

TRANSPORTATION

INCIDENT

&

EVENT

MANAGEMENT

PLAN



PREPARED FOR:



STATE OF DELAWARE

*Department of Transportation*

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**Acronyms**

ATM	Asynchronous Transfer Mode
AVL	Automatic Vehicle Location
CAD	Computer Aided Dispatch
CAP	Civil Air Patrol
CDMA	Code Division Multiple Access
CDPD	Cellular Digital Packet Data
DAS	Department of Administrative Services
DeIDOT	Delaware Department of Transportation
DEMA	Delaware Emergency Management Agency
DEOP	Delaware Emergency Operations Plan
DETF	Delmarva Emergency Task Force
DFM/EO	Division of Facilities Management, Energy Office
DGS	Delaware Geological Society
DHSS	Delaware Health and Social Services
DNG	Delaware National Guard
DNREC	Department of Natural Resources and Environmental Control
DOE	Department of Education
DPH	Division of Public Health
DRBA	Delaware River and Bay Authority
DSP	Delaware State Police
DTI	Delaware Telecommunication and Information
DTC	Delaware Transit Corporation
EHTR	Emergency Highway Traffic Regulations
EOC	Emergency Operations Center
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
HAZMAT	Hazardous Materials
HSAS	Homeland Security Advisory System
ICS	Incident Command System
IEN	Information Exchange Network
ISDN	Integrated Serviced Digital Network
ITS	Intelligent Transportation System
JIC	Joint Information Center
MAP	Motorist Assistance Patrol
OIT	Office of Information Technology
PIO	Public Information Officer
POL	Petroleum, Oils, and Lubricants
TIEMP	Transportation Incident and Event Management Plan
TMC	Transportation Management Center
TMT	Transportation Management Team
USDOT	United States Department of Transportation
USACE	United States Army Corps of Engineers
VMS	Variable Message Sign
VSL	Variable Speed Limit
WMD	Weapons of Mass Destruction

## 1.0 Transportation Management Teams

The concept of transportation management teams (TMT) was introduced in the *Delaware Integrated Transportation Management Strategic Plan* (December 1997). The Strategic Plan recognized that effective transportation management required the cooperation and coordination of people and institutions and recommended that the Delaware Department of Transportation (DelDOT) implement an incident management team composed of police, fire and rescue, natural resources, and transportation agencies.

The TMT is a dynamic group that will work together with the TMC/Traffic – not only for planning purposes but also for field operations – to support the management of incidents and events that impact the transportation system. A TMT will be created for each District (North, Canal, Central, and South) with the responsibility of establishing communication, response, resource, and responsibility procedures and guidelines for each District. During an incident or event that impacts the transportation system, the TMT will use the procedures and guidelines to make joint decisions on responding to the incident or event.

The TMT will consist of primary and support agencies with Federal counterparts and regional support as listed below. However, the actual composition of the TMT during an incident or event will depend on the nature of the incident or event.

### 1.1. Primary Agencies:

- Department of Transportation (DelDOT)
- Delaware River & Bay Authority (DRBA)
- Delaware Emergency Management Agency (DEMA)
- Delaware State Police (DSP)
- Department of Natural Resources & Environmental Control (DNREC)
  - Division of Soil and Water Conservation
  - Division of Air and Waste Management
  - Division of Fish and Wildlife
  - Division of Facilities Management, Energy Office (DNREC/EO)
- Delaware State Fire School
- County and Local Emergency Management Agencies
- County and Local Law Enforcement
- County and Local Fire Service
- Civil Air Patrol (CAP)

### 1.2. Support Agencies:

- Department of Administrative Services (DAS)
  - Division of Facilities Management, Energy Office (DFM/EO)
  - Division of Support Operations, Fleet Service
- Delaware Health & Social Services (DHSS)
  - Division of Public Health (DPH)
- Delaware National Guard (DNG)

University of Delaware/ Office of the State Climatologist  
Delaware Geological Survey (DGS)  
Department of Education (DOE)  
Delaware Solid Waste Authority  
Delaware River & Bay Authority  
Delaware Technology & Information (DTI)  
Conectiv  
Delaware Electric Cooperative  
Radio Amateur Civil Emergency Services (RACES)  
Neighboring State and/or City Emergency Management Agencies

**1.3. Federal Agencies:**

U.S. Department of Transportation (USDOT)  
    Federal Highway Administration (FHWA)  
    Federal Aviation Administration (FAA)  
Federal Emergency Management Administration (FEMA)  
U.S. Department of Defense (DOD)  
    US Army Corps of Engineers (USACE)

**1.4. Regional Support:**

I-95 Corridor Coalition  
Delmarva Emergency Task Force (DETF)

## **2.0 Purpose**

- 2.1. To define the communication, response, resource and responsibility procedures and guidelines of the Transportation Management Teams (TMT) for response to any event or incident that impacts the transportation system. TMTs will be composed of the previously listed primary and support agencies. The TMT will jointly make decisions on how an incident or an event that impacts the transportation system will be handled. Each county will have a TMT that will be charged with developing and maintaining transportation management plans for their respective counties.
- 2.2. To establish the TMT concept that will maximize the safe movement of persons and vehicles from the affected area(s), and give emergency personnel access to the affected area(s).
- 2.3. To establish the TMT's responsibility for the prompt, safe, and orderly re-entry of evacuees into the evacuated area once the incident or event no longer exists.

## **3.0 Situations and Assumptions**

- 3.1. Delaware has an extensive **multi-modal transportation network** including road, rail, air, and water transportation systems that can be affected by an incident or event. These incidents and events may cause major transportation blockages and consequently affect the protection of life and property.
- 3.2. The Delaware Department of Transportation (DelDOT) has implemented an **integrated transportation management program** that leverages technologies and procedures to improve the movement of people and goods by reducing congestion; increasing transportation system safety and efficiency; managing incidents, special events and work zones; and providing real-time and accurate traveler information.
- 3.3. DelDOT has established a **Transportation Management Center (TMC)** to facilitate the management of the transportation network.
- 3.4. Delaware State Police (DSP) has established three 911 centers to facilitate the management of the transportation network.
- 3.5. The fire service is comprised of sixty plus volunteer and one career fire department. In addition, both the Delaware State Fire School (DSFS) and the State Fire Marshall's office support and coordinate with the local fire service.
- 3.6. State and local emergency operation centers (EOC) have been established to coordinate resources and logistics during an elevated incident or event requiring activation of the state or local EOC.
- 3.7. There are a wide variety of planned and/or unplanned incidents and events that might require the mass movement of all or part of the population.
  - 3.7.1. Examples of unplanned incidents or events are:
    - Weather events such as hurricanes, floods, coastal storms, snow, and ice.
    - A hazardous materials transportation accident, major fire, or natural gas leak.
    - A major hazardous materials spill, a nuclear event, or a terrorist attack involving chemical agents or weapons of mass destruction (WMD).
    - Serious accidents.

- Other emergencies.
- 3.7.2. Planned events are those events for which the TMT has already established a transportation management plan. Examples of planned events are:
- Sporting events such as Dover Downs races, University sporting events, Professional Golf Association (PGA) tournaments.
  - Fairs and shows such as Delaware State Fair, and the Dover Air Force Base annual air show.
  - Anticipated heavy volumes such as summer weekend beach traffic.
  - Other planned events.
- 3.8. The volume of impact, area, duration, and resources needed will determine the level of response required from the TMT. For example, removing a disabled vehicle would require a limited level of response from the TMT. However, in the event of a hurricane requiring full evacuation, a full level of response would be required from the TMT.
- 3.9. It is not always practical to limit access to unlimited access roadways or convert them to one-way outbound travel during an incident or event. Therefore, unlimited access roadways (e.g., Rte 54, Rte 26, US 9, etc.) will continue to operate as two-way roadways during an incident or event unless the TMC/Traffic, assisted by the DSP, decides that conversion to a one-way roadway is necessary to manage the incident or event.
- 3.10. On limited access routes where entrances and exits can be controlled, it is possible to make these routes one-way inbound/outbound routes. The TMC/Traffic, assisted by the DSP, shall provide the management of traffic on converted one-way inbound/outbound limited access routes, if a decision is made to make these routes one-way inbound/outbound.
- 3.11. Assuming all evacuation routes are open and fully functional, it will take over 24 hours to evacuate a large population during the peak period.
- 3.12. Outside of the affected area, unaffected transportation systems (air, land, rail, water) should continue to function as designed, however, they should be prepared to operate at maximum capacities during an incident or event. If they are also impacted, a higher level of response can be anticipated.
- 3.13. During an incident requiring evacuation, the Governor may direct and compel the evacuation of all or part of the population from any stricken or threatened area within the state if this action is necessary for the preservation of life.<sup>1</sup>
- 3.14. This plan is intentionally general in order to encompass all the roles of the TMT members and is not intended to supercede existing policies, plans, or procedures that TMT members may have in place to manage incidents or events that impact the transportation system.
- 3.15. Incidents and events will be anticipated or unanticipated.
- 3.16. The TMC/Traffic will be staffed and operational 24 hours per day, 7 days per week.
- 3.17. In the event of an evacuation, sufficient advanced warning time will not always be available to completely evacuate the total “at risk” population. In order to gain the maximum benefit of this transportation incident and event management plan, **a recommendation for evacuation should, when possible, be made no less than 24 hours before the projected onset of an incident or event.**

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<sup>1</sup> Delaware Code Annotated. Revised 1974. 1998 Supplement. Paragraph 3116, Section (b), Subsection (3).

- 3.18. In the event of an evacuation, many people will use their personal vehicles to evacuate; however, transportation will have to be provided for evacuees without personal vehicles.
- 3.19. In the event of an evacuation, local municipalities will be responsible for traffic control on roads within their jurisdictions that feed into the evacuation routes and/or from the evacuation routes to designated shelters.
- 3.20. A portion of the at-risk population will voluntarily evacuate before an evacuation has been recommended or directed.
- 3.21. Special facilities, such as schools, hospitals, nursing homes, day care facilities, and correctional facilities that are responsible for the welfare and safety of their clients, patients, and inmates will have emergency plans that include provision for emergency evacuation of patients, clients, staff, narcotics, and records. These plans will be coordinated through the District TMT if it is anticipated the evacuation will impact the transportation system.
- 3.22. Depending on the level of response, the state and local EOCs, and the Delaware Emergency Operations Plan (DEOP), will be activated and all local EOCs will be in communication with the State EOC.
- 3.23. Depending on the level of response, the Delaware Transit Corporation (DTC) Dispatch Centers will be staffed and operational during an incident or event.
- 3.24. Depending on the level of response, the DSP Command Post will be staffed and operational during an incident or event.
- 3.25. All maintenance and construction activities on designated evacuation routes will be suspended during an incident or event that impacts the transportation system.
- 3.26. Travel routes will be monitored and closed at points at which travel would become hazardous.
- 3.27. All members of the TMT who are first or early responders will have basic training in identifying possible signs and consequences of a major hazardous materials spill, a nuclear event, or a terrorist attack.
- 3.28. Efficient/effective communications will be maintained between responders during the incident or event as defined in this plan.
- 3.29. Procedures and equipment will be in place to conduct decontamination of TMT personnel and equipment.
- 3.30. All local municipalities will have a clear, comprehensive shelter plan.
- 3.31. Some localities in the risk areas will not be able to open shelters because of the projected inundation areas.
- 3.32. Current weather monitoring and warning reports will be available from the National Weather Service.
- 3.33. Adequate supplies of Petroleum, Oils, and Lubricants (POL) and fuels will be available.
- 3.34. Adequate supplies of personnel, equipment, and resources will be available.
- 3.35. A comprehensive public information strategy will be in place to both educate the public during planned events and to assist in preventing public panic during unplanned incidents.

## **4.0 Mitigation and Preparedness**

This section discusses requirements for the mitigation and preparedness phases of emergency management in order to reduce or prevent the probability of an incident or event, and to minimize damages and the loss of life because of an incident or event.

### **4.1. Mitigation**

- 4.1.1. Annually, in areas prone to evacuation or in areas hosting major planned events (e.g., Dover Downs, State Fair), a traffic engineering evaluation of the designated and alternate evacuation routes will be conducted by the District TMT (i.e., Central District TMT will evaluate Dover Downs).
- 4.1.2. Annually, a vulnerability assessment of key transportation infrastructure will be conducted by DeIDOT.
- 4.1.3. Annually, TMT member agencies will inventory their resources and manpower to ensure provision of all required equipment and resources, and to coordinate all manpower requirements and required support.
- 4.1.4. Understand typical TMT roles within the state Incident Command System (ICS) and provide training annually on these roles for first response personnel. Ensure TMT personnel understand and are prepared to effectively function within ICS structure.
- 4.1.5. Provide training annually for TMT personnel to detect and verify terrorist incidents, and on the procedures to contact other agencies to assist in verifications. A terrorist incident can change the response effort and transportation system to be utilized.
- 4.1.6. Annually, local EOCs will make contact with all special facilities to ascertain their client load and advise them to update their evacuation planning and to be ready to evacuate.
- 4.1.7. Improvements to designated evacuation routes will be undertaken by DeIDOT, if needed, based on budgets, size, etc.
- 4.1.8. Expansion of the surveillance system to provide coverage of key transportation facilities will be undertaken by DeIDOT, based on budgets, etc.
- 4.1.9. Annually, evacuation procedures should be exercised and reviewed by the TMT agencies to ensure that the process is updated and to reduce implementation time.

### **4.2. Preparedness**

- 4.2.1. Each District TMT will identify areas where previous major evacuations have occurred and additional areas that may require large-scale evacuation in the future due to known hazards.
- 4.2.2. Each District TMT will identify facilities that may require special assistance during evacuation to determine potential transportation requirements and to maintain contact information for those facilities.
- 4.2.3. Each District TMT will identify designated and alternate evacuation routes, taking into account road capacities and predetermined traffic control points.
- 4.2.4. TMT member agencies will participate in periodic emergency drills and exercises that include evacuation scenarios.

- 4.2.5. TMT member agencies will participate in public information programs to increase citizen awareness of possible reasons for evacuating, designated evacuation routes, and availability of transportation.
- 4.2.6. TMT member agencies will participate in pre-event coordination meetings with all participating agencies and municipalities, as required.
- 4.2.7. Each District TMT will develop a plan for ingress and egress of emergency vehicles during incidents and events. Implementation of each District plan will be coordinated with the TMC/Traffic and incident commander in cooperation with County Planning and local public input.
- 4.2.8. TMT member agencies will verify their assets, e.g., gas, trucks, barriers, etc., and review their pre-positioning strategies.
- 4.2.9. Communications with neighboring states will be established through the TMC/Traffic Concept of Operations

## **5.0 Concept of Operations**

The keys to successful incident and event management are established communication procedures (i.e., the process by which accurate information exchange occurs) and defined roles and responsibilities. The Integrated Transportation Management Strategic Plan recommended the establishment of transportation management teams that would be composed of state and local police, fire, rescue, emergency management, environmental protection, transportation agencies, and the DNG (see primary and support agencies on page 1). The TMT will work to establish communication, response, resource and responsibility procedures and guidelines, and will jointly make decisions on how to manage an incident or an event that impacts the transportation system. Experience has also shown that the team approach to managing incidents and events reduces delay and increases safety.

DelDOT has established a TMC that serves as the central facility for the integrated operations and management of the transportation system and as the focal point for the system's control functions. The TMC/Traffic will manage and direct the transportation system during all incidents and events that impact the transportation system and will coordinate activities with the Delaware Emergency Management Agency (DEMA) and the DSP to ensure effective management of the transportation system. The TMC/Traffic utilizes advanced technologies to monitor and respond to data transmitted from key locations throughout the state and to provide a tool for enabling communication and coordination between the TMT agencies. During a major incident or event, the TMC/Traffic staff may be augmented, as necessary, by a liaison from DTC, the District Offices, Traffic Engineering and Management (TEAM), the DSP, and other emergency services coordinators. Primary and back-up communications will be established between the TMC/Traffic, the state and local EOCs, firefighters, state and local law enforcement, the DNG, and all affected local emergency service coordinators.

DEMA, a division within the Department of Safety and Homeland Security, is the lead state agency for coordination of comprehensive emergency preparedness, training, response, recovery and mitigation services in order to save lives, protect Delaware's economic base and reduce the impact of emergencies. Delaware's response to emergencies is guided by the DEOP, which establishes the policies and procedures for the protection of the lives and property of the citizens of Delaware during emergencies. In addition, DEMA has created the Technical Assessment Center (TAC) group, an organization of subject matter experts in fields related to a particular hazard, that operate in a designated area in the state EOC. The TAC Group collects, analyzes, and processes data into useful information that is disseminated to the leads in the state EOC for making protective action recommendations.

Delaware State Police (DSP) has established three 911 centers to maintain command and control of dispatched police officers.

The TMT will establish the transportation management policies and procedures to maximize the safe flow of persons and vehicles from the affected areas, and give access to emergency personnel. The actions described in the subsequent sections are to be implemented when there is a credible threat of an incident or event impacting the transportation system. The following should be noted:

1. The establishment of predefined levels of response related to the “level” of impact of an incident or event can reduce the times associated with incident identification, response, and clearance.
2. The categories under the **National Homeland Security Advisory System (HSAS)** are a warning system for a possible incident, not an actual level of incident. The threat conditions established by the HSAS are illustrated in Figure 5-1. Appendix 1 describes the suggested protective measures for each advisory code. Security responses the TMT should take based on the guidelines issued by the Delaware Office of Homeland Security will be added later. TMT members should be aware of the National Homeland Security Advisory level especially when an incident or event is higher than Level 2.

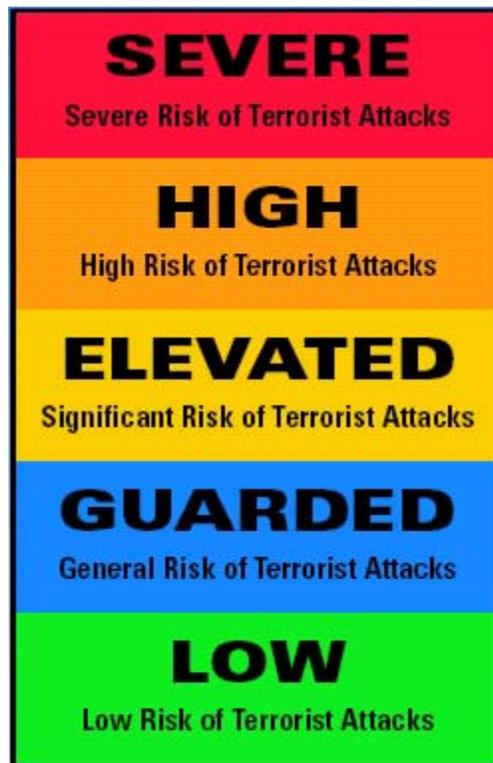


Figure 5-1. Homeland Security Advisory System

## **5.1 Event – Levels of Response**

The concept of TMTs was introduced in the *Delaware Integrated Transportation Management Strategic Plan* (December 1997). The strategic plan recognized that effective transportation management required the cooperation and coordination of people and institutions and recommended that DelDOT implement an incident management team composed of police, fire and rescue, natural resources, and transportation

agencies. The Strategic Plan further established the idea of key transportation stakeholders<sup>2</sup> meeting on a regular basis to share ideas, to address procedural and policy matters regarding management of the transportation network, to ensure state, local, and regional representation in transportation management decisions, and to make certain that the transportation needs of all transportation system users are effectively met.

To facilitate the management of incidents and events that impact the transportation system, the TMT developed levels of response related to the “level” of impact an incident or event has on the transportation system. The use of “levels” allows the amount and assignment of resources (i.e., people, vehicles, equipment, and materials) to be more readily defined and can reduce the times associated with incident identification, response, and clearance.

In order to establish response effort, levels of response 1 thru 4 have been developed and incorporated into this plan. **These levels are to be used for the purpose of guidance.** The area of impact and resource requirements will determine the level of response required from the TMT. However, depending on the impact to life and property the level of response may be greater regardless of the area of impact and resource requirements. These levels should be used as guidance and best professional practices should always be incorporated in determining levels of response. The levels of response are summarized in Table 5-1 and in Appendix II.

Homeland security advisory codes (see Appendix 1) are not dependent on the size or duration of a transportation incident; rather it is a warning system prior to an incident. Therefore, the Homeland Security Advisory codes have not been incorporated into the development of the response levels. It is very possible to have a high (Orange) or severe (Red) Homeland Security Level at a low Transportation Incident and Event Management Plan (TIEMP) level of 1 or 2. However, a set of protective measures and steps to reduce vulnerability should be taken based on the Homeland Security Advisory code.

The TMT’s response to an incident or event that impacts the transportation system should correspond to the anticipated impact of the incident or event. The anticipated impact on the transportation system could result in the application of various strategies including signal timing adjustments, lane closures, localized diversion, and/or full-scale evacuation (as ordered by the Governor). The anticipated strategies or action items (see Appendix III) to be taken by each TMT agency has been identified for each level of response.

The levels of response described below define the anticipated impact of the incident or event on the transportation system and the operational procedures to be followed by the TMT in response to each level.

**EFFECTIVE TRANSPORTATION MANAGEMENT REQUIRES THE COOPERATION AND COORDINATION OF PEOPLE AND INSTITUTIONS.**

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<sup>2</sup> For example, Transportation Solutions, Delaware Transit Corporation, Public Relations, Department of Public Safety, Delaware River and Bay Authority, DNREC, WILMAPCO, Dover/Kent MPO, Volunteer Firemen’s Association, etc.

**Table 5-1. Levels of Response for Planned/Unplanned Incidents/Events**

<b>Level</b>	<b>Area of Impact</b>	<b>Resources</b>	<b>Emergency Operation Centers (EOC) Activation for unplanned events</b>	<b>Highest Level of Decision Making</b>	<b>Examples</b>
<b>1</b>	Site/Area specific	Normal staffing.	Normal interagency communication – No EOC activation.	Normal operations.	Day-to-day operations.
<b>2</b>	District wide or Multi-district	Limited re-assignment of personnel and equipment – greater expertise may be needed. Primary agencies notified or activated.	Elevated communications, local/county EOCs may or may not be partially or fully activated. State EOC on notice.	District Managers/ Chief Traffic Engineer/ Operations Managers.	Traffic may need to be diverted to other roads (i.e. blockage on main road); major accident; closing of a road; injuries; isolated road flooding; HAZMAT incident; power outage; bridge structural damage; large planned events (i.e., Dover Downs Races).
<b>3</b>	Multi-Districts	Reassignment of personnel and equipment – greater expertise needed. Primary agencies activated. Support agencies notified. Federal agencies notified (FHWA, USACE). Contractors may be activated.	Higher elevated communications, impacted local /county EOCs may be activated if human needs are required (i.e. shelter, mass care). State EOC may be partially or fully activated – DelDOT liaison to county EOC and may be to state EOC, if activated.	Division Director or Department Secretary.	Coastal storm; high volumes of rain or snow; major HAZMAT incident; limited evacuation.
<b>4</b>	Statewide/ Multi-State	Total activation of personnel and equipment. Primary, contract, and support agencies activated. Ongoing federal coordination.	Impacted local/county & state EOCs activated – DelDOT liaison to county EOC and state EOC if state EOC activated.	Governor, DEMA, or Cabinet Members.	Hurricanes; floods; blizzards; catastrophic HAZMAT incident; biological incident; weapons of mass destruction; acts of terrorism.

\* Homeland security advisory codes are not dependent on the size or duration of a transportation event. It is very possible to have a level high or severe at a level 1 or 2. However, a set of protective measures and steps to reduce vulnerability should be taken based on code (to be added later).

## 5.2 Level 1 – Site/Area Specific

All TMT members normally operate at Level 1. Level 1 includes the normal day-to-day activities that TMT members perform to respond to minor incidents and events that impact the transportation system. At Level 1, the area of impact is site or area specific and requires normal staffing and equipment. The TMT agencies will respond to minor incidents and events in accordance with established procedures. Normal staff assignments will be in place.

### 5.2.1 Actions Items

All control, monitoring, information, and decision-making functions are in normal mode with District/Area Representatives working directly with the TMC/Traffic or in coordination with the Scene Supervisor as illustrated in Figures 5A and 5B (page 18). The TMC/Traffic will be receiving regional incident/event updates from neighboring transportation agencies and Federal Highway Administration (FHWA). The control, monitoring, and information functions at Level 1 will include but will not be limited to the items summarized in Table 4-2.

**Table 5-2. Level 1 Action Items**

<b>LEVEL 1 – SITE/AREA SPECIFIC</b>	<b>NOTIFY</b>	<ul style="list-style-type: none"> <li>▶ <i>Local district</i></li> <li>▶ <i>Impacted TMT member(s), if applicable</i></li> </ul>
	<b>CONTROL</b>	<ul style="list-style-type: none"> <li>▶ <i>Transportation management systems – normal operations</i></li> <li>▶ <i>Alternate routes – TMC/Traffic work with Districts to select</i></li> <li>▶ <i>DelDOT network – maintain connectivity to State network</i></li> <li>▶ <i>Telephone systems – administer and maintain</i></li> </ul>
	<b>MONITOR</b>	<ul style="list-style-type: none"> <li>▶ <i>Transportation management systems</i></li> <li>▶ <i>Network activity</i></li> </ul>
	<b>INFORM</b>	<ul style="list-style-type: none"> <li>▶ <i>TMT members</i></li> <li>▶ <i>Other departments/state agencies</i></li> <li>▶ <i>Neighboring transportation agencies</i></li> <li>▶ <i>Media</i></li> <li>▶ <i>Public – via WTMC radio station, Variable Message Signs (VMS), kiosks, website, etc.</i></li> </ul>
	<b>RESOURCES</b>	<ul style="list-style-type: none"> <li>▶ <i>Daily assigned personnel and assets</i></li> </ul>

### 5.2.2 Pre-event Staging

Pre-event staging activities during Level 1 will focus on understanding the impact of various incidents or events on the transportation system and developing plans that will help minimize damages and reduce loss of life that may occur because of these incidents or events. Pre-event staging activities at Level 1 will include but will not be limited to:

- Perform normal system checks.
- Review system vulnerability.
- Evaluate the validity of emergency plans.
- Traffic engineering and evaluation of emergency routes.

- Inventory resources.
- Evaluate and test communications networks.
  - Protection from hacking, etc.
  - Provide redundancy.
- Training and exercises.
- Research.
- Deploy additional sensor and surveillance technology.
- Upgrade traffic control devices.
- Create common messages.
- Public education.
- Integrate computer-aided dispatch systems.

### **5.3 Level 2 – District Wide or Multi-District**

When the area of impact is district wide or multi-district, requiring a limited re-assignment of personnel and equipment, the TMC/Traffic Shift Supervisor on the advice of the TMT members will move to a Level 2. It is assumed that the local/county EOC may be activated or partially activated and the state EOC is on notice. Typical Level 2 incidents/events include diversions to other roads (i.e. blockage on main road), major accidents, closing of a road, injuries, isolated road flooding, HAZMAT incident, power outage, bridge structural damage, and large planned events (i.e., Dover Downs Race). During a Level 2 incident or event with no EOC activation, District/Area representatives or the Scene Supervisor work in coordination with the TMC/Traffic to manage the incident/event as illustrated in Figure 5C (see page 19). When the local/county EOC becomes activated, incident/event management activities are coordinated with the activated EOC as illustrated in Figure 5D (see page 19). The TMC/Traffic will continue to receive regional incident updates from neighboring transportation agencies and FHWA through the TMC/Traffic.

#### **5.3.1 Action Items**

At Level 2, all control, monitoring, information, and decision-making functions are at an elevated mode. TMT control, monitoring, and information actions during Level 2 will include but will not be limited to the items summarized in Table 4-3.

#### **5.3.2 Pre-event Staging**

Pre-event staging activities during Level 2 will focus on coordination of activities, i.e., ensuring that all resources/personnel are interacting, available, and in position to respond to the demands of the incident or event in order to reduce loss of life and minimize damage. Pre-event staging activities at Level 2 will include but will not be limited to:

- Essential personnel will be placed on alert.
- The TMC/Traffic will set-up or participate in a conference call with the TMT to discuss the possible areas that will be affected, the extent, evacuation route selection, staging area, etc., and to review evacuation and traffic control procedures.

- TMT members will review resource lists and availability of debris clearing equipment, four-wheel drive vehicles, emergency generators, fuel, chain saws, traffic control equipment, etc., will be reviewed. Signs, barriers, and people will be positioned at critical locations.
- All communications equipment will be tested.
- TMC/Traffic staffing will be reviewed – an on-duty representative at the TMC will be available to respond to transportation related requests submitted through the state/county/local EOC.
- TMT members will coordinate decision-making on early release or evacuation of employees, etc.
- TMT members will periodically evaluate their resources/personnel to handle the passage of the incident/event.

**Table 5-3. Level 2 Action Items**

<b>LEVEL 2 – DISTRICT WIDE OR MULTI-DISTRICT</b>	<b>NOTIFY</b>	<ul style="list-style-type: none"> <li>▶ <i>District(s)</i></li> <li>▶ <i>Key decision makers</i></li> <li>▶ <i>Impacted TMT member(s)</i></li> <li>▶ <i>Subject matter experts</i></li> </ul>
	<b>CONTROL</b>	<ul style="list-style-type: none"> <li>▶ <i>Transportation management systems – adjust system based on impact of incident/event</i></li> <li>▶ <i>Impacted routes – set-up and control; clearing</i></li> <li>▶ <i>Alternate routes – TMC/Districts/DSP reroute traffic</i></li> <li>▶ <i>Transit – buses rerouted, if necessary</i></li> <li>▶ <i>Communications network/telephone systems – establish interagency communications and coordination</i></li> <li>▶ <i>DelDOT network – maintain connectivity to state network</i></li> </ul>
	<b>MONITOR</b>	<ul style="list-style-type: none"> <li>▶ <i>Transportation management systems – redirect transportation monitoring systems to increase monitoring activities of key transportation facilities; continue normal monitoring</i></li> <li>▶ <i>Incident/Event – evaluate situation; assign resources</i></li> <li>▶ <i>Network activity – evaluate for impact on voice/data system</i></li> </ul>
	<b>INFORM</b>	<ul style="list-style-type: none"> <li>▶ <i>TMT members</i></li> <li>▶ <i>Other departments/state agencies</i></li> <li>▶ <i>Neighboring transportation agencies</i></li> <li>▶ <i>Media</i></li> <li>▶ <i>Public – via WTMC radio station, VMS, kiosks, website, etc.</i></li> </ul>
	<b>RESOURCES</b>	<ul style="list-style-type: none"> <li>▶ <i>Evaluate status of resources to handle the duration of the incident or event</i></li> </ul>

#### **5.4 Level 3 – Multi-District**

When the area of impact is multi-district, requiring full-scale reassignment of personnel and equipment, and when there is a possibility of Federal agency activation, the TMC/Traffic Manager on the advice of TMT members will move to Level 3. It is assumed that impacted local/county/state EOCs may be activated if human needs exist (i.e. shelter, mass care, etc.). Typical Level 3 incidents/events include coastal storms, high volumes of rain or snow, major HAZMAT incident, and limited evacuation. In the case of an incident or event that is slow moving such as a winter storm, many of the actions under Level 3

may have been started at Level 1 or 2. During a multi-district incident/event with state EOC activation, incident/event management activities will be coordinated directly between districts management, scene(s) supervisor(s), TMC/Traffic, and the state EOC as illustrated in Figure 5E (see page 20). Local/county EOC activities will be coordinated through the state EOC. Regional incident or event updates will continue to be delivered to the TMC/Traffic from neighboring transportation agencies and FHWA.

**5.4.1 Action Items**

At Level 3, TMT control, monitoring, and information actions will include but will not be limited to the items summarized in Table 5-4.

**Table 5-4. Level 3 Action Items**

<b>LEVEL 3 –MULTI-DISTRICT</b>	<b>NOTIFY</b>	<ul style="list-style-type: none"> <li>▶ <i>Districts</i></li> <li>▶ <i>Impacted TMT member(s)</i></li> <li>▶ <i>Key decision makers</i></li> <li>▶ <i>Senior management</i></li> <li>▶ <i>Subject matter experts</i></li> </ul>
	<b>CONTROL</b>	<ul style="list-style-type: none"> <li>▶ <i>Transportation management systems – adjust system based on impact of incident/event</i></li> <li>▶ <i>Impacted routes – set-up and control; stop construction and maintenance activities; close roads; clear obstacles</i></li> <li>▶ <i>Alternate routes – TMC/Districts/DSP review detour routes; mobilize portable VMS; reroute traffic</i></li> <li>▶ <i>Transit – buses rerouted</i></li> <li>▶ <i>Toll booths – assess the need to waive tolls</i></li> <li>▶ <i>Communications network/telephone systems – establish interagency communications and coordination</i></li> <li>▶ <i>DelDOT network – implement reactive strategies to safeguard data</i></li> </ul>
	<b>MONITOR</b>	<ul style="list-style-type: none"> <li>◆ <i>Transportation management systems – redirect transportation monitoring systems to increase monitoring activities of key transportation facilities; continue normal monitoring</i></li> <li>◆ <i>Incident/event – evaluate situation; assess impact of incident/event; assign and activate resources</i></li> <li>◆ <i>Network activity – evaluate for impact on voice/data system</i></li> <li>◆ <i>Suspicious activities – brief staff to be aware of unusual actions</i></li> </ul>
	<b>INFORM</b>	<ul style="list-style-type: none"> <li>◆ <i>TMT members</i></li> <li>◆ <i>Other departments/state agencies</i></li> <li>◆ <i>Joint Information Center (JIC), if established – Public Relations will coordinate public information announcements</i></li> <li>◆ <i>Neighboring transportation agencies – via the I-95 Corridor Coalition’s Information Exchange Network (IEN)</i></li> <li>◆ <i>Media</i></li> <li>◆ <i>Public – via WTMC radio station, VMS, kiosks, website, handouts (toll booths), etc.</i></li> </ul>
	<b>RESOURCES</b>	<ul style="list-style-type: none"> <li>◆ <i>Evaluate status of resources to handle the duration of the incident or event</i></li> </ul>

### **5.4.2 Pre-event Staging**

Pre-event staging activities during Level 3 will focus on coordination of activities, i.e., ensuring that all resources/personnel are interacting, available, and in position to respond to the demands of the incident or event in order to reduce loss of life and minimize damage, and to prepare for the potential impact of the incident or event. Pre-event staging activities at Level 3 will include but will not be limited to:

- Essential personnel will be activated and reassigned.
- The TMC/Traffic will set-up a conference call with the TMT to discuss the possible areas that will be affected, the extent, evacuation route selection, staging area, etc., and to review evacuation and traffic control procedures.
- The Emergency Support Function 1 (ESF 1) workstation will be staffed by a designated DeIDOT official when the state EOC is activated, and at DEMA's request. A District representative may also report to the county/local EOC.
- Traffic control plans will be activated, and signs, barriers, law enforcement, and traffic control personnel will be deployed.
- TMT members will review resource lists and confirm availability of debris clearing equipment, four-wheel drive vehicles, emergency generators, fuel, chain saws, traffic control equipment, etc.
- Special facilities will be contacted and advised to be ready to evacuate their patients, staff, narcotics, and records.
- Public transportation requirements for those needing special assistance, (e.g., people who have mobility and/or health problems, special facilities, etc.), will be estimated. Pick-up and drop-off points will be identified and/or a telephone number to receive and process requests for transportation will be established.
- All communications equipment will be tested.
- TMT members will evaluate their resources/personnel needs to handle the passage of the incident/event and meet future requirements.

### **5.5 Level – 4 - Statewide/ Multi-State**

When the area of impact is statewide or multi-state, requiring total activation of personnel and equipment, and when there is federal agency activation, the TMC/Traffic Manager in coordination with TMT members will move to Level 4. At Level 4, impacted local/county/state EOCs will be activated. Typical incidents/events requiring a Level 4 designation include hurricanes, blizzards, biological incident, WMD, and acts of terrorism. In the case of an incident or event that is slow moving such as a hurricane, many of the actions under level 4 should have been started at earlier levels. Incident/event management activities will be coordinated directly between TMC/Traffic, districts management, scene(s) supervisor(s), the State EOC, and federal transportation agencies as illustrated in Figure 5F (see page 20). Coordination with all activated local and county EOCs and Federal Emergency Management Agency (FEMA) will be through the state EOC. Regional incident or event updates will continue to be delivered to the TMC/Traffic from neighboring transportation agencies and FHWA.

#### **5.5.1 Action Items**

At Level 4, TMT control, monitoring, and information actions will include but will not be limited to the items summarized in Table 5.5.

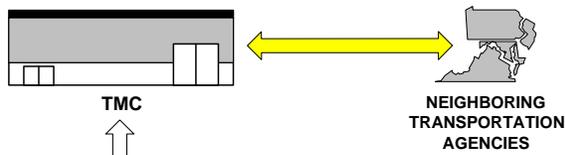
**Table 5-5. Level 4 Action Items**

<b>LEVEL 4 – STATEWIDE//MULTI-DISTRICT</b>	<b>NOTIFY</b>	<ul style="list-style-type: none"> <li>▶ <i>Districts</i></li> <li>▶ <i>Impacted TMT member(s)</i></li> <li>▶ <i>Key decision makers</i></li> <li>▶ <i>Senior management</i></li> <li>▶ <i>Federal agencies</i></li> <li>▶ <i>Subject matter experts</i></li> </ul>
	<b>CONTROL</b>	<ul style="list-style-type: none"> <li>▶ <i>Transportation management systems – adjust system based on impact of incident/event</i></li> <li>▶ <i>Impacted routes – set-up and control; stop construction and maintenance activities; close roads and bridges; clear obstacles</i></li> <li>▶ <i>Alternate routes – TMC/Districts/DSP review detour routes; reroute traffic</i></li> <li>▶ <i>Traffic control resources – mobilize portable VMSs; pre-position trucks, traffic control devices and personnel</i></li> <li>▶ <i>Transit – buses rerouted</i></li> <li>▶ <i>Toll booths – assess the need to waive tolls</i></li> <li>▶ <i>Communications network/telephone systems – establish interagency communications and coordination</i></li> <li>▶ <i>DelDOT network – implement reactive strategies to safeguard data</i></li> <li>▶ <i>Evacuation – at-risk population as deemed necessary</i></li> </ul>
	<b>MONITOR</b>	<ul style="list-style-type: none"> <li>▶ <i>Transportation management systems – redirect transportation monitoring systems to closely monitor activities of key transportation facilities; continue normal monitoring</i></li> <li>▶ <i>Incident/event – evaluate situation; assess impact of incident/event; assign and activate resources; monitor assigned personnel and resources; provide reports</i></li> <li>▶ <i>Network activity – evaluate for impact on voice/data system</i></li> <li>▶ <i>Suspicious activities – brief staff to be aware of unusual actions</i></li> </ul>
	<b>INFORM</b>	<ul style="list-style-type: none"> <li>▶ <i>TMT members</i></li> <li>▶ <i>Other departments/state agencies</i></li> <li>▶ <i>JIC, if established – Public Relations will coordinate public information announcements</i></li> <li>▶ <i>Neighboring transportation agencies – via the I-95 Corridor Coalition’s IEN</i></li> <li>▶ <i>Media</i></li> <li>▶ <i>Public – via WTMC radio station, VMS, kiosks, website, handouts (toll booths), etc.</i></li> </ul>
	<b>RESOURCES</b>	<ul style="list-style-type: none"> <li>▶ <i>Evaluate status of resources to handle the duration of the incident or event</i></li> </ul>

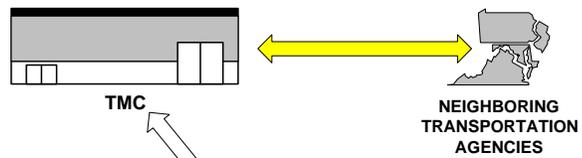
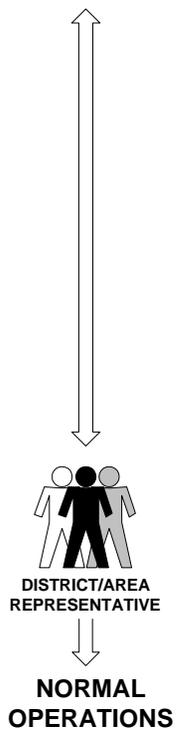
### **5.5.2 Pre-event Staging (Level 4)**

To ensure that all resources/personnel are available and in position to respond to the demands of the incident/event during Level 4, TMT members will establish the following pre-event staging procedures:

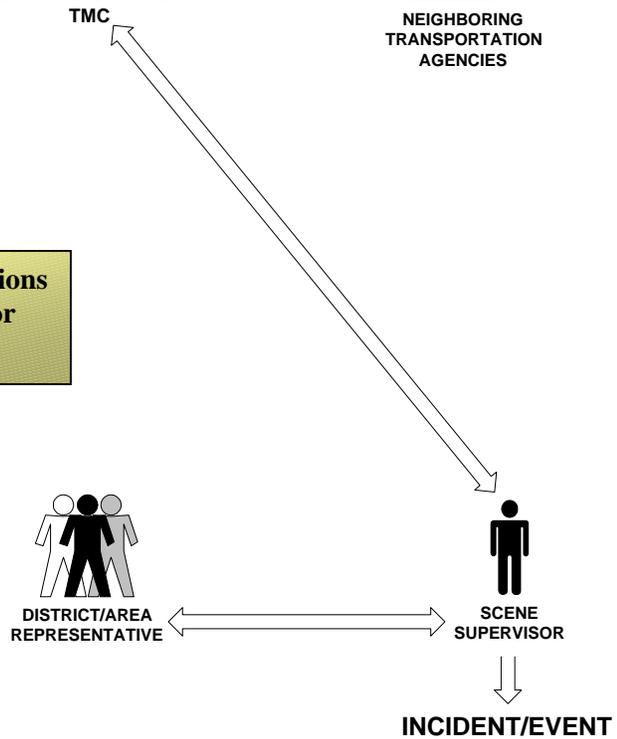
- Systems and data safeguarded.
- Designated liaisons from each DeIDOT district along with a representative from TEAM, DTC, DSP, and the federal government will report to the TMC/Traffic. An on-duty representative at the TMC/Traffic will be available to respond to transportation related requests submitted through the state/county/local EOCs.
- The Emergency Support Function 1 (ESF 1) workstation will be staffed by a designated DeIDOT official when the state EOC is activated, and at DEMA's request. A District representative may also report to the county/local EOC, if requested.
- Traffic control plans will be activated and signs, barriers, law enforcement, and traffic control personnel will be deployed.
- All essential personnel will be activated for duration of the incident/event. If an evacuation is required, 24-hour operations will be maintained from the beginning of any evacuation through the implementation of any recovery plan.
- The TMC/Traffic will set-up or participate in a conference call with the TMT to discuss the possible areas that will be affected, the extent, evacuation route selection, staging area, etc., and to review evacuation and traffic control procedures.
- TMT members will review resource lists and confirm availability of debris clearing equipment, four-wheel drive vehicles, emergency generators, fuel, chain saws, traffic control equipment, etc.
- Special facilities will be evacuated.
- Pick-up and drop-off points will be established for those needing special assistance, (e.g., people who have mobility and/or health problems, special facilities, etc.)
  - If there is a threat to the TMC or the Homeland Security Advisory code is at a High or Severe (see Annex 1), steps should be taken to evacuate and/or relocate the TMC, if necessary.
  - Dover Air Force Base will be contacted to coordinate military evacuation or transportation needs.
- TMT members will evaluate their resources/personnel needs to handle the duration of the incident/event.



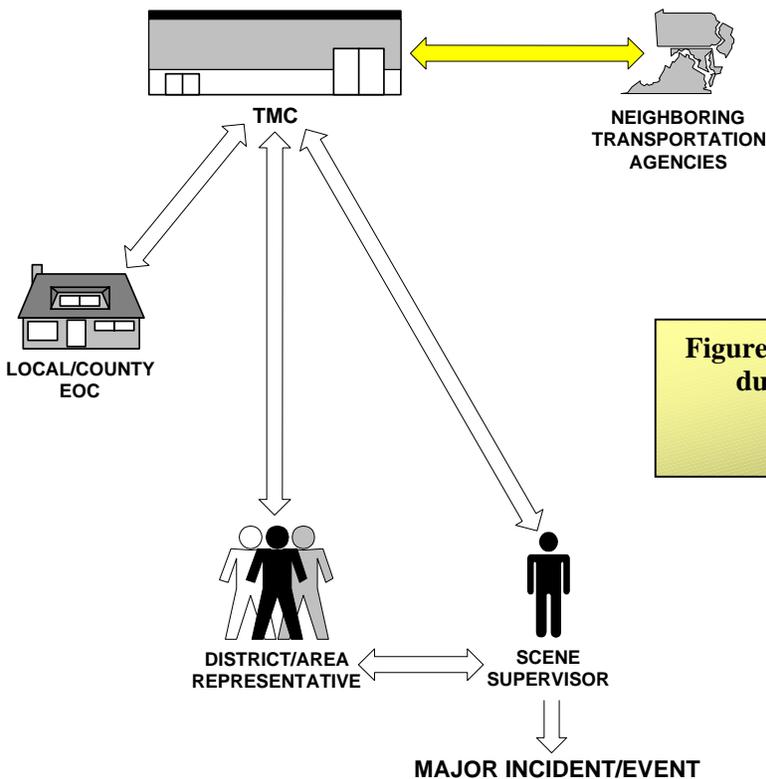
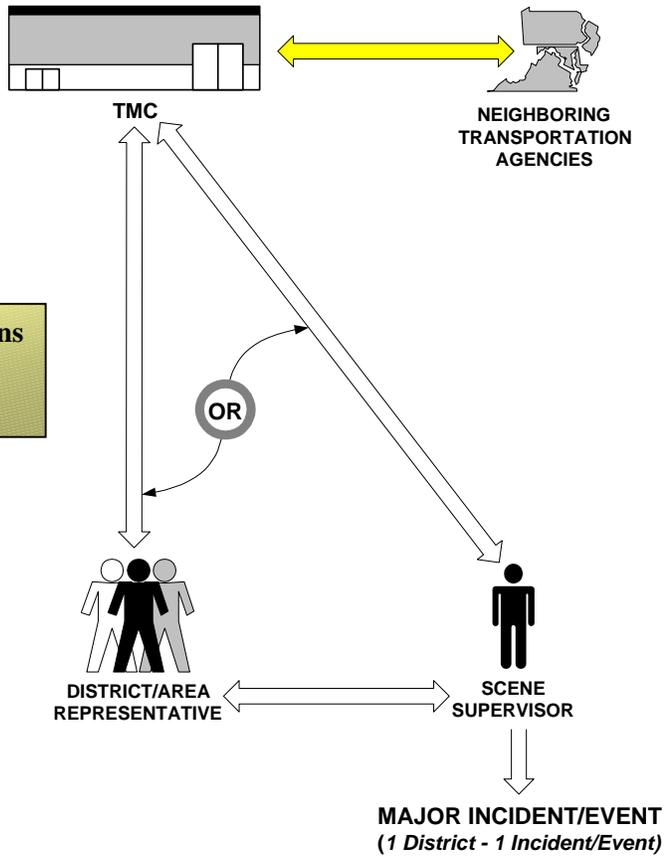
**Figure 5A. TMC/Districts Communications during Normal Operations (Level 1)**



**Figure 5B. TMC/Districts Communications during Normal Operations with Minor Incident/Event (Level 1)**

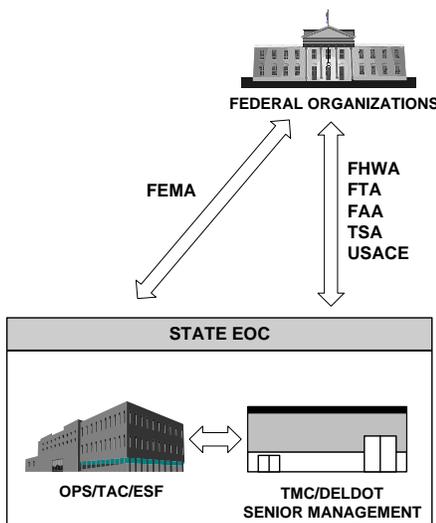
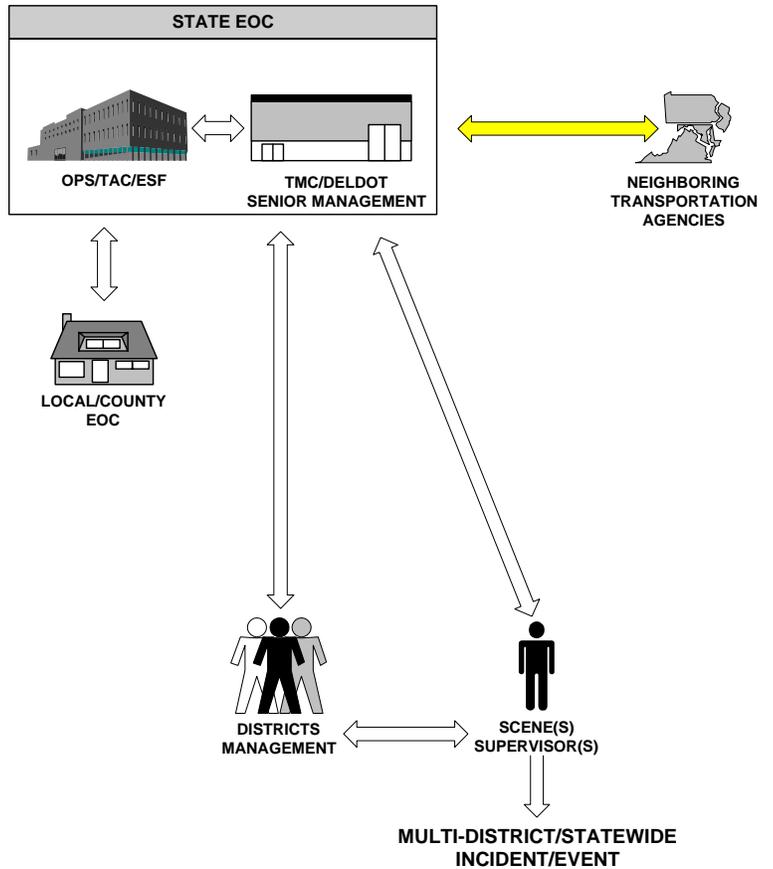


**Figure 5C. TMC/Districts Communications during a Major Incident/Event with no EOC Activation (Level 2)**

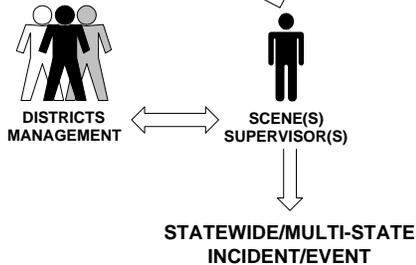


**Figure 5D. TMC/Districts Communications during a Major Incident/Event with Local/County EOC Activation (High Level 2 or Level 3)**

**Figure 5E. TMC/Districts Communications during a Multi-District Incident/Event with DEMA Activated (Level 4)**



**Figure 5F. TMC/Districts Communications during a Multi-District Incident/Event with Federal Organizations Activated (Level 4)**



## **5.6 Post-Event**

The TMT members will continue to work together to bring the transportation system back to normal or as close to normal as possible after the incident or event. It is important to note that in the case of a major incident or event, recovery will take place in a series of stages. The following minimum actions will be implemented following the event to ensure the safe and orderly return to the affected area(s):

- 5.6.1 Communications will be reestablished.
- 5.6.2 The public works and engineering activities required to restore the evacuated area(s) to habitable conditions will be carried out in accordance with ESF 3, Public Works and Engineering. Coordination with appropriate support agencies and companies may be required to provide public works and engineering assistance to facilitate the restoration of the evacuated area(s).
- 5.6.3 The affected areas will be assessed to ensure that the following conditions prevail in the evacuated area before evacuees are authorized to return:
  - The threat that caused the evacuation has been resolved.
  - Sufficient debris has been removed to permit travel and roads and bridges are safe to use.
  - Downed power lines have been removed; ruptured gas, water and sewer lines have been repaired; and other significant safety hazards have been eliminated. However, utility services may not have yet been fully restored.
  - Structures have been inspected and determined to be safe to reoccupy.
  - There is adequate water available for fire fighting.
- 5.6.4 The requirements for traffic control for return of evacuees will be determined.
- 5.6.5 The traffic control plan will be activated and law enforcement and traffic control personnel will be deployed.
- 5.6.6 The draw span on all drawbridges will remain closed except for authorized traffic.
- 5.6.7 Available wreckers, tow trucks, and Motorist Assistance Patrols (MAP) vehicles will be on-site at predetermined locations along the return route to respond and assist in the maintenance of traffic flow.
- 5.6.8 Post-event information will be coordinated with the media to advise evacuees that they can return to their homes and businesses. Preferred travel routes will be indicated.
- 5.6.9 Information on current status will be disseminated via VMS, WTMC radio station, DelTrac website, kiosks, handouts (toll booths), etc. to the public.
- 5.6.10 Special facilities will be contacted regarding return of evacuees to those facilities. Transportation will be provided for those without personal vehicles.
- 5.6.11 Access controls will be maintained for areas that cannot be safely reoccupied.
- 5.6.12 The TMC/Traffic will continue to monitor the event and provide information, as required.
- 5.6.13 TMT and federal agencies will work together to conduct damage assessment, set-up a disaster field office, and begin recovery phase, as necessary.

## 6.0 Assignment of Responsibilities

Primary and support responsibilities have been assigned based on a set of common functions associated with many types of incidents/events and/or responses required for those incidents/events. A matrix summarizing transportation assignments and responsibilities of the Primary Agencies is shown in Table 6-1.

**Table 6-1. Matrix of TMT Incident and Event Management Responsibilities**

RESPONSIBILITIES	TMT AGENCIES													
	TMC/TRAFFIC	DTC	DISTRICTS	TOLL AUTHORITY	OIT	PUBLIC RELATIONS	AERONAUTICS	DEMA	DSP	DNREC	DRBA	CAP	DNG	DTI
<i>Evacuation Route Selection</i>	√		√					√	√		√		√	
<i>Provide Transportation Resources</i>		√	√	√			√		√	√	√	√	√	
<i>Deploy Traffic Control Devices</i>	√		√		√				√		√			
<i>Traffic Control</i>	√		√	√	√				√		√		√	
<i>Remove Stalled Vehicles /Clear Roadways</i>	√		√						√	√	√		√	
<i>Control Access</i>	√		√	√					√	√	√		√	
<i>Transport Petroleum, Oils, &amp; Lubricants (POL)</i>			√											
<i>Evacuation Support</i>	√	√	√	√	√	√		√	√	√		√	√	
<i>Monitor Transportation System</i>	√	√	√	√	√				√		√	√		
<i>Provide Real-Time Information (Internal)</i>	√	√	√	√	√	√	√	√	√	√	√	√		
<i>Debris Removal</i>	√		√							√	√		√	
<i>Runway/Waterway Requests</i>	√						√			√	√	√		
<i>Air/Ground Transport</i>	√	√	√	√	√	√	√	√	√	√	√	√	√	
<i>Rerouting Buses /Revising Schedules</i>	√	√			√									
<i>Initiate/Participate on Conference Call</i>	√	√	√	√	√	√	√	√	√	√	√	√	√	
<i>Information Dissemination to Public</i>	√	√	√	√	√	√		√	√					
<i>Assess Resources</i>	√	√	√	√	√	√	√	√	√	√	√	√	√	
<i>Maintain Integrity of Data/Voice System</i>	√				√			√	√				√	√

## 6.1. Primary Agencies

The TMT is made up of primary and support agencies (see page 1). These primary agencies have primary responsibility for managing the transportation system during an incident or event. Various divisions within each primary agency may have different responsibilities during an incident or event. In addition, each TMT primary agency will have general responsibilities as well as specific responsibilities defined in the ESFs of the DEOP (see Appendix IV for DeIDOT's ESF responsibilities). Below is a list of specific responsibilities for each primary agency.

### 6.1.1 Delaware Department of Transportation (DeIDOT):

- Coordinate the closure of high-risk roadways such as bridges, or flood-prone section of roadway.
- Work with the DSP in the selection and management of alternate transportation routes that may be required because of closed designated routes.
- Assign MAP trucks to evacuation routes to ensure rapid assistance to disabled vehicles that may impede traffic flow.
- Integrate available Intelligent Transportation Systems (ITS) components into incident and event traffic management plans.
- Provide real-time transportation information to the state EOC during all ongoing incident and event operations.
- Provide traffic engineering, geographic information and mapping services to survey/assess the condition of designated evacuation routes.
- Provide required traffic control barriers, cones, temporary signs, and sign crews to support evacuation route management.
- Provide other transportation support as requested through the State EOC to all emergency operations.

#### 6.1.1.1 Transportation Management Center/Traffic

DeIDOT has established a TMC that serves as the central facility for the integrated operations and management of the transportation system and as the focal point for the system's control functions. The TMC/Traffic utilizes advanced technologies to monitor and respond to data transmitted from key locations throughout the state. As an incident or event escalates, the TMC/Traffic Staff may be augmented, as necessary, by a liaison from DTC, the DSP, and other emergency services coordinators. Primary and back-up communications will be established between the TMC/Traffic, state and local EOCs, state and local law enforcement, and all affected local emergency service coordinators. **During an incident or event, transportation facilities will continue to be managed and directed by the TMC/Traffic.**

As the central facility for the integrated operations and management of the transportation system, the TMC/Traffic is responsible for coordinating the management of incidents that impact the transportation system, and will coordinate DeIDOT's efforts during all incidents or events. The TMC/Traffic will control, direct, and coordinate all transportation management systems and will be responsible for:

- **Transportation management**, i.e., manage the transportation demand, facilitating the passage of emergency vehicles and the deployment of trailblazer signs. In addition, the TMC/Traffic will be required to:
  - Coordinate the deployment of DeIDOT representatives to the local or state EOC, or incident command center, if requested/required by DEMA.

- Redirect monitoring of transportation management systems to focus on incident or event.
- **Evacuation route planning:** participate in the selection of specific evacuation routes depending on the location, type, and severity of the disaster and input from the District Engineers and DSP. The TMC/Traffic will be required to:
  - Maintain evacuation planning information for known risk areas.
  - Review the evacuation plans of special facilities within known risk areas.
  - Assist with the designation of routes for the emergency movement of people, equipment, supplies, records, etc.
  - Provide information on shortest routes for emergency responders
- **Secondary incident management:** monitor traffic movement on designated evacuation routes and coordinate the re-direction of traffic to alternate routes in the event of bottlenecks on the designated routes.
- **Providing real-time information:** to other DelDOT Divisions; state, local, regional, and federal agencies; public safety agencies; the media; public; and adjoining states. The TMC/Traffic will use all available information dissemination devices, i.e., WTMC radio station, VMS, kiosks, website, IEN, etc. The TMC/Traffic will be required to:
  - Collect and report to DEMA (or to the State EOC, if activated) any information on major disaster disruption of, or damage to State, Federally aided, and other highway systems and facilities. This information should include disruptions and damage to county and municipal highway systems and facilities.
  - Collect and report to DEMA (or to the State EOC, if activated) any information on major disaster disruption of and damage to key air, rail, water and ground transportation systems and facilities.
- **Deploying assets, stage:** dispatch equipment and personnel, as required to support the management of incidents and events.

#### **6.1.1.2. DelDOT District Engineers**

DelDOT operates and maintains an extensive statewide multi-modal transportation network in four districts: North, Central, Canal, and South. Within each District, DelDOT engineers normally manage incident and event operations at the scene and coordinate transportation management activities with the TMC/Traffic. They are responsible for coordinating major emergency transportation requirements in their respective districts with the assistance of the TMC/Traffic and DSP. DelDOT's District Engineers responsibilities will include but will not be limited to:

- Identify risk areas near the incident site and assisting with the evacuation of people in those risk areas.
- Coordinate the transportation services of emergency supplies of motor fuels and lubricants with primary and support agencies.
- Request support from the TMC/Traffic to assist in maintaining traffic movement and keeping evacuation routes open.
- Provide signs, barricades, barriers, and other resources to reroute traffic and/or restrict entry to areas where entry must be controlled.
- Staff the traffic control measures implemented along state owned roads.
- Relay on-scene information to TMC/Traffic.
- Monitor personnel and equipment assigned to the incident or event.

- Coordinate transportation for special facility evacuees and for evacuees without vehicles.
- Coordinate the closure of high-risk roadways such as bridges, flood-prone sections of roadway, and adjust transportation resources to meet impending emergencies.
- Stop all maintenance work on designated evacuation routes and coordinate with the Transportation Solutions Division to stop all construction on designated evacuation routes, as necessary.
- Accountability of assigned employees, attached personnel, and assets.

**6.1.1.3. Delaware Transit Corporation**

Delaware Transit Corporation responsibilities will include but will not be limited to:

- Reroute buses, adjust schedules, provide changes to the public so as to circumvent the incident or event area.
- Assist with the transportation of persons from facilities and those without access to personal vehicles, when requested.

**6.1.1.4. DelDOT Division of Public Relations**

Public Relations responsibilities will include but will not be limited to (see Appendix V):

- Receive, compile, and prepare news releases on all phases of the event.
- Coordinate the release of event-related information with other state agencies and the federal government, local governments, and quasi-public relief organizations
- Disseminate evacuation information advising the public of evacuation actions to be taken using a current list of radio stations, television stations, cable television companies, and newspapers.
- Designate a representative to report to the state EOC or JIC, when requested by DEMA.

**6.1.1.5. DelDOT Transportation Solutions**

Transportation Solutions responsibilities will include but will not be limited to:

- In conjunction with the District Engineers, stop all construction on designated evacuation routes, as necessary.

**6.1.1.6. DelDOT Toll Operations**

The Toll Operations responsibilities will include but will not be limited to:

- Provide transportation resources.
- Provide assistance with traffic control to expedite traffic flow.
- Work with TMC/Traffic, Delaware River and Bay Authority (DRBA), and the DSP to control access.
- Provide evacuation support.
- Monitor the flow of traffic on toll facilities.
- Provide real-time information to primary and support TMT agencies.
- Assist with air/ground transport.
- Participate in pre-event conference call with other TMT agencies.
- Disseminate information to public in toll lanes.

- Assess and report available resources to Director.

#### **6.1.1.7. DelDOT Office of Information Technology**

The DelDOT Office of Information Technology will support and maintain, with the assistance of vendors and service providers, the following systems:

- Video cameras – communications (fiber, Integrated Serviced Digital Network [ISDN], Cellular Digital Packet Data [CDPD], Code Division Multiple Access [CDMA], wireless), signal conversion equipment, video equipment, web access, TMC/Traffic Operations.
- Traffic Signals – communications (fiber, ISDN, CDPD, CDMA, wireless), digi equipment, ACTRA™ servers, TMC/Traffic Operations.
- Variable Speed Limit (VSL), VMS – communications (fiber, ISDN, CDPD, CDMA, wireless), TMC/Traffic Operations, VSL/VMS application servers.
- Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) – communications (fiber, Asynchronous Transfer Mode [ATM], T1's) CAD/AVL application servers, TMC/Traffic Operations, Administration Operations, DTC Operations.
- Trapeze – communications (fiber, ATM, T1's), Trapeze application servers, TMC/Traffic Operations, Administration Operations, DTC Operations.
- WTMC radio station – communications (antennas, ISDN), GTS application server, WTMC PC's (Columbia equipment), remote access.
- Intra-Department communications – (800mghz, CDMA, CDPD, fiber, ATM, T1's, ISDN); communications between sites (yards, Administration building, TMC/Traffic, Districts, DTC, etc).
- Telephones – communications from the desktop.
- Other applications – data communications – access to Department servers for email, Human Resources, financial, inventory, etc., necessary for crisis management.

#### **6.1.1.8. DelDOT Aeronautics**

Aeronautics responsibilities will include but will not be limited to:

- Act as liaison between Federal Aviation Administration (FAA), airports, and DEMA..
- Coordinate aerial video and air transportation requirements with the Civil Air Patrol (CAP).
- Know the operational status of all public use airports in the event of an incident.
- Work with airport manager, Federal Aviation Administration (FAA), DelDOT, police, and fire departments to control access, if the event or incident impacts airport.

#### **6.1.2. Delaware Emergency Management Agency**

Delaware Emergency Management Agency responsibilities will include but will not be limited to:

- Notify the TMC/Traffic Manager of activation, emergency, and staffing requirements in accordance with standard EOC activation procedures.
- Determine priorities of transportation requests and requirements.

- Consult with the Department of Administrative Services, Fleet Services, and the Department of Natural Resources and Environmental Control, Energy Office, to coordinate the emergency provision of all motor fuels, gases, etc. and transport services.
- Designate specific mission requests/assignments to provide disaster recovery and assistance.
  - Additional responsibilities under the DEOP.

### **6.1.3. Delaware State Police**

Delaware State Police responsibilities will include but will not be limited to:

- Assist in the implementation of the Traffic Control Plan for each District.
- Provide traffic control along the designated evacuation routes to expedite the flow of traffic out of the affected areas.
- Control access to evacuation routes during the evacuation of the risk areas.
- Maintain order and security on the designated evacuation routes.
- Monitor the flow or traffic during evacuation and keep the TMC/Traffic informed of the status.
- Patrol sections of the designated evacuation routes in order to help immediately clear any disabled vehicles, which may block the roadway or shoulders.
- Recommend evacuation routes to the District Engineers and/or TMC/Traffic.
- Assist in warning the public.
- Control re-entry into the impacted area
- Provide, as requested by the State EOC, emergency transport of personnel as required and enforcement of the Emergency Highway Traffic Regulations (EHTRs).
- Protect property in evacuated areas and limit access to those areas.

### **6.1.4. County and Local Emergency Management Agencies**

County and Local Emergency Management Agency responsibilities will include but will not be limited to:

- Provide a list of city/county transportation resources in the city/county.
- Assess the disaster – caused transportation problems of the county and local agencies including transportation needs for the evacuation of the general public.
- Determine availability of needed transportation resources and coordinate the mobilization and distribution of same.
- Work with Delaware Health and Social Services (DHSS) representatives to support and coordinate special evacuation needs of the physically impaired and senior citizens in the jurisdiction.
- Communicate with DEMA, DELDOT, DSP and local police regarding information on evacuation routes and road conditions.
- Assist DELDOT and DSP in identifying major transportation arteries affected by a disaster and develop alternate or by-pass routes.

**6.1.5. Civil Air Patrol**

Civil Air Patrol responsibilities will include but will not be limited to:

- Provide fixed wing aviation assets to support aerial traffic surveillance missions.
- Provide air-to-ground radio communication during evacuation operations.

**6.1.6. Delaware River and Bay Authority**

Delaware River and Bay Authority responsibilities will include but will not be limited to:

- Provide guidance, coordination, and assistance to all roadway, runway, and waterway requests that fall within their jurisdiction.

**6.1.7. Delaware Department of Natural Resources (DNREC)**

Department of Natural Resources and Environmental Control responsibilities will include but will not be limited to:

- Utilize Division of Parks & Recreation and Division of Soil & Water Conservation resources to assist in transportation requests.
- Ensure that the Energy Office (DNREC/EO) will coordinate the emergency provisions of motor fuels, gases, etc and transport services.

**6.1.8. County and Local Law Enforcement Agencies**

County and Local Law Enforcement responsibilities will include but will not be limited to:

- Recommend evacuation routes to the Incident Commander (IC) or EOC staff.
- Assist in evacuation by providing traffic control.
- Protect property in evacuated areas and allow limited access to those areas.
- Secure and protect or relocate prisoners.
- Coordinate law enforcement activities with other emergency services.
- Assist in warning the public.
- Provide information to the Public Information Officer (PIO) for news releases to the public on the evacuation routes.
- Incident Commander (IC) on Police incidents.

**6.1.9. Local Fire Service Departments**

County and Local Fire Service responsibilities will include but will not be limited to:

- Responsible for fire protection in evacuated areas.
- Assist in warning the public.
- Assist in evacuating the aged, persons with disabilities, and other special needs groups.
- Incident Commander (IC) on Fire incidents.

## **6.2. Support Agencies**

### **6.2.1. Department of Administrative Services/Division of Support Operations, Fleet Service**

Department of Administrative Services responsibilities will include but will not be limited to:

- Assign in accordance with priorities established by the State EOC, state owned motor vehicles for emergency operations purposes.

### **6.2.2. Department of Health & Social Services/Division of Public Health**

Department of Health & Social Services responsibilities will include but will not be limited to:

- Coordinate emergency medical transportation services.

### **6.2.3. Delaware National Guard**

Delaware National Guard responsibilities will include but will not be limited to:

- Perform emergency air and ground transport operations as directed by the Governor and at the request of DEMA.

### **6.2.4. University of Delaware/ Office of the Delaware State Climatologist**

University of Delaware/ Office of the State Climatologist responsibilities will include but will not be limited to:

- Provide real-time Delaware climate data and forecasts.

### **6.2.5. Delaware Geological Survey**

Delaware Geologic Survey responsibilities will include but will not be limited to:

- Provide geologic and hydrologic information that can be used to make informed decisions on water resources, public health, environmental protection, and geologic hazards.

### **6.2.6. Department of Education**

Department of Education (DOE) responsibilities will include but will not be limited to:

- Utilize transportation resources to assist in transportation requests, e.g., vehicles, school buses, etc.

### **6.2.7. Neighboring State and/or City Emergency Management Agencies**

Neighboring State and/or City Emergency Management Agencies responsibilities will include but will not be limited to:

- Coordinate incident or event management activities with the TMC/Traffic and DEMA.

### **6.2.8. Department of Technology & Information**

Department of Technology & Information responsibilities will include but will not be limited to:

- Ensure that the state network is available to transfer data between agencies involved in the management of the incident or event.

## **7.0 Administration and Support**

### **7.1.Records**

All agencies involved in managing the transportation system during an incident or event shall maintain records of personnel and equipment used and supplies consumed during an evacuation on FEMA approved forms. At a minimum, the following costs shall be documented:

- 7.1.1. Costs of overtime salary and benefits of personnel involved in evacuation operations.
- 7.1.2. Costs of directing or assisting in the direction of evacuating motorists.
- 7.1.3. Costs related to providing water, wastewater disposal, heat, cooling, electric power, and telephone service.
- 7.1.4. Costs related to civil engineering works to make evacuated area safe for re-entry.
- 7.1.5. Cost of transportation.

### **7.2. Post Incident Review**

A review of incident/event management shall be organized and conducted to identify needed improvement in this Plan, procedures, facilities, and equipment.

### **7.3. Exercises**

All agencies involved in managing the transportation system during an incident or event shall participate in local drills, tabletop exercises, functional exercises, and full-scale exercises that include an evacuation scenario.

## **8.0 Plan Development and Maintenance**

DelDOT will:

- 8.1. Develop and maintain the Transportation Incident and Event Management Plan (TIEMP) and ensure that it is current by publishing changes, as necessary.
- 8.2. In association with DEMA, review the TIEMP annually to ensure that it reflects current policy and state of art with respect to incident or event management planning principles.
- 8.3. Maintain additional copies of the TIEMP and changes along with distribution lists to ensure all plan recipients are properly serviced.
- 8.4. Review, approve, or disapprove requests for material to be included in the TIEMP.
- 8.5. Task state and local agencies to prepare or update annexes for the TIEMP in accordance with their primary or supporting responsibilities or technical expertise.

8.6. Ensure that changes to the TIEMP are reflected to ESF 1, as appropriate.

## **9.0 Authorities and References**

The following authorities and references may be consulted for additional guidance:

- Delaware Emergency Operations Plan (DEOP)
- Delaware Code Annotated. Revised 1974.
- Delaware Integrated Transportation Management Strategic Plan.

## **10.0 Appendix**

**Appendix I – Homeland Security Advisory System Code**

**Appendix II – Levels of Response for Planned/Unplanned Incidents/Events**

**Appendix III – Agency-Specific Action Items**

**Appendix IV- Public Information**

### Appendix I – Homeland Security Advisory System Code<sup>3</sup>

The Homeland Security Advisory System provides an effective means of disseminating information about the threat of terrorist attacks to Federal, State, and Local authorities and the public in a standard format. Five threat conditions have been identified, each distinguished by a different color and description. For each threat condition, the TMT agencies are responsible for implementing a set of agency-specific protective measures and steps to reduce vulnerability based on the Delaware Office of Homeland Security Guidelines (to be added later). The Homeland Security Advisory System and suggested protective measures are summarized in the table below.

CODE	SUGGESTED PROTECTIVE MEASURES
Severe Condition – <b>Red</b> <i>(Severe risk of terrorist attack)</i>	<ol style="list-style-type: none"> <li>1. Increasing or redirecting personnel to address critical emergency needs;</li> <li>2. Assigning emergency response personnel and pre-positioning and mobilizing specially trained teams or resources;</li> <li>3. Monitoring, redirecting, or constraining transportation systems; and</li> <li>4. Closing public and government facilities.</li> </ol>
High Condition – <b>Orange</b> <i>(High risk of terrorist attack)</i>	<ol style="list-style-type: none"> <li>1. Coordinating necessary security efforts with Federal, State, and local law enforcement agencies or any National Guard or other appropriate armed forces organizations;</li> <li>2. Taking additional precautions at public events and possibly considering alternative venues or even cancellation;</li> <li>3. Preparing to execute contingency procedures, such as moving to an alternate site or dispersing their workforce; and</li> <li>4. Restricting threatened facility access to essential personnel only.</li> </ol>
Elevated Condition – <b>Yellow</b> <i>(Significant risk of terrorist attack)</i>	<ol style="list-style-type: none"> <li>1. Increasing surveillance of critical locations;</li> <li>2. Coordinating emergency plans as appropriate with nearby jurisdictions;</li> <li>3. Assessing whether the precise characteristics of the threat require the further refinement of preplanned Protective Measures; and</li> <li>4. Implementing, as appropriate, contingency and emergency response plans.</li> </ol>
Guarded Condition – <b>Blue</b> <i>(General risk of terrorist attack)</i>	<ol style="list-style-type: none"> <li>1. Checking communications with designated emergency response or command locations;</li> <li>2. Reviewing and updating emergency response procedures; and</li> <li>3. Providing the public with any information that would strengthen its ability to act appropriately.</li> </ol>
Low Condition – <b>Green</b> <i>(Low risk of terrorist attack)</i>	<ol style="list-style-type: none"> <li>1. Defining and exercising as appropriate preplanned Protective Measures;</li> <li>2. Ensuring personnel receive proper training on the Homeland Security Advisory System and specific preplanned department or agency Protective Measures; and</li> <li>3. Institutionalizing a process to assure that all facilities and regulated sectors are regularly assessed for vulnerabilities to terrorist attacks, and all reasonable measures are taken to mitigate these vulnerabilities.</li> </ol>

<sup>3</sup> Homeland Security Presidential Directive – 3. Office of Press Secretary. March 12, 2002.

**Appendix II - Levels of Response for Planned/Unplanned Incidents/Events**

<b>Level</b>	<b>Area of Impact</b>	<b>Resources</b>	<b>Emergency Operation Centers (EOC) Activation for Unplanned Events</b>	<b>Highest Level of Decision Making</b>	<b>Examples</b>
<b>1</b>	Site/Area specific	Normal staffing.	Normal interagency communication – No EOC activation.	Normal operations.	Day-to-day operations.
<b>2</b>	District wide or Multi-district	Limited re-assignment of personnel and equipment – greater expertise may be needed. Primary agencies notified or activated.	Elevated communications, local/county EOC may or may not be partially or fully activated. State EOC on notice.	District Managers/ Chief Traffic Engineer/ Operations Managers.	Traffic may need to be diverted to other roads (i.e. blockage on main road); major accident; closing of a road; injuries; isolated road flooding; HAZMAT incident; power outage; bridge structural damage; large planned events (i.e., Dover Downs Races).
<b>3</b>	Multi-Districts	Reassignment of personnel and equipment – greater expertise needed. Primary agencies activated. Support agencies notified. Federal agencies notified (FHWA, USACE). Contractors maybe activated.	Higher elevated communications, impacted local/county EOC may be activated if human needs are required (i.e. shelter, mass care). State EOC may be partially or fully activated – DelDOT liaison to county EOC and may be to state EOC, if activated.	Division Director or Department Secretary.	Coastal storm; high volumes of rain or snow; major HAZMAT incident; limited evacuation.
<b>4</b>	Statewide/ Multi-State	Total activation of personnel and equipment. Primary, contract, and support agencies activated. Ongoing Federal coordination.	Impacted local/county/state EOCs activated – DelDOT liaison to county EOC and state EOC.	Governor, DEMA, or Cabinet Members.	Hurricanes; floods; blizzards; catastrophic HAZMAT incident; biological incident; weapons of mass destruction; acts of terrorism.

\* Homeland security advisory codes are not dependent on the size or duration of a transportation event. It is very possible to have a level high or server at a level 1 or 2. However, a set of protective measures and steps to reduce vulnerability should be taken based on code (to be added later).

**Appendix III – Agency-Specific Action Items**

**III-A: TMC/Traffic**

LEVEL	NOTIFICATION	TMC			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal communication and coordination.	Normal operations Transportation Management Systems (personnel, equipment, materials). Communicate with Districts to determine alternate routes.	Normal monitoring Transportation Management Systems.	Normal information dissemination to other agencies, departments, media, and neighboring transportation agencies (via the Information Exchange Network [IEN]).	Daily assignments.	Normal Transportation Management System checks, SOPs followed.
2	Appropriate Personnel per TMC SOPs. Possible bridge/conference call requested and/or initiated, if required.	Set up and control of impacted routes. Adjust Transportation Management System based on impact of incident/event. Communicate with Districts to determine alternate routes.	Redirect monitoring of Transportation Management Systems to concentrate on event. Normal monitoring activities of statewide system continues.	Normal information dissemination to other agencies, departments, Public Relations, and media via WTMC, variable message signs (VMS), kiosks, website, IEN.	Evaluate status to handle short and long term events.	Transportation Management equipment/system tested and confirmed. Staffing reviewed.
3	Appropriate Personnel per TMC SOPs. Possible bridge/conference call requested and/or initiated, if required.	Set up and control of impacted routes. Adjust Transportation Management System based on impact of incident/event. Communicate with Districts to determine alternate routes.	Redirect monitoring of Transportation Management Systems to concentrate on event. Normal monitoring activities of statewide system continues. Monitoring and re-directing requests from EOC and 911 centers.	Normal information dissemination to other agencies, departments, Public Relations, and media via WTMC, variable message signs (VMS), kiosks, website, IEN.	Evaluate status to handle short and long term wants events accountability; assess further impacts of situation on personnel and resources.	Communications with supervisors.
4	Appropriate Personnel per TMC SOPs. Possible bridge/conference call requested and/or initiated, if required.	Set up and control of impacted routes. Adjust Transportation Management System based on impact of incident/event. Communicate with Districts to determine alternate routes.	Redirect monitoring of Transportation Management Systems to concentrate on event. Normal monitoring activities of statewide system continues. Monitoring and re-directing requests from EOC and 911 centers.	Normal information dissemination to other agencies, departments, Public Relations, and media via WTMC radio station, variable message signs (VMS), kiosks, website, IEN.	Evaluate status to handle short and long term wants events accountability; assess further impacts of situation on personnel and resources.	Transportation Management Systems and data safeguarded. Prepare to evacuate and/or relocate TMC, if necessary.

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**GENERAL PLAN**

**III-B: DISTRICTS**

LEVEL	NOTIFICATION	DISTRICTS			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command	Normal operations	Normal monitoring	Normal information dissemination	Daily assigned personnel and assets	System vulnerability reviewed; emergency routes evaluated; resources inventoried; communications network evaluated; emergency plans reviewed; training
2	Local agencies; EOC; Police; EMS; other Districts; neighboring jurisdictions (if affected). Participate on conference call.	Assess impact; traffic rerouted; affected roadways cleared as required; communications and coordination between TMC and Districts when it impacts the transportation system; VMS; detours reviewed	Resources assigned and situation continually evaluated	Short and long term items that affect situation; TMC coordination and Public Relations	Evaluate status to handle short and long term events	Emergency personnel placed on alert; availability of emergency equipment confirmed; communication equipment tested; EOC/TMC staffing reviewed
3	DelDOT liaisons; primary and support agencies; neighboring jurisdictions; FHWA; USACE. Participate on conference call.	Assess impact; resources activated; construction & maintenance stopped on evacuation routes; portable VMS mobilized; roads closed and traffic rerouted; review detour routes	Monitor resources assigned and situation for area assigned and other affected areas	Through TMC to EOC, DEMA, Others	Evaluate status to handle short and long term events accountability; assess further impacts of situation on personnel and resources	Emergency personnel activated and reassigned; liaisons dispatched to EOCs; traffic control personnel deployed; availability of emergency equipment confirmed; special facilities placed on alert; pick-up/drop-off points for public transportation identified
4	DelDOT liaisons; primary and support agencies; neighboring jurisdictions; FHWA; USACE; Dover AFB; Other. Participate on conference call.	Assess impact; resources activated; all construction and maintenance activities stopped; portable VMS mobilized; trucks, traffic control devices and personnel pre-positioned; roads and bridges closed and traffic rerouted; at-risk population evacuated as deemed necessary	Monitor all personnel and equipment assigned and prepare to report to outside agencies tasks and situation	Communications and coordination. Through TMC to EOC, DEMA, Others	Evaluate status to handle short and long term wants events accountability; assess further impacts of situation on personnel and resources	Systems and data safeguarded; designated liaisons report to TMC & EOCs; other agency assets placed in position; mandatory traffic control imposed; emergency personnel activated for duration of incident; availability of emergency equipment confirmed; special facilities evacuated; pick-up/drop-off points for public transportation set-up

**TRANSPORTATION INCIDENT AND EVENT MANAGEMENT PLAN**  
**GENERAL PLAN**

**III-C: DTC**

LEVEL	NOTIFICATION	DTC			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command.	Normal day-to-day operations.	Normal monitoring.	Normal schedule information.	Daily assigned personnel and assets.	System vulnerability reviewed; resources inventoried; communications network evaluated; emergency plans reviewed; training.
2	District engineers; local agencies. Participate on conference call.	Buses maybe rerouted.	Increased monitoring.	Normal schedule information. Revised bus route/schedules, if required.	Daily assigned personnel and assets.	Emergency personnel placed on alert; availability of emergency equipment confirmed; communication equipment tested.
3	District engineers; Primary and Support agencies; media. Participate on conference call.	Buses rerouted; assist with resources.	Monitor resources assigned and situation.	Revised bus routes/schedules.	Activate emergency resources.	Emergency personnel activated; liaisons dispatched to TMC; availability of emergency equipment confirmed; pick-up/drop-off points for public transportation identified.
4	District engineers; primary and supporting agencies; media. Participate on conference call.	Dispatch Center staffed and operational; buses rerouted; assist with Beebe Hospital evacuation (if a State of Emergency is declared); assist with resources for special needs transportation.	Monitor all personnel and equipment assigned.	Revised bus routes/schedules.	Assess further impact of situation on personnel and resources.	Systems and data safeguarded; designated liaisons report to TMC; wreckers/tow trucks placed in position; availability of emergency equipment confirmed; special facilities evacuated; pick-up/drop-off points for public transportation set-up.

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**GENERAL PLAN**

**III-D: TOLLS**

LEVEL	NOTIFICATION	TOLLS			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command.	Normal day-to-day operations.	Normal monitoring.	Normal information dissemination.	Normal operations.	Normal operations.
2	Director; Toll Operations Administrator; Asst. Toll Operations Manager; Plaza Managers.	Normal day-to-day operations.	Increased monitoring.	Normal information dissemination.	Normal operations.	System vulnerability reviewed; resources inventoried; communications of available emergency equipment confirmed; communications equipment tested.
3	Director; Toll Operations Administrator; Asst. Toll Operations Manager; Plaza Managers. Participate on conference call;	Tolls may be waived; assist with resources.	Toll collectors briefed to observe for any suspicious activities; Supervisors will closely monitor activities on their surveillance equipment.	Hand out information in toll lanes.	Report resources available to Director.	Emergency personnel placed on alert or activated; availability of emergency equipment confirmed; communication equipment tested.
4	Director; Toll Operations Administrator; Asst. Toll Operations Manager; Plaza Managers. Participate on conference call	Tolls may be waived; assist with resources.	As above.	Hand out information in toll lanes if roadway is open and/or collecting tolls.	Report resources available to Director.	Systems and data safeguarded; emergency personnel activated for duration of incident.

**TRANSPORTATION INCIDENT AND EVENT MANAGEMENT PLAN**  
**GENERAL PLAN**

**III-E: OIT**

LEVEL	NOTIFICATION	OIT			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command. Help Desk.	Normal day-to-day operations: manage and operate network; maintain connectivity to State network; administer and maintain telephone systems.	Normal monitoring of network activity: LAN, WAN, GIS, CET, internet, etc.	Normal information dissemination: Information Systems Manager, web, etc.	Normal assignments: Tech assigned to TMC; Help Desk 24/7; Data Administration 24/7.	Voice/data system vulnerability assessed to determine known and likely security threats (i.e., human - malicious & non-malicious; disasters). Develop security plans to include proactive and reactive strategies. Develop contingency plans. Test (e.g., simulation attacks) and review test results. Implement proactive strategies to minimize the vulnerabilities and weaknesses in the system (e.g., alter security policies and controls, rigorous system design, server locks, backup procedures, access control, virus scans, fire protection, etc.). Develop security awareness training and exercises.
2	Normal chain of command. Help Desk.	Normal day-to-day operations: manage and operate network; maintain connectivity to State network; administer and maintain telephone systems.	Normal monitoring of network activity: LAN, WAN, GIS, CET, internet, etc. Situation evaluated for impact on voice/data system.	Normal information dissemination: Information Systems Manager, web, etc.	Normal assignments: Tech assigned to TMC; Help Desk 24/7; Data Administration 24/7.	System vulnerability reviewed. Security and contingency plans reviewed/updated. Document remaining vulnerabilities and weaknesses.
3	Office of the Secretary. Participate on bridge/conference call.	Assess the need to implement reactive strategies to safeguard the availability, integrity, and confidentiality of the Information Technology applications and services.	Increased monitoring of network and telephone system for possible damage, service interruptions, security breaches, etc.	Assess the need to provide alternative medium for accurate, up-to-date, secure information dissemination.	Evaluate resources required to return voice/data system to normal, if required.	Predict possible damage to voice/data system from the impact of the incident/event. Determine and address vulnerabilities and weaknesses. Plan for contingencies.
4	Office of the Secretary. Participate on bridge/conference call.	Implement reactive strategies: assess damages; determine system components that were compromised; repair and bring system back to normal. Implement contingency plans to keep critical systems operational.	Monitor network and telephone systems for damages, service interruptions, security breaches, etc.	Use contingency plans to provide reliable, up-to-date, secure information dissemination.	Activate resources required to restore system to normal.	Predict possible damage to voice/data system from the impact of the incident/event. Determine and address vulnerabilities and weaknesses. Plan for contingencies.

**III-F: PUBLIC RELATIONS**

LEVEL	NOTIFICATION	PUBLIC RELATIONS			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command.	Normal operations.	Normal monitoring.	Normal information dissemination.	Normal assignments.	Establish a plan to disseminate information to media and family; training.
2	Media.	Normal operations.	Status of event is monitored.	Media is informed that DelDOT is at level 2; public announcements disseminated.	Normal assignments.	Contact is established with TMC.
3	Employees and family; media.	Rumor control.	Status of event is monitored; well-being of DelDOT employees monitored.	Media is informed that DelDOT is at level 3; public announcements coordinated through Joint Information Center (JIC) if active; transportation statements are issued; DelDOT family information center may be set-up.	Assign additional personnel, if required.	PIOs dispatched to JIC, if active.
4	Employees and family; media.	Rumor control.	Status of event is monitored; well-being of DelDOT employees monitored; family information exchanged.	Media is informed that DelDOT is at level 4; public announcements coordinated through activated JIC; transportation statements are issued; DelDOT family information center established.	Assign additional personnel. Assess further impact of situation.	PIOs dispatched to JIC.

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**III-G: AERONAUTICS**

LEVEL	NOTIFICATION	AERONAUTICS			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command - DeIDOT Aeronautics in contact with all Airport owners & managers by phone, cell phone and fax.	Normal operations - DeIDOT Aeronautics involved in airport projects (obstruction removal) & Aviation System Plan. DeIDOT must sign off on FAA funding request.	Normal monitoring of Capital Improvement Program, the System Plan, Airport inspections & licensing.	Normal information dissemination, FAA briefings, security notifications, etc, to airport owners/manager, the Civil Air Patrol, and DeIDOT.	Personnel limited to one assigned to the Department of Aeronautics.	Communications network evaluated; emergency plans reviewed; training
2	DeIDOT Aeronautics in contact with all Airport owners & managers by phone, cell phone and fax.. In addition contact with FAA, TMC, DEMA; CAP; Police, and Fire Dept.	If event impacts airport, DeIDOT Aeronautics would work with airport, FAA, DeIDOT, police and fire dept. to control access, coordinate needs, and act as liaison between FAA, airport, TMC and DEMA	Real-time monitoring of the transportation system. Department of Aeronautics will monitor airport system and needs. Live aerial video may be used. DeIDOT liaison may report to impacted airport.	Live aerial video. DeIDOT Aeronautics will disseminate information on FAA briefings, security notifications, system needs etc, to airport owners & managers, the Civil Air Patrol, TMC, and DeIDOT Public relations.	Personnel limited to one assigned to the Department of Aeronautics.	If event includes an airport accident, all accidents are investigated by Delaware Department of Aeronautics. If event does not impact airports, the Office of Aeronautics involvement will be limited to coordination efforts (airports, FAA, CAP, TMC, DEMA etc).
3	DeIDOT Aeronautics in contact with all Airport owners & managers by phone, cell phone and fax. In addition contact with FAA, TMC, DEMA; CAP; Police; Fire	If event impacts airport, DeIDOT Aeronautics would work with airport, FAA, DeIDOT, police and fire dept. to control access, coordinate needs, and act as liaison between FAA, airport, TMC and DEMA. If event does not impact airports, DeIDOT will support other aeronautic efforts such as airport closures, airport access, emergency air shipments etc.	Real-time monitoring of the transportation system. Department of Aeronautics will monitor airport system and needs. Live aerial video may be used. DeIDOT liaison will report to impacted airport	Live aerial video: provide reports to adjust DelTrac system. DeIDOT Aeronautics will disseminate information on FAA briefings, security notifications, system needs etc, to airport owners and managers. The Civil Air Patrol, TMC, and DeIDOT Public relations.	Personnel limited to one assigned to the Office of Aeronautics. Additional support from the Civil Air Patrol may be needed	If event includes an airport accident, Delaware Office of Aeronautics investigates all accidents. If event does not impact airports, the Office of Aeronautics involvement will be limited to coordination efforts (airports, FAA, CAP, TMC, DEMA etc). In addition, DeIDOT Aeronautics will coordinate with other State and Federal agency transportation needs (i.e. airport closures, air emergency shipments, evacuations).
4	Positioned at TMC, DeIDOT Aeronautics in contact with all Airport owners and managers by phone, cell phone and fax. In addition contact with FAA, TMC, DEMA; CAP; Police; Fire Depts.	If event impacts airport, DeIDOT Aeronautics would work with airport, FAA, DeIDOT, police and fire depts.. to control access, coordinate needs, and act as liaison between FAA, airport, TMC and DEMA. If event does not impact airports, DeIDOT will support other aeronautics efforts such as prioritization of airport based on current emergency airport needs, airport closures, airport access, emergency air shipments etc.	Real-time monitoring of the transportation system. Department of Aeronautics will monitor airport system and needs. Live aerial video may be used. DeIDOT liaison will coordinate emergency needs with CAP and may report to impacted airport.	Live aerial video: provide reports to adjust DelTrac system. DeIDOT Aeronautics will disseminate information on FAA briefings, security notifications, system needs etc, to airport owners and managers, Civil Air Patrol, TMC, and DeIDOT Public relations.	Personnel limited to one assigned to the Office of Aeronautics. Additional support from the Civil Air Patrol may be needed. Additional DeIDOT liaison may need to report to airport.	In a large event, the Department of Aeronautics first focus will be the saving of life, thereby giving support to all emergency rescue efforts. Following life saving efforts, focus will be on emergency relief and recovery with the focus on aeronautic priority.

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**III-H: POLICE**

LEVEL	NOTIFICATION	POLICE			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command.	Normal operations.	Routine monitoring.	Normal information dissemination.	Normal assignments.	Emergency routes evaluated; resources inventoried; communications equipment tested; emergency plans reviewed; training.
2	Impacted local or county law enforcement and DSP troops (if required). Officer-in-charge.	DSP officer on-scene will coordinate law enforcement activities. Assess law enforcement needs.	Monitor situation for potential escalation.	DSP PIO prepares and disseminates information releases to the press in conjunction with other PIOs.	Dispatch personnel to affected area. Coordinate request for additional personnel.	Statewide law enforcement and DNG placed on alert; participate on conference call; begin response and prepositioning preparations.
3	Impacted local or county law enforcement and DSP troops (if required). Officer-in-charge.	Command and coordination of law enforcement activities. Facilitate orderly evacuation. Control access to impacted areas.	Continue to monitor situation and maintain coordination between state EOC and on-scene commander.	DSP PIO prepares and disseminates information releases to the press in conjunction with other PIOs. DSP PIO reports to JIC, if established.	Determine level of resources required for expected duration of incident/event. Coordinate deployment of resources with EOC.	Statewide law enforcement and DNG activated; participate on conference call; liaisons dispatched to EOCs; traffic control personnel deployed; special facilities placed on alert; pick-up/drop-off points for public transportation identified.
4	Impacted local/state police stations & barracks – normal chain of command. Police Chiefs. DNG (upon activation by the Governor).	Coordinate law enforcement response. Establish a command post in impacted area. Maintain law and order. Facilitate orderly evacuation. Control access to impacted areas.	Assess enforcement and security assignments.	Assist PIO in preparation and dissemination of information releases.	Establish a task force. Deploy/reassign resources within impacted areas. On-scene personnel coordinate with command post. Local law enforcement assist outside agencies at request of State EOC.	Designated liaisons report to TMC & EOCs; outside resources requested; wreckers/tow trucks placed in position; mandatory traffic control imposed; emergency personnel activated for duration of incident; participate on conference call; traffic control personnel deployed; special facilities evacuated; pick-up/drop-off points for public transportation set-up.

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**III-1: FIRE**

LEVEL	NOTIFICATION	FIRE			RESOURCES/ PERSONNEL	PREPAREDNESS/STAGING
		Control	Monitor	Information		
1	Normal chain of command.	Normal operations.	Normal monitoring.	Normal information dissemination.	Normal assignments.	Resources inventoried; communications and emergency equipment tested; emergency plans reviewed; fire safety and training programs; inspection of buildings, structures, etc.; review fire code/safety regulations..
2	Impacted fire companies; Fire Chief.	Control and direct activities at the scene.	Monitor 911 Emergency Communications Center. Evaluate situation.	Report to the EOC, if required.	Dispatch appropriate equipment and personnel.	Emergency personnel activated; participate on conference call; State Emergency Response Team (SERT) may be requested to take control of scene, if hazardous materials involved.
3	Impacted fire companies; Fire Chief.	Control and direct activities at the scene. Establish emergency medical services and triage operations, if required.	Monitor 911 Emergency Communications Center. Monitor resources assigned.	Report to the EOC. Maintain contact between EOC and field command post.	Dispatch appropriate equipment and personnel.	Emergency personnel activated; participate on conference call; liaisons dispatched to EOCs, if requested; special facilities placed on alert; conform with Radiological Emergency Response Plan, if radioactive release is involved.
4	Impacted fire companies; Fire Chief; Delaware Fire Marshall.	Control and direct activities at the scene. Establish emergency medical services and triage operations. Establish a field command post.	Monitor 911 Emergency Communications Center. Monitor resources assigned.	Report to the EOC. Maintain contact between EOC and field command post. Notify proper agencies (ESF 3) to inspect damaged structures	Dispatch appropriate equipment and personnel. Direct task assignment and personnel relief. Request additional personnel and resources, as appropriate.	Designated liaisons report to TMC & EOCs; emergency personnel activated for duration of incident; participate on conference call. Establish a staging area.

## Appendix IV- Public Information

The key to a successful response to an evacuation or event affecting the transportation system is an educated and cooperative traveling public. DeIDOT's Division of Public Relations will work in tandem with DEMA, other state agencies, and local municipalities to ensure that the public receives timely and accurate information.

The information to be disseminated to the public will include but will not be limited to:

1. At a minimum, residents of “at risk” areas should know in advance:
  - All possible evacuation routes from their residency.
  - The location of staging areas for those needing public transportation.
  - That abandoned or stalled vehicles may be towed or pushed to clear evacuation routes and shoulders.
  - That access to the evacuation routes at many “normal” entrances may be controlled to accelerate the overall flow of traffic.
  - The evacuation area will be swept by law enforcement personnel to insure all those at risk have been advised of the need to evacuate and have responded.
2. Advanced warning to special facilities will be provided. Such facilities will be requested to review and be prepared to implement their evacuation plans and to keep the local EOCs informed of their status and any requirements for assistance. Provisions will be made to disseminate information to individuals with special needs, including the blind and hearing impaired.
3. The TMC/Traffic will disseminate incident and event information through all available traffic information systems, i.e., the WTMC radio station, DelTrac website, VMS, bus stop signs, and kiosks. Live video images will be provided, where available, to the state EOC to verify existing conditions and to assist the DEMA PIO with combating erroneous information.