



*Developing an Incident  
Management Task  
Force:  
Keys to Succeed*



*May 6, 2009*



# Welcome and Introductions

# Introductions


- Delaware Valley Regional Planning Commission
  - Chris King
  - Laurie Matkowski
- Meeting Logistics

# Delaware Valley Regional Planning Commission

- MPO for nine-county Philadelphia region
- Created in 1965
- Planning for “orderly growth & development” of the region
- Transportation, land use, open space, housing, economic development, demographic forecasting, long-range planning, safety, transportation operations



# Attendee Introductions

- Who Are You?
    - Name
    - Organization
    - Role
    - Workshop Expectations
- 
- The background of the slide is a blue-tinted photograph. It shows a road that curves into the distance on the left side. On the right side of the road, there are two traffic cones. The overall scene is dimly lit, suggesting a dusk or dawn setting.

# Today's Agenda

- DVRPC and Incident Management
- Why are Incident Management Task Forces Important?
- Break Out #1: Identifying Possible Task Force Participants
- Local Success: NJ 42/ 55, I-76 / 676 / 295 IMTF
- Running the First Meetings
- Break Out #2: Establishing An Action Plan
- Implementing a Successful Action Plan
- Wrap Up

# Workshop Outcomes

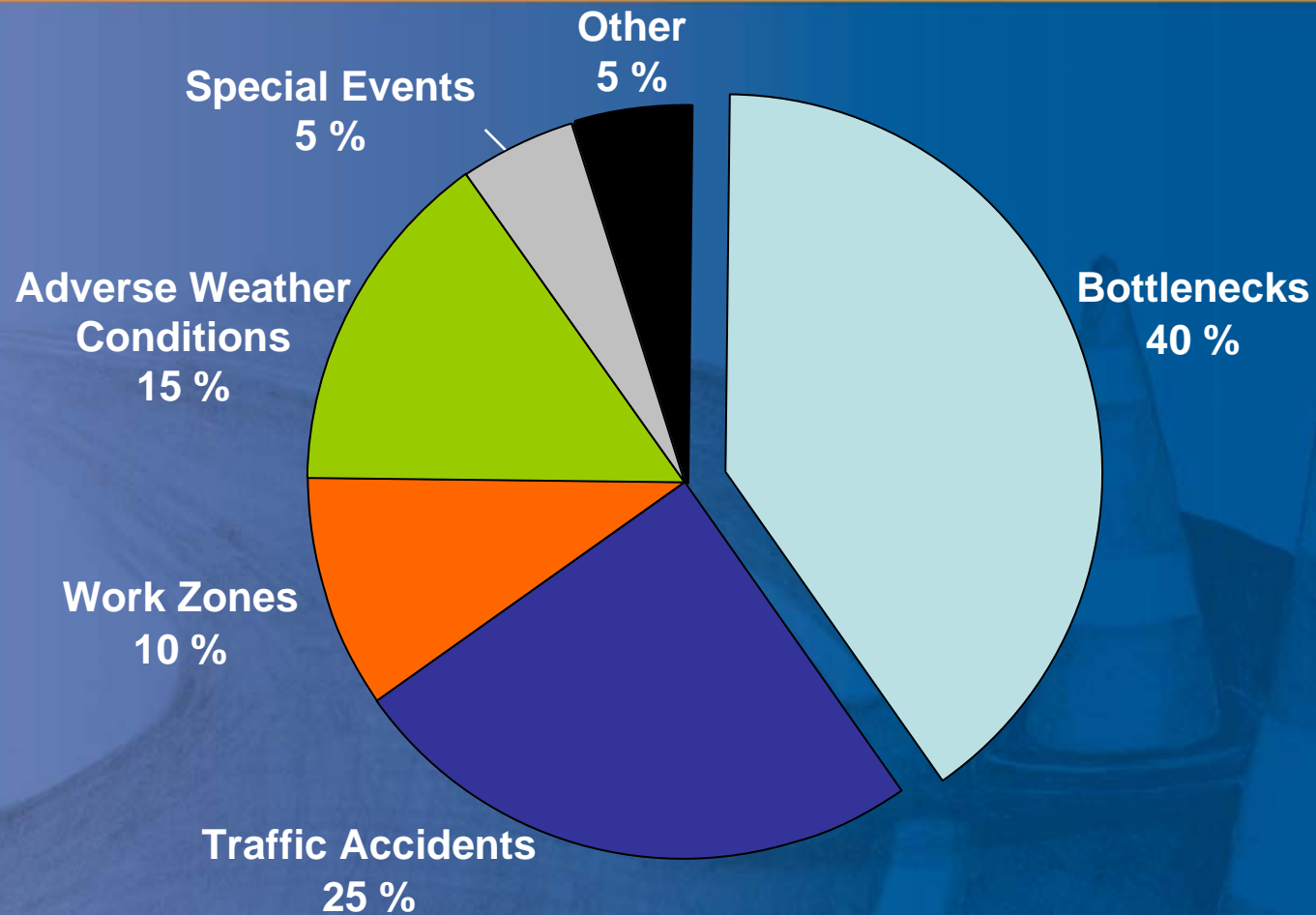
- Understand the goals of Incident Management
- Recognize the importance of an Incident Management Task Force (IMTF)
- Understand the steps to develop an IMTF



# DVRPC and Incident Management



# Causes of Traffic Congestion



Source: FHWA Operations Website

# What is an Incident?

An incident is any non-recurring event that impacts the transportation system.

An incident includes:

- crashes
- disabled or abandoned vehicles
- debris in the roadway
- work zones
- adverse weather
- other events and emergencies

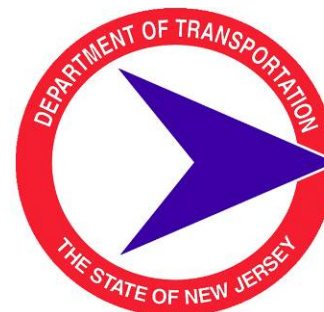


# Primary Goals of Incident Management

- Reduce time for incident detection and verification
- Reduce response time
- Exercise proper and safe on-scene management of personnel and equipment, while keeping as many lanes open to traffic as possible
- Rescue clearance time
- Provide timely, accurate information to the public to enable them to make informed choices

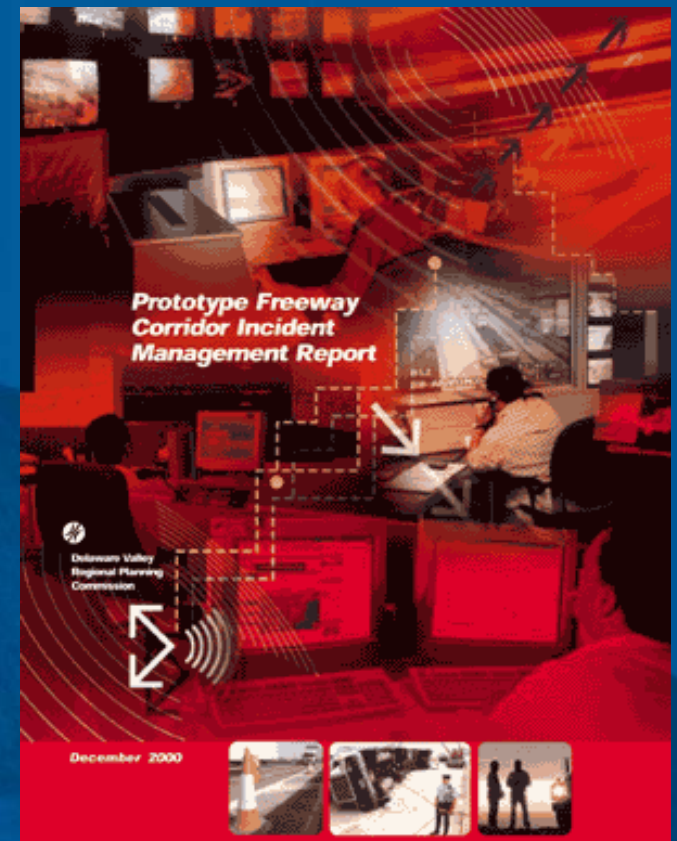
# Purpose of Task Forces

- Improve Coordinated Incident Management (IM) Response
- Foster Interaction Among IM Stakeholders
- Identify and Address Critical IM Needs
- Give Other Organizational Perspectives



# How We Got Started

- PennDOT asked DVRPC to form a Prototype Incident Management Corridor
- Meeting since 1999
- Provide a casual atmosphere away from the scene of an incident for emergency responders to build relationships with each other



# DVRPC's Incident Management Task Forces

## DVRPC Task Forces

- I-476 / I-76 Crossroads  
(Established January 1999)
- NJ 42 / 55, I-76 / 676 / 295  
(Established June 2002)
- Philadelphia (I-95, I-676, I-76)  
(Established August 2007)
- Delaware County (I-95, I-476)  
(Established January 2008)



# Other Established Task Forces

- PA 309 (GVF Transportation)
- US 422 (GVF Transportation)
- Atlantic City Expressway  
(SJ Transportation Authority)



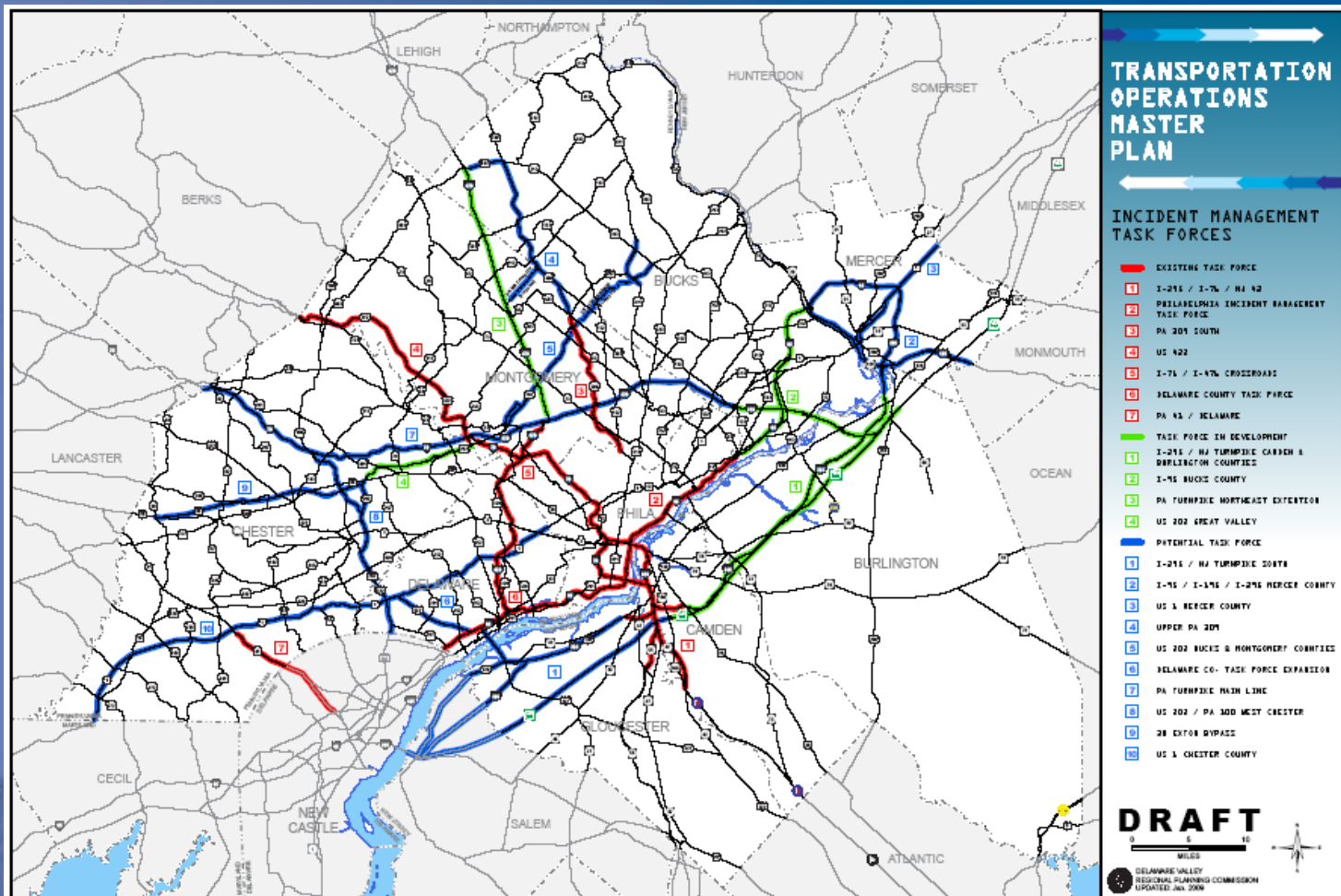
# Future Vision

- Continuation of Current Task Forces
- Continue DVRPC Staff Support
- Potential to Add Other Critical Corridors

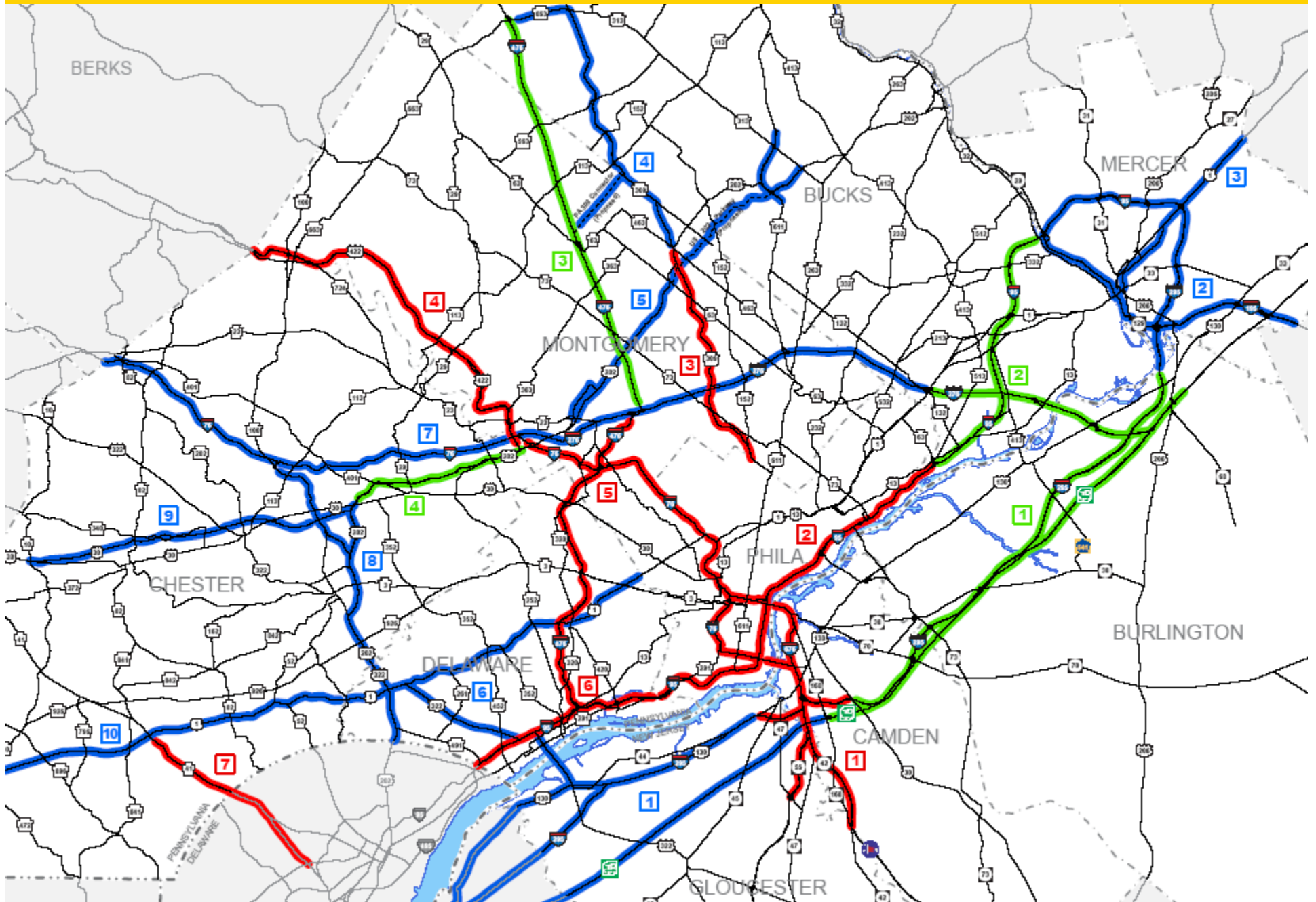




# Transportation Operations Master Plan - IMTF Vision



# DVRPC and Incident Management



# Keys to Succeed



Communication



Coordination



Cooperation



# Why Incident Management Task Forces are Important

# National Perspective

Captain Tom Martin  
Operations Program Coordinator  
I-95 Corridor Coalition  
jtmartin@cox.net



[www.i95coalition.org](http://www.i95coalition.org)

# Incident Management Overview

William F. Jenaway, PhD, CFPS, CSP

Chair, Upper Merion Fire & Rescue Services Board

Executive Vice President VFIS





# Break Out Session #1

# Task: Identify Possible Task Force Participants

- Split into 3 groups
- Assign a recorder and spokesperson
- Review scenarios and develop a list of stakeholders to invite
- Answer follow-up questions
- Report back to the other groups

## Scenarios

- Urban Setting
- Suburban / Rural Setting
- Construction / Work Zone



# Typical Stakeholders for IMTF's

- Local Police Departments
- Local Fire, Ambulance & EMS
- State Police
- DOT Traffic Operations
- DOT Maintenance Divisions
- Turnpike Authorities
- Bridge Authorities
- HAZMAT Agencies
- Dept of Environmental Protection
- Towing Agencies
- State Towing Associations
- County 911 Communications
- County Department of Public Safety Offices
- County Coroner / Medical Examiner's Office
- Local State Legislators Offices
- Federal Highway Administration
- County Planning/Engr Departments
- Transportation Management Agencies
- Municipal Public Works Dept
- MPO

# Additional Stakeholders for Construction / Work Zone IMTF's

- Same Stakeholders as IMTF's
- PLUS...
  - DOT Project Manager
  - DOT Construction Unit
  - Design Consultants
  - Construction Contractor
  - Construction On-Site Project Manager
  - Contracted Towing Agencies



# Follow-up Questions

1. How do you know you need an IMTF?
2. How do you define a corridor?
3. Who should facilitate the IMTF?
4. How do you get the stakeholders involved?
5. What happens when a major construction project begins after an IMTF has been established in the corridor?

# Video

## The Many HATS of Incident Management





# Local Success



# Running the First Meetings

# When to Establish an IMTF

- Major Incident
- Construction
- Media
- Public Perception
- Other?
- Not an easy answer!



# Pre-Meeting Activities

- Define a geographic region of task force
  - Focus on interstate
  - County
  - Construction zone
- Buy-in from state DOT & state police
  - Pre-meeting may be necessary with major stakeholders
- Define stakeholders
- Create stakeholder map
- Meeting location – important to hold within the corridor
- Invitation letter



# Establish Contact List

- Develop initial contact list prior to first meeting
- Include:
  - Contact Name
  - Title
  - Agency
  - Address
  - Phone
  - E-Mail
  - Also Include Station Contact Number
- At first meeting - identify missing stakeholders

# Typical 1<sup>st</sup> Meeting Agenda

- Welcome & Introductions
- Background
  - Meeting purpose
  - Role of Incident Management Task Force
- Special Presentation
  - DOT or State Police
  - Current activities
- Issues & Needs
  - Know background information in advance to help spur the conversation

# Future Meeting Activities

- 2nd Meeting
  - Review issues
  - Establish priorities
- 3rd Meeting
  - Develop an Action Plan (Break Out Session #2)
- Potential meeting topics
  - Stakeholder special presentation
  - Tour of local facilities
  - Informal post incident debriefing
  - Construction updates

# IMTF Administration

- Define frequency of meetings
  - Quarterly
  - Construction related
- Elect chairperson(s)
  - Provides buy-in from stakeholders
- Rotate meeting venue
- Keep maps and contact lists current
- Meeting coordination: notices, agendas, minutes



# Break Out Session #2

# Defining an Action Plan

- High-level document
  - Defines purpose of task force
  - Use as a performance measure
- Documents Needs and Issues
- Identifies priorities
- Establishes timeframe (if applicable)
- Assigns agency responsibilities
- Identifies potential funding sources

# Defining an Action Plan

- Review Needs and Issues from first meetings
- Conduct a survey to establish priorities
- Put it down on paper!
- Example...

NEED: Training

PRIORITY: High

DESCRIPTION: Offer training for incident responders and 9-1-1 Center

ACTIONS & RESPONSIBILITIES:

- Seek possible training courses – MPO, DOT, IMTF Members
- Identify potential funding sources – MPO, DOT, FHWA

# Task: Establish an Action Plan

- Split into 3 groups
- Assign a recorder and spokesperson
- Review identified needs of the IMTF (given)
- Develop an Action Plan
  - Identify actions – minimum of 3
  - Assign responsibilities
  - No need to prioritize for this exercise
- Report back to the other groups



# An Action Plan: Giving it Life!

- Address Action Plan items at IMTF meetings
- Tackle short-term actions first
- Celebrate early successes
- Reevaluate and modify the Action Plan throughout the years
- Secure funding
  - Incorporate into construction projects
  - Apply for Federal grants
  - Share resources
  - Be creative!



# Implementing a Successful Action Plan

# DVRPC Experiences & Successes

- Building Relationships
  - Provide Support Services
  - Provide Training Opportunities
  - Consultant Coordination
  - Examples of Project Successes
  - New Activities
- 
- The background of the slide is a dark blue gradient. On the right side, there is a faint, semi-transparent image of a hand holding a pencil, with two traffic cones in the foreground. The overall aesthetic is professional and focused on project management or education.

# Building Relationships

## *Inter-agency Coordination*

- Provide forum to discuss issues
- Enhance communications
- Share resources



# Building Relationships

## *Post Incident Reviews*

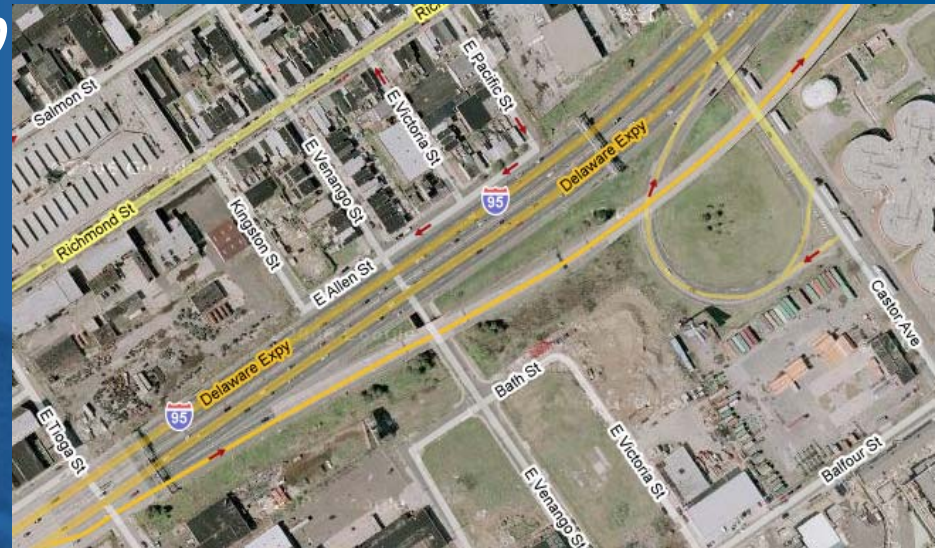
- To identify deficiencies, lesson learned, and areas for improvement to apply to future incidents
- Helps to maintain and strengthen the lines of communications between incident responders
- Multi-agency debriefing
- Formal or informal
- Meeting agenda item



# Building Relationships

## *Operational Scenario Workshop*

- Philadelphia IMTF
- Mock incident scenario on I-95
- 30 stakeholders involved
- Communication gaps identified
- Training needs identified



*Note: 2 weeks later, I-95 shut down for emergency construction repairs for several days in the same location as scenario*

# Provide Support Services

## *DVRPC Support Services*

- Meeting Materials
  - Agenda, Notice, Minutes
- Website
- Contact Lists
- FHWA Self Assessment
- Surveys

Delaware County IMTF Responder Needs Survey - June 24, 2008					
This brief survey will be used to prioritize responder needs that were raised during the kick-off meeting in April. Please rate each need from 1-5, with 1=Very Important and 5=Not Important. The results will help the task force to focus on specific issues as we work to build successful working relationships among incident responders throughout Delaware County.					
<b>1. Video Sharing</b>					
	1=Very Important	2	3	4	5=Not Important
Share PennDOT video images directly with 911	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share PennDOT video images directly with local police departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share PennDOT video images directly with Mobile Data Units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>2. Communication</b>					
	1=Very Important	2	3	4	5=Not Important
Enhance communication between PennDOT and stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish a dedicated radio frequency to use during incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>3. Incident Notification</b>					
	1=Very Important	2	3	4	5=Not Important
Establish automated system for incident notification (email, fax)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrate incident notification into CAD system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>4. On-scene Incident Management</b>					
	1=Very Important	2	3	4	5=Not Important
Establish incident operating guidelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish notification checklist for incident command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>5. Detour Routes</b>					
	1=Very Important	2	3	4	5=Not Important
Establish detour route protocol between local municipalities and PennDOT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Map detour route signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>6. Miscellaneous</b>					
	1=Very Important	2	3	4	5=Not Important
Training Opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Post Incident Response Evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standpipe Maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Provide Training Opportunities

## *Training*

- 13 IM Courses in Last 6 Years
  - Incident Command System 200
  - NHI Incident Management (3)
  - I-95 CC Incident Management (2)
  - NJDOT / NJSP Incident Management Workshop (3)
  - Highway Safety - Train-the-Trainer
  - I-95 CC Quick Clearance Program (2)
- Over 600 participants



# Provide Training Opportunities

## *National Highway Institute*

- Using the Incident Command System at Highway Incidents
- Managing Traffic Incident and Roadway Emergencies

## *National Incident Management System (NIMS)*

- ICS-100 Introduction to the Incident Command System
- ICS-200 ICS for Single Resources and Initial Action Incidents
- IS-700 National Incident Management System – Introduction

## *Emergency Management Institute (EMI)*

- The EMI, located at the National Emergency Training Center in Emmitsburg, MD, offers a broad range of NIMS-related training.

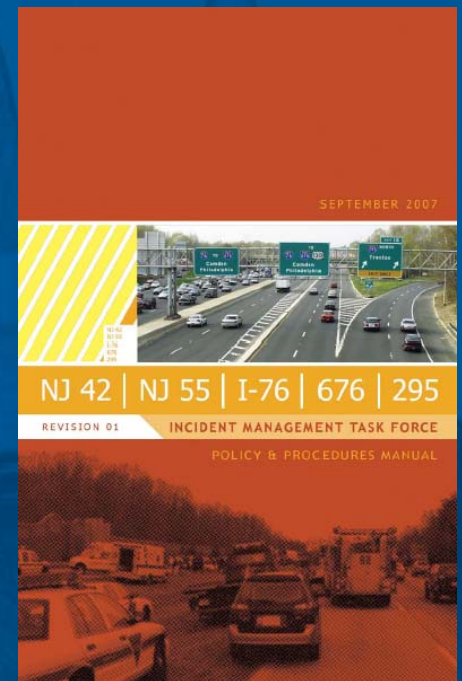
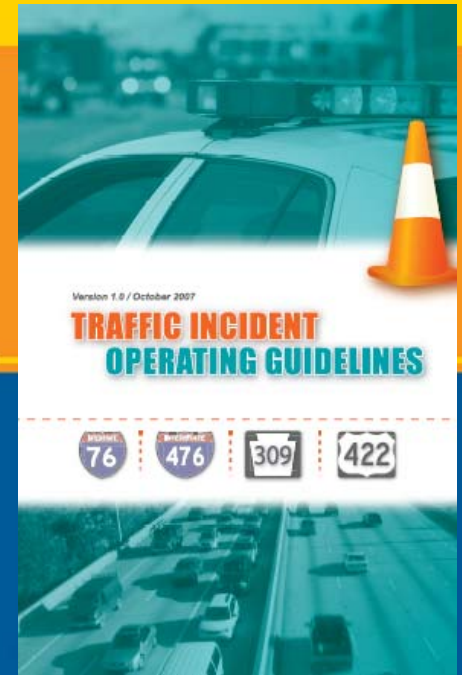
# Examples of Project Successes

## *Policy and Procedures Manual / Traffic Incident Operating Guidelines*

“Provide responders uniform operational guidelines for safe operations at the scene of an incident.”

Goal: Improve overall traffic IM process, which will then:

- Improve emergency responder safety
- Reduce secondary incidents
- Minimize the amount of apparatus and personnel responding to the incident



# Examples of Project Successes

## *Ramp Designation Signs - PA*

- Developed in 2000 and updated in 2007
- 60 locations (120 signs)
- Signs mounted back-to-back on a single post
- Distance approximately 320' apart

# Examples of Project Successes

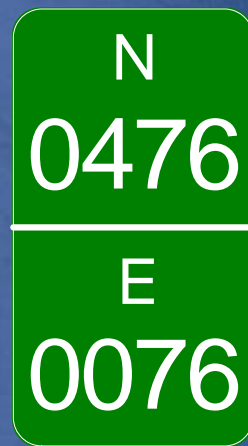
## *Ramp Designation Signs - PA*



2000



2004



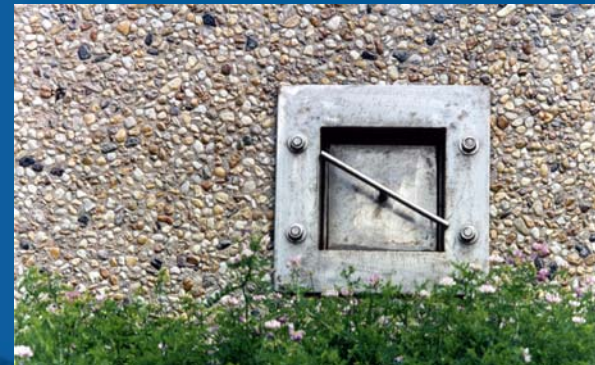
2007



# Examples of Project Successes

## *Noise Wall Access*

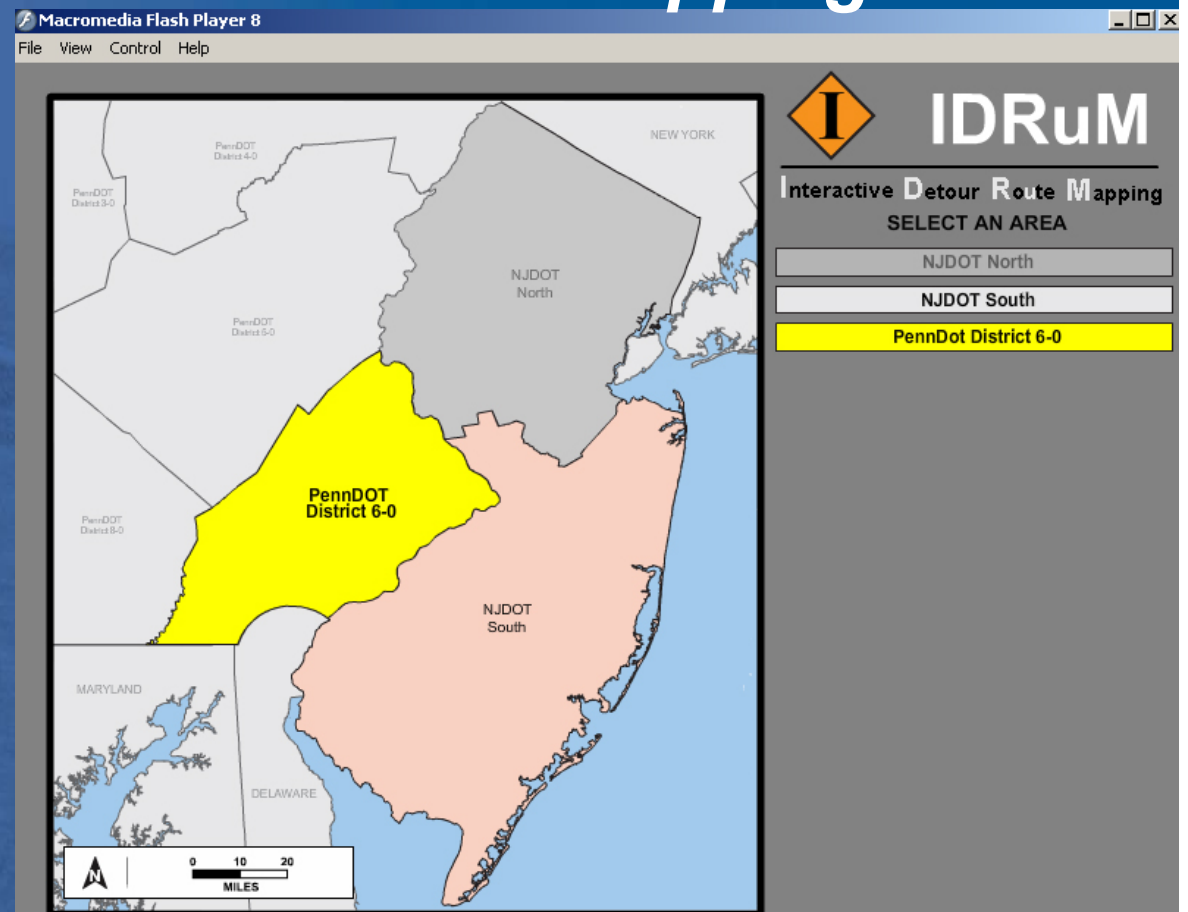
- Allowed for municipality input
- Influenced location and design
- Established current practice of integrating municipalities into the process



# Examples of Project Successes

## *IDRuM - Interactive Detour Route Mapping*

- Simple, easy to use, “point-and-click” application
  - 4-clicks to map!
- Centralized location for all Official DOT detours for PA & NJ
- Formats used:
  - Macromedia Flash & Adobe PDF
  - Both are FREE


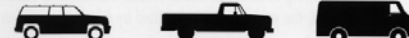








# Examples of Project Successes

## *Towing & Recovery Association of America (TRAA) Vehicle Identification Cards*

- Information needed to correctly dispatch towing and recovery units
- 5000 copies printed
- Distributed to responders throughout the region

**TRAA VEHICLE IDENTIFICATION GUIDE<sup>®</sup>**

<b>CLASS 1 • LIGHT-DUTY</b> • (6,000 lbs. or less GVW - 4 tires)* 
<b>CLASS 2 • LIGHT-DUTY</b> • (6,001 - 10,000 lbs. GVW - 4 tires)* 
<b>CLASS 3 • MEDIUM-DUTY</b> • (10,001 - 14,000 lbs. GVW - 6 tires or more)* 
<b>CLASS 4 • MEDIUM-DUTY</b> • (14,001 - 16,000 lbs. GVW - 6 tires or more)* 
<b>CLASS 5 • MEDIUM-DUTY</b> • (16,001 - 19,500 lbs. GVW - 6 tires or more)* 
<b>CLASS 6 • MEDIUM-DUTY</b> • (19,501 - 26,000 lbs. GVW - 6 tires or more)* 
<b>CLASS 7 • HEAVY-DUTY</b> • (26,001 - 33,000 lbs. GVW - 6 tires or more)* 
<b>CLASS 8 • HEAVY-DUTY</b> • (33,001 lbs. and over GVW - 10 tires or more)* 

Classes 1 and 2 include passenger vehicles, light trucks, minivans, full size pickups, sport utility vehicles and full size vans.

Classes 3 through 6 include a wide range of mid-size vehicles, delivery trucks, utility vehicles, motorhomes, parcel trucks, ambulances, small dump trucks, landscape trucks, flatbed and stake trucks, refrigerated and box trucks, small and medium school and transit buses.

**Information Needed To Correctly Dispatch Towing and Recovery Units:**

- Year, Make and Model of Vehicle to be Towed or Recovered
- DOT Classification (Class 1 – 8 based on GVW)
- Location of Vehicle
- Type of Tow (impound, accident, recovery motorist assist, etc.)
- Additional Vehicle Information
  - 2 wheel drive, 4 wheel drive, all wheel drive
  - damage to vehicle, tire condition
  - vehicle loaded or empty
  - cargo contents
  - does the vehicle have a trailer
  - are the keys with the vehicle

**Note:** Any vehicle may carry hazardous materials. Advise if placarded.

**\* Note:** The Gross Vehicle Weight Rating (GVWR) of the vehicle to be towed or recovered can be found on the identification label on the vehicle's driver's side doorframe. The number of pounds listed on the label can then be compared with the DOT Classification Vehicle Type Chart for the correct DOT class.

# Consultant Coordination

## *Final Rule on Work Zone Safety and Mobility*

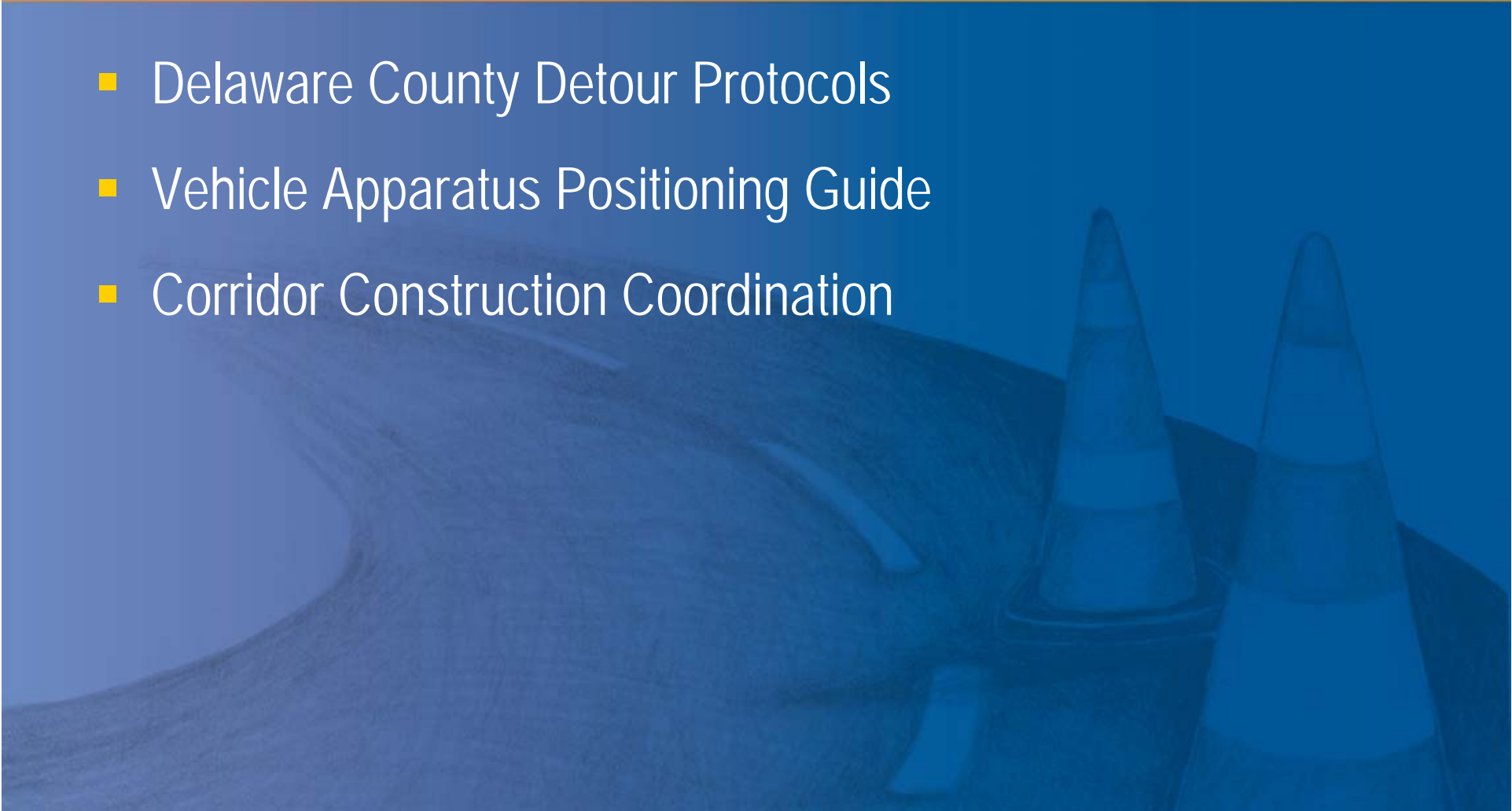
- Establishes requirements and provides guidance for:
  - Addressing work zone safety and mobility impacts
  - Developing strategies to manage those impacts
- Applies to all Federal-aid highway projects
- Requires the development and implementation of Transportation Management Plans (TMPs) with Incident Management Plans (IMPs)
  - In many DOT projects - consultants conduct the TMPs and IMPs



# Consultant Coordination

- Different levels of consultants
  - Working as DOT Project Managers
  - Working as designers
  - Working to develop the TMP and IMP
- Need for coordination with local emergency responders
- Consultants will probably not run an IMTF long-term
- Weave construction items into main agenda
- IMTF meeting dates need to be flexible with regard to activation or scheduling of construction stages

# New Activities

- Delaware County Detour Protocols
  - Vehicle Apparatus Positioning Guide
  - Corridor Construction Coordination
- 
- The background of the slide is a blue-tinted photograph of a road. In the foreground, two orange traffic cones with reflective white stripes are visible. The road curves into the distance under a clear sky.



DVRPC WORKSHOP



# Wrap Up

# Lessons Learned

- Identify a Facilitator
    - MPO, County Planning, TMA
  - Engage a Wide Range of Stakeholders
  - Identify Needs
  - Develop an Action Plan
  - Share Resources
- 

# Tool Box Contents

## Sample Incident Management Task Force Meeting Materials

- Sample invite letters, agendas, minutes, stakeholders

## DVRPC Incident Management Documents

- Policy & Procedures Manual, IM Report, Ramp Signage, Response boxes

## Video – *The Many Hats of IM*

## Resource Documents

- NIMS, Series of FHWA Primers on IM, Post Incident Review, Towing Guide, List of Training Courses, IM web links

# Workshop Presentation

A copy of the Workshop Presentation will be made available on our Website.

Incident Management Webpage

[www.dvrpc.org/transportation/operations/incidentmanagement.htm](http://www.dvrpc.org/transportation/operations/incidentmanagement.htm)

# Keys to Succeed



Communication



Coordination



Cooperation



# Thank You!

## *Contact Information*

Name: Laurie Matkowski

Email: [Lmatkowski@dvrpc.org](mailto:Lmatkowski@dvrpc.org)

Phone: 215.238.2853

Name: Chris King

Email: [cking@dvrpc.org](mailto:cking@dvrpc.org)

Phone: 215.238.2849

