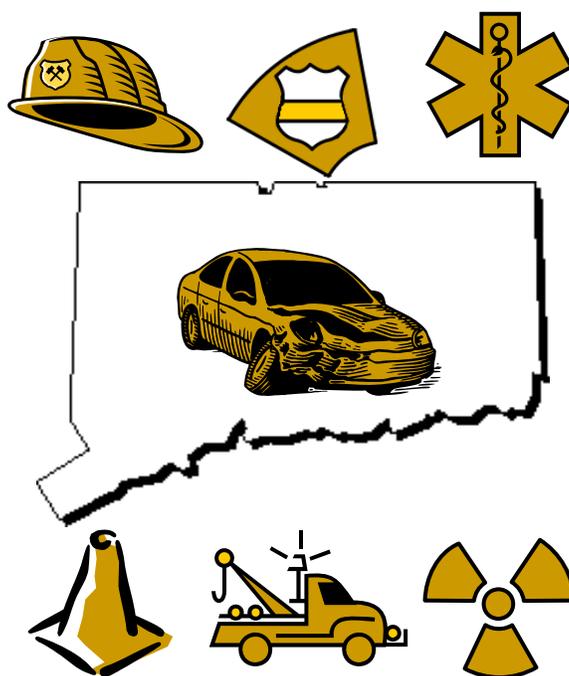


***Unified Response Manual
for Highway Incidents
in the State of Connecticut***



Version 1.1

September 2, 2008

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1 INTRODUCTION

1.1 Purpose

This manual serves as a field reference to enhance interagency coordination of first responders at traffic incident scenes on limited-access highways in the State of Connecticut. This manual suggests guidelines that do not replace, but rather enhance existing policies and procedures.

1.2 Overview

This manual focuses on unified response to highway incidents on limited-access highways in the State of Connecticut. It serves as a reminder of the available resources and interagency collaboration considerations. It is intended to reduce confusion, reduce potential conflicts, and facilitate communication among agencies responding to incidents.

This manual is designed to provide general operational considerations, specific agency-related actions, general post-incident considerations, and resource information, as shown in the appendices. The appendices include: a list of acronyms; a NIMS-compliant, typical Incident Management System (IMS) structure; useful contact information; a guide to temporary traffic control devices; and the T.R.A.A. Vehicle Towing Guide¹.

1.3 Intended Use

This manual is intended to support the incident management goals of improving the safety of incident responders, reducing the potential of secondary incidents, and reducing congestion delay on the transportation system. Please note:

- This manual is not a substitute for agency-specific training classes and manuals, but is intended to supplement incident responders' appropriate prior training and experience.
- This manual summarizes useful incident management principles and considerations.
- This manual does not recommend a one-size-fits-all approach to incident response and management. Each incident must be assessed with careful regard given to its unique characteristics and hazards.
- This manual serves as a reminder of available resources and terminology.
- The manual is intended to evolve and be revised to reflect advances in incident management techniques, technologies, and agency policies and procedures.
- This manual is consistent with the National Incident Management System's *Command and Management* component, but does not focus on other NIMS components, such as *Preparedness, Resource Management, Communications and Information Management, Supporting Technology, and Ongoing Management and Maintenance*.

1.4 Coordination

Effective and efficient incident management requires multi-agency coordination beyond the scope of this manual. Proper multi-agency coordination requires that:

- Incident response agencies should meet together periodically to discuss capabilities and limitations.
- Incident response agencies should meet together periodically to pre-plan typical equipment staging, response routes, and practices.
- Incident response agencies should meet together periodically to review and update diversion route plans².
- Each Incident response agency should conduct incident response and management training and participate in cross-training with other responding agencies.
- Incident management stakeholders should periodically review and update this manual and other incident management materials and documentation.

¹ Used with permission from T.R.A.A.

² Refer to Appendix J for a list of existing DOT diversion route plans.

- Incident response agencies may enlist the assistance of RPAs/COGs in distributing incident management materials and information to emergency responders throughout the state.

1.5 Incident Command

The Incident Command System (ICS) is a widely-recognized approach to incident management. ICS establishes a unified organizational structure to coordinate interagency response efforts that is consistent with NIMS. ICS is scalable in response to escalating incident hazards. In incidents involving multiple jurisdictions or multi-agency involvement, Unified Command (UC), an application of ICS, is used to allow for a single, collaborative management approach. Unified Command is based on shared authority that changes commanders as an incident progresses through different phases. A typical incident command system is presented in Appendix B.

Under current Connecticut statutes³, the following considerations govern incident command:

- The first responder to arrive on scene assumes incident command until a specialized agency arrives. For highway incidents, State Police are typically the first on the scene, and the highest-ranking officer assumes incident command.
- The highest ranking State Police officer retains incident command unless a fire service is responding or on scene. In that event, the fire chief or fire officer-in-charge assumes incident command with physical transfer of command occurring once the fire service arrives on scene. Following the completion of the fire suppression and rescue operations phases, incident command is typically transferred back to the highest ranking State Police officer at the scene.
- Depending on the incident, other agencies may also assume incident command for various phases (e.g., DEP for the hazardous material identification, mitigation, and containment phases or the military for a weapons spill containment phase). Following the completion of these phases, incident command is then typically transferred back to the highest ranking State Police officer at the scene.
- Incident responders must continually re-assess the incident to ensure that the ICS is being utilized properly in response to changing incident conditions and hazards.

An Incident Commander is responsible for not only managing conditions at the scene, but also for managing conditions along the resulting queue. Incident Commanders should also:

- Explicitly establish and transfer command, as necessary.
- Establish overarching objectives consistent with the multiple goals of effective incident management (ensuring the safety of incident responders, reducing the potential of secondary incidents, and reducing congestion delay.)
- The incident commander must establish a lane closure pattern in coordination with other agencies as part of the initial actions. All initial responders must be advised by radio and other means how and where to park to conform to the lane closure plan. Lead representatives from each agency must advise all additional responders including mutual aid how/where to park in conformance with this lane closure plan. See Appendix H for additional information and guidance.
- Develop and issue assignments.
- Establish specific, measurable objectives for various incident management functional activities and direct efforts to attain established objectives.
- Effectively communicate information regarding the unique hazards and characteristics of the incident to dispatch and fellow responders.
- Document results.

As part of a Unified Command, designated agency representatives should jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources. Communications among responders should be managed in accordance with the incident command system⁴.

³ CT General Statute Section 7-313e. Refer to Appendix C.

⁴ Refer to Appendix B.

1.6 Incident Classification⁵

The following incident classification scheme is proposed for quickly communicating an incident's scope and severity. This classification does not in any way replace the need for detailed communication of each incident's unique characteristics and hazards. Typically incident classification would occur as part of the initial approach of the first responder to arrive on scene and then periodically re-evaluated by the Incident Commander throughout the duration of the incident.

- **Level 1 Incidents:** These are minor incidents involving only property damage and not requiring fire and rescue services. At least one traffic lane in each direction must remain unobstructed.
- **Level 2 Incidents:** The most common type of incident, Level 2 Incidents involve personal injuries and/or fire and rescue activities. For Level 2 Incidents, at least one traffic lane in each direction must remain unobstructed and all spills, if any, can be contained by the responding fire and rescue agencies.
 - **Level 2 Haz Mat:** spills can be contained by the responding fire and rescue agencies but does not require Environmental Clean Up. 1-3 hours for incident mitigation.
- **Level 3 Incidents:** Level 3 Incidents may also involve personal injuries and fire and rescue activities. However, for Level 3 Incidents, 2 or more traffic lanes in one direction are obstructed, and at least one traffic lane is open in both directions, and/or there are spills requiring specialized containment/cleanup.
 - **Level 3.1 HazMat:** Minor release <25 gallons, contained, requires Vac Truck for removal (possibly into a Catch Basin), petroleum (diesel fuel, or Passenger Vehicle Gasoline) 1-3 hours for incident mitigation.
 - **Level 3.2 HazMat:** Same as above, but spill is larger (>25 gals, 1 or more saddle/fuel tanks) affects shoulder or median and requires excavation equipment. 2-6 hours for incident mitigation.
- **Level 4 Incidents:** Level 4 Incidents involve any of the following:
 - A fatality.
 - All traffic lanes in one or both directions are obstructed.
 - The presence of HAZMAT or CBRNE indicators.
 - **Level 4.1 HazMat:** Incident involves a commercial bulk petroleum vehicle that may or may not need to be off-loaded. 4-8 hours for incident stabilization.
 - **Level 4.2 HazMat:** Incident involves Commercial Bulk or non-bulk Vehicle (i.e. – tanker or box truck with mixed load of Hazardous Materials) with potential or actual release/chemical reaction. 4-8 hours for incident stabilization
 - **Level 4.3 HazMat:** Incident involves Commercial Bulk or non-Bulk Vehicle with actual chemical release/chemical reaction. 8+ hours for incident stabilization
 - Suspicion of terrorism or an ongoing criminal act.
 - Significant damage to or the collapse of a major transportation infrastructure component.
 - Military weapon spills.

⁵ Most of this section has been adapted from the Massachusetts Highway Department's *Unified Response Manual for Roadway Traffic Incidents*, July 1998.

INCIDENT LEVEL MATRIX				
Criteria	Traffic Level			
	1	2	3	4
Debris or disablement	X			
Injuries		X	X	X
Fatality				X
Hazmat: Spill requiring special cleanup or containment			X	X
CBRNE, suspicion of terrorism or ongoing criminal act, significant damage to major transportation infrastructure, or military weapons spill				X
1 or more lanes blocked; at least 1 lane open in both directions		X		
2 or more lanes blocked; at least 1 lane open in both directions			X	
All lanes blocked, in either 1 or both Directions				X
Minimum duration	30 Minutes	1 Hr	1 + Hrs	2 + Hrs

Table 1: Incident Level Matrix

Table 1 depicts the criteria used to define each incident level. For example, a 2-car accident, blocking 2 travel lanes, personal injury, a duration of an hour with a little radiator fluid and gas would be a Level 3 incident.

INCIDENT AGENCY RESPONSE MATRIX				
Agency/Level	1	2	3	4
DOT	X*	X	X	X
CHAMP	X*	X	X	X
CSP	X*	X	X	X
FIRE		X	X	X
EMS		X	X	X
TOWING	X*	X	X	X
DEP		X*	X*	X*
ME				X*
Haz/Mat Team				X*

*If required

Table 2: Incident Agency Response Matrix

Table 2 depicts which agencies may be required to respond to a specific incident level. These Incident Levels provide for consistent and effective response to roadway incidents. The intent of the URM is to maintain flexibility for decision-making, when activating a response level consistent with the nature of the incident. For example, a DMV does not warrant the response comparable to a TTU rollover involving personal injury.

DOT RESPONSE MATRIX				
Equipment	Level			
	1	2	3	4
Cones, Drums, Arrowboard			X	X
Dump Body Sander			X	X
Loader				X
VMS Trailer				X
Overhead VMS Activation		X	X	X
Dispatch CHAMP Van	X	X	X	X
DOT Supervisor			X	X
Diversion Sign package				X

Table 3: Pre-planned DOT Agency Response

CT STATE POLICE RESPONSE MATRIX				
Equipment	Level			
	1	2	3	4
Patrol Trooper	X	X	X	X
Supervisor (Sgt.)			X	X
Commander (Lt or higher)				X
Emergency Services Unit				X
Truck Squad			X	X
Accident Reconstructionist				X
Public Information Officer			X	X

Table 4: Pre-planned CT State Police Response

Level 1 Incidents: minor incidents; property damage only; and at least one lane in each direction open.

Level 2 Incidents: may involve personal injuries and/or fire and rescue activities; at least one lane in each direction open; and spills, if any, do not require environmental clean-up.

Level 3 Incidents: two or more lanes in one direction are obstructed; however, at least one lane in each direction open; and/or there are spills requiring specialized cleanup.

Level 4 Incidents: all lanes in one or both directions blocked; a fatality; HAZMAT or CBRNE indicators; suspicion of terrorism or an ongoing criminal act; damage to transportation infrastructure; and/or military weapon spills.

FIRE DEPARTMENT RESPONSE MATRIX				
Equipment	Level			
	1	2	3	4
Command Car		X	X	X
Fire Pumper(s)		X	X	X
Rescue Truck(s)		X*	X	X
Haz Mat Truck			X*	X*
Decon Trailer/Specialized Equipment				X*

Table 5: Pre-planned Fire Department Response

Level 1 Incidents: minor incidents; property damage only; and at least one lane in each direction open.

Level 2 Incidents: may involve personal injuries and/or fire and rescue activities; at least one lane in each direction open; and spills, if any, do not require environmental clean-up.

Level 3 Incidents: two or more lanes in one direction are obstructed; however, at least one lane in each direction open; and/or there are spills requiring specialized cleanup.

Level 4 Incidents: all lanes in one or both directions blocked; a fatality; HAZMAT or CBRNE indicators; suspicion of terrorism or an ongoing criminal act; damage to transportation infrastructure; and/or military weapon spills.

DEP RESPONSE MATRIX						
Responders	Level					
	2	3.1	3.2	4.1	4.2	4.3
DEP ERC (2)	X*	X	X	X	X	X
DEP ERC (2)			X	X	X	X
DEP ERC (2)						X
Equipment						
Spill Van	X*	X	X	X	X	X
Foreman	X*	X	X	X	X	X
Vac Truck		X	X	X	X	X
Roll Off			X	X	X	X
Excavator					X	X
ER Van				X	X	X
Supervisor					X	X

Table 6: Pre-planned CT DEP Agency Response

Notes:

* Only if needed

ERC = Emergency Response Coordinator (minimum two ERC respond to an incident)

DEP Responders come in individually equipped vehicles

Equipment as noted above is provided by CT DEP Contractor Resources

Level 2 – contained by local fire department, does not requires environmental clean up

Level 3.1 – <25 gallons, requires vac truck for fuel removal / clean up

Level 3.2 – >25 gallons, requires soil excavation along highway

Level 4.1 – Commercial Bulk petroleum vehicle that may or may not need to be emptied

Level 4.2 – Commercial Bulk or non-Bulk vehicle with potential chemical release / reaction

Level 4.3 – Commercial Bulk or non-Bulk vehicle with chemical release/reaction

2 OPERATIONAL CONSIDERATIONS

2.1 Initial Approach

2.1.1 Personal Safety

- Confirm the exact location of the incident and communicate incident location to dispatcher or home office as accurately as possible. Please take advantage of mile markers to aid in this effort.
- Observe traffic volume and speed.
- Observe conditions of the road surface (to ensure adequate protection zone according to safe traffic stopping distance requirements).
- Observe number of traffic lanes blocked.
- Evaluate and implement personal protective measures, including whether or not protective gear is warranted, according to your agency's standard operating procedures.
- Establish **control zone** to protect personnel while allowing traffic flow around the incident, if possible.⁶
 - Remember to set up the control zone in accordance with the Manual on Uniform Traffic Control Devices (MUTCD)⁷. Be sure to provide an adequate advance warning zone, transition zone, and buffer zone based on road geometrics, weather conditions, and visibility.
 - Consider emergency equipment placement without unnecessarily impeding traffic flow.
 - Consideration should be given to carrying a minimum of 6-8 traffic cones on responding vehicles, especially those that are likely to be first or among the first to respond to the scene of an incident.
 - Use arrow boards, such as those provided on CHAMP vehicles, if available.
 - Consider detouring traffic around the incident by giving directions to motorists.
 - Coordinate with DOT to formally establish a control zone and traffic control at the incident site, based on number of lanes obstructed and the incident size and severity.
- Consider use of pre-existing diversion route plans such as the DOT Highway Operations Diversion Route Plans⁸.

2.1.2 Incident Size-Up

- Assess incident severity, personal injury, etc., and classify the incident according to the proposed classification scheme and/or your agency's standard operating procedures.
- Observe Hazmat⁹ or CBRNE indicators (if in doubt refer to your agency's Hazmat guide.)
- Remember that traffic backup can spread very quickly depending on the location, time of day, and day of the week.
- Remember that motorists involved in property-damage-only accidents are required to move their vehicles off of the limited access highway¹⁰.
- Assess the need for help from law enforcement, fire and rescue, DOT, DEP, towing and recovery services, etc.
- All spills regardless of quantity of anything other than clean water must be reported to DEP. DEP may authorize a spill contractor to respond before DEP arrives at the scene. If a hazardous material is involved, DEP is also to be notified to ensure that clean-up meets DEP standards.

⁶ Refer to Appendix H for information on "best practices" regarding positioning of emergency vehicles.

⁷ Contact the Connecticut Department of Transportation for more information on the MUTCD, if needed.

⁸ Refer to Appendix J for a list of existing DOT Diversion Route Plans.

⁹ Refer to Appendix G for a Hazmat Recognition Check List.

¹⁰ CT General Statute Section 14-224(d). Refer to Appendix C.

- If any food products are compromised or are potentially compromised as a result of an incident, the Connecticut Department of Consumer Protection must be notified. If the food products include dairy items (milk, eggs, etc.) the Connecticut Department of Agriculture should also be notified. Inspectors from these agencies will make the determination as to whether or not these products are safe for continued transport.
- The DEMHS is not usually notified of traffic incidents unless there is a suspected connection to terrorism or state security.
- All weapon spills should be reported to the Connecticut Department of the Military. This agency will then direct this information to the appropriate service agency for weapon containment and transport.
- Report all observations to dispatcher or home office.
- Notify DOT Highway Operations Centers as appropriate.
- Notify the media or PIO as appropriate, according to your agency's standard operating procedures.

2.1.3 Personal Injury/Fatality

- Observe conditions of the victim(s)¹¹.
- Observe indicators of hazardous substances, dangerous conditions, or possible terrorist events.
- Report all observations to dispatcher or home office.
- Consider rendering aid appropriate to the level of training/certification. (Remember that Connecticut has a Good-Samaritan law¹².)
- Follow local protocol. Consider the need to call the Office of the Chief Medical Examiner (OCME.) (This function is usually performed by law enforcement.)

2.1.4 Potential Crime Scene

- You may be on the scene of a potential crime; discuss it with the on-scene law enforcement officers, if available, or call their facilities.
- Consider preserving the scene during your emergency response actions.

2.2 Emergency Management Actions

- Isolate/secure the scene, deny entry if warranted.
- Establish command in accordance with ICS principles.
- Establish and declare the Incident Command Post location away from the incident scene.
- Establish a safe staging area (or temporary on-site parking area) with the least traffic interference.
- Implement the Incident Command System¹³ as the situation warrants.
- Re-assess emergency vehicle and equipment placement to provide personnel protection while minimizing impacts on traffic flow at the scene.
- Consider minimizing the use of emergency lights since they may distract motorists and contribute to secondary incidents.
- Call DOT Highway Operations Centers, as appropriate, to request traffic management/lane closure assistance at the site and in the region, including changes in the traffic signal control scheme, electronic changeable message signs (CMS), debris removal, sand for road surface treatment, etc.
- Describe the traffic situation, safety, and traffic control needs to DOT to obtain the appropriate equipment.

¹¹ Obtain guidance from EMS on the basic indicators.

¹² CT General Statute Section 52-557b. Refer to Appendix C.

¹³ Refer to Appendix B.

- Remember that depending on the incident location and severity, the implementation of pre-existing diversion route plans¹⁴ may be appropriate.
- Remember that law enforcement will need to talk to the victims for accident investigation.
- Remember to let law enforcement know where the victims are being sent.
- Consider preservation of evidence during search and rescue operations.
- Coordinate with law enforcement if potential evidence is found during emergency operations.
- Coordinate information for PIO, if applicable.
- Remember to have dispatch notify local school transportation agencies, transit agencies, and private sector organizations concerning road closures, as appropriate.
- For Level 3 and Level 4 incidents, notify the Department of Emergency Management and Homeland Security. Phone number is listed in Appendix L.
- Consider requesting transportation assistance and/or rehabilitation buses from local transit agencies.
- Establish a rehabilitation area for responders, if warranted.
- Remember to account for all responders on scene.

2.3 Recovery Actions

- Remember that evidence may disappear with time or be lost due to response activities.
- Coordinate with law enforcement if potential evidence is found, or if re-location of potential evidence is necessary.
- For incidents involving a fatality, consider providing transportation or emergency escort for Medical Examiner or Forensic Investigator.
- Consider describing the tow and recovery needs rather than specifying equipment. Refer to TRAA Vehicle Towing Guide for assistance¹⁵.
- Consider coordinating with the towing and recovery companies to clear the road as soon as possible (including setting priorities for towing).
- Remember to notify all agencies involved when the roads have been re-opened, including specifically the DOT Highway Operations center so they can reset travel advisory messages on CMS.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' names and contact information.

¹⁴ Refer to Appendix J for a list of existing DOT Diversion Route Plans.

¹⁵ Refer to Appendix I.

3 AGENCY ACTIONS

It is assumed that the Incident Command System¹⁶ will be used for any incident in which multiple agencies are involved. The Incident Command System describes the typical roles and responsibilities of agencies at the incident scene, as well as the typical communications and command structure.

3.1 Law Enforcement

3.1.1 First on the Scene

- If you are the first on scene, refer to previous section – 2.1 Initial Approach
- If you are the first law enforcement agent on scene, also refer to previous section. Assist with or take command of various items, as appropriate.

3.1.2 Joining an Established Command

- Report to the staging area, if one is already established, or the Incident Command Post and wait for assignment. This will minimize confusion and, consequently, freelancing.

3.1.3 Incident Management Actions

- Re-evaluate scene safety and security:
 - Is there ongoing criminal activity?
 - Are there Hazmat¹⁷ or CBRNE indicators? (If in doubt refer to your agency's Hazmat guide.)
 - Re-assess personal safety.
- Re-assess the placement of vehicles to minimize impacts on traffic flow. Communicate lane closure and emergency vehicle parking plan to all responders.
- Consider requesting additional resources.
- Consider relaying the vehicle type and cargo to a towing and recovery company.
- Consider further coordination with Connecticut DOT, local DPWs, and other transportation agencies for local and regional traffic management.
- Coordinate with other response agencies to:
 - Ensure scene safety.
 - Minimize traffic disruption.
 - Collect evidence.
 - Clear the scene as quickly as possible.
- Consider coordinating information for PIO, if applicable.
- Notify DOT when roads have been re-opened so that they can reset travel advisory messages on CMS¹⁸.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' name and contact information.

¹⁶ Refer to Appendix B.

¹⁷ Refer to Appendix G for a Hazmat Recognition Check List.

¹⁸ Refer to Appendix A for explanation of the acronyms CMS, DMS, and VMS.

3.2 Fire and Rescue

3.2.1 First on the Scene

- If you are the first on scene, refer to previous section – 2.1 Initial Approach
- If you are the first fire and rescue agent on scene, also refer to previous section. Assist with or take command of various items, as appropriate.

3.2.2 Joining an Established Command

- Report to the staging area, if one is already established, or the Incident Command Post and wait for assignment. This will minimize confusion and, consequently, freelancing.

3.2.3 Incident Management Actions

- Reassess personal safety.
- Reassess the placement of fire equipment and apparatus to minimize impacts on traffic flow. Communicate lane closure and emergency vehicle parking plan to all responders.
- Consider preservation of evidence during search and rescue operations.
- Consider coordinating information for PIO, if applicable.
- Remember to remove all your equipment from the scene before leaving the area.
- Notify DOT when roads have been re-opened so that they can reset travel advisory messages on CMS¹⁹.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' names and contact information.

¹⁹ Refer to Appendix A for explanation of the acronyms CMS, DMS, and VMS.

3.3 *Emergency Medical Service*

3.3.1 First on the Scene

- If you are the first on scene, refer to previous section – 2.1 Initial Approach
- If you are the first emergency medical service agent on scene, also refer to previous section. Assist with or take command of various items, as appropriate.

3.3.2 Joining an Established Command

- Report to the staging area, if one is already established, or the Incident Command Post and wait for assignment. This will minimize confusion and, consequently, freelancing.

3.3.3 Incident Management Actions

- Re-assess the placement of EMS equipment to minimize impacts on traffic flow. . Communicate lane closure and emergency vehicle parking plan to all responders.
- Consider preservation of evidence during rescue operations.
- Consider coordinating information for PIO, if applicable.
- Coordinate with law enforcement about accident investigation before transporting the victim(s) to a hospital.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' names and contact information.

3.4 Traffic Control/Transportation

3.4.1 First on the Scene

- If you are the first on scene, refer to previous section – 2.1 Initial Approach
- If you are the first fire and rescue agent on scene, also refer to previous section. Assist with or take command of various items, as appropriate.

3.4.2 Joining an Established Command

- Report to the staging area, if one is already established, or the Incident Command Post and wait for assignment. This will minimize confusion and, consequently, freelancing.

3.4.3 Incident Management Actions

- Coordinate with State Police and local agencies before setting up detour routes or implementing diversion route plans²⁰ and any recovery operations.
- Have Diversion Route Sign Kits accessible for immediate deployment.
- Be sure to have Portable CMS equipment charged and ready for immediate deployment.
- Remember that this may be a crime scene:
 - Consider preservation of evidence during recovery operations
 - Notify law enforcement if potential evidence is found and remember not to disturb it
- Coordinating with the Incident Commander, remove debris from the roadway.
- Notify Highway Operations Centers when the roads have been re-opened so that they can reset travel advisory messages on CMS²¹.
- Remember to pick up all temporary traffic control devices used during the incident response before leaving the scene.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' names and contact information.

²⁰ Refer to Appendix J for a list of existing DOT Diversion Route Plans.

²¹ Refer to Appendix A for explanation of the acronyms CMS, DMS, and VMS.

3.5 Towing and Recovery

- Report to the staging area, if one is already established, or to the Incident Command Post and wait for assignment. This will minimize confusion and, consequently, freelancing.
- Assess the situation and equipment needs.
- Reassess the placement of towing and recovery equipment to minimize impacts on traffic flow.
- Remember to communicate with on-scene law enforcement officers on:
 - Special instructions for towing and storing of vehicles.
 - Priority for removing vehicles.
- Remember that this may be a crime scene:
 - Consider preservation of evidence during recovery operations.
 - Notify law enforcement if potential evidence is found and remember not to disturb it.
- Remember to communicate with any on scene fire officers about the possibility of assisting with rescue and stabilization issues, to the best of your ability and training.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' names and contact information.

3.6 Environmental Protection

- Report to the staging area, if one is already established, or to the Incident Command Post and wait for assignment. This will minimize confusion and, consequently, freelancing.
- Reassess the placement of equipment to minimize impacts on traffic flow.
- Lead and direct incident responders on scene in accordance with Executive Order 24.
- Assess the public safety impacts of incident/spill/hazmat situation.
- Assess the environmental impacts of the incident.
- Advise and coordinate with Incident Command regarding mitigation and clean-up/recovery.
- Remember that this may be a crime scene:
 - Consider preservation of evidence during recovery operations.
 - Notify law enforcement if potential evidence is found and remember not to disturb it.
- Consider re-locating the wreckage, if possible, to a safe area off the roadway for investigation and clean up operations.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' names and contact information.

3.7 Medical Examiner

- Consider contacting law enforcement for transportation or escort to the incident scene, if needed.
- Remember that this may be a crime scene:
 - Consider preservation of evidence during operations.
 - Notify law enforcement if potential evidence is found and remember not to disturb it.
- Remember to take notes on the lessons learned or issues, or both, for after-action reports or incident critiques, including responders' names and contact information.

4 POST-INCIDENT CONSIDERATIONS

In order to take advantage of lessons learned, the following should be considered post-incident:

- Post-incident debriefings should be conducted away from the scene to prevent additional congestion delays and secondary incidents.
- All agencies will consider the need for an after-action report (AAR) or incident critique/de-briefing, or both, in accordance with your agency's standard policies. The degree of formality of this AAR should be appropriate to the level or severity of the incident.
- Consider the potential benefits of convening a multi-agency incident critique/review.
- The DEMHS Regional Coordinator will consult with lead agencies regarding the need for an AAR for Level 3 Accident and above.
- The DEMHS Regional Coordinator will coordinate After Action Reviews for all Level 3 and 4 Accidents that have been determined to warrant such review.
- Criteria that may be considered when weighing the need for a post-incident review may include:
 - Incidents involving the injury or fatality of an incident responder.
 - Incidents with inordinate amount of delay or large dollar loss.
 - Incidents requiring the closure of all travel lanes in at least one direction (Level 4).
 - Any incident that raises an interagency issue or concern.
- Conduct debriefings as soon as possible following the incident in a non-threatening, no-fault, mutually beneficial atmosphere.
- Address issues and/or concerns that arose during the incident to provide future improvement to unified incident response.
- Share findings with other responders in a timely manner. RPAs/COGs can assist in the distribution of incident management findings and information.
- See Appendix K for an AAR report form. This tool can be used as a guideline and should be modified to fit the circumstances of the incident under review.

5 SUMMARY OF DUTIES AND RESPONSIBILITIES

The Incident Management System process is initiated by the First-On-Scene individual who communicates the incident description (see section 2.1.2) to their central dispatch. The effectiveness of scene management is a function of well defined duties and responsibilities. Table 7 depicts a brief summary of responder agency duties and responsibilities.

Table 7: Duties and Responsibilities

TABLE OF DUTIES AND RESPONSIBILITIES			
First-On-Scene	IC	State Police	Fire
Initiate communication of incident with exact location	Coordinate incident to assure quick clearance	Perform first-on-scene duties	Perform first-on-scene duties
Size up the incident	Establish command post	Perform first responder duties	Perform first responder duties
Communicate size up	Form command staff	Secure scene	Rescue
Secure scene	Develop an Incident Action Plan	Control scene access/egress	Protect exposure
Assume IC duties until relieved	Assess incident for additional response	Implement alternate route	Extinguish fire
	Determine need for alternate route	Provide public information coordinator	Limit OHM threat
	Prioritize work by setting goals	Conduct incident investigation. Notify FHWA/FMCSA of certain commercial vehicle	Perform recovery actions
	Identify staging area for equipment	Assume IC duties when appropriate	Assume IC duties when appropriate
	Assign tactical resources	Support unified command as necessary	Support unified command as necessary
	Ensure public information is disseminated		
	Ensure interagency cooperation		
	Consult with each agency representative.		

TABLE OF DUTIES AND RESPONSIBILITIES, cont.			
EMS	DOT	DEP	Dispatcher
Perform first -on-scene duties	Perform first-on scene duties	Assess environmental threat	Receive size up
Coordinate EMS activities and resources	Initiate containment of petroleum release	Support fire department with OHM releases	Check for omitted information using size up
Assess needs for additional EMS resources	Provide limited absorbent material	Set clean up goals to open road	Anticipate incident needs
Triage the sick and injured	Provide heavy equipment	Address responsible party issues	Provide interagency notification
Treat the sick and injured	Assist CSP to implement traffic management strategies	Contact contractor for clean up	Provide interagency communication
Extricate the injured	Provide traffic control devices	Direct clean up of OHM	Support unified command as necessary
Provide medical support to response personnel	Respond to Releases of Medical Waste		
Determine the need for ME.	Address Discovery of Unknown HazMat		
Assume IC duties when appropriate	Notify FHWA of incidents		
Support unified command as necessary	Support unified command as necessary		

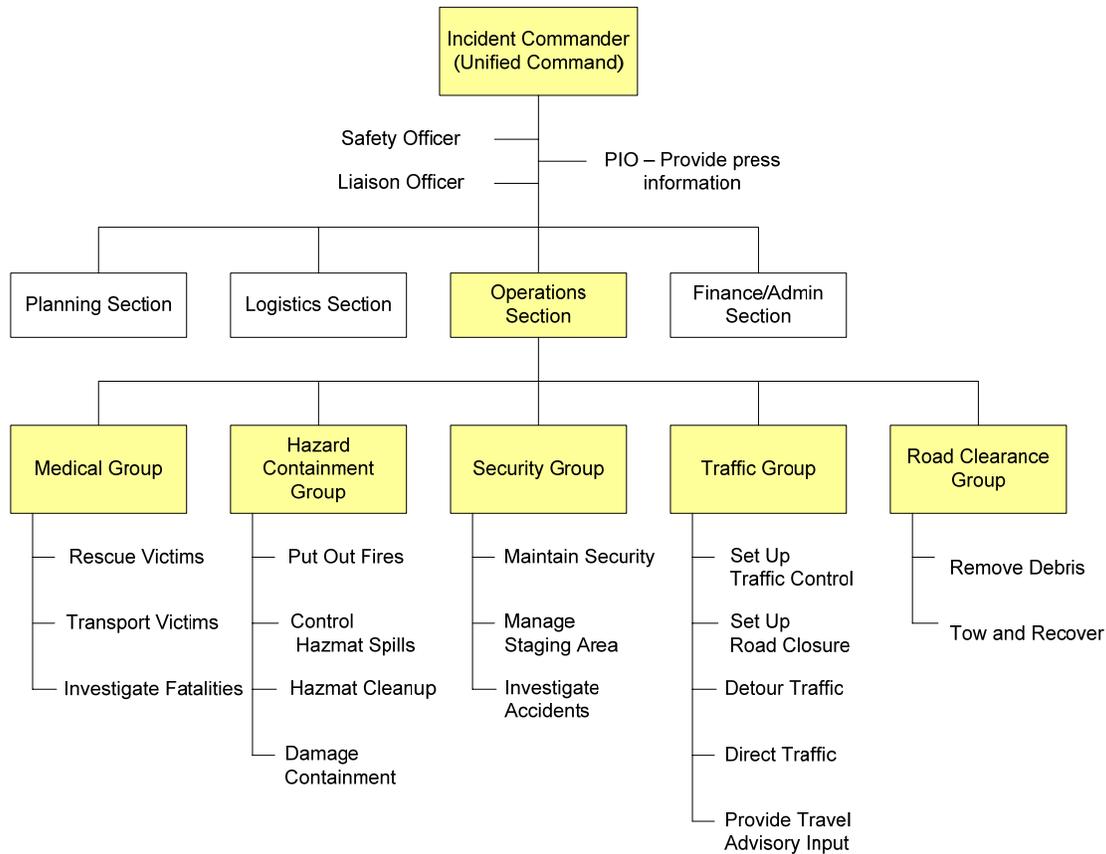
Tow	Media	CHAMP Van	DPH
Assist police/fire vehicle	Disseminate accurate information to public	Perform emergency services and motorist assistance at the scene as per DOT SOP	Identify Medical Waste as Infectious/Non Infectious
Remove debris	Support unified command as necessary	Rejoin the queue and perform incident mgt services as required	Assist with disposal options
Support unified command as necessary		Support unified command as necessary	Respond to incidents involving food, drugs, cosmetics, and assist with disposal options
			Assist with the coordination of the EMS system active in response to traffic incident

APPENDIX A: ACRONYMS

AAR	After Action Review
CBRNE:	Chemical, Biological, Radiological, Nuclear, or Explosive
CHAMP:	Connecticut Highway Assistance Motorist Patrol
CMS:	Changeable Message Sign (equivalent to DMS)
COG:	Council of Governments
CSP:	Connecticut State Police
DEMHS:	Department of Emergency Management and Homeland Security
DEP:	Department of Environmental Protection
DMS:	Dynamic Message Sign (equivalent to CMS)
DPH:	Department of Public Health
DPS:	Department of Public Safety
DOT:	Department of Transportation
DPW:	Department of Public Works
EMS:	Emergency Medical Services
FHWA:	Federal Highway Administration
FI:	Forensic Investigator
FMCSA:	Federal Motor Carrier Safety Administration (formerly OMC: Office of Motor Carrier)
HAR:	Highway Advisory Radio
HOC:	Highway Operations Center
IC:	Incident Commander
ICS:	Incident Command System
IMS:	Incident Management System
ME:	Medical Examiner
MUTCD:	Manual on Uniform Traffic Control Devices
NIMS:	National Incident Management System
OCME:	Office of the Chief Medical Examiner
OHM:	Oil and/or Hazardous Materials
PIO:	Public Information Officer
RPA:	Regional Planning Agency
SIMTF:	Statewide Incident Management Task Force
SOP:	Standard Operating Procedures
TRAA:	Towing and Recovery Association of America
TRPC:	Towing and Recovery Professionals of Connecticut
TSB:	Transportation Strategy Board
UC:	Unified Command
URM:	Unified Response Manual
VMS:	Variable Message Sign (a subcategory of CMS)

APPENDIX B: TYPICAL INCIDENT COMMAND SYSTEM

The diagram below shows typical roles and responsibilities of agencies at the incident scene. The roles and responsibilities will change according to the dynamic focus of incident management (e.g., rescue, fire suppression, investigation, clearance, etc.). The Planning, Logistics, and Finance/ Administration Sections should be implemented as necessary.



Organization by Discipline ...

Who May Serve As Incident Commander?				
<ul style="list-style-type: none"> - First on the scene until specialized agency arrives - Fire and Rescue: Fire Chief of the Municipality or Fire Officer-in-Charge (Rescue Operations Phase) - Law Enforcement: Highest-ranking State Police Officer (Investigation Operations Phase) - Environmental Protection Agencies (Hazmat Identification, Mitigation, Containment, and Recovery Phases) - Transportation and DPW (Road Clearance Operations Phase) - Transportation and DPW (Infrastructure Damage Containment Phase) - Utilities (System Damage Containment Phase) - Military (Weapon-Load Spills Removal Phase) 				
Medical	Hazard Containment	Security	Traffic	Road Clearance
<ul style="list-style-type: none"> - EMS - Fire & Rescue - OCME 	<ul style="list-style-type: none"> - Fire / Hazmat - Environmental Protection - Utilities - DPW - Transportation - Military 	<ul style="list-style-type: none"> - Police / Sheriff - Fire 	<ul style="list-style-type: none"> - Police / Sheriff - Transportation - DPW - Fire 	<ul style="list-style-type: none"> - Transportation - DPW - Towing & Recovery - Fire

APPENDIX C: APPLICABLE STATE STATUTES

This appendix consists of excerpted passages from Connecticut's General Statutes that have direct relevance to incident management activities along the state's limited access highways.

Authority of Fire Officer During an Emergency (CT General Statute Section 7-313e):

Authority of fire officer during emergency. Notwithstanding any provision in the general statutes or a municipal ordinance to the contrary, the fire chief of the municipality, or any member serving in the capacity of fire-officer-in-charge, shall, when any fire department or company is responding to or operating at a fire, service call, or other emergency, within such municipality, have authority to (a) Control and direct emergency activities at such scene ...

Connecticut's Move-It Law (CT General Statute Section 4-224(d)):

(d) Each person operating a motor vehicle who is knowingly involved in an accident on a limited access highway which causes damage to property only shall immediately move or cause his motor vehicle to be moved from the traveled portion of the highway to an untraveled area which is adjacent to the accident site if it is possible to move the motor vehicle without risk of further damage to property or injury to any person.

Connecticut's Good Samaritan Law (CT General Statute Section 52-557b):

(b) A paid or volunteer firefighter or police officer, a teacher or other school personnel on the school grounds or in the school building or at a school function, a member of a ski patrol, a lifeguard, a conservation officer, patrol officer or special police officer of the Department of Environmental Protection, or emergency medical service personnel, who has completed a course in first aid offered by the American Red Cross, the American Heart Association, the National Ski Patrol, the Department of Public Health or any director of health, as certified by the agency or director of health offering the course, and who renders emergency first aid to a person in need thereof, shall not be liable to such person assisted for civil damages for any personal injuries which result from acts or omissions by such person in rendering the emergency first aid, which may constitute ordinary negligence. No paid or volunteer firefighter, police officer or emergency medical service personnel who forcibly enters the residence of any person in order to render emergency first aid to a person whom such firefighter, police officer or emergency medical service personnel reasonably believes to be in need thereof shall be liable to such person for civil damages incurred as a result of such entry. The immunity provided in this subsection does not apply to acts or omissions constituting gross, willful or wanton negligence.

APPENDIX D: CONNECTICUT HIGHWAY INCIDENT MANAGEMENT POLICY

The State of Connecticut

HIGHWAY INCIDENT MANAGEMENT POLICY

History- Incident Management

On November 5, 1992 the first statewide Incident Management policy was established and approved by four (4) commissioners of state agencies to build a highway response program that would minimize the impact of traffic related incidents on Connecticut's highways. It is necessary to re-issue a revised Highway Incident Management policy to promote policy awareness not only by state agencies but to all first responders; the stakeholders who have the ability to mitigate and minimize unnecessary delays from occurring on Connecticut's highways.

Incident-caused congestion impacts:

Safety. Breakdowns, secondary accidents occurring upstream of the incident location, and debris on Connecticut's busy highways create life-threatening hazards;

Efficiency. Congestion yields effectively less capacity and reduced roadway efficiency;

Economic Growth. Decreased road capacity due to congestion add real costs to all existing businesses and discourages future growth;

Environment. Congestion degrades the environment by increasing fuel consumption and air pollution emissions.

Incident Management Policy

In recognition of these issues and objectives, the Connecticut Department of Transportation (CDOT), the Connecticut Department of Motor Vehicles (CDMV), the Connecticut Department of Public Safety (CDPS), the Connecticut Department of Environmental Protection (CDEP) and the Connecticut Department of Consumer Protection agree that the implementation of a Highway Incident Management program is a top priority. Incident Management consists of a centrally organized effort focused on detecting, responding to, and clearing incidents to recover traffic flow. The Connecticut policy ensures that highway users receive the maximum possible benefit of an active highway incident management program that minimizes the impact of traffic-related incidents.

The state level incident response stakeholders of CDOT, CDMV, CDPS and CDEP are given shared responsibility and authority for implementing this policy, cooperatively and expeditiously, through a series of programmed activities. Additionally, other state agencies, such as the Connecticut Department of Consumer Protection will, on occasion, be involved in the response to a highway incident and have on-scene functions and responsibilities. The state agencies along with the enhanced group of local agencies and organizations involved will accept

and promote the concept of a team approach and will work collaboratively to achieve the overall objectives of this policy.

Several resources exist to enhance the ability to restore traffic flow in the most expeditious manner. These include the Unified Response Manual for Highway Incidents, Highway Diversion Plans, Electronic Scene Mapping and Diagramming equipment, patrol vehicle push bumpers, certified heavy-duty “recovery” wreckers, and the DOT Freeway Service Patrol (CHAMP). Incident Commanders and those agency personnel with functional on-scene management responsibilities should consider the use of these resources, to mitigate the effects of a highway incident and to promote the restoration of traffic flow in the most efficient manner possible.

Program Assessment and Accountability

The performance of the Incident Management Program will be evaluated periodically. A quantitative assessment will be undertaken to produce a report card on program performance. Weaknesses will be noted and corrective strategies formulated through the development of performance measurements. This will permit an assessment of individual events with a view towards the successful implementation of incident management strategies and plans.

A Program for the Future

It is the intent of the policy to build an integrated program that is continually improving on a daily basis through evaluation of past performance and incorporation of emerging Intelligent Transportation System (ITS) technology. The long-term objective of the policy is to achieve the combined goals of safety, efficiency, economic growth, and clean air, and therefore promote the advancement of ITS technologies to achieve improvements in highway incident management.

s// _____

Ralph J. Carpenter, Commissioner
Connecticut Department of Transportation

Date: 12/1/06

s// _____

Leonard C. Boyle, Commissioner
Connecticut Department of Public Safety

Date: 11/7/06

s// _____

William Ramirez, Commissioner
Connecticut Department of Motor Vehicles

Date: 12/20/06

s// _____
Gina McCarthy, Commissioner
Connecticut Department of Environmental Protection

Date: 4/4/07

s// _____
Jerry Farrell, Jr., Commissioner
Connecticut Department of Consumer Protection

Date: 3/30/07

s// _____
Chief Richard McDonough, President
Connecticut Fire Chiefs' Association

Date: 3/5/07

s// _____
Chief Edward Richards, President
Connecticut Career Fire Chiefs' Association

Date: 2/13/07

s// _____
Chief Harry W. Rilling, President
Connecticut Police Chiefs Association

Date: 4/2/07

s// _____
James Messer, President
Towing and Recovery Professionals of Connecticut, Inc.

Date: 12/21/06

APPENDIX E: CONNECTICUT QUICK CLEAR POLICY

CONNECTICUT QUICK CLEAR POLICY

This agreement made this 2nd day of November, 1995 by and between the Department of Transportation- (DOT) and the Department of Public Safety (DPS) establishes a policy for State Police and DOT personnel to remove vehicles from roadways and restore a safe and orderly flow of traffic following a motor vehicle accident or incident on a state highway.

Nothing in this policy is meant to inhibit or interfere with the authority of fire officials under Section 7-313e of the Connecticut General Statutes. Therefore, whenever any fire department responds to and takes action at the scene of an emergency, the implementation of this policy shall be coordinated with the fire chief or fire officer-in-charge.

Both agencies agree that public safety has the highest priority and it must be addressed at all times.

PURPOSE: To enable the safe movement of traffic.

To minimize the congestion cost of highway incidents.

To prevent the occurrence of secondary accidents.

GENERAL: When an incident occurs on a Connecticut limited access state highway and the travel portion is totally or partially blocked, the Connecticut State Police, in cooperation with the on-scene Department of Transportation representative, shall reopen the roadway as soon as possible on a priority basis.

Members of the State police will conduct their required investigation in as expedient a manner as possible, considering the severity of the collision and the quality of their investigation. Lengthy investigation will require investigators to work diligently in an attempt to minimize traffic delays. This may mean that certain “non-critical portions of an investigation can be conducted at a later time when traffic congestion is nonexistent (i.e., non – peak periods).

In circumstances in which it is determined that cargo or a vehicle is blocking the highway or portion thereof so as to constitute a traffic hazard or obstruction to the free movement of traffic, the Department of Transportation and/or the State Police on-scene representatives may direct the removal/relocation of the cargo or vehicle from the travel portion of the highway. Such representatives shall document the reasons for ordering the removal of the cargo and/or vehicle.

In order to avoid traffic congestion or obstructions to the free movement of traffic which may create a safety hazard, delays in the reopening of a highway caused by a company dispatching additional trucks and/or equipment will not be allowed.

If commercial help does not arrive in a reasonable time or is unable to correct the situation, the Department of Transportation will assign the necessary equipment and personnel to reopen the road or lane as soon as possible.

-2-

Every effort will be made to remove all material to a safe location in the shortest time possible, using whatever equipment is necessary.

In witness whereof, each party hereto has caused this document to be executed in its name and on its behalf by its duly authorized officer or agent as of this day and year first above written.

/s/ _____
J. William Burns
Commissioner
Department of Transportation

Date: November 2, 1995

/s/ _____
Kenneth H. Kirschner
Commissioner
Department of Public Safety

Date: October 16, 1995

APPENDIX F: TEMPORARY TRAFFIC CONTROL DEVICES

Below are typical traffic control devices that may be used to manage traffic at the scene. When requesting assistance from traffic control/transportation agencies, please use the correct terminology to prevent miscommunication.

Traffic Control Devices	Purpose
 <p>Traffic Cones</p>	<p>Short-term roadside barriers to help re-route traffic</p>
 <p>Detour Signs (Metal and Fabric)</p>	<p>Temporary lane closures, detours, and other advisory information</p>
 <p>Drums</p>	<p>Short- and long-term roadside barriers to help re-route traffic</p>
 <p>Arrow Board – Vehicle Mounted</p>	<p>Temporary lane closures</p>
 <p>Arrow Board Trailer Mounted</p>	<p>Temporary lane closures</p>
 <p>Truck-Mounted Attenuators</p>	<p>Absorbs energy of vehicle impacts into the back of responding vehicles</p>

Traffic Control Devices	Purpose
 <p>CHAMP Vehicle</p>	<p>Motorist assistance vehicle equipped with arrow board and capable of picking up some debris</p>
 <p>Portable Dynamic Message Sign</p>	<p>Temporary, roadside advisory information</p>
 <p>Portable Light Plants</p>	<p>Temporary lighting</p>
 <p>Detour Trailer with Signs and Standard Cones</p>	<p>Traffic control</p>
 <p>Emergency Management Trailer</p>	<p>Incident and emergency management and traffic control</p>

APPENDIX G: HAZMAT RECOGNITION CHECK LIST

HAZ MAT RECOGNITION CHECK LIST

- 1) **SIGNS and SYMPTOMS**
 - a. **VAPOR CLOUD**
 - b. **ODORS**
 - c. **LIQUID SPILLS RUNNING OFF FROM SCENE**
 - d. **SOLID MATERIALS ON GROUND OR SPILLED FROM CONTAINERS.**
 - e. **CONTAINER SHAPE(S)/SIZE(S)**
 - f. **VEHICLE TYPE/SHAPE (i.e. – tanker, box truck)**
 - g. **VISIBLE VICTIMS**
 - **AMBULATORY OR NON-AMBULATORY**
 - **VISIBLE SYMPTOMS (i.e. – difficulty breathing, skin irritation/burns)**

- 2) **AVAILABLE RESOURCES**
 - a. **ARE SHIPPING PAPERS ACCESSIBLE?**
 - b. **IS HAZARDOUS MATERIAL IDENTIFIED?**
 - c. **PLACARDS or UN NUMBERS**

APPENDIX H: ESTABLISHING CONTROL ZONE & VEHICLE POSITIONING ON SCENE

Guidelines for Vehicle Positioning at Highway Incidents²²

GENERAL:

Providing a safe working area is a priority at every scene. Personnel should understand and appreciate the high risk while operating at an incident on a roadway and/or highway system. Personnel must operate in a defensive posture, always considering moving vehicles as a threat to their safety. Personnel must be aware that our own actions, inactions and practices can make a scene a more hazardous workplace (i.e. white strobe lights, headlights, non-reflective wear, failure to properly identify and block temporary work zone areas, saturation of work area with non-task assigned personnel).

TERMINOLOGY

1. **Advanced Warning:** Notification procedures that will advise approaching motorists to transition from normal driving status to that required by the temporary emergency traffic control measure ahead of them.
2. **Block:** Positioning fire department apparatus on an angle to the lanes of traffic creating a physical barrier between upstream traffic and the work area.
3. **Buffer Zone:** The distance or space between personnel and vehicles in the protected work zones and nearby moving traffic.
4. **Downstream:** The direction that traffic is moving as it travels away from the incident scene.
5. **Incident Action Area:** The area that will be affected by the emergency situation, that can include, roadways, medians and any other part of the interstate system or peripheral area.
6. **Shadow:** The protected work area at a roadway incident, that is shielded by the block from apparatus.
7. **Temporary Work Zone:** The physical area of a roadway, within which emergency personnel perform the fire, EMS, and rescue tasks.
8. **Upstream:** The direction that traffic is traveling from as the vehicles approach the incident scene.

APPARATUS POSITIONING

The initial officer on the scene must ASSESS the parking needs of later arriving apparatus and SPECIFICALLY DIRECT the parking and placement of these vehicles as they arrive to provide protective blocking of the scene. This officer is also the initial safety officer for the incident.

Responding apparatus, upon arrival, shall position as follows unless circumstances prohibit this guide in which case the Incident Commander (or Operator, if Command has not yet been established) shall position apparatus in such a manner as to provide the safest work area possible.

1. First arriving apparatus shall park to create a temporary work zone that protects personnel from on coming traffic in at least one direction. Block the most critical or highest volume direction first. The apparatus should be placed at a forty-five (45) degree angle to the curb. The buffer zone should be no closer than fifty (50') to the incident action area. Whenever possible, the angle of the apparatus should protect anyone at the pump panel or control area. Operators should have front wheels rotated away from the incident. First arriving apparatus will block only those travel lanes necessary to provide a safe working area.
2. Second arriving apparatus shall position at the next critical position, either
 - a. Further blocking the first arriving apparatus with appropriate distancing,
 - b. Widening the initial blocked area, at least one lane wider than the width of the incident, or
 - c. "Boxing" in the work area, leaving room on the downside for an appropriately sized work area.A forty-five (45) degree angle is preferred. The position of the apparatus shall take into consideration all factors that limit the sight distance of the approaching traffic including ambient lighting conditions, road conditions, weather related conditions, curves, bridges, hills and over/under passes.

EXITING APPARATUS

All responders shall take the following precautions:

1. Always maintain an acute awareness of the high risk of working around moving traffic.

²² Modified from the Town of Cheshire Fire Department's Standard Operating Guideline III-21, regarding Roadway & Highway Operations, 2/5/07.

2. Exit on curb side, or non-traffic side, if possible
3. Before exiting the apparatus check to assure you are safely entering the roadway.
4. Look down to recognize debris that could injure you or be projected into the work zone. Remove debris hazard if/when safe to do so
5. NEVER turn your back on traffic
6. NEVER trust the traffic
7. Don PPE or high visibility reflective vests once outside apparatus***

PARKING OF SUPPORT VEHICLES

Responding support vehicles (Duty Officer, Radio cars) should not be used as blocking vehicles but may be used as warning vehicles. Ambulances fly cars, etc, should be past the incident in the shadow area.

The same precautions and requirements, as applied to apparatus (above), shall be observed by personnel assigned to support vehicles.

TEMPORARY WORK ZONE

The temporary work zone should be considered the “hot zone”, in which all personnel are considered to be at risk of being struck by a moving vehicle. The temporary work zone includes the path of travel from apparatus or support vehicles to the area of operations. Personnel staging (unassigned human resources) shall stay within the temporary work zone. Incident Commanders and personnel must remain vigilant at all times; even with proper actions personnel remain at risk from moving vehicles. Safety within the temporary work zone must be continually monitored and safety needs must be addressed as they arise.

SCENE SAFETY

1. During daytime operations, all visible warning devices shall be on to provide warning to drivers of vehicles approaching the scene.
2. During nighttime operations, use of white lights should be limited when possible.
3. Staging of vehicles, not involved in the temporary work zone or used for blocking, should be outside of the immediate work area, generally downstream of the work area or otherwise where opposing traffic is not a significant concern.
4. For incidents of extended duration, it is strongly recommended that early warning devices be placed up stream of the work zone using the following distance chart as a gauge. Proper notification to the appropriate agency should be made by the OIC.

POSTED SPEED LIMIT	DISTANCE
35 MPH	100 Ft
45 MPH	150 Ft
55 MPH	200 Ft
> 55 MPH	250 Ft

5. Remain vigilant during all phases of highway operations.
6. Do not rely on the State/Local-Police for maintaining scene safety on highways. This is your responsibility.

CLEARING TRAFFIC LANES

Once operational phases are completed, apparatus may be repositioned to allow traffic to flow on as many lanes as possible. Unnecessary closing or restricting lanes increases the risk of a secondary incident. Crews, apparatus and equipment should be removed promptly to reduce exposure to traffic.

TERMINATING THE INCIDENT

Termination of the incident must be managed with the same aggressiveness as initial actions.

Additional Considerations from the Connecticut State Police Administration & Operations Manual

Safeguard the accident scene

Patrol vehicles should be parked to provide safety, but should not unnecessarily endanger the public.

- (a) If possible, the patrol vehicle and other responding vehicles should be parked off the traveled portion of the highway with emergency lighting activated.
- (b) It may be necessary to park behind persons or vehicles, which are disabled or otherwise cannot be immediately removed from the traveled portion of the highway.
- (c) While parking vehicles, be alert to conditions, which make exiting the vehicle hazardous: such as fallen wires, fire hazards, locations with a likelihood of subsequent collisions wet, slippery pavement or pavement littered with debris.
- (d) Tire marks on the highway or on shoulders may not be immediately evident but care should be taken to prevent obliteration.
- (e) Unless the nature of the emergency precludes it, troopers in the roadway at an accident scene directing or controlling traffic should wear a reflective vest or rain coat for personal protection.

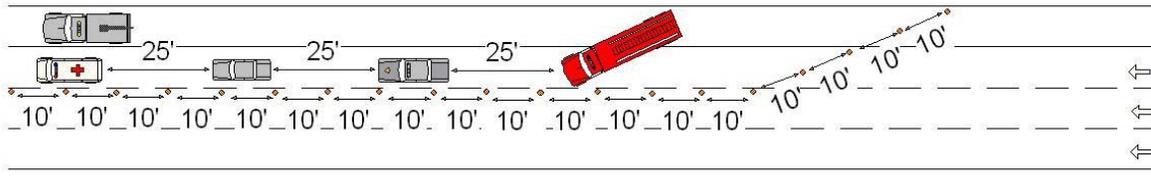
CALEA 61.3.2g

Additional items of note:

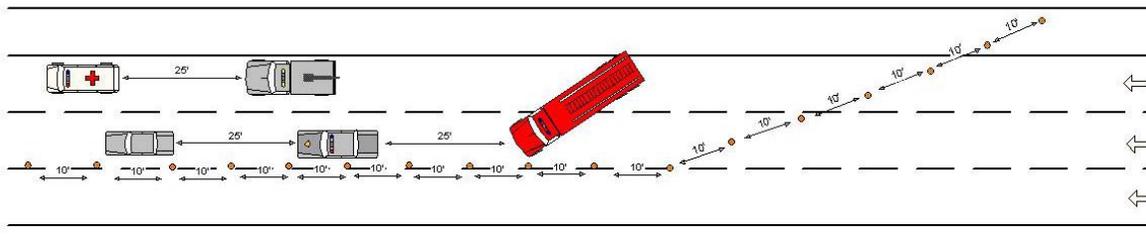
1. The lane closure diagrams on the following page are provided as examples of “best practices” and not substitutions for decisions that need to be made relative to the details of the incident.
2. Periodic re-assessment of vehicle placement should take place on a regular basis.
3. Traffic should be channeled using whichever equipment the responder might have onboard their vehicle (cones or flares)
4. Traffic should not be allowed to pass on both sides of the incident.

The diagrams below are recommended “Best Practices” but care should be taken to develop a Control Zone that is responsive to the particular needs of the incident. Vehicles are spaced approximately 25 feet apart and cones or flares are spaced approximately 10 feet apart.

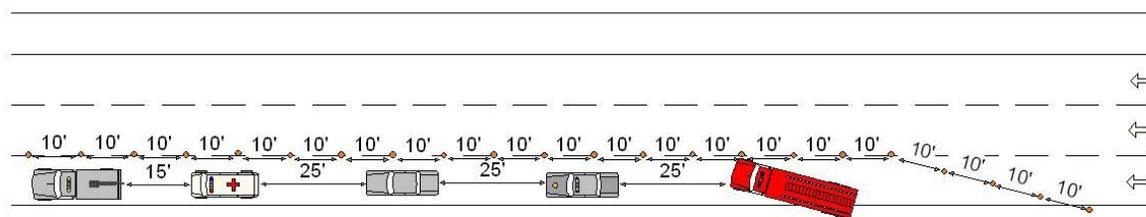
RIGHT LANE COLLISION



CENTER LANE COLLISION



LEFT LANE COLLISION



APPENDIX I: T.R.A.A. VEHICLE TOWING GUIDE

The information in this Appendix is copyright and provided by the **Towing and Recovery Association of America, Inc.** (1-800-728-0136, 703-684-7713) and illustrated by **Tow Times Magazine**. TRAA has granted the South Central Regional Council of Government's designee permission on December 21, 2006, to use the information in this Unified Response Manual for Highway Incidents in the State of Connecticut.

Clear communications between law enforcement and towing-and-recovery operators can ensure quick and efficient clearing of incidents and less disruption to traffic flow. To standardize communications, the towing industry has published this guide for use by incident responders.

When towing and recovery services are requested, the following information is necessary:

- Year, make, and model of the vehicle to be towed
- DOT Class (Class 1-8 based on GVW) of the vehicle
- Location of the vehicle
- Type of tow (impound, accident, recovery, motorist assistant, etc.)
- Other vehicle information
 - Two-wheel drive, 4-wheel drive, all-wheel drive
 - Damage to vehicle
 - Vehicle loaded or empty
 - Cargo contents (whether or not the cargo contains hazardous materials as shown on the placard)
 - Does the vehicle have a trailer?
 - Are the keys with the vehicle?

Below are additional details about the above information.

- The vehicle year is critical for the towing operators to apply the correct towing procedures. The vehicle year is the eighth character from the right of the vehicle identification number (VIN), which is affixed to the chassis. In the example below, the vehicle year code in the VIN is the letter "S," which corresponds to the year 1995, as shown in the table on the next page.

Veh. Year	Year Code*	Veh. Year	Year Code*	Veh. Year	Year Code*
--------------	---------------	--------------	---------------	--------------	---------------

1P8ZA1279SZ215470

↑ "S" = 1995 Vehicle Year

1980	A	1991	M	2002	2
1981	B	1992	N	2003	3
1982	C	1993	P	2004	4
1983	D	1994	R	2005	5
1984	E	1995	S	2006	6
1985	F	1996	T	2007	7
1986	G	1997	V	2008	8
1987	H	1998	W	2009	9
1988	J	1999	X	2010	A
1989	K	2000	Y	2011	B
1990	L	2001	1	2012	C

* The eighth character in the VIN Code

- The Gross Vehicle Weight Rating (GVWR) can be found on the identification label on the driver-side doorframe of the vehicle. Compare the number of pounds listed on the label to the weight in the illustrations show below for the correct DOT Vehicle Class.

CLASS 1 • LIGHT-DUTY • (6,000 lb or less GVW – 4 tires)



CLASS 2 • LIGHT-DUTY • (6,001 – 10,000 lb GVW – 4 tires)



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

CLASS 3 • MEDIUM-DUTY • (10,001 – 14,000 lb GVW – 6 tires or more)



CLASS 4 • MEDIUM-DUTY • (14,001 – 16,000 lb GVW – 6 tires or more)



CLASS 5 • MEDIUM-DUTY • (16,001 – 19,500 lb GVW – 6 tires or more)



CLASS 6 • MEDIUM-DUTY • (19,501 – 26,000 lb GVW – 6 tires or more)

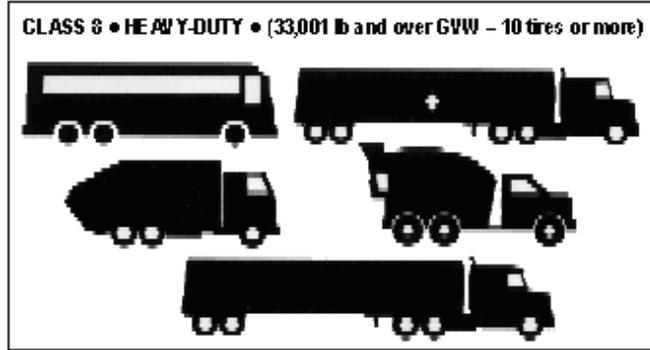


Classes 3 through 6 include a wide range of mid-size vehicles, delivery trucks, utility vehicles, motor-homes, parcel trucks, ambulances, small dump trucks, landscape trucks, flatbed and stake trucks, refrigerated and box trucks, small and medium school buses, and transit busses.

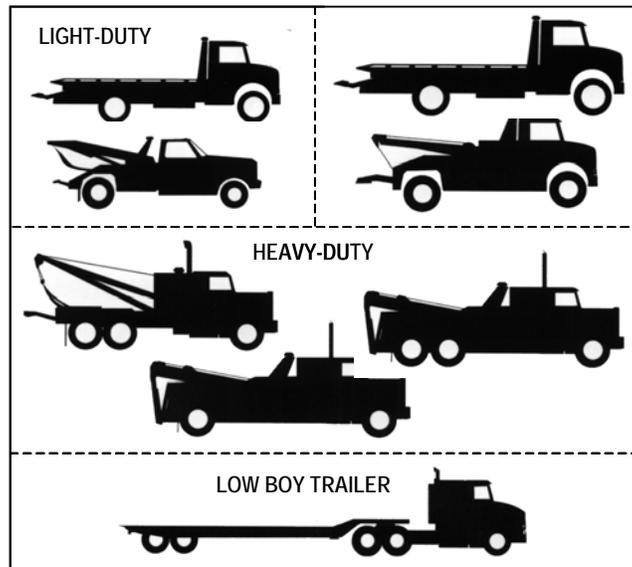
CLASS 7 • HEAVY-DUTY • (26,001 – 33,000 lb GVW – 6 tires or more)



Classes 7 and 8 (see illustrations of Class 8 on the next page) include a wide range of heavy vehicles, large delivery trucks, motor coaches, refuse trucks, cement mixers, and all tractor-trailer combinations (including double trailers).



To effectively tow and recover the above eight classes of vehicles, various types of towing and recovery equipment are used. They include light-duty, medium-duty, and heavy-duty tow trucks and car carriers; and lowboy trailers.



APPENDIX J: DOT HIGHWAY OPERATIONS DIVERSION ROUTE PLANS

This appendix contains a list of the DOT Highway Operations Diversion Route Plans that are available as of March 2007. Additional diversion route plans are under development. During an incident, DOT personnel on scene, HOC personnel, and law enforcement personnel should have access to these diversion route plans.

- I-91 New Haven to Wallingford
- I-91 Wallingford to Mass. State Line*
- I-84 Plainville to Mass. State Line*
- I-95 Greenwich to Branford
- I-95 Guilford to Old Saybrook
- I-95 Old Lyme to Rhode Island State Line
- I-395 East Lyme to Norwich
- Route 66 Middletown/Portland
- Route 8 Shelton to Beacon Falls
- Highway to Highway in the Capitol Region*
 - Rt. 15, I-291, Rt. 2, Rt. 3, I-84 & I-91

*Available online at www.crcog.org Click through to RED Plan page

APPENDIX K:

After Action Report Form

Executive Summary

Note: The “Executive Summary” section should be used to briefly describe a summary of the information contained in an After Action Report (AAR) to highlight the way in which the report will assist agencies in striving for preparedness excellence and should include the following:

- *Brief overview of the incident*
- *Major strengths demonstrated during the incident*
- *Areas that require improvement*

Chapter 1: Incident Overview

Note: The “Incident Overview” section should be used to briefly describe the following:

- *Describes the specific details of the incident*
- *Identifies the agencies and organizations that participated in the incident*
- *Describes how the incident was structured*

Listed below are the incident specifications that are required in the AAR “Incident Overview” section.

Incident Name: *List formal name of the incident.*

Duration: *List the total length of the incident.*

Incident Date: *List the Month, Day, and Year of the incident.*

Sponsor: *List the lead agency of the incident.*

Classification: *List the appropriate classification of the incident: Unclassified (U), For Official Use Only (FOUO), or By Invitation Only (IO).*

Scenario: *List the scenario of the incident.*

Location: *List all applicable information regarding the specific location of the Incident, including Highway Route Number, distance from nearest Interchange if available, the City, State, Federal Region, International Country, Military Installation, if applicable.*

Participants: *List the individual participating organizations or agencies, including the Federal, State, and Local agencies as well as International Agencies, if applicable.*

Number of Participants: *List the total number of responders.*

Incident Overview: *Briefly describe the incident components and the primary mission of each.*

Incident Evaluation: *Briefly describe the specific evaluative tools in place for this incident.*

Chapter 2: Incident Goals and Objectives

Note: The “Incident Goals and Objectives” section should be used to briefly list the goals and objectives for the incident. These were developed during the incident planning phase and were used to define the scope and content of the incident as well as the agencies and organizations that responded.

List each Goal followed by the Objective for the respective Goal.

Chapter 3: Incident Events Synopsis

Note: The “Incident Events Synopsis” section should be used to provide an overview of the incident and the actions taken by the responders. The actions are presented in the general sequence and timeline that they happened at each event. The events synopsis provides officials and responders with an overview of what happened at each location and when. It is also used to analyze the effectiveness of the response, especially the time sensitive actions. It provides a means of looking at the ramifications of one action not happening when expected on actions taken by other responders and on the overall response. The “Incident Events Synopsis” should include the synopsis, the modules for the incident, and a timeline of events for each element.

Chapter 4: Analysis of Mission Outcomes

Note: The “Analysis of Mission Outcomes” section provides an analysis of how well the participating agencies/ jurisdictions addressed the mission outcomes. Mission outcomes are those broad outcomes or functions that the public expects from its public officials and agencies. The mission outcomes include: prevention/deterrence, emergency assessment, emergency management, hazard mitigation, public protection, victim care, investigation/apprehension, recovery/remediation. The incident goals and objectives will define the mission outcomes that are addressed by the incident and that should be analyzed in this section of the AAR.

This section analyzes how well the participating jurisdictions as a whole achieved the expected mission outcomes in their response to an event. The focus of this analysis is on outcomes rather than processes. The mission outcomes are actions the public expects from its public officials and agencies during an incident of this type. Results for each mission outcome should be summarized by outcome area. A detailed analysis of the activities and processes that contributed to results related to the mission outcomes will be in the following chapter.

Chapter 5: Analysis of Critical Task Performance

Note: The “Analysis of Critical Task Performance” section reviews performance of the individual tasks. Each task that was identified by each response agency as a critical task to be performed to respond to the event should be discussed in this section. Those tasks that were performed as expected require only a short write up that describes how the task was performed and generally would not be followed by recommendations. For tasks that were not performed as expected, the write-up should describe what happened or did not happen and the root causes for the variance from the plan or established procedures or agreements. Recommendations for improvement should be presented for these tasks. This section should indicate if the variance from expected performance resulted in an improved response, which may result in a recommendation that plans or procedures be changed. Innovative approaches that were used during the response should be highlighted and described. To facilitate tracking of recommendations and improvements, acronyms should be spelled out in each recommendation.

(continued on next page)

Following the review and validation of the draft report findings by key officials from the participating agencies/jurisdictions (during the debriefing meeting), the officials define the actions that will be taken to address the recommendations. These improvement actions are presented following each recommendation and include the action, the responsible party/agency, and the timeline for completion.

Below is the format that each Task should be presented in.

Task: *List the overall task and number.*

Issue: *List the issue number and statement.*

Reference: *List the reference Incident Evaluation Guide (EEG) task and number.*

Summary of Issue: *Briefly describe the issue.*

Consequence: *Briefly state the consequence of the action.*

Analysis: *Briefly explain the issue and the consequences.*

Recommendations: *List the recommendation that would help to rectify the issue.*

Actions: *List the action steps required to ensure that the recommendation is followed.*

Section 6: Conclusions

Note: *The “Conclusions” section of the report should be used as a summary of all the sections of the AAR. It should include the following:*

- *Participants demonstrated capabilities*
- *Lessons learned for improvement and major recommendations*
- *A summary of what steps should be taken to ensure that the concluding results will help to further refine plans, procedures, training for this type of incident.*

This template has been based on the Homeland Security Exercise and Evaluation Program (HSEEP) Volume III: Exercise Evaluation and Improvement Planning, available on the Lessons Learned Information Sharing website: www.llis.gov (registration required.)

APPENDIX L: CONTACT INFORMATION

AGENCY	PHONE	24-HR?
Connecticut Department of Agriculture		
Hartford Office	(860) 713-2500 or (800) 861-9939	
Connecticut Department of Consumer Protection		
Hartford Office	(860) 713-6050	
Connecticut Department of Emergency Management and Homeland Security		
Hartford Office	(860) 566-3180	Yes
Connecticut Department of Environmental Protection		
DEP Emergency Response and Spill Prevention Division	(860) 424-3338 or (866) 337-7745	Yes
Connecticut Department of Transportation		
Bridgeport and Newington Highway Operations Centers	(800) 695-0444	Yes
Connecticut Office of the Chief Medical Examiner		
OCME, Farmington Office	(860) 679-3980 or (800) 842-8820	
Connecticut Military Department – Emergency Operations Center		
Hartford Office	(860) 524-4951	Yes
Connecticut State Police		
Connecticut State Police – Message Center	(860) 685-8190 (800) 842-0200	Yes
Connecticut State Police – Western District HQ, Litchfield	(800) 203-0004	
Connecticut State Police – Central District HQ, Meriden	(203) 630-5640	
Connecticut State Police – Eastern District HQ, Norwich	(860) 886-5558	
Connecticut State Police – Troop A, Southbury	(800) 376-1554	Yes
Connecticut State Police – Troop B, Canaan	(800) 497-0403	Yes
Connecticut State Police – Troop C, Tolland	(800) 318-7633	Yes
Connecticut State Police – Troop D, Danielson	(800) 954-8828	Yes
Connecticut State Police – Troop E, Montville	(800) 953-7747	Yes
Connecticut State Police – Troop F, Westbrook	(800) 256-5761	Yes
Connecticut State Police – Troop G, Bridgeport	(800) 575-6330	Yes
Connecticut State Police – Troop H, Hartford	(800) 968-0664	Yes
Connecticut State Police – Troop I, Bethany	(800) 956-8818	Yes
Connecticut State Police – Troop K, Colchester	(800) 546-5005	Yes
Connecticut State Police – Troop L, Litchfield	(800) 953-9949	Yes
Connecticut State Police – Troop W, Bradley International Airport	(888) 495-8213	Yes
Towing and Recovery Professionals of Connecticut		
Cheshire Office	(800) 430-6486	Yes
24-Hour Number	(800) 216-8633	Yes

AGENCY	PHONE	24-HR?
Local Police		
Bridgeport Police	(203) 576-7614	Yes
Hartford Police	(860) 757-4000	Yes
New Haven Police	(203) 946-6252	Yes
Stamford Police	(203) 977-4921	Yes
Waterbury Police	(203) 574-6911	Yes
Transit Districts		
Connecticut Transit - Hartford	(860) 525-3191	Yes
Connecticut Transit – New Haven	(203) 867-6322	Yes
Connecticut Transit - Stamford	(203) 348-9144	Yes
Connecticut Transit – New Britain / Bristol	(860) 828-0511	
Connecticut Transit – Meriden / Wallingford	(800) 704-3113	
Estuary Transit District	(860) 388-1611	
Greater Bridgeport Transit Authority	(203) 333-3031	
Greater Hartford Transit District	(860) 247-5329	
Greater New Haven Transit District	(203) 288-6282	
Greater Waterbury Transit District	(203) 573-8627	
Housatonic Area Rapid Transit	(203) 748-2034	
Meriden Transit District	(203) 235-6851	
Middletown Transit District	(860) 346-0212	
Milford Transit District	(203) 874-4507	
Northeastern Connecticut Transit District	(860) 774-3902	
Northwestern Connecticut Transit District	(860) 489-2535	
Norwalk Transit District	(203) 852-0000	
Southeast Area Transit	(860) 886-2631	
Valley Transit District	(203) 735-6824	
Windham Region Transit District	(860) 456-2223	
Railroads		
Amtrak	(800) 331-0008 (800) 872-7245 (800) USA-RAIL	Yes
Metro North Railroad	(800) 638-7646	
Shore Line East Commuter Rail	(800) ALL-RIDE (800) 255-7433	
Airports		
Hartford-Brainard Airport	(860) 566-7037	

This *Unified Response Manual for Highway Incidents in the State of Connecticut* was developed by the members of the Connecticut Transportation Strategy Board's Statewide Incident Management Task Force, with the assistance of IBI Group, Cambridge, MA. Funding was provided by the U.S. Federal Highway Administration, Connecticut Department of Transportation, and the South Central Regional Council of Governments.

The framework of this manual and some best practices were adopted from the 2005 Maryland State Highway Administration/CHART Program and the Massachusetts Highway Department's *Unified Response Manual for Roadway Traffic Incidents*, July 1998. Additional best practices were identified from the Ohio Department of Transportation QuickClear program.

This URM was adopted by the Statewide Incident Management Task Force on June 16, 2008 and by the Transportation Strategy Board on July 17, 2008.

For more information, please contact:

TBD
