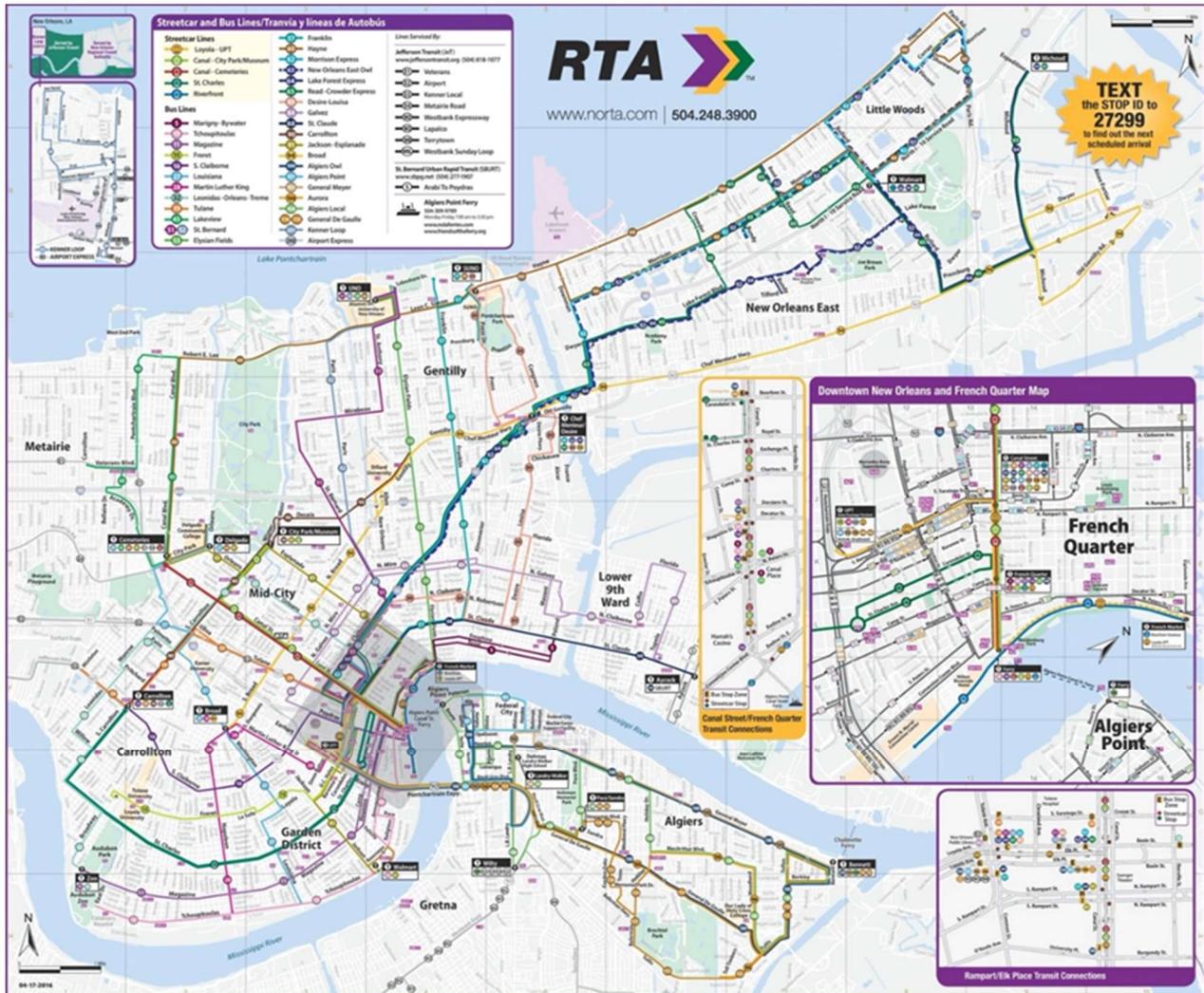


Figure 1: RTA Service Area

Scope of RTA Operations

RTA owns and operates a fleet of 125 buses that run an extensive network of local and express routes with over 2,400 bus stops and 350 passenger shelters. RTA Paratransit operates approximately 57 paratransit vehicles providing transportation for registered functional and access needs passengers.

The RTA operates five streetcar lines with 66 streetcars along 27 miles of track. The longest of New Orleans streetcar lines is the St. Charles Avenue Line, which is the oldest continuously operating street railway system in the world. RTA's four other streetcar lines include the Riverfront Line, the Canal Street Line (which has two branches), and the Loyola Avenue Line and Rampart/St. Claude Line (which are operated as one through-routed line).

The RTA's ferry service consists of five State-owned U.S. flagged certificated passenger vessels operating on two service routes – one between Algiers Point and Canal Street, and the other between Lower Algiers and Chalmette. The Algiers Point and Canal Street route is a pedestrian service that allows bicycles and small motor bikes, while the Lower Algiers and Chalmette route can accommodate motor vehicles, including trailers.

Situation and Assumptions

RTA employees, customers, and nearby community residents are exposed to many hazards which could potentially result in fatalities, injuries, property damage, and disruption of transportation services and other community resources. Some hazards (such as floods, hurricanes, pandemics, influenza, or winter storms) may occur slowly, providing time for advance warning, preparation, and increased readiness actions. Other hazards (such as an accident, bomb threat, fire, hazardous materials release, hostage/kidnapping, shooting, terrorism, tornado, utility outage, or workplace violence) may occur suddenly without any advance warning or time for preparation.

It is critical that RTA prepare for such hazards based on the following hazard assessment assumptions:

- RTA and its service area will continue to be exposed to the hazards listed above.
- RTA will endeavor to maintain normal, scheduled transportation services if possible, during an emergency, and provide emergency transportation services when requested.
- Local city/parish assistance (such as police, fire, emergency medical services, hospitals, etc.) may be overwhelmed during major disasters.

State/federal assistance will be available in most emergencies affecting our region. However, RTA and its local emergency response partners must be prepared to carry out initial emergency response and short-term recovery operations for the first 72 hours.

Proper implementation of this plan may prevent or reduce deaths, injuries, and damage. Detailed emergency planning, training of emergency responders and other personnel, and periodic emergency drills and exercises can improve RTA's readiness to manage emergency situations.

RTA's Board of Commissioners and RTA Executive Leadership recognize their responsibilities for the safety and well-being of RTA employees, customers, and the public and will provide the leadership, direction, and funding needed to implement this AHP.

Essential and Reserve Personnel

The RTA AHP is based on the premise that the emergency functions of various RTA departments will parallel their normal day-to-day functions. To the extent possible, the same personnel and resources will be deployed to perform both day-to-day and emergency functions.

The RTA maintains a roster of essential personnel. Essential personnel are employees, who by virtue of their presence, specialized function, or necessary skills, are essential to conducting the business or certain operational needs of the RTA and are, therefore required to report for duty and serve on the RTA's Incident Management Team (IMT) when needed.

Whenever possible, designation of employees as essential will occur well in advance. Designation of essential employee status may vary depending on the circumstances of the emergency. Department Heads must maintain a list of all essential personnel and submit this list quarterly to the RTA's Chief Human Resources Officer (or designee) who will in turn approve it and advise the Director of Emergency Management accordingly.

Any employee who is not designated as essential is designated as reserve personnel. Reserve personnel are employees who are not initially required to report for duty during an emergency, but who are required to report for duty when activated by the RTA's IMT in consultation with the employee's Department Head. These employees then become essential employees until demobilized by the IMT.

Preparedness

Preparedness is the shared responsibility of our entire nation. The whole community contributes, beginning with individuals and communities, the private and nonprofit sectors, faith-based organizations, and all governments (local, regional/metropolitan, state, tribal, territorial, and Federal). We describe our security and resilience posture through the core capabilities that are necessary to deal with the risks we face.

The National Preparedness Goal is to ensure a secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. Core capabilities are essential for the execution of each of the five mission areas:



The core capabilities are not exclusive to any single government or organization but require the combined efforts of the whole community.

The core capabilities contained in the National Preparedness Goal are the distinct critical elements necessary for our success. They are highly interdependent and require us to use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance our science and technology capacity, and ensure that administrative, finance, and coordination systems are in place to support these capabilities.

The core capabilities serve as both preparedness tools and a means of structured implementation. All manner of incidents across the whole community have proven the usefulness of the core capabilities and the coordinating structures that sustain and deliver them. These range from localized and regional incidents, larger events involving both Stafford Act disaster and emergency declarations, and operations conducted under other authorities (e.g., response to an emerging infectious disease outbreak).

Individual and community preparedness is fundamental to our national success. Providing individuals and communities with information and resources will facilitate actions to adapt to and withstand an emergency or disaster. As we have seen in tragic incidents both at home and abroad, anyone can contribute to safeguarding the Nation from harm. Our national resilience can be improved, for example, by raising awareness of the techniques that can save lives through such basic actions as stopping life-threatening bleeding. By providing the necessary knowledge and skills,

we seek to enable the whole community to contribute to and benefit from national preparedness.

Whole community contributors include children, older adults, individuals with disabilities and others with access and functional needs, those from religious, racial, and ethnically diverse backgrounds, people with limited English proficiency, and owners of animals including household pets and service animals. Their needs and contributions must be integrated into our efforts. Each community contributes to the goal by individually preparing for the risks that are most relevant and urgent for them individually. By empowering individuals and communities with knowledge and skills they can contribute to achieving the National Preparedness Goal.

We continue to make progress in building and sustaining our national preparedness. The Goal builds on these achievements, but our aspirations must be even higher to match the greatest risks facing our Nation. As we prepare for these challenges, our core capabilities will evolve to meet those challenges.

Five Phases of Emergency Management

This plan follows an all-hazards approach and acknowledges that most responsibilities and functions performed during an emergency are not hazard-specific. This plan accounts for activities before, during, and after emergency operations; consequently, all phases of emergency management must be addressed using the core capabilities defined by the National Preparedness Goal.

Emergency management is composed of the following five phases:

Phase 1 – Prevention: Focuses on creating concrete plans, training, and exercises well ahead of a hazard/disaster to prepare the organization. Emergency planning activities will allow organizations to reduce loss of life and sustain environmental challenges by developing organizational specific plans, standardized planning tools and emergency management protocols.

Phase 2 – Mitigation: Activities that eliminate or reduce the probability of a hazard occurring or minimize the impact or consequences of a hazard. Examples of mitigation activities are incorporation of safety standards and designs into engineering and procurement specifications, conduct of system safety inspections, installation of security cameras to prevent crime, and the use of smoke detectors and fire extinguishers for responding to fires.

Phase 3 – Preparedness: Activities that develop and improve the capabilities to prevent, protect, respond, and recover in the event an emergency. Examples of Preparedness activities include planning, coordination, community outreach, passenger/public education, training, and exercises. Mitigation and Preparedness activities may be conducted on an on-going basis as part of RTA's normal operations.

Phase 4 – Response: Activities beginning when the emergency occurs, or when warning signs indicate an emergency is imminent. Examples of Response activities are on-scene emergency response, Emergency Operations Center (EOC) activation, internal/external communications, public warning, evacuation, search and rescue, family notification, and assistance.

Phase 5 – Recovery: Activities beginning when the emergency has ended. Examples of Recovery activities are damage assessment, emergency repairs, recall of personnel to work, restoration of services, and return to normal operations. During recovery, additional mitigation measures may be taken to further reduce the probability or impact if a similar hazard were to occur in the future.

National Incident Management System (NIMS)

The RTA adopts the National Incident Management System (NIMS) which complies with Homeland Security Presidential Directive #5 (HSPD-5).

After the terrorist attacks on September 11, 2001, the Department of Homeland Security mandated that NIMS be utilized by all local, state, federal, private sector, and non-governmental organizations nationwide to respond to and manage any emergency in the U.S., regardless of the size, complexity, or type of hazard.

NIMS provides a standardized Incident Command System (ICS) organizational structure, terminology, and forms that government and private entities at all levels can use to work together more effectively.

For catastrophic incidents that overwhelm local and state response capabilities, the National Response Framework (NRF) provides NIMS-compatible guidance for integrating local, state, and federal response through Emergency Support Functions and Support/Incident Annexes.

NIMS requires that all personnel who have any emergency response or emergency management role complete specific NIMS training courses and be qualified to fill the roles they may be assigned to. The RTA will endeavor to train and qualify those personnel assigned to the RTA's Incident Management Team in their respective roles.

NIMS compliance may be required for RTA to obtain federal planning grant funding and FEMA reimbursement of expenses incurred by RTA during any Presidential-declared disaster.

Direction and Control

During an emergency, direction and control will be provided through one or more of the following teams:

- Operations Control Center and RTA Duty Team: The first RTA employee on-scene will serve as initial Incident Commander (IC) to direct on-scene tactical operations using "first responders" from RTA and other emergency response agencies. The RTA Duty Team is comprised of operators, supervisors, dispatchers, transit police, and on call safety personnel. Most incidents that occur are managed and resolved by the Operations Control Center and RTA Duty Team.
- Incident Management Team (IMT): For larger and more complex incidents lasting longer in duration, the RTA's CSEM has the authority to activate an IMT that will provide additional RTA resources to assist with multi-agency coordination and any ICS functions that cannot be conducted on-scene.
- ELT Policy Group: When the IMT is activated for a larger and more complex incident of long duration, members of the RTA's Executive Leadership Team (ELT) become policy advisors to the IC and IMT. The ELT provides policy guidance on priorities and objectives, commit additional resources and funding, and coordinates with other agency executives and senior elected officials. Additionally, the CEO or a designated member of the ELT assists with briefing RTA Board members and elected officials on issues and activities related to the emergency and RTA's response.

Accountability Procedures

The RTA has adopted NIMS and will use an Incident Command Structure (ICS) to manage all hazards and emergencies, activating an Incident Management Team (IMT) when RTA services are severely or regionally impacted.

When activated, some rules apply to all personnel assigned to the RTA IMT:

Resources must not self-dispatch or respond to an incident or event without proper authorization from the RTA Incident Management Team Command, Command Staff, or General Staff. Serious safety issues can result from arriving unannounced or freelancing outside of the established Incident Command Structure.

Other rules that must be followed by all RTA IMT personnel, when activated, are:

- Check In: All resources are required to check in with either their IMT branch Chief, Unit Leader, or the Planning Section Chief and/or Resource Unit Leader. Doing so enhances responder safety, supports the provision of logistical support for the resource, ensure compensation is provided for,

initiates the personnel accountability process, and maximizes the effectiveness of the resource.

- Incident Action Plan: The Incident Action Plan is the principal product of the Planning Process. It reflects the most currently available assessment of the incident and proposed response actions needed to meet incident objectives. Resources assigned to the incident are required to be present at the operational period briefing given prior to the start of the operational period. Pen and ink changes are permitted to the IAP during the operational period with permission from the Incident Commander and approved by the Operations Section Chief.
- Unity of Command: In order to prevent accountability breakdowns, each individual assigned to the IMT shall report to only one supervisor.
- Span of Control: Supervisors should be able to effectively supervise, communicate with, manage, and control all personnel assigned to them. Span of control might vary between three to seven personnel per supervisor with the ideal span of control being five.
- Resource Tracking: Supervisors should record resource status changes as they occur and report those changes to the Planning Section/Resource Unit Leader. Resource tracking should be standardized.

Integration with Other Plans

The RTA AHP has been designed to integrate with other RTA plans and procedures, and with similar NIMS-compatible plans at the local, state, and federal level, such as:

- RTA departments' Standard Operating Procedures (SOPs)
- RTA's Agency Safety Plan (ASP)
- RTA System Security Plan (SSP)
- City of New Orleans All-Hazards Plan
- State of Louisiana All-Hazards Plan
- National Response Framework (NRF)

The City of New Orleans and State of Louisiana all have functional annexes to support their basic plans. For example, RTA may be requested to provide guidance, coordination, and/or resources under one or more City, Parish, or State AHP annexes. Typically, acceptance of any emergency role is formalized with a Cooperative Endeavor Agreement.

Requests from RTA for Assistance

RTA will typically use its own resources to respond to emergency situations, purchase additional services, supplies and equipment if necessary, and request assistance if internal resources are insufficient or inappropriate. If more resources are needed, the RTA's Emergency Management Department will contact the Director of the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP) or the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) for assistance.

Such examples of assistance include:

- Resources available through the Louisiana Emergency Response Network (LERN), the statewide mutual aid database.
- Assistance from non-governmental organizations or volunteer groups active in disasters.
- Assistance from industry or private sector companies.
- Assistance from the State of Louisiana if Orleans Parish resources are exceeded.

Requests to RTA for Assistance

RTA has transportation services and other available resources that may be requested by cities, parishes, school districts, and organizations within RTA's service area before, during, or after an emergency.

RTA's resources should be primarily used to provide public transit services to RTA passengers. However, the RTA will consider requests for assistance that would save lives, protect property or the environment, help stabilize the emergency, or restore services to any affected community to the extent that operational resources are available.

Outside of activation of the RTA IMT, requests received by any RTA employee for assistance outside of normal RTA operations should be briefed and approved by the CEO and applicable Department Head.

When the RTA's IMT is activated, all requests for assistance must be sent to either the RTA's Incident Command Post (ICP) phone number or email or sent to a liaison team consisting of an operations department Liaison Officer and a senior Agency Representative assigned to the City of New Orleans Emergency Operations Center.

Requests for RTA assistance can be categorized as either *Minor* requests that have little or no impact on RTA's normal operations, or *Major* requests that would require

extensive RTA involvement to avoid impacting RTA's normal or emergency operations.

Minor Requests

RTA's examples of Minor requests for assistance include:

- Buses or streetcars to evacuate residents of an apartment complex on fire, or a neighborhood destroyed by a tornado, to a city shelter.
- Buses to serve as an on-scene Command Post or as cooling buses for emergency responders to rest and rehabilitate.
- Buses or vans to transport emergency responder personnel, supplies, and equipment to staging areas or other locations.
- Buses or vans to transport ambulatory patients from a mass casualty site or between hospitals when sufficient ambulances are not available.
- Requests to provide crowd control or other assistance during special events.

Major Requests

RTA's Incident Management Team will be activated for incidents that will certainly interrupt RTA service. The IMT will anticipate and make plans for considering Major requests for assistance to include:

- Buses and streetcars to conduct a mass evacuation of one or more areas (e.g., downtown New Orleans), whether in response to or in anticipation of an emergency, or to supplement regular scheduled service
- Buses and vans to evacuate residents without private transportation, including elderly, medical and special needs residents from their homes to a city/Parish embarkation hub.
- Buses and vans to transport sick or injured patients to local hospitals or medical facilities outside of the RTA service area. For example, during a hurricane RTA may dispatch emergency evacuation Buses to pick up Functional and Access Needs evacuees from their homes and transport them to the Smoothie King Center (SKC) as an embarkation hub to designated evacuation shelters.

RTA Department Roles with Emergency Management

The RTA is organized under the leadership of a CEO who reports to an appointed Board of Commissioners. The RTA's current Organizational Chart can be found under the RTA's Company Policies page on ADP.

RTA departments and their assigned divisions or sections are responsible for performing the following tasks during mitigation & preparedness, response, and

recovery phases of emergency management administration, audit, and best practices.

Chief Executive Officer

- Serve as a Policy Advisor to the Incident Commander when the RTA IMT is activated.
- Support the AHP and staffing of the RTA's IMT.
- Brief RTA Board of Commissioners on the status of RTA operations and emergency management.
- Coordinate, as needed, with the Parish Presidents, Mayors, and other elected officials of counties, cities, and congressional/legislative districts within RTA's service area.
- Coordinate, as needed, with agency administrators, executives and senior officials of response partner agencies and organizations responding to the incident
- Coordinate, as needed, with the CEO or senior administrator of other public transit authorities.
- Authorize the modification, suspension, or resumption of RTA transportation services and RTA employee/contractor work schedules due to the emergency.
- Provide policy guidance and direction to RTA's IC on current priorities and objectives.
- Obligate emergency funds and other resources needed for emergency management response and recovery operations.

Deputy CEO of Planning & Infrastructure:

- Serve as a Policy Advisor to the Incident Commander when the RTA IMT is activated.
- Support the AHP and staffing of the RTA's IMT.
- Provided a list of essential facility personnel to the EM Department, to assist with pre and post facility damage assessments.
- Liaise with construction contractors performing work under RTA management. A list of contractors who have expressed willingness to cooperate with RTA to perform essential repairs and restoration activities to accelerate the recovery from a disaster will be maintained.
- Complete Federal Emergency Management Agency (FEMA) forms to seek reimbursement following any declared disaster or emergency.

- Maintain approved forms for reporting and compiling information on damage assessment and provide these forms to the RTA's IMT.
- Recommend and direct mitigation measures to bolster RTA facilities against vulnerabilities posed by all hazards.
- Report all damage recorded at RTA facilities. If an RTA facility is in a condition that is unsafe for use, implement immediate measures to secure the facility until deemed safe.
- Coordinate with Chief Safety and Emergency Management and Chief Operations Officer on measures required to restore facilities to a safe operating condition.
- Establish and maintain a complete and separate file of all RTA Real Estate assets.
- Provide support to RTA departments regarding adherence to emergency procedures before, during and after periods of emergency or disaster.
- Provide the IMT with guidance related to safeguarding real estate assets.
- Report and document all RTA sustained real estate damage.
- Stand prepared to provide for temporary facilities immediately following the emergency and during the repair and recovery time following the emergency.
- Receive emergency service documents for pre-emergency and post emergency operations for FEMA reimbursement from the RTA's IMT Finance and Administration Branch Chief after the IMT is deactivated.
- Coordinate emergency assistance with telephone equipment vendors and representatives from RTA's telephone, data, and Internet service providers.
- Provide the emergency telephone numbers of telephone equipment vendors.
- Assist operating facilities with any telephone and radio issues.
- Provide technology support for the RTA's Incident Command Post.

Deputy CEO of Finance Administration

- Serve as a Policy Advisor to the Incident Commander when the RTA IMT is activated.
- Support the AHP and staffing of the RTA's IMT.
- Support RTA departments regarding adherence to emergency procedures before, during and after periods of emergency or disaster.
- Provide RTA's IMT with guidance related to safeguarding public assets, avoidance of waste, suspected fraud and accounting irregularities.
- Establish and maintain a complete and separate file of all emergency related expenditures.

- Report and document all Authority sustained property damage in accordance with emergency claims procedures.
- Obtain, update, and disseminate emergency contact information in response to internal and external inquiries.
- Evaluate incoming calls to identify needs and respond, if possible, and/or direct inquiries to the RTA's IMT.
- Provide current information and or other support to management, employees and/or families as requested.
- Coordinate with Chief of Staff, the Emergency Management Department, and the RTA IMT for any notifications of employees as needed.
- Liaise with RTA Risk Management and Legal Counsel to provide advice and consultation regarding legal aspects before, during and after response.
- Advise and consult regarding legal aspects of emergency preparedness.
- Provide legal support in reviews of emergency procedures.
- Support the emergency procurement needs of the IMT.
- Maintain a list of RTA's current contractors and vendors with contact names and telephone numbers.
- Provide blank requisition forms to use as emergency purchase orders.
- Notify vendors of emergency stand by situation. Verify resources are readily available
- File property insurance claims with property insurance carrier.

Chief of Staff

- Serve as a Policy Advisor to the Incident Commander when the RTA IMT is activated.
- Support the AHP and staffing of the RTA's IMT.
- Support the Emergency Management Team by producing printed materials necessary to communicate emergency information for public dissemination.
- Prepare and distribute the printed materials.
- Provide printing services for system maps and other information as requested by Executive Management.
- Provide support for other departments as needed (i.e., reproduction services for Human Resources' employee emergency contact information).
- Update RTA's internet site.
- Provide users and non-users of our public transit services with accurate information about the operating status of RTA services and facilities.
- Communicate emergency information to the appropriate community leaders upon request.

- Maintain a list of media contacts that will assist with providing information to the public.
- Inform and update radio, television, and newspaper report of RTA's emergency operating status.
- Develop statements addressing RTA's status and any future.
- Maintain contact with the EOC to communicate any changes to previous media notices.
- Be prepared to send staff to any Joint Information Center (JIC) established.

Chief Operations Officer (COO)

- Serve as the primary Incident Commander (IC) for all major incidents, leading the RTA's IMT.
- Serve as a Policy Advisor to the Incident Commander (when not IC) when the RTA IMT is activated.
- Support the AHP and staffing of the RTA's IMT.
- Protect life and property and attempt to maintain a standard of order during an emergency.
- Assist in locating and securing all RTA equipment affected by the emergency.
- Assist in all evacuation activities.
- Aid other agencies and RTA departments, as necessary.
- Be responsible for RTA's rolling stock and fixed assets during periods of disaster or emergency.
- Ensure the continued safe operation of transportation services before and after periods of emergency or disaster.
- Following an emergency, evaluate streets and roadways to determine what level of service RTA can resume.
- Report all damage recorded at RTA facilities. If an RTA facility is in a condition that is unsafe for usage by RTA patrons or personnel, then immediate measures shall be taken to secure the facility against further use.
- Coordinate with the Deputy CEO of Infrastructure and Planning on measures required to restore facilities to a safe operating condition.
- Monitor the situation and be prepared to adjust service.
- Upon notification of an emergency, safely remove employees and patrons from any dangerous situations.
- Have equipment and personnel designated to respond to requests for assistance from local governments.
- At the appropriate time, move all vehicles to a safe environment.

- Ensure field personnel will transmit information concerning the hazardous situation to the dispatcher.
- Maintain constant communications with all RTA departments and provide information relevant to the successful operation and safety of field units and RTA equipment.
- Conduct the required equipment and system checks to assure that the RTA OCC (Operations Control Center) applications are operational.
- Assist in evaluating key fixed routes during the recovery process.
- Assist in identifying facilities, services, equipment and supplies, and other resources to support an event.
- Secure all RTA facilities and recover all RTA vehicles.
- Supply vehicles as required.
- Assist in the clearing of bus routes as required.
- Control bus, streetcar, and ferry movements out of operating facilities.
- Supply a central fueling point for vehicles operating during periods of emergency.

Chief Safety and Emergency Management Officer (CSEM):

- Champion the AHP.
- Serve as a backup Incident Commander (IC) for all major incidents, leading the RTA's IMT.
- Serve as a Policy Advisor to the Incident Commander (when not IC) when the RTA IMT is activated.
- Support staffing of the RTA's IMT.
- Develop and implement RTA plans, policies, and procedures to meet safety and emergency preparedness requirements posed by LADOTD, FEMA, and FTA.
- Coordinate with the Deputy CEO of Infrastructure and Planning to incorporate emergency management into RTA's Safety and Security Certification program and ensure that emergency management is adequately addressed in capital projects.
- Develop and implement emergency drills, exercises (tabletop and full-scale), scenarios, training, and other activities in accordance with the RTA's Exercise Plan.
- Monitor the National Weather Service and National Hurricane Center to ensure that severe weather alerts are communicated to operators and administrative personnel in a timely manner. Coordinate an Executive

Leadership Team (ELT) meeting to discuss and implement risk mitigation to protect RTA personnel and property when severe weather is forecasted.

- Establish partnerships with the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP), the Governor's Officer of Homeland Security and Emergency Preparedness (GOHSEP), and other government emergency response organizations (etc. NOFD, NOPD, NOHD, TSA, FEMA).
- Implement the Incident Command System (ICS) consistent with the National Incident Management System (NIMS) framework throughout the entire agency.

Chief Marine Officer

- Serve as a backup Incident Commander (IC) for all major incidents, leading the RTA's IMT.
- Serve as a Policy Advisor to the Incident Commander (when not IC) when the RTA IMT is activated.
- Support the AHP and staffing of the RTA's IMT.
- Liaise with marine operator contractor performing work under RTA management.
- Provide copies of marine operator emergency response plans and procedures, as needed, to incorporate into the AHP.
- Assist with coordinating damage assessments of all marine assets (terminals, ferries) post incident.

Chief Security Officer

- Serve as a backup Incident Commander (IC) for all major incidents, leading the RTA's IMT.
- Serve as a Policy Advisor to the Incident Commander (when not IC) when the RTA IMT is activated.
- Support the AHP and staffing of the RTA's IMT.
- Support emergency preparedness activities, such as drills and exercises, related to physical security and law enforcement.
- Ensure physical security and force protection of RTA IMT and emergency responders.
- Liaise with NOPD, when requested, to address impacts of road closures to RTA service lines.

Director of Emergency Management

- Manages and updates the AHP.
- Serves as the primary Planning Section Chief on the RTA IMT.
- Serves as the primary RTA Agency Representative with the CEOC when the RTA IMT or CEOC are not activated.
- Develops and implements RTA plans, policies, and procedures to meet safety and emergency preparedness requirements of the Louisiana Department of Transportation and Development (LADOTD), the Federal Emergency Management Agency (FEMA) and the Federal Transit Administration (FTA).
- Coordinates with the Deputy CEO Planning and Infrastructure to incorporate emergency management into RTA's Safety and Security Certification program and ensures emergency planning is adequately addressed in capital projects.
- Responsible for the implementation of the agency's scalable Incident Command System (ICS) before, during, and after all declared emergencies consistent with the National Incident Management System (NIMS) framework and pursuant to local, state, and federal requirements for inter-agency disaster response.
- Assesses the emergency management capabilities of RTA, coordinates disaster response capabilities with the New Orleans Police Department (NOPD), New Orleans Office of Homeland Security & Emergency Preparedness (NOHSEP), and other emergency response partners, and makes recommendations for strategies and actions that will improve capabilities
- Assists agency officials, department directors and administration in maintaining a COOP that ensures government agency functions can be re-established and sustained if impacted by an emergency or disaster incident.
- In coordination with other departments, develops and issues recommendations or corrective actions and monitors activities to ensure adequate preparedness of RTA assets.
- Leads, facilitates, and in coordination with other departments develops and implements recommendations or corrective actions from After-Action Reviews (AARs) and/or "hot washes".
- Develops, communicates, and trains RTA personnel on safety, security, and emergency management policies and procedures.

Risk/Threat Levels

The U.S. Department of Homeland Security has adopted the National Terrorism Advisory System, or NTAS, which replaces the color-coded Homeland Security

Advisory System (HSAS). The NTAS is expected to communicate information more effectively about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector.

The NTAS has two levels:

- Imminent Threat Alert: Warns of a credible, specific, and impending terrorist threat against the United States.
- Elevated Threat Alert: Warns of a credible terrorist threat against the United States.

The alerts will include a clear statement that there is an imminent threat or elevated threat, and recommended steps that individuals, communities, businesses, and governments can take to help prevent, mitigate, or respond to the threat.

The NTAS Alerts will be based on the nature of the threat. In some cases, alerts will be sent directly to law enforcement or affected areas of the private sector, while in others, alerts will be issued more broadly to the American people through both official and media channels.

NTAS Alerts contain a sunset provision indicating a specific date when the alert expires. There will not be a constant NTAS Alert or blanket warning that there is an overarching threat.

The RTA Emergency Management Department, working with the RTA Security Department, will monitor NTAS threat levels and coordinate emergency response activities with the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP) should a threat alert pertaining to the RTA's transit system arise.

RTA Incident Management Team

During major emergencies, the Director of Emergency Management, in consultation with the Chief Safety and Emergency Management Officer, can recommend activation of an Incident Management Team (IMT) that stands up a formal Incident Command Structure (ICS) for effectively managing facilities, equipment, personnel, procedures, and communications.

The RTA's IMT is led by an Incident Commander (IC) who directs a Command and General Staff. The Command Staff is comprised of a Public Information Officer, a Safety Officer, a Liaison Officer, and an Agency Representative.

The General Staff includes incident management personnel representing functional elements of the ICS under an Operations Section Chief, a Logistics Section Chief, a Planning Section Chief, and a Finance and Administration Section Chief.

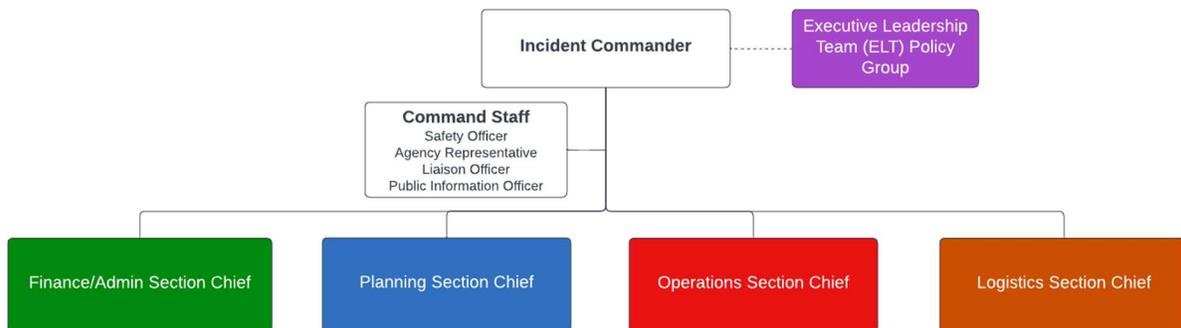


Chart 1: Incident Command System Organizational Chart

All RTA IMT personnel share the following common responsibilities:

- Receive assignment from RTA, including:
 - Job Assignment (designation, position).
 - Brief overview of the incident.
 - Approval for travel to the incident (order number, mission tasking).
 - Travel instructions, including reporting location, time, and authorized travel methods.
 - Any special communications instructions.
- Monitor incident-related information from media (national, local, social) if available.
- Assess personal equipment readiness for specific incident and climate (e.g. medications, money, medical records, approved electronic devices such as cell phone and computers, etc.) Assemble items for travel and personal support.
- Inform necessary individuals/family members as to incident assignment and contact information.
- Upon arrival at the incident (Incident Command Post, Incident Base or Camp, Staging Area) check in. If instructed to report directly to a tactical assignment, check in with Division/Group Supervisor or Operations Section Chief, then check in with Resources Unit Leader under Planning Section Chief.
- Receive briefing from immediate supervisor and document briefing on Activity Log (ICS-214).

- Assisting or Cooperating agencies or entities should contact your Agency Representative (AREP/Liaison Officer) to coordinate assignment and incident support concerns.
- Acquire work materials.
- Abide by both RTA and host organizational code or ethics, policies, procedures, and applicable labor agreements.
- Participate in Planning Process (Planning P) meeting and briefings as appropriate.
- Ensure compliance with all safety practices and procedures. Report unsafe conditions to those potentially affected, through the chain of command, and/or the Safety Officer (SOFR).
- Supervisors: Maintain accountability for assigned personnel with regard to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.
- Know the assigned communications methods and procedures for the area of responsibility and ensure that communications equipment is operating properly.
- Use plain language and ICS terminology (no codes) in all radio communications.
- Complete forms, reports, and Activity Log (ICS 214) that are required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit (or Planning Section Chief).
- Ensure all equipment is operational prior to each work period.
- Report any signs/symptoms of extended incident stress, injury, fatigue, or illness to a supervisor.
- Brief/debrief your replacement about ongoing operations when relieved.
- Prepare personal belongings for demobilization.
- Complete demobilization checkout process before being released from incident, including the return of all equipment.
- Upon demobilization, report estimated time of arrival (ETA) to RTA. Anticipate travel needs and prepare early-on for possible long-distance travel.
- Participate in after-action activities as directed.
- Complete and/or receive Incident Personnel Performance Rating (ICS 225), if appropriate.

All RTA Unit Leaders share the following unit leader responsibilities:

- Determine status of Unit activities and personnel.
- Determine resource needs.

- Request additional resources, as needed.
- Confirm dispatch and estimated time of arrival of staff, equipment, and supplies.
- Assign specific duties to staff and supervise staff.
- Provide Logistics Section with list of supplies to be replenished and equipment to be repaired.

All individuals in supervisory positions on the IMT share the following common leadership responsibilities:

- Exhibit principles of **duty**.
 - Be proficient in the job, both technically and as a leader.
 - Make sound and timely decisions.
 - Ensure tasks are understood, supervised, and accomplished.
 - Train and mentor assigned subordinates.
- Exhibit principles of **respect**.
 - Know subordinates and look out for their well-being.
 - Keep subordinates informed.
 - Build the team.
 - Assign subordinates in accordance with their capabilities.
- Exhibit principles of **integrity**.
 - Know yourself and seek improvement.
 - Seek responsibility and accept responsibility for your actions.
 - Lead by example.

Command and Command Staff

Incident Commander

The Incident Commander is responsible for the overall management of the incident or planned event and supervises the ICS positions reporting to them. In most cases, the initial responder to an incident is designated as the IC. However, as the incident becomes more complex, and an IMT is activated, the IC is typically relieved by a person with higher qualifications and experiences with primary jurisdiction over the incident.

The IC is responsible for providing direction and guidance to the Command and General Staff. They should analyze the requirements of the incident and determine the most appropriate direction for the management team to follow during a response. The primary mechanism for establishing this direction is to organize the Command and General Staff around decision making, establishing incident priorities and

objectives, approving incident strategies, and assigning operational tasks to primary staff for the first operational period and beyond.

The major responsibilities of the IC include:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).
- Where appropriate obtain a Delegation of Authority.
- Upon arrival, assess the situation and obtain incident briefing from current IC.
- Establish personnel priorities.
- Determine if Unified Command is appropriate/needed.
- Determine incident objectives and general direction for managing the incident.
- Establish an Incident Command Post (ICP).
- Establish an appropriate organization.
- Brief Command Staff and Section Chiefs.
- Coordinate and supervise activities for all Command and General Staff members.
- Ensure scene security.
- If applicable, consider the incident as a potential crime scene; preserve evidence and coordinate with law enforcement.
- Ensure adherence to the planning process and planning cycle.
- Ensure appropriate meetings and briefings are schedule as required.
- Approve and authorize the implementation of an Incident Action Plan (IAP).
- Ensure that adequate safety measures are in place, including assignment of a Safety Officer.
- Ensure safety received priority consideration.
- Foster an atmosphere free of discrimination, sexual harassment, and other forms of inappropriate behavior.
- Coordinate with key stakeholders.
- Make appropriate notifications (e.g., hospitals, health department, etc.)
- Approve requests for additional resources or for the release of resources.
- Keep Agency Administrator informed of incident status.
- Approve the use of trainees, volunteers, and auxiliary personnel.
- Ensure all IMT members are aware of and maintain the security and confidentiality of all classified, confidential, sensitive, and For Official Use Only (FOUO) documentation, intelligence, or data.

- Ensure proper development and releasing of information, which may include establishment and oversight of a Joint Information Center (JIC) (see Crisis Communications Annex).
- Authorize release of information to the news media (if delegated that ability).
- Ensure Incident Status Summary (ICS 209) is completed and forwarded to the appropriate higher authority.
- Order the demobilization of the incident/event when appropriate.
- Approve Demobilization Plan.
- Ensure incident financial accountability and expenditures are maintained to standards received from the CEO.
- Ensure the incident documentation package is complete.
- Debrief with the CEO
- Maintain an Activity Log (ICS 214).

Safety Officer (SOFR)

The Safety Officer (SOFR) monitors incident operations and advises the IC on all matters pertaining to operational safety and the health and safety of emergency responder personnel. The SOFR has the emergency authority to alter, suspend, or terminate unsafe acts at all times for all incident operations. The Safety Officer also monitors the safety of all incident support functions and personnel assigned to the Incident Command Post (ICP).

The major responsibilities of the Safety Officer are:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).
- Assign assistants, as needed.
- Establish operating and reporting procedures for Assistant Safety Officers.
- Identify hazardous situations associated with the incident and coordinate with the Operations Section Chief while developing the Incident Action Plan Safety Analysis (ICS 215A) to mitigate the hazards.
- Participate in the Tactics and Planning Meetings, as well as other meetings and briefings as required.
- Provide safety direction in the Incident Action Plan (IAP) for assigned responders.
- Complete the Safety Message/Plan (ICS 208) for inclusion in the IAP.
- Approve the Medical Plan (ICS 206).
- Ensure the development of a Site Safety Plan as required.
- Review and provide input to the traffic plan, if developed.

- Ensure the selection of Personal Protective Equipment (PPE) and other equipment meets the needs of the incident.
- Ensure that personnel accountability system is in place for all personnel.
- Ensure that working conditions are monitored and work/rest guidelines are adhered to.
- Coordinate with the Medical Unit Leader (if applicable) to assign EMS personnel to tactical locations. Review and emergency evacuation guidelines.
- Ensure identified resources are in place to meet the behavioral health needs of responders.
- Exercise emergency authority to alter, suspend, terminate, and prevent unsafe acts outside of the scope of the IAP and notify the Incident Commander.
- Track and report accidents, injuries, and illnesses.
- Investigate or ensure investigation of accidents that have occurred within the incident area.
- Ensure the protection of the scene and preservation of evidence.
- Brief the IC on safety issues and concerns.
- Ensure all contractors and volunteers hired/brought in meet and are aware of appropriate safety/health training levels, and safety/health measures to achieve the response strategies.
- Monitor food, potable water, and sanitation service inspections. Request assistance from Public Health agencies as needed.
- Monitor operational period lengths of incident personnel to ensure work/rest guidelines are followed.
- Complete a debriefing session with the Incident Commander prior to demobilization.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Maintain an Activity Log (ICS 214).

Liaison Officer (LO)

When the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP) activates its City Emergency Operations Center to coordinate emergency transportation or evacuation for the Citizens of New Orleans, the RTA IMT will assign a Liaison Officer (LO) to act as an RTA Operations Subject Matter Expert (SME). The LO works directly for the IC under the Command Staff but may be assigned to the CEOC if needed.

The major responsibilities of the LO are:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).
- Be a contact point for Agency Representatives (AREP), NGOs, and stakeholders who need greater interaction than provided by the Public Information Officer.
- Provide input on limitation and capability of assisting agency(ies) or entity (ies) resources as requested or needed during the Planning Process and Planning Cycle.
- Maintain a list of assisting and cooperating Agency Representatives, including name and contact information.
- Maintain a list of stakeholders, including name and contact information.
- Monitor Incident Check-in List (ICS 211) daily to ensure that all Agency Representatives are identified.
- Monitor incident activities to ensure that stakeholders are identified.
- Monitor incident operations to identify current or potential inter-organizational or stakeholder issues.
- Brief the IC on agency issues and concerns.
- Keep agencies supporting the incident and stakeholders aware of the incident's status.
- Conduct Stakeholder and Agency Representatives Meetings or Briefings as indicated.
- Assist in establishing and coordinating interagency contacts.
- Coordinate with Public Information Officer (PIO) to develop and implement Social Media strategy by providing input on social media uses and interface with Stakeholders and the Public.
- Respond to request for information and resolve problems.
- Complete a debriefing session with the Incident Commander prior to demobilization.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Maintain an Activity Log (ICS 214).

Agency Representative (AREP)

The RTA acts as an Assisting Agency to the City of New Orleans during major emergencies. As such, the RTA will assign an AREP to the CEOC. The AREP has been delegated authority to make decisions on matters affecting the agency's participation

in the incident or event. AREPs work for the RTA but communicates frequently with the LO who works for the IC.

The major responsibilities of an Agency Representative are:

- Review Common Responsibilities (see above).
- Ensure that all agency resources are properly check in at the incident.
- Obtain a briefing from the Liaison Officer or Incident Commander (IC).
- Inform any assisting or cooperating agency personnel at the incident/event that the Agency Representative position for that agency has been filled.
- Attend briefings and meeting as required.
- Provide input on capabilities, limitations, and availability of resources unless Resource Technical Specialist is assigned from the agency.
- Cooperate fully with IC and the General staff on agency involvement at the incident.
- Ensure the wellbeing of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, policies, procedures, or requirements.
- Report to home agency dispatch or headquarters on a prearranged schedule.
- Coordinate with Finance Section any respective items specific to their agency.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to demobilization.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Complete a debriefing session with the Liaison Officer or IncidentCommander before demobilization.
- Maintain an Activity Log (ICS 214).

Public Information Officer (PIO)

The RTA PIO is responsible for developing and releasing information regarding the incident to the public, emergency responders, and other appropriate agencies and stakeholders. In most cases, the PIO leverages the media to notify the public. One PIO is typically assigned to the Incident Command. However, the PIO may add assistants if needed, depending on the amount and frequency of information being shared.

The major responsibilities of the PIO are:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).

- Determine from the Incident Commander (IC) if there are any limits on information release.
- Obtain copies of the current Incident Status Summary (ICS 209).
- Assign Assistant Public Information Officer(s) as appropriate.
- Keep informed of the incident development and its management through the planning process.
- Develop a plan to address any Information-related Incident Objectives.
- Develop material for use in media briefings.
- Obtain IC approval of media releases.
- Inform the media and conduct media briefings.
- Evaluate the need for and recommend the establishment of Joint Information Center, as necessary, to coordinate and disseminate accurate, accessible, and timely incident-related information.
- Coordinate with or operate within the Joint Information Center (JIC) if established.
- Maintain current Incident Information summaries and/or displays on the incident and provide information on the status of incident to assigned personnel.
- Brief IC on public information issues and concerns.
- Advise IC on all public information matters.
- Manage media and public inquiries. Obtain media information that may be useful to incident planning.
- Arrange for tours and other interviews or briefings as required.
- Coordinate media flight requests into the incident airspace with NOHSEP.
- Coordinate emergency public information and service alerts.
- Monitor media reporting for accuracy.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Complete a debriefing session with the Incident Commander prior to demobilization.
- Monitor and utilize social media as approved by IC.
- Maintain an Activity Log (ICS 214).

General Staff

Operations Section Chief (OSC)

The Operations Section Chief is responsible for the management of all operations personnel. This is different from the day-to-day role of the Chief Operations Officer.

Under ICS, the Operations Section Chief focuses exclusively on operations and not Logistics, Finance/Administration, or Planning functions. All activities conducted by non-Operations Section Chiefs supports operations.

The Operations Section Chief operationalizes the Incident Action Plan and directs its execution. The Operations Section Chief does not conduct any operations outside of the IAP, and instead, allows the other supporting members of the IMT to receive and prepare requests outside of the IAP for integration into operations.

The major responsibilities of the Operations Section Chief are:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).
- Receive a briefing from the previous Section Chief (if previously staffed).
- Evaluate and request sufficient Section supervisory staffing and resources for both current operational requirements and future requirements (taking into consideration the lead time needed to obtain additional staff).
- Brief and assign Operations Section personnel in accordance with the Incident Action Plan (IAP).
- Supervise Operations Section field personnel.
- Implement the tactical plan for the Operations Section based on the Incident Command/Unified Command incident objectives.
- Evaluate on-scene operations and adjust organization, strategies, tactics, and resources (e.g., additional staff, equipment, etc.), as necessary.
- Ensure the Resources Unit is advised of changes in the status of resources assigned to the Section.
- Coordinate with the Safety Officer to ensure that Operation Section personnel execute work assignments following, and in compliance with, approved safety practices.
- Monitor the need for additional resources and request them, as necessary.
- Assemble/disassemble Task Force/Strike Team assigned to the Operations Section.
- Identify/utilize Staging Areas and assign Staging Area Manager(s), as needed.
- Evaluate and monitor the current situation for use in next operational planning period.
- Communicate incident progress, events, and occurrences to the Incident Command/Unified Command.
- Coordinate and consult with Planning Section Chief, Safety Officer, Logistics Section Chief, and Technical Specialist on implementation of appropriate strategies and selection of tactics to accomplish objectives.

- Prepare for and conduct the Tactics Meeting.
- Identify kind, type and number of resources required to support selected strategies.
- Subdivide work areas into manageable Branches, Divisions, and Groups.
- Based on incident objectives from IC, develop the Operations Section organization, work assignment, kind/type and quantity of resources needed for the next operational period using the Operational Planning Worksheet (ICS 215).
- Provide input for the Incident Action Plan Safety Analysis (ICS 215A) and coordinate planned activities with the Safety Officer to ensure compliance with safety practices.
- Identify appropriate Personal Protective Equipment (PPE) options prior to committing personnel.
- Participate in the planning process and development of the tactical portions (ICS 204) of the IAP.
- Assist with development of long-range, strategic, contingency, and demobilization plans.
- Develop a recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- Assist with development of and receive and implement application portions of the incident Demobilization Plan.
- Participate in briefings to Incident Management Team, media, tactical supervisors, visiting dignitaries, and others as requested.
- Maintain an Activity Log (ICS 214).

Planning Section Chief (PSC)

The Planning Section Chief is responsible for the collection, evaluation, dissemination, and use of incident information, resource status, and projections and forecasts of the incident dynamics and their effects. The Planning Section Chief facilitates the Planning Cycle to produce a written Incident Action Plan.

The Planning Section must understand the current situation and develop a common operating picture, predict the probably course of incident events and effects, prepare strategies and plans, as well as alternative strategies and plans, for the incident, and submit required incident status reports.

Major responsibilities of the Planning Section Chief are:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).

- Determine the organization of the Planning Section.
- Facilitate meetings and briefings.
- Supervise the tracking of incident/event personnel and resources through the Resources Unit.
- Reassign out-of-service personnel already on-site to ICS organizational positions, as appropriate.
- Establish special information-collection activities as necessary (e.g., weather, environmental, hazardous materials, etc).
- Collect, process, and display Incident Information and appropriate intelligence products.
- Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources, Situation).
- Establish documentation requirements and time schedules for all ICS organizational elements for use in preparing the IAP.
- Supervise preparation of the Incident Action Plan (IAP).
- Provide input, feedback, and advice to IMT members preparing their products for the IAP.
- Incorporate plans (e.g., Traffic, Medical, Communications, and Site Safety) into the IAP.
- Develop other incident supporting plans (e.g., salvage, transition, security).
- Ensure that any special environmental or critical infrastructure protection needs are included in the IAP.
- Ensure the accuracy of all Incident Information and intelligence being produced by Planning Section Units.
- If requested, assemble, and disassemble Strike Teams and Task Forces not assigned to Operations.
- Assemble information on alternative strategies and coordinate with Operations.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident/event status to IC and appropriate personnel.
- Ensure all Units within the section that handle data or intelligence are aware of and maintain a document security plan to manage the confidentiality and security of any classified, confidential, sensitive, and For Official Use Only (FOUO) documentation, intelligence, data, or Incident Information.
- Oversee maintenance of accurate and up-to-date incident documentation and system.

- Oversee preparation and implementation of the incident/event Demobilization Plan.
- Prepare recommendations for the release of resources (for the approval of IC).
- Maintain an Activity Log (ICS 214).

Logistics Section Chief (LSC)

The Logistics Section Chief is responsible for providing facilities, services, and material in support of the incident. The Logistics Section Chief participates in the development and implementation of the Incident Action Plan (IAP) and activates and supervises the branches and sections within the Logistics Section.

The major responsibilities of the Logistics Section Chief are:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).
- Plan, organize, and activate the Logistics Section.
- Assemble and brief Logistics Branch Directors and Unit Leaders, as required.
- Assign work locations and preliminary work tasks to Section personnel.
- Notify the Resources Unit of the Logistics Section Units activated, including names and locations of assigned personnel.
- Ensure the general welfare and safety of Logistics Section personnel.
- Request setup, and/or validate ordering processes and agency ordering point, as appropriate, to support the incident.
- Advise IC and other Section Chiefs on resource availability to support incident needs.
- In conjunction with IC, develop and advise all Section of the Incident Management Team regarding resource approval and the requesting process.
- Identify current service and support capabilities, evaluate, and supply the immediate service and support need for the planned and expected operations.
- Participate in the Tactics Meeting, review Operational Planning Worksheet (ICS 215), and estimate Section needs for upcoming operational period.
- Identify and evaluate the long-term future service and support requirements for the long-term planned expected operations.
- Participate in the preparation of the IAP.
- Prepare or provide input to and review the Incident Radio Communications Plan (ICS 205), Medical Plan (ICS 206) and Traffic Plan.
- Identify Logistical resource needs for incident contingencies.

- Coordinate and process requests for additional resources.
- Provide Logistics Section input to be included in the Demobilization Plan.
- Receive, review, and implement applicable portions of the Incident Demobilization Plan.
- Develop recommended list of Section resources to be demobilized and initiate recommendation for release, when appropriate.
- Review Activity Logs (ICS 214) provided by Unit Leaders.
- Maintain and Activity Log (ICS 214).

Finance/Administration Section Chief (FSC)

The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising the members of the Finance/Admin Section.

The major responsibilities of the Finance/Administration Section Chief are:

- Review Common Responsibilities (see above).
- Review Common Leadership Responsibilities (see above).
- Participate in incident Planning Meetings and briefings, as required.
- Review operational plans and provide alternatives where financially appropriate.
- Manage all financial aspects of an incident.
- Provide financial and cost analysis information, as requested.
- Gather pertinent information from briefings with responsible agencies.
- Develop Section-specific procedures and staff, as appropriate.
- Meet with Agency Representatives, as needed.
- Maintain daily contact with Agency(s) Administrator/Executive on Finance/Administration matters, as required.
- Ensure that all personnel time records, pay documents, and other required documents, records and report are accurately completed and transmitted to home agencies, according to policy.
- Provide financial input to demobilization planning.
- Ensure that all obligated documents initiated at the incident/event are properly prepared and completed.
- Brief agency administrative personnel on all incident event-related financial issues needing attention or follow up prior to leaving incident.
- Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.

- Receive, review, and implement applicable portions of the incident Demobilization Plan.
- Maintain an Activity Log (ICS 214).

Responses Phase of Emergency Management

The Response phase of emergency management consists of seven components listed in the chronological order each component is normally performed. They include:

- Notification
- Activation
- Mobilization
- Coordination
- Operations
- Communications
- Demobilization

Notification

The RTA has several notification systems available to alert RTA personnel, emergency response partners, customers, the media, and the public of an immediate or potential emergency. These include:

- Dispatchers can use two-way radios to dispatch and communicate with field supervisors and bus operators.
- Dispatchers can send electronic notifications directly to bus, streetcar, paratransit, and ferry operators.
- Dispatchers can send out service disruption alerts to the public via transit app.
- The RTA's Public Information Officer can send service advisories to the public via the RTA's website and transit app.
- The Emergency Management Department can request that NOHSEP release a mass emergency alert to the public.
- The Emergency Management Department can send emergency alerts to all RTA personnel by email, SMS text, or text-to-voice messages.

Activation

Most minor incidents that do not significantly interrupt transit service can usually be managed by the Operations Control Center and RTA Duty Team.

However, other emergencies (such as a hurricane, flooding, or pandemic) may be geographic and threaten the disrupt the entire transit system. In such cases, RTA will activate its Incident Management Team and stand up an Incident Command Post.

Major emergencies that have the potential to interrupt transit service, cause multiple fatalities or serious injuries, last more than 8 hours, and/or attract widespread media attention may require full, partial, or limited activation of RTA's Incident Management Team as appropriate for the emergency level.

The Emergency Management Department will determine the activation level of the RTA IMT according to the following levels:

IMT Activation Level	Description	Staffing Level and Activity
Level I	Major long-term disruption to RTA service	Full Activation of RTA IMT with full Command and General Staff with 24-hr operational planning cycle/IAP.
Level II	Potential or actual threat (including special events impacting RTA operations)	Partial activation of RTA IMT with designation of Incident Commander, Command Staff, Operations Section Chief, and Planning Section Chief. Operational planning period can be extended to weekly or biweekly meetings.
Level III	Normal Operations	No activation of RTA IMT. Emergency Management Department focuses on preparedness, prevention, mitigation, and recovery activities.

Mobilization

Upon activation of RTA's IMT, members of RTA's IMT will be notified to mobilize and report to the Incident Command Post. The Operations Liaison Officer and Agency Representative will report to the City of New Orleans Emergency Operations Center (if requested).

Coordination

Once mobilized, the RTA's Emergency Management Department will integrate into the RTA's IMT as the Planning Section. The RTA's IMT Planning Section will then coordinate staffing and emergency management products using the Incident Command System (ICS) and NIMS framework via the ICS Planning Cycle.

When the City of New Orleans activates its EOC, the Operations Liaison Officer and Agency Representative will have access to WebEOC which is used by the City of New Orleans to manage the watch schedule, log emergency events and activities, log significant events, centralize emergency resource requests, manage emergency contacts, track the status of emergency shelters, and publish incident reports (e.g., SITREPS).

Operations

The Incident Commander will direct the Operations Section Chief to conduct tactical operations needed to implement the Incident Action Plan.

Examples of tactical operations include:

- Bus Bridge to substitute buses in lieu of streetcar/ferry service that is interrupted.
- Emergency evacuation of at-risk and special needs populations.
- Restoration of transportation services.

Communications

As soon as new (and updated) incident information is confirmed, the RTA IMT will jointly develop both internal and external communications for dissemination to key stakeholders:

The RTA IMT Public Information Officer, in coordination with the RTA IMT, may be required to coordinate public alerts and press releases with the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP). During full activation, and when the City of New Orleans EOC is activated, the IMT PIO should contact NOHSEP to discuss what information should be released jointly and what information can be released independently.

Internal communications with employees that are not activated and serving on the RTA's IMT will be managed by the Daily Accountability Unit Leader, working for the Finance and Admin Section Chief of the IMT. Daily Accountability shall be completed

via SMS text with options for each reserve employee to share their status and availability for work.

Demobilization

Once the emergency is effectively managed, the on-scene Incident Commander will coordinate with the CSEM and/or the Planning Section Chief to demobilize the RTA's IMT.

All RTA IMT personnel must submit any required documentation (such as their completed timesheet, expenses, reports, and ICS forms), check in any equipment assigned to them, and debrief with their supervisor prior to their scheduled departure. The individual debriefing should include Critical Incident Stress Debriefing by Human Resources or Employee Assistance Program personnel when appropriate.

Modular Incident Management Team

The RTA's IMT is modular, meaning that all functional areas of Planning, Logistics, and Operations can be expanded to manage an incident that is increasing in size and complexity.

Maintaining an effective span of control ratio of no more than 5 subordinates to one supervisor is optimal to ensure that communication up and down the IMT is effective.

For example, an Incident Management Team could expand each ICS Section into multi-discipline Branches, functional Groups, geographic Divisions, specialized Strike Teams or Task Forces, and single resource Units as follows:

Some ICS functions (such as Public Information, Planning, Logistics, and Finance/Administration) may be difficult to perform on-scene if access to telephones, computers, Internet access, etc. is limited or not available.

In such cases, the Incident Commander may request the CSEM assign members of the Emergency Management Team to perform those ICS functions from the Emergency Operations Center or Joint Information Center.

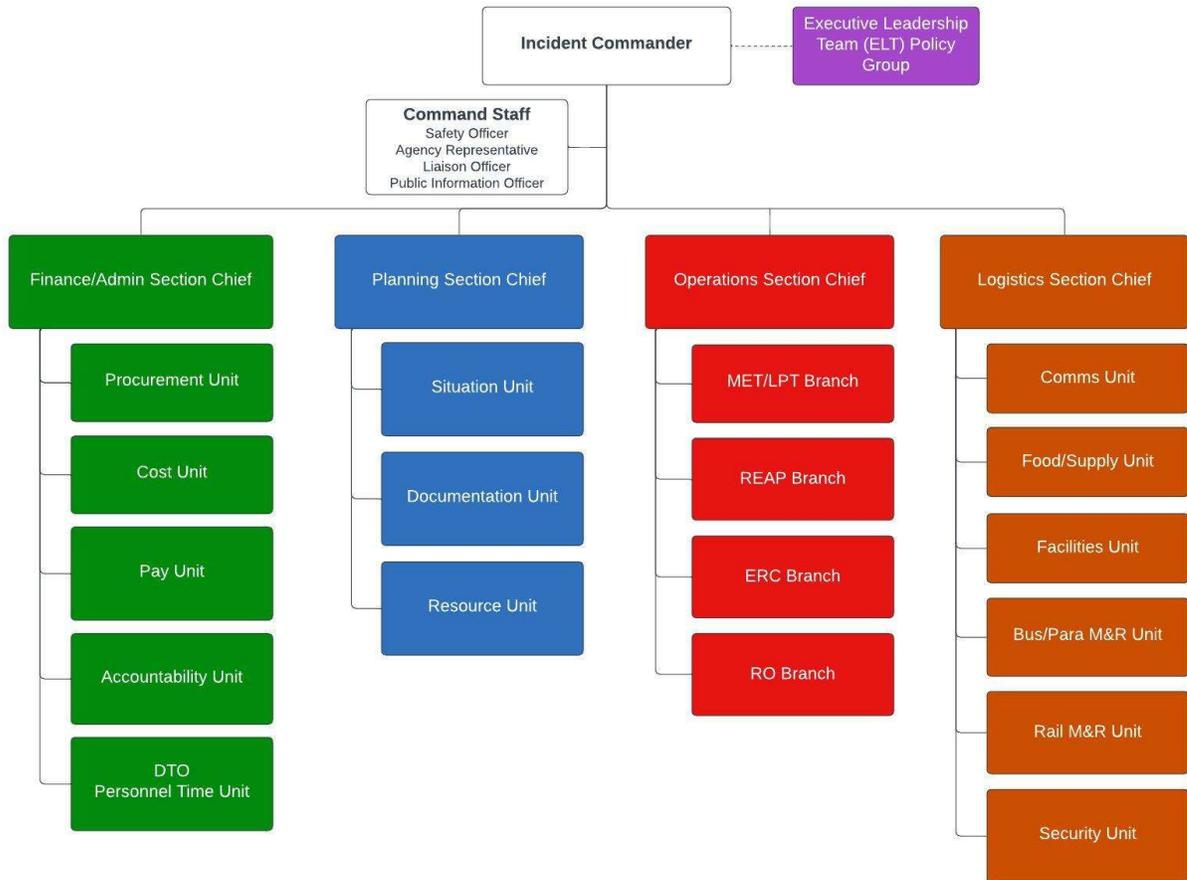


Chart 2: Expanded Incident Management Team

Incident Objectives and Priorities

The RTA IMT should establish basic incident objectives and priorities for every type of emergency that is managed. Below are the recommended baseline objectives that should be published and accomplished for every RTA IMT activation:

#1 – Life Safety: Protecting the safety of passengers, the public, and responders.

#2 – Incident Stabilization: Stabilizing the incident to reduce expansion and eliminate the hazard.

#3 – Property/Environmental Conservation: Protecting RTA assets, public and private property, and the environment.

By completing incident objectives in this order, the goal of the Incident Action Plan is to end the emergency and restore public transit services as quickly and safely as possible.

City of New Orleans Emergency Operations Center

The Operations Liaison Office and Agency Representative assigned to the City of New Orleans Emergency Operations Center should be familiar with the activation levels of the CEOC.

Major emergencies that have the potential to interrupt transit service, cause multiple fatalities or serious injuries, last more than eight hours, and/or attract widespread media attention may require full, partial, or limited activation of RTA's IMT as appropriate for the emergency level.

The following four EOC Activation Levels are currently used by EOCs for the City of New Orleans, Orleans and St. Bernard Parish, and the State of Louisiana.



Chart 3: CEOC Activation Levels

RTA's IMT typically will activate simultaneously with the CEOC, however, there may be some emergencies where the CEOC will activate without needing RTA IMT to active, or the RTA IMT will activate on its own without CEOC activation.

Executive Leadership Team Training

The RTA's Executive Leadership Team serves in a policy advisory role to the RTA Incident Commander. To serve this purpose, the Executive Leadership Team should be trained and familiar with the following:

- Complete NIMS IS-700/100/200/800 (Intro, Basic, and National Response Plan (NRP)) training
- Annual review of RTA's All Hazards Plan (AHP) in conjunction with the Agency Safety Plan (ASP)
- ELT members who also serve as Command Staff officers or General Staff section chiefs may also be required to take ICS-300/400 classroom training.
- Additional NIMS or position-specific training may be recommended.

Incident Management Team Training

To better understand their role under NIMS and update the latest situation status, potential members of RTA's Incident Management Team are required to:

- Complete NIMS IS-700/100/200/800 (Intro, Basic, and NRP) training
- Complete training on RTA's All Hazards Plan (AHP) as required by the CSEM
- Participate in drills and exercises to evaluate performance of RTA personnel

Incident Management Team members who also serve as Command Staff officers or General Staff section chiefs may also be required to take ICS-300/400 classroom training.

IMT members who are assigned to the CEOC should complete IS-2200 Basic Emergency Operations Center Functions (online through FEMA website) and G-2300 Intermediate Emergency Operations Center Functions (in-person training available through City, Parish, State OEM.s or EMI, FEMA Emergency Management Institute).

The Emergency Management Department will work closely with the Manager of Operations Training, the Director of Professional Standards and Training, and RTA Department Heads to train and track training for all members assigned to the RTA's IMT.

Incident Command System Training for All RTA Personnel

All RTA employees are required to complete IS-100 as baseline emergency management training should in the future, an employee become activated to serve on the RTA's IMT.

Training and Exercise

Training for RTA Departments should take place annually. The All-Hazards Plan will be exercised at least once each year, and all RTA Departments will be required to participate. The exercise will be executed in accordance with the RTA's Exercise Plan.

If the RTA IMT is fully activated and an after-action report (AAR) is completed, that operation and its AAR will be considered the annual exercise. Once the AAR is completed, an AAR Task Sheet will be sent to all parties named to track their progress.

Recovery

The primary activities of the Recovery phase are designed to lead to the restoration of normal RTA services. Depending on the nature and severity of the incident, this may consist of both a short-term and long-term part.

Short-term operations look to restore the most critical transit services to the community, to the extent possible, on an expedited basis. Long-term recovery focuses on re-establishing RTA services to the entire RTA service area to its normal, pre-incident state.

Depending on the complexity of recovery, the RTA IMT Operations Section will staff up a Recovery Operations Branch that will focus exclusively on managing the restoration of service for all modes as safe as it is possible to do so.

In addition, debriefing and assessment of response are an integral part of the Recovery phase. Corrective actions and improvements named from this process should be incorporated into the Emergency Management Plan or departmental Standard Operating Procedures and other guidance documents to improve response in the future.

Damage Assessment

Once the incident has been brought under control, a Damage Assessment Team will assess damages to RTA facilities, vehicles, and other fixed assets. The Damage Assessment Team will consist of representatives from various RTA departments.

The RTA IMT Logistics Section will lead the RTA's efforts to conduct damage assessments post incident.

Such incident objectives are:

- Coordinate with the City of New Orleans, Orleans Parish, State of Louisiana, and cities within the RTA Service Area to conduct a damage assessment and decide accessibility of streets and roadways used by RTA vehicles
- Evaluate all bus routes, streetcar lines and waterways used by RTA
- Decide the condition of all RTA facilities
- Decide the availability and condition of RTA rolling stock

- Assess the availability of Mechanics and parts needed to repair damage
- Consider any other factors that would affect RTA's ability to resume partial or full service to the RTA service area.

Once this information has been obtained, the Logistics Section will report to the RTA's Command and General Staff with recommendations on the steps necessary to restore partial / full service to the RTA service area and the timeline for carrying out that goal.

Restoration Of Service

Once the RTA IMT is demobilized, all products and report generated will be transfer to the appropriate RTA Departments so that restoration of service can continue.

The Chief Operations Officer will work with the Deputy CEO of Planning and Infrastructure and RTA Facilities to make any temporary repairs to damaged infrastructure to resume at least partial service as quickly as possible.

The Deputy CEO of Planning and Infrastructure will work with construction contractors able to perform essential repairs and restoration activities to accelerate the return to service.

RTA's Emergency Management Department, working with the Safety and Operations Department, will continue to assist restoration of service post RTA IMT demobilization by working with the CEOC to confirm the status of streets, bridges, underpasses, tunnels, and waterways within their jurisdictions.

Among the areas to be addressed are:

- Arranging for clearing debris from streets, roadways, streetcar lines, transit, and marine facilities
- Restoring power and addressing downed power lines
- Locating and retrieving all RTA equipment affected by the emergency
- Repairing damaged vehicles and/or getting replacements (temporary or permanent)
- Testing equipment that may have been affected by the incident
- Verifying that transit operations can be safely conducted in the areas in which service is to be resumed. This verification is jointly performed by Safety and Operations.
- Depending upon the nature of the incident, assigning personnel to provide additional security for its transit vehicles.
- When deemed safe, notifying operators to report to work.

The RTA's Public Information Office will continue to prepare news releases, conduct media interviews, update RTA's websites and blog, and use other communications systems to convey pertinent information on the resumption of service to ensure employees, customers, and the public are aware of the scope of restored services.

Resumption of services information should also be routed to customer service personnel to communicate to the public.

Return To Normal Operations

Upon the resumption of partial or full service, the Operations Department will inspect every bus, paratransit vehicle, streetcar, and ferry in service to ensure that it is running safely and efficiently.

If full service has not been restored, the Operations Department will name and add other routes and/or services as quickly as conditions call for. Information on these modifications to service will be sent to the Public Information Officer and relayed to the public through the media, RTA website, customer Service, and other communications systems.

After the IMT is demobilized, the Executive Leadership Team and Senior Leadership Team will manage the full restoration of service, arranging for long-term repairs and/or equipment replacement and decide any other steps necessary to restore RTA's service to its normal operating status.

The Risk Management Department will review any claims made against RTA because of the incident. With input from Audit and Legal, Finance will make recommendations concerning disposition of each claim.

The RTA Internal Audit and Compliance Team will conduct an audit of all emergency expenditures to ensure that all monies spent were justified.

All departments will inventory and assess their equipment and supplies to decide which items need to be replaced or replenished to bring that department back to its normal, pre-incident level.

Debriefing And After-Action Report

A key part of the recovery stage is conducting an extensive After-Action Review of the mitigation, preparedness, response, and recovery efforts with an eye toward improving RTA's performance during future incidents or emergency situations.

This would include reviewing such items as:

- Vehicle, facility, and equipment use

- Necessary repairs and/or maintenance
- Records of activities of all departments during response and recovery operations
- The effectiveness of Mitigation and Preparedness plans
- Identification of problem areas and lessons learned

All RTA personnel involved in the response will be individually debriefed by their supervisor prior to demobilization (or as soon thereafter as practical) to capture information about the events and activities with which they were involved, their beliefs of those activities, and any issues or concerns they met.

A more formal, systematic debriefing is recommended within two weeks of the conclusion of the incident. The CSEM will schedule and conduct this debriefing with the Command and General Staff of the IMT and ELT Policy Group. The debriefing should identify the strengths, areas for improvement, and opportunities to improve performance, procedures, and the AHP. Results will be summarized in a written After-Action Report (AAR).

The following topics should be discussed and evaluated during the Debriefing:

- Tasks that were not covered in the mitigation, preparedness, response, and recovery plans or actions that were redundantly performed by more than one department or agency
- Inter-departmental and inter-agency relationships
- Communication, collaboration, and coordination systems
- Decision-making processes
- Problems/challenges and recommendations to resolve in the future
- Innovative solutions that were successfully developed
- Suggested additions, deletions, or changes to the All Hazards Plan, annex(es), or other response procedures used during the event.

The debriefing should encourage RTA and its key responders to name strengths, weaknesses, and areas requiring improvement. Results will be summarized in a written After-Action Report.

A Corrective Action / Improvement Plan will be developed by the CSEM and approved by the Emergency Management Director. A specific individual, department, or other organization will be assigned responsibility for correcting each deficiency by an agreed-upon due date or deadline. The Corrective Action/Improvement Plan will be shared with the State Safety Oversight Agency as required by the RTA's Agency Safety Plan.

RTA ALL HAZARDS PLAN

FUNCTIONAL & HAZARD SPECIFIC ANNEXES

- A. Hurricane and Severe Weather
- B. Infectious Disease
- C. Building Emergency Response
- D. Special Event
- E. Continuity of Operations/Major Service Disruption
- F. Terrorism
- G. Active Shooter
- H. Public Protest
- I. Cyberattack
- J. Biological or Radiological Incident
- K. Pollution or Hazardous Spill
- L. Union Strike
- M. Crisis Communications

RTA ALL HAZARDS PLAN

APPENDICES

- A. Essential Personnel Roster
- B. RTA Incident Command System Forms
- C. Incident Command System Glossary
- D. Sensitive Security Information