CHARLOTTE AREA TRANSIT SYSTEM

EMERGENCY PREPAREDNESS AND CONTINUITY PLAN

Revision 2
June 2020

MEDIC
Mecklenburg EMS Agency

CATS
CHARLOTTE AREA TRANSIT SYSTEM

DOCUMENT REVISION POLICY

The Emergency Preparedness and Continuity Plan (EPCP) is a controlled document. CATS General Manager of Safety and Security determines the distribution for this document. The Quality Assurance Section maintains the distribution list and assigns control numbers for the controlled distribution. Anyone referring to a copy of this document that does not have a control number should verify they are using the latest revision. Document holders are required to keep their plans up-to-date by destroying obsolete or superseded documents and replacing them with updated documents as explained in the instructions that will accompany all updates to the plan.

The EPCP is complemented by and coordinated with other CATS plans and procedures related to operations, maintenance and safety, etc. and outside agencies/third parties. The EPCP contains several appendices that may be revised separately from the main Plan.

The EPCP includes CATS Continuity of Operations Plan (COOP) which includes training of employees and conducting exercises to test the effectiveness of the COOP. This plan is reviewed on an annual basis in conjunction with the Agency Safety Plan.

This document is available electronically on CNet under Departments> Charlotte Area Transit System> Plans. For additional copies, please contact CATS' Quality Assurance Section at (704) 336-2961.

DOCUMENT REVISION RECORD

Revision	Date
Revision 0	August 2012
Revision 1	April 2015
Revision 2	June 2020

APPROVALS:

Ken Chapman **General Manager of Safety & Security**	**6/29/2020** **Date**
Krystel Green **Interim Director of Marketing and Communications**	**7/15/2020** **Date**
Nikki Galloway **Human Resources Manager**	**7/8/2020** **Date**
Blanche Sherman **Chief Transit Financial Officer**	**7/21/2020** **Date**
Rachel Gragg **Technology Manager**	**7/8/2020** **Date**
Allen Smith, III **Chief Operating Officer and Deputy Director of Public Transit**	**7/15/2020** **Date**
John Lewis **Chief Executive Officer and Director of Public Transit**	**7/7/2020** **Date**

Table of Contents

DOCUMENT REVISION POLICY ii
DOCUMENT REVISION RECORD ii
APPROVALS iii
SUMMARY OF CHANGES v
I. PURPOSE 1
II. CHAR-MECK GOVERNMENT PRIORITIES 2
III. CATS MISSION ESSENTIAL FUNCTIONS 3
IV. ORDERS OF SUCCESSION AND DELEGATIONS OF AUTHORITY 4
A. INCIDENT COMMAND STRUCTURE 4
B. CITY MANAGER'S CONFERENCE CALLS 8
COORDINATED SCHEDULE 8
INTERDEPARTMENTAL / INTERAGENCY COORDINATION 8
V. CONCEPT OF OPERATION 10
PHASE I: READINESS AND PREPAREDNESS 10
PHASE II: ACTIVATION AND RELOCATION 14
VI. CONTINUITY PROGRAM MANAGER'S REFERENCE 20
A. CONTINUITY PLANNING TEAM ROLES AND RESPONSIBILITIES 20
B. BUDGETING 20
C. CONTINUITY PLAN MAINTENANCE AND REVIEW CYCLE 20
D. TEST, TRAINING, EXERCISE, AND LESSONS LEARNED 21
E. MISSION ESSENTIAL FUNCTION DATA SHEETS AND BUSINESS PROCESS ANALYSIS FORMS 23

Figure IV B. CATS Incident Response Diagram

APPENDICES: **List of Appendices** with revision dates is in front of Appendix A.

Summary of Changes, Revision 2 :

Location	Change
Entire Document	Minor wording and organizational changes to improve clarity.
IV.A. and IV.B.	Switched order of sections: "City Manager's Conference Calls" and "Incident Command Structure."
IV.A.	Updates to Incident Command Structure table: Command – Added "Chief Operating Officer." Removed "Chief Operations Planning Officer." Operations – Added "(Contractor)" to three roles. Logistics – Added "(General Services)." Removed "Chief Procurement Officer." Added "Transit Procurement Manager." Updates to Emergency Types list: Added asterisks: *Depending on severity and location **Federal Agency will take lead. Removed paragraph below table that referenced the System Safety Program Plan Element 11.
IV.B.	Added "Coordinated Schedule" section.
V.A.2.	Added three facility locations to list: Rosa Parks Transit Center; Eastland Transit Center; and Sugar Creek Parking Garage. In final paragraph, specified Appendix C is location of Facility Emergency Plans. Specified that the hard copy refers to EPCP.
V.A.15.	Added reference to "Everbridge notification."
V.B.	In second bullet point, changed from "General Manager of STS" to "Director of STS."
V.B.13.	Added three additional bullets to end of "All Divisions" section.
VI.A.	In first sentence, changed from "Continuity Planning Team" to "Safety and Security Committee."
VI.C.	First and second paragraphs rewritten to describe current Continuity Plan Maintenance and Review Cycle.
VI.D.	Section name revised to include "Lessons Learned." Section rewritten and expanded.
VI.E. CATS Mission Essential Function (MEF) I Data Sheet	Review date updated to December 2019.

VI.E. CATS MEF I Business Process Analysis	Staff: Added, "Van Pool vehicle van." Communications: Added, "Rail station PA announcements," "LRV announcements," "Everbridge notifications (City)," "SmartNotice (RAPTDEV provider)," "CATS See/Say App," "Twitter and Instagram accounts – RideCATS," and "RideCATS app." Removed "Cody," "Centrex telecommunications," and "Get Abby for STS." Information Technology: Changed "Computers" to "Rail PA system PENTA." Other Resources and Budgeting: Updated number of buses and hybrids (Bus Operations Division) and number of vans (Van Pool). Partners and Interdependence: Added, "Charlotte Fire Department," "MEDIC," "Federal, State, and Local Law Enforcement Agencies," "RATPDEV (CATS Transit Management Services Contractor)," "Johnson Controls," and "Towing Company." Removed, "McDonald Transit," "Simplex," "Freedom Center," "Homeland Security Exercise and Evaluation Program," "Office of Domestic Preparedness Transit Security Grant Program."
VI.E. CATS Mission Essential Function (MEF) II Data Sheet	Review date updated to December 2019. Descriptive Narrative: Updated the following FY2019 data: number of riders, unlinked passenger trips, population, and vehicle revenue hours.
VI.E. CATS MEF II Business Process Analysis	Staff, Bus Operations Division: Updated numbers of bus operators, mechanics, administrative / supervisory personnel. Staff, Rail Operations Division: Updated number of rail car maintenance and maintenance-of-way personnel. Staff, Special Transportation Service: Updated numbers of paratransit drivers and street supervisors, dispatchers, and administrative / supervisory personnel. Communications: Added, "Informational signs and PA at rail stations," "Smart Notice (RAPTDEV provider)," "336-RIDE," "STS IVR," "CATS See/Say app," "Twitter and Instagram accounts – RideCATS," "RideCATS app," and "Everbridge (Rail)." Information Technology: Added, "Rail PA system PENTA." Other Resources and Budgeting: Updated numbers of buses, hybrid buses, and vanpool vans. Replaced "3 replica trolleys" with "6 Seimens streetcars." Updated miles of streetcar line and added, "starting 2021." Partners and Interdependence: Replaced "Management and Financial Services" with "Finance Department." Replaced "E/PM Building Services" with "Engineering and Project Management division of General Services."

I. PURPOSE

The **Charlotte Area Transit System**'s mission is:

To improve the quality of life for everyone in the greater Charlotte region by providing outstanding community-wide public transportation services while proactively contributing to focused growth and sustainable regional development.

To accomplish this mission, **CATS** must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the **CATS** Emergency Preparedness and Continuity Plan (EPCP) to ensure the organization is capable of conducting its mission and essential functions under all threats and conditions.

Key **CATS** personnel who are relocated under this plan are collectively known as Mission Essential Personnel**.** Upon plan activation, these members will be responsible for ensuring the continuance of the Mission Essential Functions (MEFs) defined within this plan.

This plan is developed in accordance with the City of Charlotte and Mecklenburg County Continuity Plan, **CATS Safety Policy, CATS Agency Safety Plan, CATS Security Policy, and CATS System Security Plan.**

CATS Emergency Management Program is required by 49CFR Part 673. 119a)(6), in the new Safety Program rule.

_____ **7/7/2020**

John Lewis
Chief Executive Officer and Director of Public Transit

Date

II. CHAR-MECK GOVERNMENT PRIORITIES

The following represents the collective set of overarching priorities jointly established by the City of Charlotte and Mecklenburg County leadership. The combined effort of all City and County Departments will work collectively to ensure that, as a community, these objectives are satisfied in the All Hazards environment.

Charlotte and Mecklenburg Government Priorities
1. Ensure continuity of governance. Ensure and demonstrate to the public the continued functioning of critical government leadership elements, including: succession to key offices; organizational communications; leadership and management opportunities.
2. Coordinate with critical partners. Maintain communications and interactions as necessary during a crisis, with critical partners and organizations, including the Federal government, State government, other local governments, private sector and non-profit organizations.
3. Maintain civil order and public safety. A) Protect people and property and the rule of law. B) Ensure basic civil rights, prevent crime, and protect critical infrastructure.
4. Provide emergency services. Provide critical emergency services including: Emergency Management, Sheriff, Police Fire; MEDIC; and public safety communication services.
5. Maintain critical public infrastructure. Maintain critical public infrastructure, including but not limited to: water lines and plants; sanitary sewer; flood/stormwater management; roads, transit, and airport; emergency transportation; public safety buildings; and data centers.
6. Provide basic essential services. Ensure provision of basic essential services, including but not limited to: healthcare; water and sewer service; 311; voice and data communications; IT services; transportation services; sanitation services; environmental protection; code enforcement/inspections; emergency housing; human services; and critical internal support functions.

III. CATS MISSION ESSENTIAL FUNCTIONS

Below represents the Mission Essential Functions of this department.

Mission Essential Function	Category	Alignment to Charlotte/ Mecklenburg Governments Priorities
1. **Provide emergency transportation**: bus, rail, and special transportation service for people with disabilities, as requested by the Emergency Operations Center.	I	Provide emergency services
2. **Provide public transportation**: bus, rail, and special transportation service for people with disabilities.	II	Maintain public critical infrastructure Provide basic essential services

For more information on a specific MEF (leadership interface, staff needs, facility requirements, IT, etc.), see **Section VI – E** for each MEF's Data Sheet and Business Process Analysis (BPA).

IV. ORDERS OF SUCCESSION AND DELEGATIONS OF AUTHORITY

A. INCIDENT COMMAND STRUCTURE

CATS has adopted the Incident Command System (ICS) structure to respond to and manage an emergency event. CATS S&S03 *Accident/Incident Investigation and Reporting* also identifies ICS for an event. The ICS Primary and Secondary Management functions for CATS include:

Command	Chief Operating Officer General Manager of Safety and Security General Manager of Rail Operations and Facilities General Manager of Bus Operations
Safety and Security	Manager of Safety-Bus Manager of Safety-Rail Security Manager Safety & Security Coordinator(s)
Operations	Director of Bus Operations (Contractor) Manager of Rail Transportation Assistant Director of Bus Operations (Contractor) General Manager of STS Operations Director of Bus Maintenance (Contractor) Manager of Facilities
Technology	CATS Technology Manager Infrastructure Support Manager
Planning	Chief Operations Planning Officer Manager of Service Development Manager of Scheduling
Logistics (General Services)	Transit Procurement Manager Procurement Officer
Finance	Chief Financial Officer Budget Manager
Public Information	Director of Marketing and Communications Manager of Public and Community Relations

Following the Incident Command System (ICS) Structure, CATS S&S will participate in a Unified Command structure with the appropriate response agencies depending on the incident.

The person assuming the role of Incident Commander of the incident depends on the nature of the event and shall be as follows:

1. Fire Department - rescue, firefighting, mass casualty, or hazardous materials incidents.

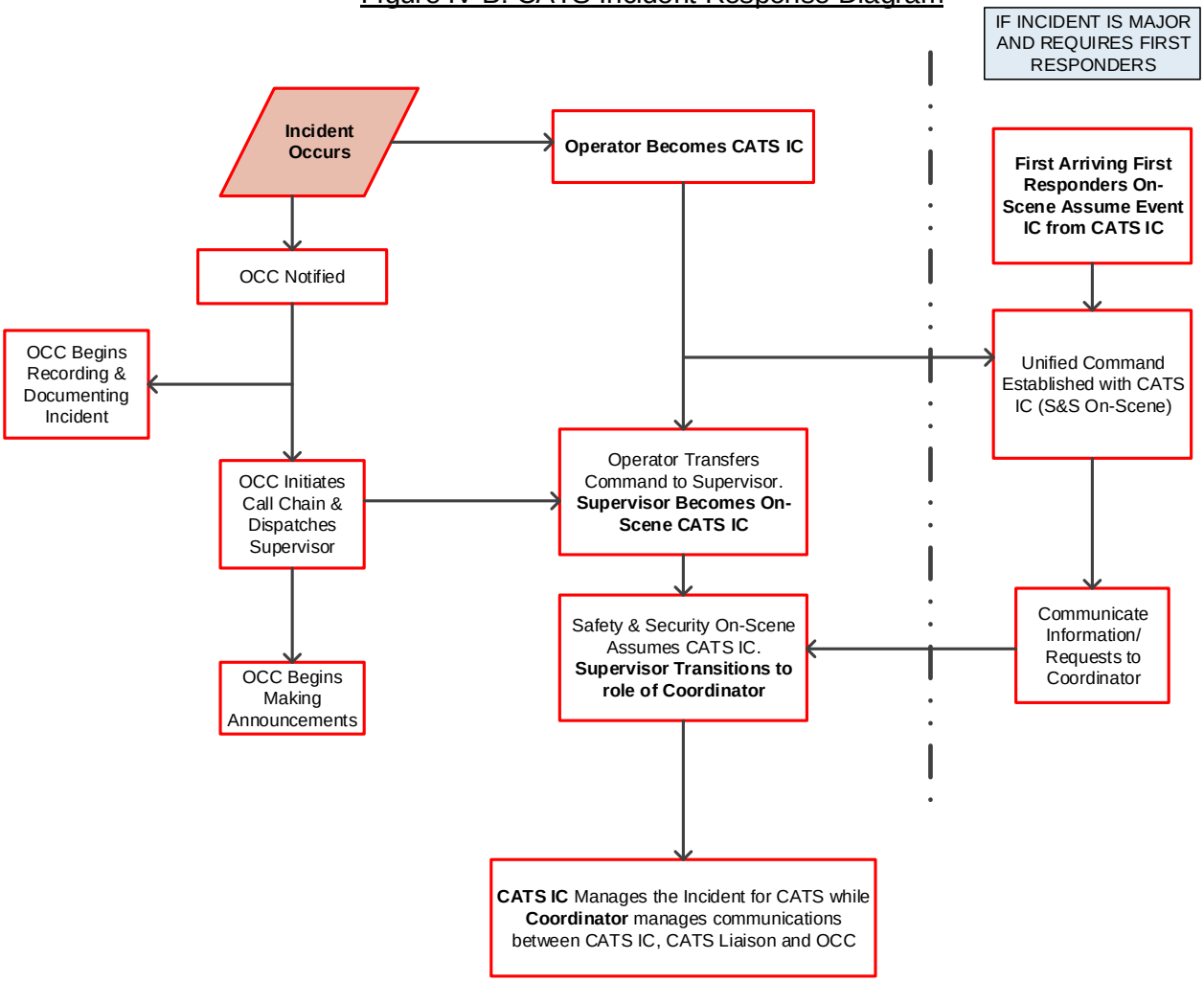
2. Local Police Jurisdiction/CATS Company Police - perimeter security, incident investigation, civil unrest or crime scene clearance.

3. Ranking CATS Operations personnel until relieved by a CATS Safety and Security representative for incidents where only an internal CATS Department is responding; not requiring emergency response agencies.

(From CATS S&S03 Accident/Incident Investigation and Reporting.)

In the event the National Transportation Safety Board (NTSB) "Go Team" responds to the incident, command and control will transfer to the team at the conclusion of rescue operations. The Office of Safety and Security is responsible for supporting the Go Team and protecting the scene until NTSB arrives, so the team can conduct their investigation.

Figure IV B: CATS Incident Response Diagram



IC – Incident Command
OCC – Operations Control Center

Emergency Types Affecting CATS Properties or Services and Lead City Agency to Manage Incident:

Incident	Lead Agency
Fatality	CMPD
Criminal Incidents	Company Police/CMPD*
Civil Disturbances	Company Police/CMPD*
Bomb Threats	Company Police/CMPD*
Hostage Situation	CMPD
Hazardous Materials	CFD
Explosions	CFD
Water Main Breaks	Charlotte Water
Structural Collapse	CFD
Terrorism**	
Conventional Weapons	Company Police/CMPD*
Bomb Threat	Company Police/CMPD/CFD*
Chemical	CMPD
Biological	CMPD/CFD
Nuclear	CMPD/CFD
Rail Collision	CMPD/CFD
Confined Spaces Rescue	CFD
Weather Emergencies	City Manager/CMEMO (Charlotte Mecklenburg Emergency Management Office)
Power/Telephone Outages	CMEMO

* Depending on severity and location
** Federal Agency will take lead

B. CITY MANAGER'S CONFERENCE CALLS

The City Manager's daily interagency coordination conference calls are part of the City's emergency operations plan. The daily interagency conference calls between the City, County, and schools, led by the City Manager's office and coordinated with the Mayor and City Council are instrumental in maintaining good communications and coordination between agencies, and providing information to the media and the public. This practice is part of the City's emergency operations plan as a routine, best practice. CATS CEO participates in this call.

Coordinated Schedule

Interdepartmental / Interagency Coordination

The Chief Executive Officer, Chief Operating Officer, General Manager of Rail Operations, General Manager of Bus Operations, the General Manager of Safety and Security, the Rail Safety Manager and Security Manager serve as points of contact for emergency response and regulatory agencies.

The schedule for emergency preparedness exercises; development of After-Action Reports and implementation of findings; and procedure development and training are coordinated with the stakeholder agencies when appropriate. Below are the major Federal, State, and local agencies and their primary responsibility to support CATS safety and emergency preparedness.

Agency	Reporting	Oversight	Support	Policy
Federal Transit Administration		X	X	X
NC Department of Transportation (Rail Only)		X	X	X
Transportation Security Administration		X	X	X
Department of Homeland Security		X	X	X
Office of Domestic Preparedness Transit Security Grant Program			X	
Charlotte Mecklenburg Police Department	X		X	
Charlotte Fire Department	X		X	
Emergency Management Office	X		X	

Charlotte Department of Transportation			X	
Contracted Property Management	X		X	
City Attorney's Office			X	
Charlotte Mecklenburg Risk Management Office			X	

The CATS Fire/Life Safety Committee (FLSC) addresses issues affecting first responders as part of the Safety and Security Certification process for the design and construction and initiation of service for new rail projects. In addition, this committee is used to address issues that arise during revenue operations for the CATS transit system and as one of the conduits to reach out to emergency response organizations when planning drills and exercises. A tracking log is maintained by the committee to track open items to closure.

Working with Charlotte Mecklenburg Emergency Management, the CATS Rail Safety Manager is currently the County Emergency Support Function (ESF) – 1 Transportation Lead. Working with emergency management and public and private transportation organizations, the ESF-1 committee develops the county response plan to support all types of transportation needs during an incident. CATS specifically supports the ESF-1 Committee and transportation requests from emergency management by providing staff and rolling stock when requested and is available to support the request.

V. CONCEPT OF OPERATION

The following phases represent the orderly approach and process that CATS uses to successfully transition through a continuity event.

Phase I: Readiness and Preparedness
Phase II: Activation and Relocation
Phase III: Continuity of Operations
Phase IV: Reconstitution or Devolution

A. PHASE I: READINESS AND PREPAREDNESS

1. Plans and Procedures

CATS Safety and Security and the Division heads are responsible for ensuring that plans and procedures are updated as needed. The Quality Assurance Section will notify Division heads of scheduled reviews.

2. Facility Emergency Plans

Facility Emergency Plans are maintained for the following facilities:

- South Tryon Bus Facility
- South Boulevard Light Rail Facility
- Davidson Street Bus Facility
- North Brevard Light Rail Facility
- Charlotte Mecklenburg Government Center (CMGC)
- Charlotte Transportation Center
- Rosa Parks Transit Center
- Eastland Transit Center
- Sugar Creek Parking Garage

The Facility Emergency Plans address:

- Building Evacuation – General
- Fire
- Tornadoes
- Medical emergencies
- Elevator emergencies
- Bomb threats
- Biohazards or suspicious items
- Workplace violence
- Other emergency conditions

CATS Safety and Security staff plan and conduct fire drills on a quarterly basis at the CATS-owned facilities. Facility Emergency Plans are provided in each office and conference room that has a phone. Employees are directed to the Facility Emergency Plan to effectively respond to emergency situations.

The City conducts fire drills at the Charlotte Mecklenburg Government Center (CMGC). The Office of Safety and Security has approved the Facility Emergency Plan for the CMGC.

Facility Emergency Plans are located in Appendix C of this EPCP. Each hard copy EPCP contains the Facility Emergency Plan for the document owner's primary facility.

3. Evacuation Plans

Accurate building evacuation diagrams are maintained throughout each facility. Evacuation Plans for CATS Facilities are located in the Appendices of this EPCP.

4. Inclement Weather Plans

Each Operating Division has developed an inclement weather plan that is reviewed and revised after inclement weather events (Appendix A).

5. Bus Operations Division

The Bus Operations Division ensures plans are in place and up to date to address emergency situations. The *Bus Operations Control Center Standard Operations Procedures Manual and Reference Guide* (BOCC SOPs and Reference Guide) addresses the following emergency procedures:

- Bus Bridge (complies with CATS BOD402 *Bus Bridge*)
- Bus Accidents Procedure (complies with CATS S&S03 *Accident/Incident Investigation and Reporting*)
- Bus Fire Procedure
- CTC Emergency Procedures; temporary and short-term (Site Alpha) and long-term (Site Bravo) evacuations (see also Appendix D Evacuation and Relocation of the CTC)
- Medical Emergency (Passenger)
- Suspicious or Illegal Activity
- Inclement Weather (see also EPCP Appendix B Service Reduction Guidelines: Bus, Rail and STS Operations)
- Call Chain and Emergency Contact Numbers for Safety

Maintenance – Bus Operations Division

- Emergency contact list for utility companies and other vendors
- Portable air compressor available to operate lift in event of power outage
- All generators fueled and ready for emergency operations; identify facility to rent additional generators as needed and have account set up so they can be obtained without a purchase order.

- Topping off fuel for buses occurs each night; in-ground fuel tanks are refilled regularly. Maintenance support vehicles are topped off once they go below half tank.
- Spill prevention and implementation of the Spill Prevention Control and Countermeasures Plan at each of the Bus Maintenance facilities. SPCC Plans are available at each location and on CNET by the Operating Division.
- Identify and secure alternate fueling location if needed.

6. Rail Operations

Rail Operations ensures plans are in place and up to date to address emergency situations, including the Standard Operating Procedures (SOPs) for Emergencies (CATS ROD100-series SOPs) and those that address how the ROCC responds to these situations (ROCC Procedures Manual and CATS ROD200-series SOPs).

7. The Crisis Communications Plan

The Crisis Communications Plan identifies contact requirements during a crisis. Emergency contact information for CATS staff, contractors, and other essential city contacts is included in the Crisis Communications Plan and updated by the Public Relations Manager. The CATS Crisis Communications Plan further defines communication roles and their backups. The Crisis Communications Team manages media requests and the physical presence of media on site in order to build communication channels to the community, and so that other employees can maintain normal functions of the agency with as few disruptions as possible. The team also monitors CATS' social media platforms and uses it—along with other means, such as ridetransit.org and rider alerts—to disseminate information to the public. The Crisis Communications Team will also provide information to internal CATS employees as necessary.

8. Internal Communications

Divisions should follow their normal call-in protocol. Divisions may have several lines of communication available as follows: landline telephone, mobile and portable radio systems, and mobile phones for most of the management staff. CATS may be placed on emergency phone list for cell phone service that will allow phones to continue to be operable even when the emergency restricts usage. Bus Operations "All Call" information is contained in the BOCC SOPs Manual and Reference Guide for evacuation of the CTC and Uptown Charlotte. Rail will send appropriate Everbridge notifications to Rail Groups.

9. Emergency Personnel Transportation Arrangements

Divisions will identify key personnel that may require transportation during severe weather conditions. Employees are encouraged to car pool during inclement weather. Four-wheel drive vehicles, when available, will be dispatched to transport key personnel to and from work as required.

10. Management Transportation Requirements

Management personnel will take agency vehicles and radios home and will report road and route conditions as needed. These vehicles may also be used to transport key personnel as needed.

11. Non-Revenue Vehicle Servicing Requirements

Any Division assigned vehicles will be responsible for fueling and servicing them prior to any foreseen emergency. Servicing of vehicles may include, but is not limited to, equipping vehicles with first aid kits and emergency supplies (flashlights, shovels, blankets, rock salt, etc.). These items may be checked and inspected for serviceability on a quarterly basis or as deemed necessary by weather conditions and/or the Office of Safety and Security. The fuel level in non-revenue vehicles should not be allowed to go below one half of a tank. This will allow the Division to respond to unforeseen emergencies.

12. Fueling Requirements

Prior to any foreseen emergency, all revenue vehicles should be fueled, underground storage tanks should be topped off (not to exceed EPA regulations at 90% capacity), and backup confirmation in place from fuel suppliers. All propane tanks should be filled for gas grill, sweeper, and forklift. All generators—portable and backup—should be fueled and ready at all times.

13. Emergency Equipment Lists

Each Division manager is responsible for maintaining and updating the list of equipment that could be used in an emergency. Equipment may include numbers and types of vehicles, generators, laptops, etc.

14. Facilities Management

- Take periodic photographs of the facilities for insurance claims justification.
- Manage gas and electric utility shut-off at CATS facilities.
- Testing of emergency generators as specified in the Facilities Maintenance Plan.
- Spill prevention and implementation of the Spill Prevention Control and Countermeasures Plan at South Boulevard Light Rail Facility.

15. Remote Operating Locations

In the event that any primary facility is evacuated, employees will be advised of the alternate operating location. This communication can take place via Everbridge notification, postings, radio station, or calling chain, depending on the specific location. Alternate operating locations are identified for each location in the Appendices.

16. Char-Meck Emergency Operations Center (EOC)

Qualified representatives from CATS will be assigned to the EOC. Incident Command Training is required in order to participate.

17. Charlotte Community Disaster Assistance

Typically, the Charlotte-Mecklenburg All Hazards Plan will be utilized for regional evacuations. CATS will respond to transportation/shelter requests from area first responders (Police, Fire, and MEDIC), or the Emergency Management Office, as needed, and as staffing and equipment availability will allow.

18. Regional Emergency Preparedness and Response Support

CATS participates in and supports the planning efforts managed by the North Carolina Emergency Management Region 7 Planning Office and the Regional All Hazards Committee.

CATS Security Plan includes Threat Responsibilities matrices for elevated and imminent threats to the Transit System.

B. PHASE II: ACTIVATION AND RELOCATION

When there are disruptions:

- Routine disruptions (snow, debris, road closures) are handled at the supervisor level.
- Larger disruptions: The Chief Operations Planning Officer, General Manager of Bus Operations, General Manager of Rail Operations and Facilities, and Director of STS will identify Service Level changes covered in Appendix B (Service Reduction Guidelines: Bus, Rail and STS Operations).
- Any decision for an extended shut down of service must include the CATS CEO.
- The City Manager will initiate daily calls for City-wide disruptions.

When the County Emergency Manager requests buses, BOD or CATS Management will respond directly if the Coordination Center is not in operation.

CATS leadership will use the guidelines in Appendix L to recommend activation of CATS Coordination Center for incidents that require support from CATS Bus, Rail, Facilities or STS Operations, or those that impact CATS operations for an extended period of time.

Whenever the EOC is activated, CATS will provide a qualified representative at the EOC when requested.

DIVISION RESPONSIBILITIES:

1. General Manager – Bus Operations Division

- Notifies CATS Operations Staff, including the Office of Safety & Security, CMPD, CFD, or CMEMO, of potential limitations in ability to respond to emergency situations.

2. Maintenance – Bus Operations Division

- Facility shutdown procedures – Shut off gas, water, electrical power, etc., in coordination with facilities.
- In the event of a power outage at BOD, a stand-by generator will be used to power the fuel pumps.
- BOD is equipped with a portable pump and generator if the stand-by generator fails. The pump and generator will be placed close to the bulk storage tanks and a hose dropped directly into the tank, in accordance with EPA regulations. Fuel can also be pumped directly from a tanker by calling the fuel vendor. CATS suppliers are prepared to supply a transport tanker (7,500 gallon capacity) at each BOD facility for eight-hour shifts for each day of an emergency. If not at the BOD facility, then one or both of those transport tankers would be directed to other off-site facilities for emergency fueling operations.
- If outside equipment or vehicles with four-wheel drive, etc. are needed, CATS would request equipment through the Emergency Operations Center (EOC). The EOC will have an inventory list from each agency and will assign equipment.
- Secure all maintenance assets, facilities, and additional outside vehicles if needed.

3. Operations – Bus Operations Division

- Establish Alternate BOCC if needed, as identified in Appendix M.
- Monitor status and readiness of all CATS bus equipment and facilities. Be prepared to repair or secure all assets, facilities, and vehicles if required.
- Coordinate reductions in service with CATS Chief Operations Planning Officer.
- Updated CATS public website found at: HTTP://CHARMECK.ORG/CITY/CHARLOTTE/CATS/ALERTS/PAGES/INCLEMENT.ASPX

4. Facilities Maintenance

- Assist/coordinate recovery.
- Evaluate damage.
- Respond and assist as necessary.

5. Safety and Security

- Coordinate the additional manning of security personnel as needed depending on the emergency situation.
- Evaluate operation of all security cameras on the property and in the fleet.
- Assist with transportation arrangements of required staff.
- Make safety assessment of building facilities and routes as needed.
- If required, coordinate security of any property that is evacuated. This information will be communicated and coordinated with CATS Company Police. Each evacuated facility and all related equipment will be locked and secured. CATS Company Police, or management staff will provide oversight, depending on availability.
- EOC Staffing and CATS Coordination Center.

6. Rail Operations

- Activate backup ROCC if needed.
- Monitor status and readiness of all CATS rail equipment and facilities. Be prepared to repair or secure all assets, facilities, and vehicles if required.
- Coordinate reductions in service with CATS Chief Operations Planning Officer.

7. Special Transportation Service

- Notify CATS Operations Staff, including the Office of Safety & Security, of potential limitations in ability to respond to emergency situations.
- Identify customers who must receive dialysis, or other life sustaining conditions, and prioritize rides.
- Identify locations where people with disabilities are congregated that may require evacuation.
- In the event that people with disabilities were taken to a destination prior to the emergency, identify their locations and assess how to return them home or to a suitable alternate location.
- Respond to requests from police, fire, Safety & Security, etc. to assist in the evacuation of people with disabilities from group homes, sheltered workshops, nursing homes and private residences.

8. Revenue

- Coordinate staffing to handle any potential revenue processing situations.
- Monitor ticket vending machine, farebox and vault capacity shortfalls and have backup plans for secure fare collections.
- Coordinate armored car pick-up.

9. Marketing and Communications

- Call Center transport of employees during inclement weather.
- Provide media contact/relations.
- Communicate with public and CATS employees.

10. Technology

- Assist in securing network.
- Set-up Coordination Center in preparation for an event.
- Provide support as needed.
- Help Desk: Technology has established an escalation contact list.

11. HR CATS (City and TMOC)

- Transmit payroll prior to any foreseen disaster to minimize impact of any possible computer or processing problems.
- Maintain employees' emergency contact information and provide/assist with contacts when necessary.
- Make grief counseling available when appropriate.

12. Scheduling

- Coordinate cutbacks in the level of service with Chief Operations Planning Officer.
- Prepare to provide staff support to other functions as needed.

13. All Divisions

- Documentation – All Division Managers are responsible for maintaining records and documents of expenses supporting any emergency. All applicable receipts will be turned in to Finance after the emergency for processing. Finance will provide the forms to be used.
- Communications – Maintain communications with CATS Safety & Security, Operations, Facilities and Marketing sections during emergencies.
- Risk Management – Contact Charlotte-Mecklenburg Risk Management at 704-336-3301 in the event of any property damage involving City equipment, injury to passengers, or City employees.
- Essential (vital) Records – Records are considered essential when they are, "necessary for emergency response, are necessary to resume or continue operations, protect the health, safety, property and rights of residents, would require massive resources to reconstruct, or document the history of communities and families." STS customer records, procedures, as-built drawings, specifications, safety bulletins, etc. are essential records.

- Transportation of employees who need assistance getting to and from work – Employees will communicate to their managers if they need transportation. Each Division is responsible for coordinating transportation for employees based on availability of transportation.
- Employee Logistics: Division Managers will be responsible for providing goods and services required to support employees' wellbeing, such as, food, water, etc. (See financial logistics support Appendix ##)
- Divisions will provide staffing for the CATS Coordination Center as needed.

C. PHASE III: CONTINUITY OF OPERATIONS

CATS has captured the support function for the MEF to ensure all MEF requirements are being fully supported. See section VI-E for each MEF's Data Sheet and Business Process Analysis (BPA). These documents provide detailed information on each function specific to the needs and processes required to accomplish a particular MEF.

Major disruptions to normal service:

- **Short term goal is to achieve level of service identified by Leadership in the Service Level Change.**
- **Long term goal is full service restoration.**

After a major non-weather-related disruption of service, operations will not resume service until they receive approval from the General Manager of Safety and Security.

CATS Crisis Communications Plan identifies how CATS will communicate crisis conditions at CATS.

D. PHASE IV: RECONSTITUTION OR DEVOLUTION

Reconstitution:

During this phase, there will be an on-going assessment to return the system to 100% functionality in the shortest time possible. All Divisions will be responsible for executing this plan. The purpose of this phase is to make certain that all areas have been addressed in an appropriate manner and CATS can sustain operations indefinitely. This phase will also be a self-assessment to determine ways to improve our processes, procedures, and to update all disaster related plans. The following is an example of items that will be reviewed during this process:

- Division Managers will provide the records to support all expenses associated with the disaster.
- Each Division will provide an update on the status of personnel, equipment, and facilities.

- Division Managers should provide a list of proposed changes to this plan to CATS Office of Safety and Security.
- Division Managers should follow this plan to achieve 100% functionality in their assigned area.
- Division Managers will identify any shortfalls or limiting factors that will prevent them from achieving 100% functionality.
- Replenish emergency supplies and equipment used during incident.

Devolution

It is very unlikely that CATS would ever be completely unable to fulfill our duties and be taken over by another agency. CATS would not devolve and would find ways to continue our Mission Essential Functions for the City regardless of the disaster.

VI. CONTINUITY PROGRAM MANAGER'S REFERENCE

A. CONTINUITY PLANNING TEAM ROLES AND RESPONSIBILITIES

The Safety and Security Committee is responsible for capturing the Mission Essential Functions and completing the Business Process Analysis for CATS Continuity of Operations Plan. Team members represent Rail, Bus, and STS Operating Divisions and support functions of Facilities, Technology, Marketing/Communications, Safety and Security, and Quality Assurance. Continuity Planning Team members have received COOP training.

Emergency Relocation Group: Operations; Facilities; Technology; Safety; Marketing and Public Relations; and Leadership Team.

B. BUDGETING

CATS does not budget a line item for a continuity program. Appendix K explains the financial activities/responsibilities that support the continuity of CATS services.

C. CONTINUITY PLAN MAINTENANCE AND REVIEW CYCLE

The EPCP supports the CATS Agency Safety Plan (ASP) and requires annual review in conjunction with the ASP. The EPCP is part of the internal audit schedule for the ASP. The internal and external distribution is maintained by CATS QA.

See the Document Revision Policy on page ii for details on the controlled distribution of this plan. This plan has an extensive distribution within CATS and with our partners. A copy of this plan is uploaded to the Emergency Management site and a hard copy is maintained in the Control Centers for CATS and the Mobile Unit.

The following documents are referenced in the EPCP and complement this document:

- CATS-Wide Policy and Procedure Manual (procedures numbered 01-99)
- CATS S&S03 Accident/Incident Investigation and Reporting (Appendix J)
- Customer Service Procedure:
  - CATS CSVS110 *Off-site Pass Sales*
- Light Rail Standard Operating Procedures:
  - CATS ROD100-series SOPs address Emergency Operating Procedures; and
  - CATS ROD200-series SOPs address how the ROCC responds to these situations.

- Bus Operations Control Center Standard Operations Procedures Manual and Reference Guide

- CATS Plans:
  - Crisis Communications Plan
  - CATS Technology Business Continuity Plan
  - Spill Prevention Control and Countermeasure Plans for CATS Facilities:
    - Davidson Street Bus Facility
    - South Tryon Bus Facility
    - South Boulevard Light Rail Facility

- Other Plans:
  - Charlotte-Mecklenburg All Hazards Plan
  - City-wide Pandemic Plan

D. TEST, TRAINING, EXERCISE, AND LESSONS LEARNED

Emergency Drills and Exercises

CATS conducts or participates in a minimum of one emergency drill annually that follows the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. The drills may include a full-scale exercise or a tabletop exercise. Community first-responders—including Charlotte Fire Department, Charlotte Mecklenburg Police Department, Company Police, MEDIC, local FBI and TSA, NCDOT, and Charlotte Mecklenburg Emergency Management—may assist the transit system in planning, coordinating, and training to prepare for the exercises. Detailed scenarios are developed by the participants' management to ensure that the exercises are realistic, comprehensive, and effectively evaluate the emergency preparedness of the participants. Observers are assigned to each participant group to evaluate the response to the exercise scenario.

After-Action Reviews and Lessons Learned

After actual incidents, there is an assessment to return the system to 100% functionality in the shortest time possible. All Divisions are responsible for executing this plan. The purpose of this phase is to make certain that all areas have been addressed in an appropriate manner and CATS can sustain operations indefinitely. This phase is a self-assessment to determine ways to improve our processes and procedures and to update all disaster-related plans. The following are examples of items that will be reviewed during this process:

- Division managers will provide the records to support all expenses associated with the emergency

- Each division will provide an update on the status of personnel, equipment and facilities
- Division managers should provide a list of proposed changes to the Emergency Preparedness and Continuity Plan (EPCP) to CATS Office of Safety and Security or Quality Assurance Section.
- Division managers should follow the EPCP to achieve 100% functionality in their assigned area.
- Division managers will identify any shortfalls or limiting factors that will prevent them from achieving 100% functionality
- Replenish emergency supplies and equipment used during emergency.

Immediately after completion of an exercise, the participants debrief and discuss the observations made during the exercise. An after-action report is prepared and distributed to the participants for follow-up with each participant group. The After-Action report is used to determine the need for modifications to plans, procedures and processes. The CATS Fire/Life Safety Committee (see below) performs follow-up with all participant groups to develop a coordinated schedule for implementation of corrective actions for closure of identified After-Action Items.

- Emergency Preparedness Training

  Facility Emergency Plans are provided in each office and conference room that has a phone. Employees are directed to the Facility Emergency Plan to effectively respond to emergency situations. Transportation and Maintenance employees and Operations Control Center employees are trained on the emergency procedures referenced the Emergency Procedures (Section V Phase I). At a minimum, Safety-Sensitive Employees will receive emergency response training.

  Senior Leadership are encouraged to complete ICS 100, 200, 700 and 800. Management staff identified to participate in Incident Command should complete ICS training through ICS 300. Supervisors who respond to incidents should have an equivalent to ICS 100, 200 and 700 training.

  Staff should also receive periodic refresher training by participating in additional training, exercises, and planned organized events.

  Several CATS managers and supervisors have received certification for National Incident Management System (NIMS) training through the Federal Emergency Management Agency (FEMA). Records of NIMS training will be captured in SuccessFactors.

  ICS 100 Introduction to Incident Command (on-line)

ICS 200 ICS for single resources and initial accident incidents (on-line)
ICS 700 National Incident Management System (NIMS) An Introduction (on-line)
ICS 800 National Response Framework, An Introduction (on-line)
ICS 300 Classroom- Intermediate for ICS expanding incidents
ICS 400 Classroom- Advanced ICS for Command and General Staff

Active Shooter Training provided to all CATS employees
Cybersecurity training required to have access to CATS sites
SSI training is required for all supervisors and anyone with access to SSI information.

- Familiarization training for Emergency Responders
  Emergency Responders are provided familiarity training on CATS buses, the LRVs, streetcars, the light rail system, and the streetcar system. Training can include classroom training on emergency preparedness for the CATS system and hands-on familiarization training is available upon request. The Office of Safety and Security provided train-the-trainer instruction and a CATS training module to the Charlotte-Mecklenburg Fire Department's (CMFD) training official. The CMFD training official provides training to CMFD personnel on CATS LRVs systems, and equipment.

- Emergency training for the general public
  The general public receives information on what to do during an emergency while on our system through various methods. In our rolling stock, there are posters with instructions on what do if there is an emergency on the vehicle. CATS has available for the public at no cost the *CATS SeeSay* app for cell phones that has information on what to do in an emergency and various ways to report an incident directly to Company Police. Other social media platforms that are used to assist the public is through safety videos found on YouTube and messages pushed out through Facebook, Twitter and Instagram.

E. MISSION ESSENTIAL FUNCTION DATA SHEETS AND BUSINESS PROCESS ANALYSIS FORMS

The Mission Essential Function Data Sheets and Business Process Analysis forms are included in the following pages.

CATS Mission Essential Function Data Sheet

Department/Agency:_____CATS_____

Date: Reviewed December 2019

MEF Statement: Provide emergency transportation; bus, rail and special transportation service for people with disabilities as requested by the Emergency Operations Center.

MEF Category:__I___ Sustain or resumed as quickly as possible (minutes to hours)

Supports Char-Meck Gov. Priority #(s):

- **Provide emergency services**

Descriptive Narrative:

During a significant event/disaster/incident, CATS resources can be reallocated to support emergency evacuations and other requests as made by the County Emergency Manager.

Implications if Not Conducted:

Not being available for emergency support could result in delayed evacuation or recovery and cause life safety issues during an emergency event.

Associated Emergency Support Function(s): **MEF Category I is represented at the Emergency Operations Center (EOC) by the Emergency Support Function #1: Transportation. The CATS liaison at the EOC communicates requests for CATS transportation, fuel, and any other services.**
Recovery Time Objective: **N/A**
Lead Office/Division/Branch Office: **CATS Continuity Program Manager:**

CATS Mission Essential Function
Business Process Analysis

Department/Agency:___CATS_____

MEF #1 Statement: Provide emergency transportation; bus, rail and special transportation service for people with disabilities as requested by the Emergency Operations Center.

MEF Output(s):

Provide emergency bus, rail and STS service as requested by the Emergency Operations Center.

MEF Inputs:

Services requested by the Emergency Operations Center (EOC).

Leadership:

CATS Liaison in the EOC

Department Representatives in the CATS Coordination Center

Staff:

Bus Operations Division

- One Bus operator/ requested bus
- One street supervisor to coordinate operations
- One BOCC supervisor to manage EOC requests
- One administrative staff member to track employee hours and equipment used

Rail Operations Division

- One Rail operator/requested train
- One rail supervisor to coordinate operations
- Chief Rail Controller to coordinate EOC requests
- One flagger per area of rail requiring flagging operations
- One administrative staff member to track employee hours and equipment used.

Special Transportation Service (STS) – Service for people with disabilities

- One paratransit driver/requested bus
- One street supervisor to coordinate operations
- One STS dispatcher to manage EOC requests
- One administrative staff member to track employee hours and equipment used

Van Pool vehicle van

Marketing/Communications

- One public relations manager or staff member to manage messaging, handle media inquiries, determine what other communications areas need updating (website, riders alerts, etc.).
- One Marketing/Communications staff member if Joint Information Center (JIC) activated.

Communications:

- Radio communication (Motorola)
- Mobile phones
- Information signs at rail stations
- Rail station PA announcements
- LRV announcements
- Everbridge notifications (City)
- SmartNotice (RAPTDEV provider)
- Interactive voice response system (IVR)
- STS IVR
- Voice over internet protocol (VoIP) telephoneCody
- Flagging for Rail
- Ridetransit.org web application
- Riders Alerts
- CATS See/Say App

- Twitter and Instagram account - RideCATS
- RideCATS app
- Standard Operating Procedures
- Drivers Alerts (Bus) and bulletins, general orders, and daily operations orders (Rail)

Information Technology:

See CATS Technology Business Continuity Plan

- Automatic vehicle locator (AVL)
- Headsigns (destination signs) and enunciators
- Mobile digital video recorders (MDVR) and camera
- Train control / SCADA (supervisory control and data acquisition)
- City technology infrastructure (certain parts managed by CATS)
- Coordination Center technology
- Rail PA system PENTA

Facilities:

The Relocation plans for CATS facilities are identified in the EPCP appendices (see Procedures or Process Flow section)

Charlotte Transportation Center (CTC) A&C: xxx sq. ft.

- Customer Service (Pass Sales and Lost and Found)
- STS Functional Assessment Center
- Bus Dispatch and Operators rooms

CTC B: xxx sq. ft.

- Police Communications

Rent 12 auto parking spaces across the street from CTC.

Davidson Street Bus Facility - xxx sq. ft., xx auto parking spaces, xx bus parking spaces, xx cutaway van parking spaces. STS Dispatch

- Bus Dispatch
- Bus Maintenance
- Technology

North Brevard Light Rail Facility: -xxx sq. ft.; LRV storage yard contains tracks for up to xxx LRVs; has supervisor's office, operations dispatch office, operations muster rooms, training room, and parts and storage room. The Service and inspection shop area is able to accommodate two LRV's with a pit and mezzanine access.

South Tryon Bus Facility - xxx sq. ft.; xxx auto parking spaces; xxx bus parking spaces

- Bus Dispatch
- Bus Maintenance

South Boulevard Light Rail Facility is 10 acres, xxxx sq ft.; LRV storage yard contains tracks for xxLRVs; the remaining LRVs are stored inside. The site is located adjacent to and west of the Blue Line between New Bern Street and Clanton Road. The site contains storage tracks, the Railcar Maintenance Shop, Rail Operations Control Center (ROCC) facilities, a Maintenance of Way (MOW) facility, Bus Operations Control Center (BOCC), Parts Storage and administrative offices. A CATS bus maintenance facility is located adjacent to the SBLRF and shares some facilities such as a vehicle paint booth in a separate building. The xxxxxx Room is equipped to act as the Coordination Center in an event.

Eastland Mall Community Transit Center

Rosa Parks Community Transit Center

SouthPark Mall Transit Center

All passenger amenities, Park and Rides, bus stops, shelters, benches, bike racks

All rail amenities including xxxx miles of right of way, stations and platform areas, elevators, and four public parking decks with pass sales capabilities.

Central Communications House including back-up ROCC

Signal houses and communication houses

<u>Other Resources and Budgeting:</u>

Bus Operations Division

- xxx Buses (xxxhybrids)
- xxxxx Miles per bus each year

Rail Operations Division

- xxx Low floor S70s

- One 18.9 mile line, double track
- 1.5 miles Streetcar line

Special Transportation Service (STS)

- xxx Cutaway vans for paratransit

Vanpool

- xxxx vans

Support vehicles for bus and rail

Diesel Fuel

4 wheel drive vehicles

- xxx Development
- xx S&S
- xx BOD
- xxx Facilities

Records management, payroll, procurement procedures, EPCP financial and logistics support

Maintenance of vehicles

Fuel, Fare and Wash

Partners and Interdependencies:

See Technology Business Continuity Plan for Technology Partners

City HR: Payroll

TMOC: BOD payroll

Charlotte Department of Transportation (CDOT): clear streets/reroute traffic/traffic signals, controls for Street access for Streetcar repairs

Sheriff's Department: Transit System Security

Charlotte Mecklenburg Police Department (CMPD): Transit System Security

Company Police: Transit System Security

311: Provide information to public

Duke Power: Provide power to facilities and trains

Innovation and Technology (I&T): Support technology.

Management and Financial Services (MFS): landscape management, building services, and non-revenue vehicles.

Engineering & Project Management division of General Services: Alternate work locations if CATS backup facilities unavailable

Fuelman
Firestone Tire: Provide tires
Charlotte Fire Department: Emergency Management Office
Charlotte Fire Department
MEDIC
Charlotte Mecklenburg Risk Management Office (Insurance, contact for NC OSHA)
Federal, State and Local Law Enforcement Agencies (FBI, Secret Service, Norfolk Southern, CSX, ATF, etc.)
City Corporate Communications
Media
City and County officials
Railroads: Notification of breach
RATPDEV (CATS Transit Management Services Contractor)
Johnson Controls works with S&S for building security and fire detection
S&S works with contactors for lock maintenance and installation
Towing Company

CATS has reporting requirements to the following entities:

Department of Homeland Security (Transportation Security Administration (TSA) and Freedom Center)

Federal National Transit Database

Federal Transit Administration (FTA) Office of Safety and Security

NCDOT: State safety oversight (Rail only)

National Response Center for National Transportation Safety Board (NTSB)Railroads: Notification of breach

Procedures or Process Flow:

Normal operations: Operator checks in with dispatch and goes out to vehicle and operates run.

When there are disruptions:

- Routine disruptions (snow, debris, road closures): handled at supervisor level

- Larger disruptions: covered in EPCP Appendix B (*Service Reduction Guidelines: Bus, Rail and STS Operations*)

The EPCP is distributed to all CATS divisions in hard copy and is available on CNet under Departments> Charlotte Area Transit System> Plans

When the County Emergency Manager requests buses, BOD or CATS Management will respond.

Major disruptions to normal service: After a major disruption of service, bus operations will not resume service until they receive approval from the General Manager of Safety and Security.

Continuity of Operations Strategy:

Service level changes are identified in EPCP Appendix B.

Emergency Relocation Group: Operations, Facilities, Technology, Safety, Legal, Public and Community Relations, Leadership Team

CATS Mission Essential Function Data Sheet

Department/Agency:_____CATS_____

Date: Reviewed December 2019

MEF Statement: Provide public transportation; bus, rail and special transportation service for people with disabilities.

MEF Category:__II__ Sustain or resumed as quickly as possible (minutes to hours)

Supports Char-Meck Gov. Priority #(s):

- Maintain public critical infrastructure
- Provide basic essential services

Descriptive Narrative:

The largest transit system in the Carolinas, CATS served approximately xxx million riders in FY2019 with a weekday average of xxx unlinked passenger trips. Service is provided via bus, vanpool and rail transportation. CATS' primary service area covers xxx square miles in Mecklenburg County, serving a population of approximately xxx million. Regional service covers Concord, Gastonia, and Union County in North Carolina and York County in South Carolina. In addition to transit operations, CATS continues implementation of the 2030 Transit Corridor System Plan which was approved by its policy board, the Metropolitan Transit Commission (MTC), in November 2006.

CATS operates xxxx hours/day, over xxx million vehicle revenue hours and xxxx vehicle revenue miles per year, to key business centers in uptown, major commercial centers, hospitals, universities and the airport.

Implications if Not Conducted:

CATS not providing service or a prolonged decrease in service would affect the social and financial stability of Charlotte and the surrounding areas. Not providing service would affect the quality of life for many citizens and have a direct impact on the local economy. An elimination of or a prolonged reduction in service would also have a negative impact on CATS' revenue.

If STS service is not provided, it could result in customer health crisis for selected customers not accessing required medical service.

Associated Emergency Support Function(s):

See CATS MEF Category I
N/A

Recovery Time Objective:

Objective is to resume some level of service within 24 hours. This will be dependent on other City departments and other agencies' responses and/or recommendations.

- Short term goal is to achieve level of service identified by Leadership in the Service Level Change.
- Long term goal is full-service restoration.

Lead Office/Division/Branch Office:

CATS Continuity Program Manager:

Mission Essential Function
Business Process Analysis

Department/Agency:___CATS_____

MEF #2 Statement: Provide public transportation; bus, rail and special transportation service for people with disabilities.

MEF Output(s):

Provide public transit services utilizing bus and rail adjusted to the service level identified in the EPCP.

MEF Inputs:

Leadership decision on level of service to be provided.

Bus:

- Route guides
- Driver paddles
- Headways for dispatchers
- Schedules
- Snow Routes
- Buses
- Fuel
- Maintenance

Rail:

- Trains
- Operator schedule
- Electricity
- Maintenance

STS:

- Driver manifests
- Buses
- Fuel
- Maintenance

Leadership:

Only for Service Level Change: Chief Operations Planning Officer, GM of Bus Operations, GM of Rail Operations, Director of STS

Determine if need Department Representatives in the CATS Coordination Center.

Staff:

Bus Operations Division / RATPDev USA/Transit Management of Charlotte:

- xxx Bus operators - United Transportation Union (UTU)
- xxx Mechanics - UTU
- xxx Administrative/supervisory personnel

Rail Operations Division

- xxx Rail Operators
- xxx ROCC Controllers, 13 Rail Transportation Supervisors, 5 Dispatchers
- xxxx Rail Car maintenance and Maintenance of Way personnel
- xxxx Parts Admin and Management personnel

Special Transportation Service (STS)

Service for people with disabilities

- STS service required by the ADA within ¾ mile of local fixed routes
- STSII not required under ADA
- xxx Full time, xxx part time, and xxx temporary paratransit drivers
- xxxx Street supervisors, dispatchers, and administrative/supervisory personnel

Marketing/Communications

- One public relations manager or staff member to manage messaging, handle media inquiries, determine what other communications areas need updating (website, riders alerts, etc.)
- One Marketing/Communications staff member if Joint Information Center (JIC) activated

Communications:

- Radio communication (Motorola)(Motorola)
- Mobile phones
- Information signs and PA at rail stations

- LRV announcements
- SmartNotice (RAPTDEV provider)
- Interactive voice response system (IVR) (336-RIDE)
- STS IVR
- Voice over internet protocol (VoIP) telephone
- CodyCody
- Flagging for Rail
- Ridetransit.org web application
- Riders Alerts (see BOCC SOP Manual for inclement weather)
- CATS See/Say app
- Twitter and Instagram accounts – RideCATS
- RideCATS app
- Standard Operating Procedures
- Drivers Alerts (Bus) and bulletins, general orders, and daily operations orders (Rail)
- Everbridge (Rail)

Information Technology:

See CATS' Technology Business Continuity Plan

- Automatic vehicle locator (AVL)
- Scheduling software for Bus and Rail
- Scheduling/dispatch software for STS
- Automatic passenger counter (APC)
- Headsigns (destination signs) and enunciators
- Mobile digital video recorders (MDVR) and camera
- Fareboxes
- Ticket vending machines (TVMs)
- Train control / SCADA (supervisor control and data acquisition)
- City technology infrastructure (certain parts managed by CATS)
- Myers Street Data Center
- Revenue probing stations
- Wireless Fidelity (Wi-Fi)
- Coordination Center technology
- Rail PA system PENTA

Facilities:

The Relocation plans for CATS facilities are identified in the EPCP appendices (see Procedures or Process Flow section)

Charlotte Transportation Center (CTC) A&C: xxxx sq. ft.

- Customer Service (Pass Sales and Lost and Found)
- STS Functional Assessment Center
- Bus Dispatch and Operators rooms

CTC B: xxx sq. ft.

- Police Communications

Rent xxxx auto parking spaces across the street from CTC.

Davidson Street Bus Facility - xxx sq. ft., xxx auto parking spaces, xxxx bus parking spaces, xxx cutaway van parking spaces. Parking deck is not currently open and cars are parking in lower bus parking lot.

- STS Dispatch
- Bus Dispatch
- Bus Maintenance
- Technology

North Brevard Light Rail Facility -xxx sq. ft.; LRV storage yard contains tracks for up to xxx LRVs; has supervisor's office, operations dispatch office, operations muster rooms, training room, and parts and storage room. The Service and inspection shop area is able to accommodate two LRV's with a pit and mezzanine access.

South Tryon Bus Facility - xxx sq. ft.; xxx auto parking spaces; 300 bus parking spaces

- Bus Dispatch
- Bus Maintenance

South Boulevard Light Rail Facility (SBLRF) - xxxx sq. ft.; LRV storage yard contains tracks for xxx LRVs; the remaining LRVs are stored inside. The site is located adjacent to and west of the Blue Line between New Bern Street and Clanton Road. The site contains storage tracks, the Railcar Maintenance Shop, Rail Operations Control Center (ROCC) facilities, a Maintenance of Way (MOW) facility, Bus

Operations Control Center (BOCC), Parts Storage and administrative offices. A CATS bus maintenance facility is located adjacent to the SBLRF and shares some facilities such as a vehicle paint booth in a separate building. The xxxx Room is equipped to act as the Coordination Center in an event. Eastland Mall Community Transit Center Rosa Parks Community Transit Center SouthPark Mall Transit Center All passenger amenities, Park and Rides, bus stops, shelters, benches, bike racks All rail amenities including xxxx miles of right of way, stations and platform areas, elevators, and four public parking decks with pass sales capabilities. xxxx back-up ROCC Signal houses and communication houses
<u>Other Resources and Budgeting:</u> Bus Operations Division • xxx Buses (xxx hybrids) • xxxx Miles per bus each year Rail Operations Division • xxx Low floor S70s, xxx Seimens Streetcars • One xxxx mile line, double track • xxxmile Streetcar line starting 2021 Special Transportation Service (STS) • xxx Cutaway vans for paratransit Vanpool • xxx vans Support vehicles for bus and rail Diesel Fuel 4 wheel drive vehicles • xx Development • xxx S&S • xxx BOD • xxx Facilities Maintenance of vehicles Fuel, Fare and Wash

Partners and Interdependencies:

See Technology Continuity Plan for Technology Partners

City HR: Payroll

TMOC: BOD payroll

Charlotte Department of Transportation (CDOT): clear streets/reroute traffic/traffic signals, controls for Street access for Streetcar repairs,

Sheriff's department: Security for buses

Charlotte Mecklenburg Police Department (CMPD): Reporting and support

Company Police: Maintain Security of Facilities

311: Provide information to public

Duke Power: Provide power to facilities and trains

Information and Technology (I&T): Support technology.

Finance Department: Landscape management, building services, and non-revenue vehicles. Maintain STS vehicles.

Engineering & Project Management division of General Services: Alternate work locations if CATS backup facilities unavailable

Fuelman

Firestone Tire: Provide tires

Charlotte Fire Department: Emergency Management Office

Charlotte Mecklenburg Risk Management Office (Insurance, contact for NC OSHA)

FBI: Communication for security activities

City Corporate Communications

Media

City and County officials

Railroads: Notification of breach

RATPDev Transit

Simplex works with S&S for building security, locks, and fire detection

CATS has reporting requirements to the following entities:

- Freedom Center
- Federal National Transit Database
- Federal Transit Administration Office of Safety and Security
- NCDOT: State safety oversight (Rail only)
- National Response Center for National Transportation Safety Board (NTSB)

Transportation Security Administration (TSA) Department of Homeland Security Homeland Security Exercise and Evaluation Program Office of Domestic Preparedness Transit Security Grant Program Railroads : Notification of breach
Procedures or Process Flow: Normal operations: Operator checks with dispatch and goes out to vehicle and makes run. When there are disruptions: • Routine disruptions (snow, debris, road closures): handled at supervisor level • Larger disruptions: covered in EPCP Appendix B (*Service Reduction Guidelines: Bus, Rail and STS Operations*) The EPCP is distributed to all CATS divisions in hard copy and is available on CNet under Departments> Charlotte Area Transit System> Plans Major disruptions to normal service: After a major disruption of service, bus operations will not resume service until they receive approval from the General Manager of Safety and Security.
Continuity of Operations Strategy: Service level changes are identified in EPCP Appendix B. **Emergency Relocation Group:** Operations, Facilities, Technology, Safety, Legal, Public and Community Relations, Leadership Team
Other Comments: