Maine – New Hampshire Incident Management Committee

Traffic Incident Operating Guidelines

For Incidents Occurring on Interstate 95

And the Maine Turnpike

Version #5 July, 2016

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For more information regarding this document or the Maine – New Hampshire Traffic Incident Management Committee, contact the Southern Maine Planning and Development Commission

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1. INTRODUCTION

The Maine – New Hampshire Traffic Incident Management Committee, staffed by the Southern Maine Planning and Development Commission (SMPDC), is a group of traffic incident management stakeholders consisting of law enforcement, fire and rescue, and transportation agencies interested in enhancing traffic incident management on Interstate I-95/Maine Turnpike, Route 1 and other arterial roads in southern York County and northeastern Rockingham County and Strafford County. Incident-related traffic flow issues are an increasingly significant challenge for this bi-state region as witnessed by the number of crashes, natural disasters and other events that have caused traffic circulation issues in the area.

Though this plan was primarily designed for use on the Maine Interstate and Turnpike system, it is available for use on any roadway by any interested party at any time. It should be understood that operational adjustments will need to be made for use on roadways other than the Maine Interstate and Turnpike system.

An "incident" is defined as any non-recurring event that causes a reduction of roadway capacity or an abnormal increase in demand. Such events include traffic crashes, disabled vehicles, spilled cargo, highway maintenance and reconstruction projects, and special non-emergency events (e.g., ball games, concerts, or any other event that significantly affects roadway operations).

Although the problem most often associated with highway incidents is traveler delay, by far the most serious problem is the risk of secondary crashes. Another related issue is the danger posed by incidents to response personnel serving the public at the scene.

The magnitude of these problems can be severe. Incidents critically limit the operational efficiency of the transportation network and put all users of the network at risk.

2. PURPOSE

The purpose of developing this document is to provide appropriate guidance for all responders and stakeholders in order to work toward collaborative solutions for incident management on Interstate 95 and the Maine Turnpike. It is intended that this document will serve as a guideline for decision-making, and can be modified by incident responders as necessary to address existing conditions.

A subcommittee of the Maine – New Hampshire Traffic Incident Management Committee met several times during the fall of 2010 and developed the initial draft of this document. The subcommittee updated the document in November/December of 2014

Operating Guidelines Subcommittee:

Lt. Kevin Donovan – Retired, Maine State Police Troop G (Turnpike)

Greg Stone and Kristen Kloth – Maine Turnpike Authority

Chief Daniel Moore – Wells Fire Department

Chief Doug Bracy – York Police Department

Chief John Duross – Saco Fire Department

Wayne Emington – Federal Highway Administration

Deputy Chief Tony Attardo – Scarborough Fire Department

Sergeant Corey Huckins – Maine State Police Troop G (Turnpike)

Staff to the Committee: Tom Reinauer and Jamel Torres – Southern Maine Planning and Development Commission

3. OBJECTIVES

One of the major goals of the Maine – NH Traffic Incident Management Committee is to ensure that responders operate under a clear set of understood and agreed upon incident management practices. These practices will allow for enhanced response cooperation and decreased incident impact. To further this goal, the following five objectives were developed:

Objective One – Increase responder safety by eliminating struck-by incidents, injuries, and fatalities

Objective Two – Minimize impacts to the free flow of traffic

Objective Three – Decrease incident clearance time

Objective Four – Decrease secondary incident occurrences

Objective Five – Improve inter-agency communication during incidents

4. OPERATING GUIDELINES

A. BACKGROUND

All agencies responding to incidents on the highway will utilize the National Incident Management System (NIMS) in a Unified Incident Command whenever appropriate. Unified Incident Command is a team effort that allows all the agencies with responsibilities for an incident to establish a common set of goals and objectives to which all agencies can subscribe. The Unified Incident Command System is not so much about who is in charge, as it is about who is in charge of what. Unified Incident Command enables multiple agencies, which are responding to an incident, to coordinate the effort of that response through one incident manager.

The focus of Unified Incident Command is on combining the knowledge, abilities, and resources of all emergency response agencies and making full use of all available technology. The primary objectives of Unified Incident Command are to arrive on the scene as quickly as possible, conduct a thorough and accurate assessment of the incident (which may vary quite dramatically in nature), secure the scene of the incident, protect the workers at the scene, and ensure that the backup resulting from the incident is managed in a safe fashion.

If the incident is evaluated and found not to require Unified Command, then a single command should be established by the agency conducting the operation.

All First Responders, after ensuring their own personal safety and the safety and security of any incident victims, shall have as their top priority reducing congestion and mitigating the risk of secondary incidents for public/motorist safety.

Priorities of clearing the incident scene:

1. **LIFE SAFETY – attend to injured and ensure overall scene safety**
2. **INCIDENT STABILIZATION – minimize any impact the incident may have on the surrounding area, including traffic**
3. **RESTORE TRAFFIC TO NORMAL CONDITIONS – reopen traffic lanes as soon as possible**

The first arriving emergency responder will establish command, identify a command post at a safe distance away from the incident, and wear a reflective vest for identification. It is recommended that the vest, jacket, or other approved apparel has "Command" clearly visible. All other responding agencies will send a representative to the command post. The agencies will cooperate and work together for the safe and efficient mitigation of the incident.

Any decisions made will be communicated to other agency representatives to ensure coordination of efforts. The Maine State Police will make the final determination with respect to any disputes that may arise regarding overall scene logistics and safety. Departments and agencies also have the option of requesting a Post Incident Review, outlined in Section 5 of the Guidelines.

B. ROLES AND RESPONSIBILITIES

The roles and responsibilities described below are intended to be recommendations, and illustrate how these agencies and emergency service providers are typically involved in the incident management process. It is understood that roles change and evolve based on the type and severity of the incident.

All agencies responding to incidents on the highway will utilize the National Incident Management System (NIMS) in a Unified Incident Command.

Maine State Police

- Serves as part of Unified Command
- Secures incident scene

- Protects incident scene
- Performs first responder duties
- Assists responders in accessing the incident scene
- Establishes emergency access routes
- Controls the arrival and departure of incident responders
- Polices perimeter of incident scene and impact area
- Conducts crash investigation
- Performs traffic control
- Requests that dispatch Initiate the TIM Call Tree as appropriate

Municipal Police Departments

- Serves as part of Unified Command
- Establishes emergency access routes
- Assists the Maine State Police in securing the scene
- Polices perimeter of incident scene and impact area
- Performs traffic control
- Requests that dispatch Initiate the TIM Call Tree as appropriate

Municipal Fire Departments

- Serves as part of Unified Command
- Protects the incident scene
- Rescues/extricates patients
- Extinguishes Fires
- Responds to and assesses incidents involving a hazardous materials release/spill
- Contains or mitigates a hazardous materials release in cooperation with MaineDEP or private companies as dictated by the situation
- Assumes role of Incident Commander if appropriate
- Requests that dispatch Initiate the TIM Call Tree as appropriate

Maine Turnpike Authority

- Serves as part of Unified Command
- Assists police and fire as needed
- Provides vehicles and traffic control equipment, such as sign boards, cones, barrels, etc.
- Implements traffic control strategies and provides supporting resources
- Monitors traffic operations
- Disseminates motorist information
- Coordinates with Incident Commander and activates Intelligent Transportation Systems (ITS).
- Provides assistance during the Response Phase Communications portion of the incident (refer to Page 7).

- Initiates the TIM Call Tree as appropriate

Maine Department of Transportation

- Serves as part of Unified Command
- Assists police and fire as needed
- Provides vehicles and traffic control equipment, such as sign boards, cones, barrels, etc.
- Implements traffic control strategies and provides supporting resources
- Monitors traffic operations
- Disseminates motorist information
- Coordinates with Incident Commander and activates ITS devices
- Assist with setting up traffic control and alternate routes
- Assist with clean-up activities

York County Emergency Management Agency

- Supports Unified Command if requested by initial responding units
- Assists police and fire as needed
- Provides personnel or Incident Management Assistance Team if needed
- Provides technical expertise
- Facilitates communication and coordination across jurisdictions
- Coordinates response from other State and Federal agencies if needed

Dispatch and PSAPs

- Gathers information from callers regarding highway incidents, transfers calls as appropriate, requests resources and relays information to other responding agencies as necessary. Dispatches departments and agencies to traffic incidents as appropriate
- Maintains information regarding the location and nature of the incident and keeps responding departments/agencies informed of any new information or changes
- Provides assistance during the Response Phase Communications portion of the incident (refer to Page 7.
- Initiates the TIM Call Tree as appropriate

Towing and Recovery

- Checks in with Unified Command upon arriving on scene and supports as necessary
- Recovers vehicles and cargo
- Removes disabled or wrecked vehicles & debris from the scene
- Mitigates non-hazardous material (cargo) spills

C. RECOMMENDED EQUIPMENT

Agencies responding to incidents on the highway should consider the following safety related equipment for their vehicles as appropriate:

- A sufficient number of high visibility safety apparel meeting Class 2 or 3 from ANSI 107-2004, or public safety vests meeting ANSI 207-2006 for responding personnel;
- Five DOT approved 28 inch high orange cones with 2 retro reflective bands;
- Traffic flares or other traffic warning devices;
- A minimum compliment of Basic First Aid equipment will be part of the vehicle inventory

D. COMMUNICATIONS

All communications during an incident, whether oral or written, should be in plain language unless the situation dictates otherwise. This ensures that information dissemination is timely, clear, acknowledged, and understood by all intended recipients. Codes should not be used, and all communications should be confined to essential messages. The use of acronyms should also be avoided during incidents requiring the participation of multiple agencies or organizations.

1. Response Phase

The Committee worked with the Maine Turnpike Authority and other communications personnel to develop a protocol for responders to utilize during the initial response phase of an incident. The intended purpose of these frequencies is for use by the responding agencies to communicate directly with each other primarily during the **"response phase"** of an incident in an effort to share information regarding pre-arrival details of the incident

✓ **<u>Response Phase Communications on the Maine Turnpike/Interstate 95</u>**

- The "lead" dispatch center for these incidents will be Turnpike Headquarters (referred to as "Pike") for Turnpike incidents.
  - Any other department or dispatch center receiving a traffic-related 911 call on The Maine Turnpike should inform Gray RCC of the call via a phone call, and also whether any fire or rescue department has been dispatched to the incident. Gray RCC will initiate a CAD number and assign a Trooper, the Trooper will in turn notify Pike that they are responding to an incident and provide any details they have received from Gray.
- Any fire/EMS department responding to an incident will contact the Turnpike Authority via radio using the Turnpike Primary Maintenance Frequency to let them know they are responding to the incident.
- The Turnpike Authority will notify the responding State Trooper(s) that fire/EMS is responding with them to the incident they are en route to. Pike will relay any updates from the responding State

Trooper received via the digital State Police Pike Channel to the responding Fire/EMS Department via the Turnpike Maintenance Primary. Should the responding Fire/EMS Department arrive on scene first, they will provide any updates to Pike via the Turnpike Maintenance Primary. Pike will then relay that information to the responding Trooper(s) via the digital SP Pike channel.

✓ **Response Phase Communications on Interstate 295**

- The "lead" dispatch center for these incidents will be the Department of Public Safety – Gray RCC (referred to as "Gray").
  - Any other department or dispatch center receiving a traffic-related 911 call on I-295 should inform Gray of the call, and also whether any fire or rescue department has been dispatched to the incident
- Any fire/EMS department responding to an incident will contact Gray via radio on the Region 2* Police frequency to let them know they are responding to the incident. *May change with MSCommNet
- Gray will notify the responding State Trooper(s) as to which fire/EMS department(s) is responding, and will also notify the responding department as to which Trooper (such as 713 or 223) is responding to the incident.
- The Trooper and fire/EMS will utilize the above listed frequency to communicate during the response phase. If the Trooper and the responding Fire/EMS department are unable to connect via the assigned channel, they will go through their respective dispatch centers to relay the updates via phone.
- This direct communication is meant to be a brief conversation to make response more efficient for all parties involved, and should be considered to be reciprocal: that is, the fire/EMS department may arrive first and be able to update the responding State Trooper.
- Once on scene, fire/EMS departments will go back to your agency's operational frequency
- Whenever possible, the dispatch centers for the other responding agencies should be monitoring these response frequencies as well during an incident.

2. Call Tree Procedures

The TIM Call Tree is a procedure used to notify affected agencies of an incident with an expected duration of more than one hour. It can be initiated by any dispatch center affected by the incident, although it is most likely to be initiated by Gray RCC or Maine Turnpike for incidents on the Interstate and Turnpike systems. The TIM Call Tree notifications can be accomplished by telephone as described below. The full Call Tree document is included in Appendix B.

- The initiating dispatch center telephones the other dispatch center(s) indicated on their respective Call Tree flow chart and provides a brief description of the incident, the location, and the immediate hazards involved. The receiving dispatch center then calls other agencies as necessary and relays the information to their own personnel as necessary.

- When the incident that caused the Call Tree activation comes to a close, or the resulting traffic delays have cleared, the initiating agency should call their assigned dispatch centers on the Call Tree Flow chart and advise them that the situation has been resolved.

3. On Scene

Once **"on-scene",** face-to-face communications and Unified Command should be established. Unified Command is responsible for notifying their agencies and the "lead" communications center that they will switch back to their respective, primary frequencies for additional operational purposes.

4. Demobilization

When the scene is being **"demobilized"**, face-to-face communications should be used whenever possible.

E. INCIDENT RESPONSE AND OPERATIONS

- Only official emergency vehicles should respond on the highway. Use of personal vehicles should be discouraged unless specifically requested by Command.
- Turnpike toll collectors or other personnel located at toll booths should alert Turnpike dispatch when any emergency response vehicles pass through in route to the incident.
- As a general rule, vehicles should utilize entering and departing ramps to reverse their direction of travel. Use of the median or paved U-Turn locations should be reserved for life threatening emergencies and extenuating circumstances.
- Command should use discretion as to whether or not additional resources in route to the incident will be needed. They may choose to request that equipment and personnel wait at a staging point off the highway until needed.
- At times, it is necessary for emergency vehicles to travel against the normal flow of traffic to access an incident scene. NO vehicles or apparatus will employ this maneuver unless they receive specific approval from the Maine State Police. Once approval is received, the emergency vehicle shall proceed using extreme caution and utilize the right shoulder of the highway only unless the shoulder is obstructed.

F. ARRIVING ON SCENE

- Operators of response vehicles shall position their vehicles in a manner that best protects the incident scene, the patients and the work area.
- The first responder on scene shall advise their respective dispatch center of the exact location of the incident.
- Upon arrival, operators shall cancel any warning lights and headlights which may impair the vision of traffic approaching from the opposite direction on the highway.

- When possible, responders should exit their vehicle on the side opposite the traffic flow.
- All responders shall wear high visibility safety apparel meeting Class 2 or 3 from ANSI 107-2004, or public safety vests meeting ANSI 207-2006.
- Size up the scene for any towing/recovery needs
- Lane identification (see photo below):
  - Lanes of traffic shall be identified numerically as “Lane 1”, “Lane 2”, etc. beginning from the left to right when considered from the approaching motorist’s point of view. Typically, vehicles travel at a higher rate of speed in the lower number lanes.
  - The shoulder of the highway shall be identified as “Right Shoulder”.
- Exits
  - The term “Departing-Ramp” will be used to describe a lane which leads from the highway to another roadway
  - The term “Entering-Ramp” will be used to describe a lane which leads from another roadway onto the highway.

Interstate 95 and Maine Turnpike Lane Identification

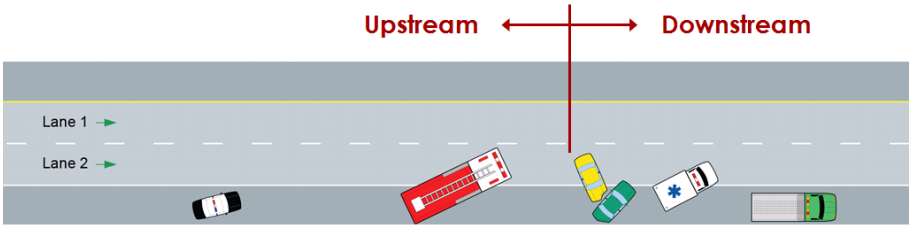
G. TRAFFIC CONTROL AND VEHICLE POSITIONING

It is the responsibility of the initial responders to establish measures to safely guide traffic around an incident scene. **To increase safety, use the "Lane + 1" Blocking Protocol initially to create an adequate "buffer" for responders.** The examples included below and on the following page are taken from the SHRP2 National TIM Training Course.

- If there is only one lane affected by the incident, or if the incident is on the shoulder only, responders shall take one additional lane for a workspace whenever possible.
- If the incident is completely off the paved area of the highway, responders shall attempt to park their vehicles only in the right shoulder whenever possible.
- Under no circumstances should traffic be allowed to flow around both sides of an incident scene.

➢ Responders should face traffic at all times when placing and retrieving traffic control devices such as cones and flares.

Lesson 4 | Typical Vehicle Positioning



Upstream

- Law Enforcement
- Fire
- DOT or Safety Service Patrol Vehicle

Downstream

- Ambulance
- Tow Truck
- Other Support Units

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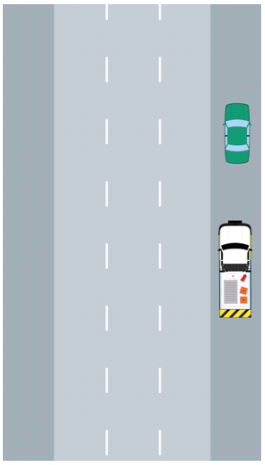
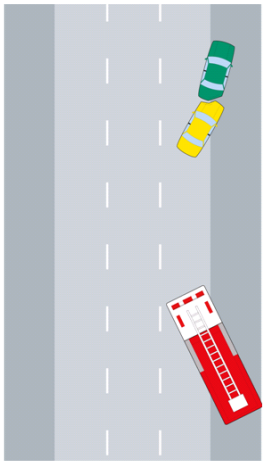
Lesson 4 | Linear vs. Multi-Lane Blocking

Linear Blocking



Multi-Lane Blocking



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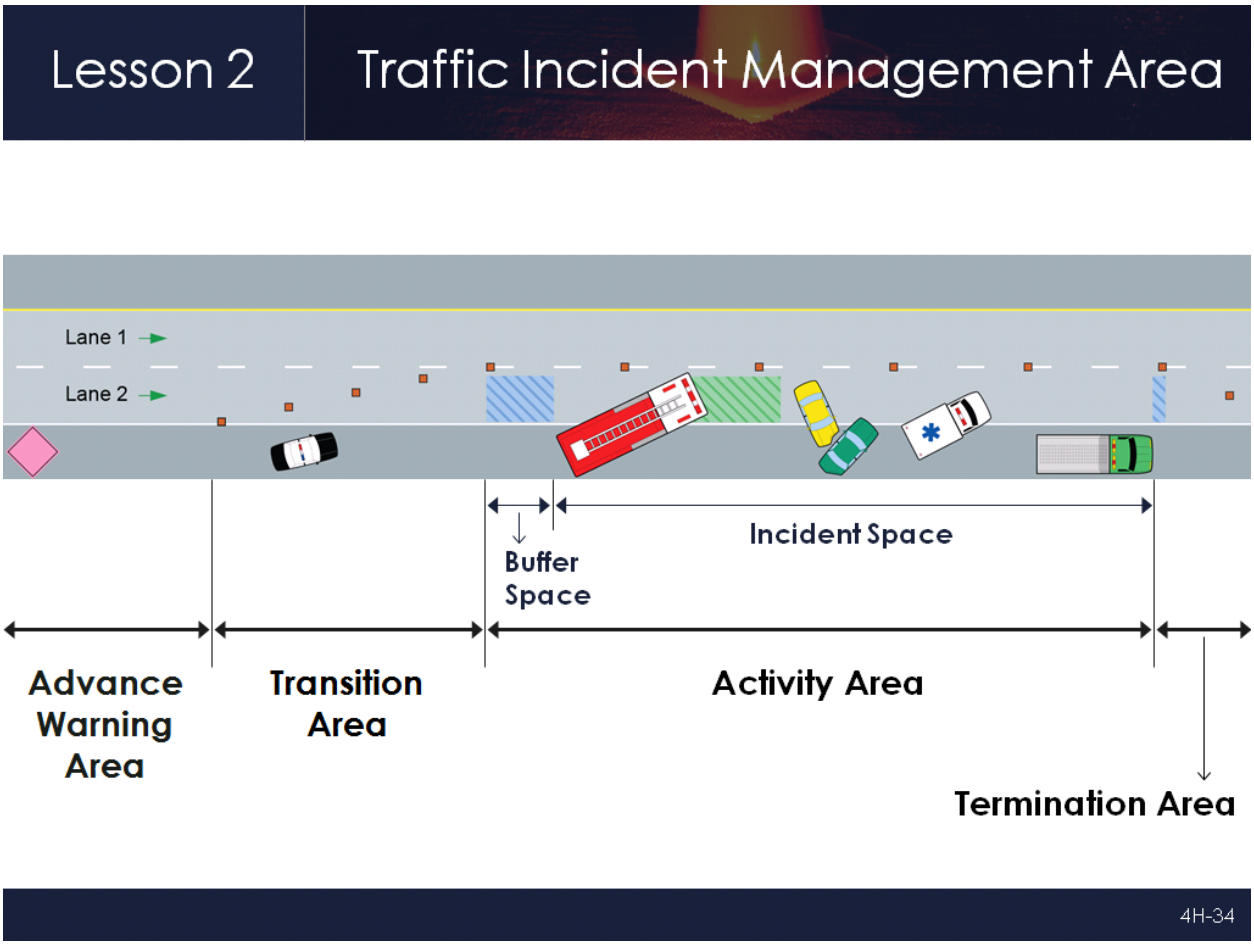
- All responders must be aware of the five components of the incident scene. All five of these components must be established as soon as possible. These components are:
  - **Advance warning area**
  - **Transition area**
  - **Buffer space**
  - **Work space**
  - **Termination area**

  The components are depicted in the Figure below.

Figure 1 – Components of Incident Scene (SHRP2 National TIM Training Course)



Advanced warning area: area set up to warn oncoming traffic of incident scene and danger ahead. This is the motorist's first warning of an incident.

Transition area: area used to assist oncoming traffic in navigating around the incident scene

- Cone or flare placement
- Vehicle directional lighting (arrows)
- Police or fire apparatus placement

Buffer space: area used to protect the work area. Barriers such as large apparatus or police cars are placed in this area. Vehicles or other barriers are to be used as a protective barrier between personnel and traffic when possible. **Whenever possible, no personnel should remain in a vehicle if it is being used as a block.**

When spotting apparatus, drivers should angle vehicle to protect themselves from the traffic. Pumping apparatus should be placed with pump panel protected. Other vehicles should be angled to protect tool access areas or vehicle entry and exit areas. Once the vehicle is spotted and at a complete stop **the driver must turn front tires to 45-degree angle (as far as possible) away from scene**. This will prevent the apparatus from entering the safe work area if struck from behind.
Command as well as other personnel on scene should constantly be aware of changes to safety barriers, for example, law enforcement vehicle or ambulance leaves scene. A safe work area must be maintained until command determines it is no longer necessary.

Work Space: area containing the incident scene, vehicles, patients, equipment

- Fire apparatus with extrication equipment should be placed at the upstream end of the work space. This will allow for access to equipment and blocking
- EMS vehicles should be placed at the downstream end of the work space

Termination area: area where traffic returns to normal

- EMS vehicles leaving the scene may need assistance to enter traffic

Develop a de-commit plan: Command must monitor and maintain control during the dismantling of the scene. Plan to remove personnel, apparatus, victims, bystanders and vehicles safely away from the scene**. Dismantle the scene from the "Termination Area" backwards to the "Advanced Warning Area".**

The termination of the incident must be managed with the same aggressiveness as initial actions. Apparatus and equipment should be removed from the highway promptly to reduce exposure to moving traffic and minimize traffic congestion. Responders should work together safely, quickly and efficiently while doing their best to minimize the exposure of personnel and equipment.

Vehicles that need to merge into traffic should consider employing a police vehicle or other marked emergency vehicle to assist them by providing a slow down. Emergency warning lights should be canceled only after the vehicle has completely merged into traffic.

H. OPERATING ON SCENE

- All responders shall wear high visibility safety apparel meeting Class 2 or 3 from ANSI 107-2004, or public safety vests meeting ANSI 207-2006.
- Once the scene has been stabilized, Incident Command shall activate the Traffic Incident Management Call Tree process if the duration of the incident is expected to be longer than one hour.
- For incidents with an expected duration of more than one hour, a temporary traffic control plan shall be implemented with cooperation from responding agencies, state/local police, the Maine Turnpike Authority, MaineDOT and other agencies as appropriate.
- Command should consider the option of appointing an information officer or media liaison. All communication with the media should be handled by the information officer during the incident.
- If a helicopter is needed to transport patients during the incident, the landing zone shall be indicated by Command.
- Incident Command, or a designee, shall provide updates to local dispatch every 15 to 20 minutes unless conditions dictate otherwise.
- The use of a spotter should be considered whenever personnel are working near a live lane.
- Personnel shall never operate in a live lane. If additional lane closures are needed, this information will be shared with Incident Command, and a collective decision will be made to set up additional safe work areas.

5. POST INCIDENT ANALYSIS

Responders are encouraged to utilize the Post Incident Review Process, which was adopted by the Maine – NH Incident Management Committee, and is attached to this document as Appendix A. Any of the responding agencies or supporting agencies can initiate a post incident analysis.

6. CHANGES AND UPDATES

Continued collaboration, coordination, and communication among all of the stakeholders are critical to reinforcing and maintaining the Incident Guidelines. The Guidelines should be reviewed once a year by the Maine-New Hampshire Incident Management Committee, and any

recommended changes will be presented to the Incident Guidelines Subcommittee. The Subcommittee includes the following agencies/departments:

- York Police Department
- Wells Fire Department
- Saco Fire Department
- Maine Turnpike Authority
- Maine State Police
- York County Emergency Management Agency
- Federal Highway Administration

No change shall be made to this document unless coordinated through the Subcommittee and communicated to all organizations impacted by these guidelines. Each revision will be numbered and documented, and new versions will be distributed by the Southern Maine Planning and Development Commission.

7. RESPONDER CHECKLISTS

Police (State, County or Local)

If first on scene:

- Isolate/secure the scene, establish control zones
- Act to warn approaching traffic of obstructions in the travel portion of the roadway
- Establish unified command
- Determine initial needs to close lanes if necessary (Incident lane[s] plus one additional lane only if possible)
- Stage incoming units
- Contacts towing and recovery
- Determine if incident duration is likely to be longer than one hour. If so, notify appropriate dispatch center and initiate TIM Call Tree procedure.

If command has been established:

- Report to command post and check in with incident command
- Evaluate scene safety/security
    - Additional threats
    - Secondary incidents
- Gather witness statements/observations and document
- Initiate other police branch/agency notifications
- Request additional resources
- Assist in securing the incident scene

- Temporary Traffic control considerations
    - Staging areas
    - Lanes to close
    - Entry/egress for emergency vehicles
    - Temporary Detour Routes – If possible, detour routes established by the ME-NH TIM Committee shall be utilized
- Coordinate activities with other response agencies
- Preserve evidence
    - Diagram the area
    - Photograph the area
    - Prepare a narrative description
    - Maintain an evidence log
    - If needed, coordinate accident investigation team/accident reconstruction team
- If needed, notify coroner if not already completed by fire/EMS
- Participate in unified incident command

Fire and Rescue

If first on scene:

- Isolate/secure the scene, establish control zones
- Determine initial needs to close lanes if necessary. (Incident lane[s] plus one additional lane only if possible)
- Act to warn approaching traffic of obstructions in the travel portion of the roadway
- Establish unified command
- Evaluate scene safety/security
- Stage incoming units
- Contacts towing and recovery as appropriate
- Determine if incident duration is likely to be longer than one hour. If so, notify appropriate dispatch center and initiate TIM Call Tree procedure.

If command has been established

- Report to command post and check in with incident command
- Gather info regarding the incident, number of patients, etc.
- Assign NIMS positions as needed
- Request additional resources
- Use appropriate self protective measures
- Consider specific objectives
    - Rescue/extrication

    - Evacuation
    - Water supply
    - Fire suppression
    - Control and isolate patients
    - Triage/treat, assist EMS
    - Establish helicopter landing zone off corridor if necessary
- Participate in unified incident command

Emergency Medical Services

If first on scene:

- Isolate/secure the scene, establish control zones
- Act to warn approaching traffic of obstructions in the travel portion of the roadway
- Determine initial needs to close lanes if necessary. (Incident lane[s] plus one additional lane only if possible)
- If appropriate, work with fire & rescue and police in establishing unified command
- Evaluate scene safety/security
- Stage incoming units
- Contacts towing and recovery as appropriate

If command has been established:

- Report to command post and check in with incident command
- Gather information regarding
    - Number of vehicles involved
    - Number of patients
    - Severity of injuries
    - Scene safety, traffic flow
- Assign medical positions as needed
- Notify hospitals
- Request additional EMS resources through Command, specialty hospitals – trauma/burns
- Use self-protective measures
- Initiate care and treatment/triage of patients
- Notify coroner if fatality
- Participate in unified incident command

Appendix A

Maine – New Hampshire Traffic Incident Management Committee

POST INCIDENT ANALYSIS (PIA)

For use by:

Police (state, county, local)

Fire (salaried and volunteer)

Rescue (salaried and volunteer)

MaineDOT

Maine Turnpike Authority

New Hampshire DOT

Emergency Management Agencies

Maine Department of Environmental Protection

New Hampshire Department of Environmental Services

Towing & Recovery

Applicable Contractors

Other Agencies

Management of an incident will only be effective when there is an ongoing process of evaluation. The Post Incident Analysis (PIA) is the recreation of events that occurred to review and assess the process, procedures and operations performed to identify the effectiveness and weaknesses during the incident time frame.

"An "incident" is defined as any non-recurring event that causes a reduction of roadway capacity or an abnormal increase in demand. Such events include traffic crashes, disabled vehicles, spilled cargo, highway maintenance and reconstruction projects, and special non-emergency events (e.g., ball games, concerts, or any other event that significantly affects roadway operations).

Purpose

The purpose of the Post Incident Analysis is to:

- Reinforce effective operations
- Identify areas of improvement for future operations
- Share results with others seeking opportunities to be more effective

The analysis is not used to criticize or discipline any persons or actions taken during the incident. All participants in the analysis process must be truthful and candid in an effort to determine operational or management areas that may need improvement.

General Information

A. Any of the responding agencies or supporting agencies can initiate a post incident analysis.

B. Southern Maine Planning and Development Commission staff will be responsible for:
   - Ensuring that all responding agencies, supporting agencies and agencies in the responding areas are invited to the meeting
   - Coordinating the meeting date, time and location
   - Provide the necessary materials such as the Responder Checklist
   - Gathering all materials after the analysis session
   - Writing the final report to be distributed

C. The analysis should be conducted as soon after the incident as possible, to ensure that the details are still fresh in each participant's mind. Whenever possible, the analysis should be conducted no later than 30 days following the incident.

D. It is always best to have a facilitator present to conduct the analysis meeting who, preferably, is not one of the responders (SMPDC Staff could facilitate if needed).

Analysis Session Outline

A. Review incident activities in chronological order of events.

B. Follow the Responder Checklist format as you go through the session.

C. Participants should come prepared:

   - Bring their filled out copy of the Responder Checklist

- Be ready to actively participate in the discussion

- Bring an open mind, being candid and open to suggestions

D. Several forms can be utilized before the session is started and after:
   - Responder Checklist
   - Incident Commander Input Form
   - Miscellaneous forms as used by participating agencies

Lessons Learned

A. The Post Incident Analysis will provide a wealth of information that can be used to improve future incident operations.
B. SMPDC will be responsible for the After Action Report, and will work with the lead agency, or the agency that called for the review, to prepare the final document.
C. The After Action Report consists of:
   - Background, circumstances and summary of events surrounding the incident
   - Initial findings and plan of action taken
   - Decisions made, tactics used, and overall strategy
   - Summary and lessons learned
   - Recommendations to improve future operations
D. The After Action Report will be sent to all attendees of the PIA, and the members of the Maine – New Hampshire Traffic Incident Management Committee for review.

After Action Report

This report is to address the findings of the post incident analysis, the problems encountered, lessons learned, and set forth recommendations for improvement in future operations. The format should be in chronological order as events of the incident occurred.

Format for the After Incident Report:

Background and Summary of Incident

This section is to include a brief account of the events that occurred at the incident. Present any pertinent information regarding the incident situation.

Initial Findings

Describe the situation on arrival of the first appropriate Department resources and their initial actions. This section should include a description of the following on arrival of the first command level officer: description of the situation, his/her primary objectives upon taking command and the initial assignments made.

Also included in this section, should be a description of the following when the incident commander issues command: description of the situation, his/her strategy, objectives, and assignments made.

Lessons Learned

Provides a complete and accurate description of issues/problems that occurred with sufficient details to provide a source of information. This section should also highlight actions or details of the response that worked well, and provide explanations as to why these were successful.

Recommendations to Improve Future Operations

Includes recommendations to overcome issues or corrective actions to problems to eliminate reoccurrence at future operations. It also, whenever possible, should include a corrective action plan, listing specific tasks by agency which should be implemented prior to future incidents.

Responder Checklist

Thank you for accepting the invitation to participate in the Post Incident Analysis. By filling out the form below, you will be able to jog your memory regarding various aspects of the event. Filling the form out is strictly voluntary and you need to only fill out the parts that apply.

Agency: _____

Name: _____

Date of Incident: _____

Name of Incident Commander: _____

Agency of Incident Commander: _____

Who notified you of the incident, when and how?

_____

_____

When did you arrive on the scene? _____

What resources or services did you provide?

_____

_____

_____

_____

_____

_____

Was the Unified Incident Command established? ❑ Yes ❑ No

Was NIMS/ICS used? ❑ Yes ❑ No

_____

Were the communications effective or do they need to improve?

_____

_____

Was the media notified of the incident? ❑ Yes ❑ No

Were you made aware of detours or other traffic changes regarding the incident?

❑ Yes ❑ No

Was funding and authority for decisions available or hindered?

_____

_____

_____

What were the constraints that you experienced or saw?

_____

_____

_____

What suggestions can you offer to assist in improving operations?

_____

_____

_____

Incident Commander Input Form

Note: This report should only be completed by the incident commander.

Incident Date: _____

Name: _____

Agency: _____

Notification Time: _____

Describe the situation upon your arrival to the scene:

_____

_____

_____

_____

_____

What plan of action did you use to combat the situation when you took command?

_____

_____

_____

_____

_____

Describe any changes made during the process

_____

_____

_____

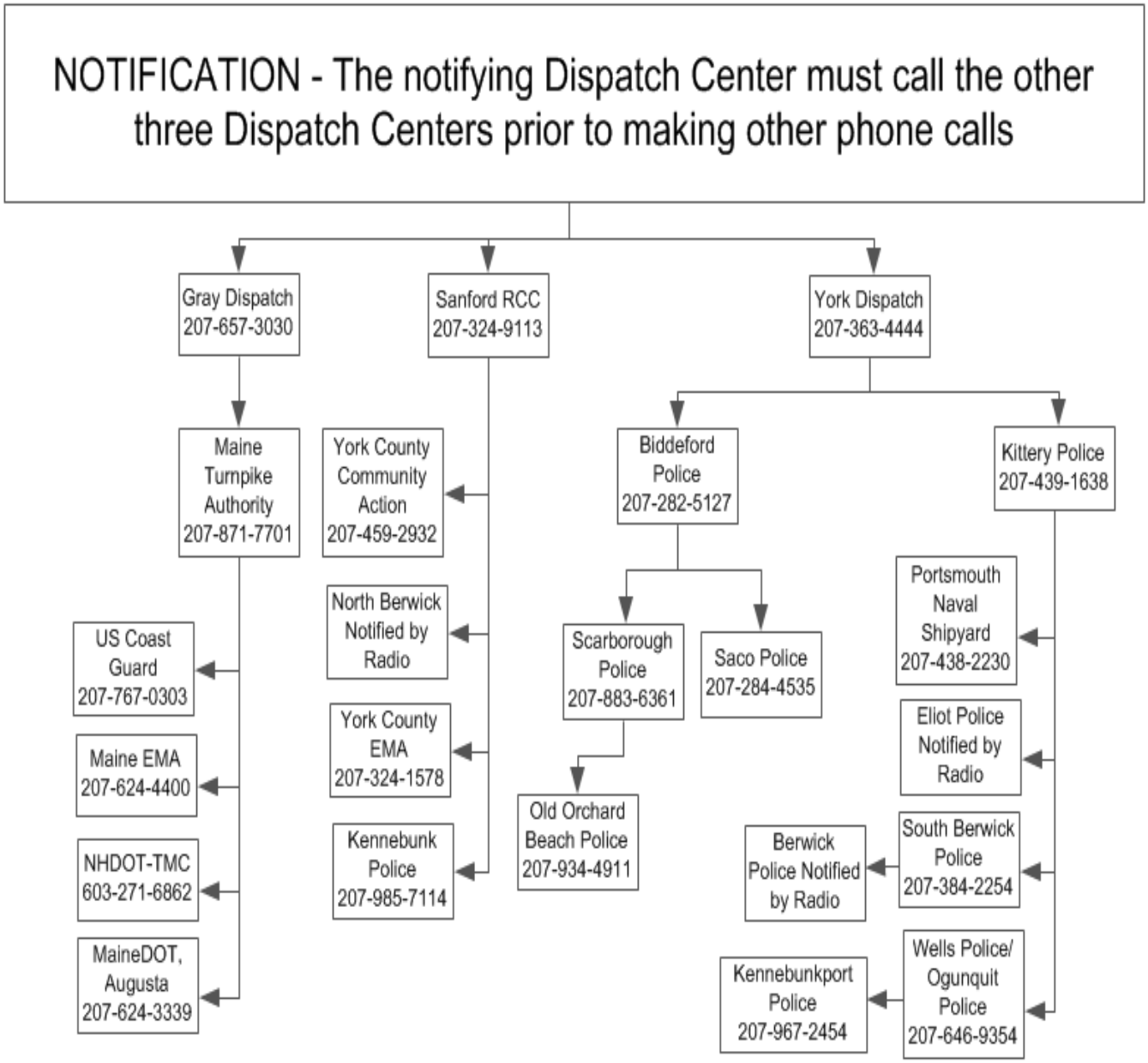
Describe any assignments made to achieve the Plan of Action:

List any orders given:

Briefly explain any problems encountered, including type and how resolved:

Recommendations:

APPENDIX B
ME/NH Traffic Incident Management
Call Tree Policy and Guidance
Updated: July 2016



Purpose

In the event of a major traffic incident on one of Southern Maine's major roadways or bridges, secondary impacts at the regional level can be minimized if an orderly line of communication between regional and local agencies is adhered to. The following call down list (TIMs Call Tree) has been developed by the Maine/New Hampshire Traffic Incident Management Group to improve communication between regional emergency response agencies, state officials and local municipalities by notifying them when a road or bridge in the region has been partially or fully closed. Incident management can be improved when potential impacts on neighboring communities are better understood and bi-state protocols are known. Partnering with our municipal neighbors will enhance public safety.

Though this policy was developed to be used by communications centers for incidents occurring on the Maine Turnpike and Interstate system, it can be adapted for use by any agency when they are experiencing traffic congestion that may impact area roadway and highway systems.

Emergency response personnel and dispatch centers should recognize that this procedure has been developed to improve overall communication and incident management between affected agencies and municipalities. In order for it to continue to be effective:

- The call tree will be updated as needed to accommodate changing PSAP districts and other state and local requirements.
- Ongoing training will be required to allow for updates and modifications in the communication network, and to monitor the procedures effectiveness.

As a general courtesy, notifying neighboring municipalities that a major traffic incident has occurred allows them to prepare for potentially elevated traffic impacts and minimize secondary impacts.

The order in which agencies are contacted will depend on which dispatch center receives the initiating call and the service area they provide.

This procedure has **NO binding authority** and does **NOT supersede** existing detour/evacuation plans already in place. Existing plans include, but are not limited to:

- **Seabrook (NH) Evacuation Plan**
- **Little Bay Bridge (NH) Incident Management Plan protocol**
- **Army Corp of Engineers Hurricane Evacuation Study**

Protocol

On Scene

Initiating the TIMs Call Tree will be the responsibility of the Incident Commander at the scene. The decision to initiate the call will be based on the estimated time that the roadway will be impacted. Based on field conditions, there will be instances when the receiving dispatch center, with approval of the supervisor, will make the decision to initiate the call tree.

When an incident occurs that requires the activation of the Call Tree, the following procedure shall be used as a guideline:

1. Ascertain the type of incident, location of the incident, and the immediate hazards involved.
2. Initiate telephone calls utilizing the call tree, giving the brief description of the incident, location of the incident, and the immediate hazards.
3. The RCC involved in activating the Call Tree may need to activate multiple area Call Trees if the incident could affect multiple counties or locations.
4. The Incident Severity Guidelines below describe the general type of incident in terms of expected impact to the roadway or highway involved based on estimated time of disruption.
5. The last page contains a flow chart outlining what agencies GRCC or Maine Turnpike is responsible for calling when this Call Tree is activated.
6. Once the incident is over and units have cleared, a second round of phone calls shall be initiated advising the incident is completed. The department that initiated the call tree shall be the canceling agency.

Traffic Incident Management Incident Severity Guidelines

Level 1

Disabled vehicle(s) off roadway- no lane blockage

Action Required

- Follow internal agency protocols
- Assist/remove disabled vehicle

Level 2

Impact to traveled roadway estimated to be less than 1 hour with lane blockages- no significant lane closures.

Action Required

- Follow internal agency protocols
- Assist/remove disabled vehicle
- Dispatch maintenance equipment as necessary
- Monitor traffic impacts (congestion and secondary incidents)
    - Activate variable message signs
    - Update 511 and SWIMS

Level 3

Impact to traveled roadway estimated to be greater than one hour but less than two, with lane blockages- not a full closure of the roadway

Action Required

- Establish incident command – follow internal agency protocols
- Coordinate with ME/NH DOT, State Police and Turnpike Authority
- **Initiate TIM Call Tree**
    - Update 511 and SWIMS
    - Activate variable message signs
- **Consider** implementing designated alternate detour routes
- Monitor traffic impacts (congestion and secondary incidents)

Level 4

Impact to traveled roadway estimated to be greater than two hours with lane closures in either/both directions.

Action Required

- Establish incident command – follow internal agency protocols
- Coordinate with ME/NH DOT, State Police and Turnpike Authority
- **Initiate TIM Call Tree**
    - Update 511 and SWIMS
    - Activate variable message signs
- **Implement** designated alternate detour routes
- Monitor traffic impacts (congestion and secondary incidents)
- Contact the media as outlined in the following:
    - The Maine Turnpike Authority's media relations officer will make initial contact with the media, giving them necessary traffic advisory information.
    - At the scene of an incident, Unified Command will assign a Public Information Officer as needed.
    - Unified Command or the PIO may ask the involved RCC to make initial media contact and should assign a media staging location.
    - Generally:

- If the incident is on a highway patrolled by MSP, they will be responsible for reporting on incidents that are considered to be a potential or confirmed crime scene.
- If the incident is on a roadway patrolled by local law enforcement or a county sheriff's department, they will be responsible for reporting on incidents that are considered to be a potential or confirmed crime scene.
- If the incident is free from any criminal investigation, and is of a fire/EMS nature, then the responding fire/EMS agency will be responsible for reporting on the incident.

WHO INITIATES CALL?

- Incident Commander or Dispatcher (with supervisor approval).
- The PSAP receiving or initiating notification will call the remaining PSAPS.

INFORMATION RELAYED:

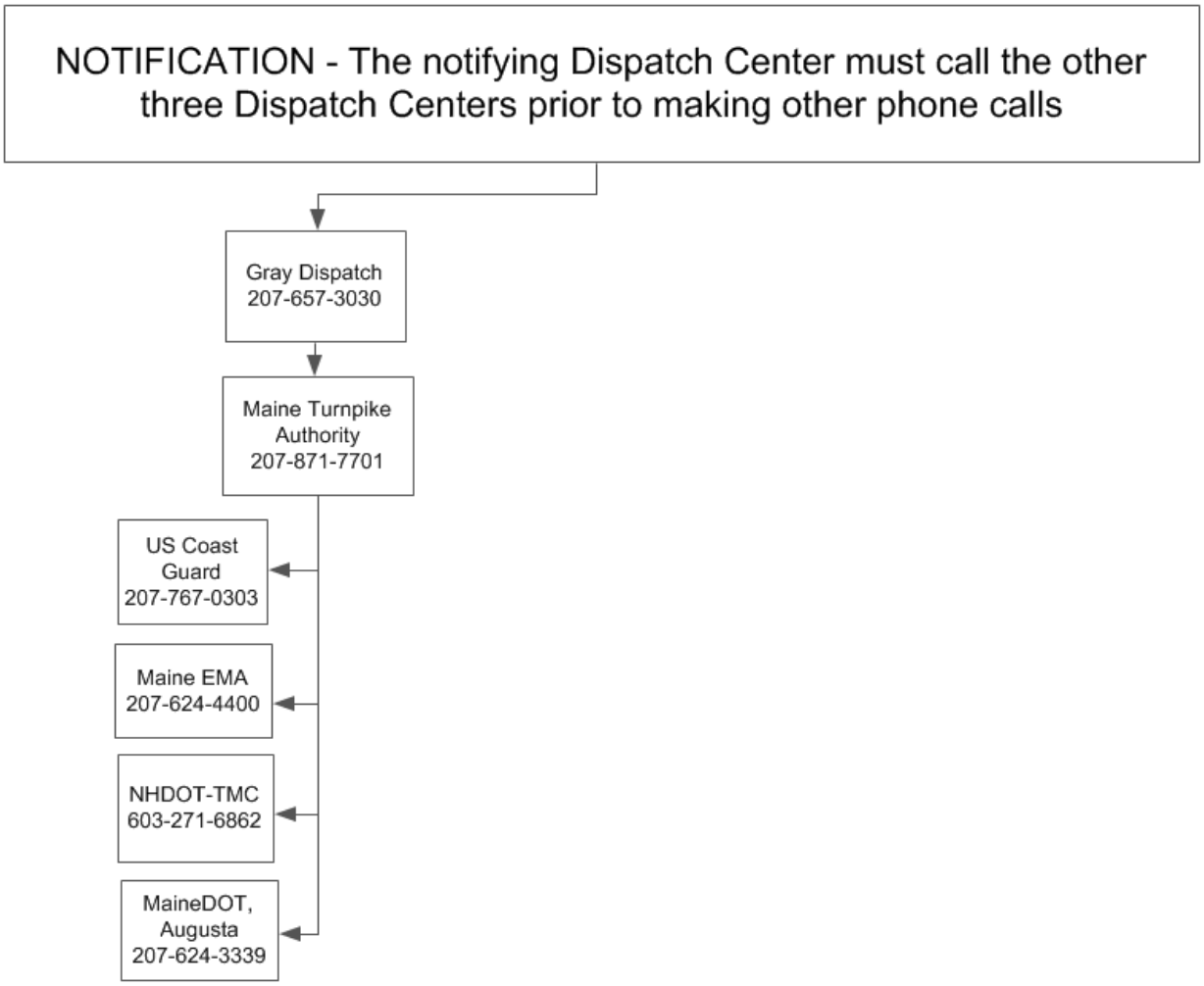
TIMs Call Tree has been initiated:

Followed by brief description of incident and expected impact.

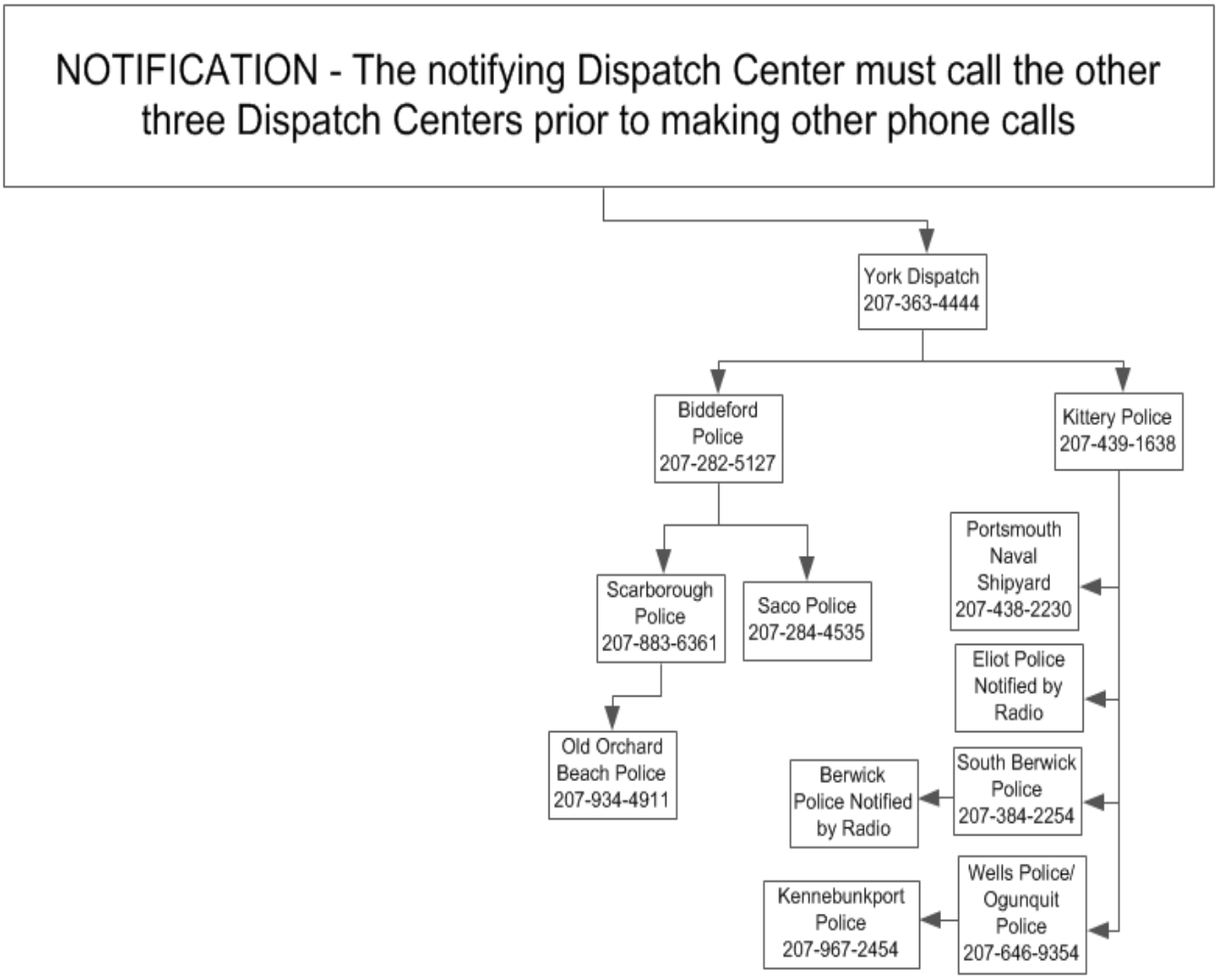
TERMINATING CALL TREE:

Once the incident is over, the Incident Commander should contact dispatch to initiate a follow up phone call notifying agencies that the incident is over. The follow up phone call should follow the standard call tree procedures.

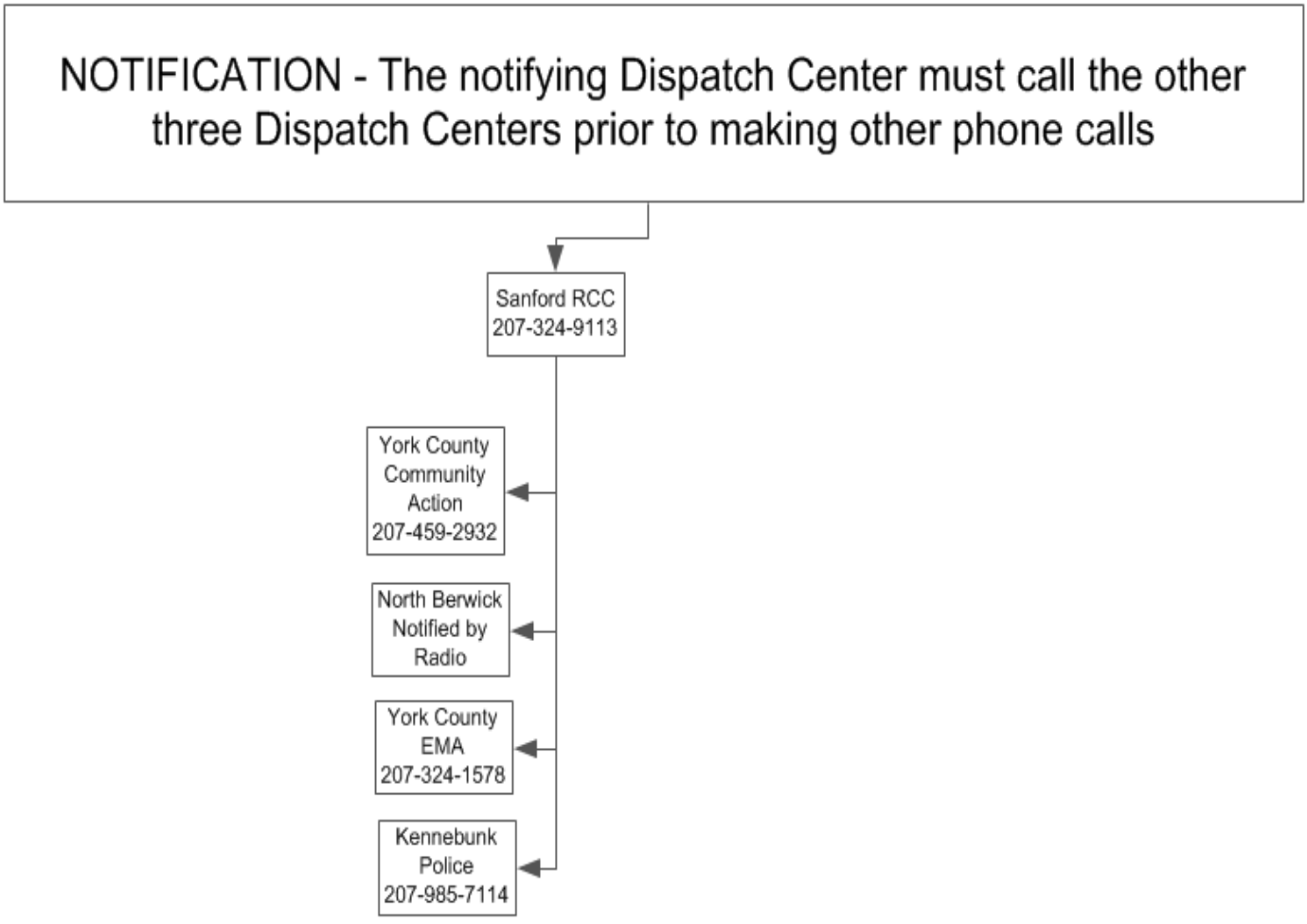
GRAY RCC PORTION OF THE CALL TREE



YORK DISPATCH PORTION OF THE CALL TREE



SANFORD RCC PORTION OF THE CALL TREE



Detour Routing Maps –

In conjunction with the TIMs Call Tree, Incident Management Routing Plans have been developed by the towns either adjacent to, or neighboring I-95, Routes 1 and 236, and the bridges that connect Maine and New Hampshire. Detour routes have been identified based on various scenarios, including but not limited to closing of one or more of the three bridges connecting Maine and New Hampshire in the Seacoast region, and the closure of I-95 or any other major roadway in Southern Maine or Coastal New Hampshire.

A map for each scenario highlighting the designated detour route with sign and barrier placements, traffic police postings, and other pertinent information have been created and are available to municipalities. Knowing ahead of time where your neighbors are going to unload traffic onto your local roads will help minimize secondary impacts. These maps are another effective tool available to municipalities to improve response readiness to major traffic events that might occur in the region.

The following municipalities have routing plans in place: **Portsmouth, Dover, Rochester, and Somersworth, NH; and Wells, York, Kittery, Eliot, South Berwick, Berwick, and Lebanon, ME.**

The following detour routes were developed by each municipality, with input from local fire, police and public works department. They are used for short to medium term road closures (1-24 hour) and are not long term plans and do NOT replace or supersede the detour routes identified in the Seabrook Evacuation Plan. **The maps are available from SMPDC, and can also be downloaded in PDF format at the following link:**

http://smrpc.org/index.php/programs/transportation/traffic-incident-management-group/maps

MAPS BY TOWN

TOWN	SCENARIO (Where the Incident Occurs)	MAP #
Portsmouth	Memorial Bridge Closure	11
Portsmouth	Sara Long Bridge Closure	12
Portsmouth	Memorial and Sara Long Bridge Closures	13
Portsmouth	I-95 High Level Bridge Closure	14
Portsmouth	Memorial and I-95 High Level Closures	15
Portsmouth	Sara Long and I-95 High Level Closures	16
Portsmouth	Memorial, Sara Long and High Level Closures	17
Dover	I-95 High Level Bridge Closure NB	18

Dover	I-95 High Level Bridge Closure SB	19
Dover	Little Bay Bridge Closure (see official Incident Management Plan for Little Bay Bridge)	NA
Rochester	I-95 High Level Bridge Closure NB	20
Rochester	I-95 High Level Bridge Closure SB	21
Berwick/Somersworth	Rte 236 Grade Crossing Closure @ S Berwick Town Line	22
Berwick/Somersworth	Main St Bridge Closure SB	23
Berwick/Somersworth	Main St Bridge Closure NB	24
South Berwick	All Bridges Closed	25
South Berwick	Route 236 Closed at South Berwick Village, North of Rte 101	26
Eliot	Route 236 Closed South of Rte 101	27
Kittery	Memorial Bridge Closure	28
Kittery	Sara Long Bridge Closure	29
Kittery	Memorial and Sara Long Bridge Closures	30
Kittery	I-95 High Level Bridge Closure	31
Kittery	Memorial and I-95 High Level Closures	32
Kittery	Sara Long and I-95 High Level Closures	33
Kittery	Memorial, Sara Long and High Level Closures	34
Wells	NB I-95 S of Exit 19	35
Wells	SB I-95 S of Exit 19	36
Wells	SB I-95 S of Exit 19 – Alternate Route	37
Wells	NB I-95 N of Exit 19	38
Wells	SB I-95 N of Exit 19	39
Wells	US 1 S of Exit 19 Spur	40
Wells	US 1 N of Exit 19 Spur	41

York	NB I-95 S of Exit 7	42
York	SB I-95 S of Exit 7	43
York	NB I-95 N of Exit 7	44
York	SB I-95 N of Exit 7	45
York	US 1 S of Exit 7 Spur	46
York	US 1 N of Exit 7 Spur	47