



**MINUTES OF MEETING**  
**New Castle County TMT Kickoff Meeting**  
**January 25, 2005**  
Hockessin Fire Company



**Date:** February 10, 2005  
**Meeting Date:** January 25, 2005  
**Location:** Hockessin Fire Company  
**Purpose:** New Castle County Transportation Management Team (TMT) Kickoff Meeting

**List of Committee Members and Meeting Attendees:**  
See Attached Sheets

**Handouts provided during the meeting:**

- TMT Binder (from Sept. 14<sup>th</sup> Statewide TMT Kickoff Meeting)
- State of Delaware Official Transportation Map
- PowerPoint Slides

**I. PowerPoint Presentation**

The New Castle County (NCC) Transportation Management Team (TMT) Kickoff Meeting opened with brief introductions from the meeting attendees and a PowerPoint presentation led by Gene Donaldson of DelDOT TMC/Traffic. Gene started the presentation by providing a brief background of the TMT Concept. He also listed several accomplishments to date including the development of the TIEMP, meetings with individual emergency response agencies, and the Statewide Kickoff Meeting held last September at which Delaware's emergency responders agreed to move forward with the TMT process.

***Meeting Objective***

Gene stated that the purpose of the NCC Kickoff Meeting was to improve the response to transportation-related incidents and events within NCC and the surrounding areas. He suggested that the first step towards achieving this is to develop cooperative agreements on the day-to-day operations and communication plans of the TMT. Gene also stressed that a consensus needs to be reached on how to divide NCC into localized TMTs, whether geographically or by major roadways.

***Communications***

Gene discussed the importance of understanding the roles, responsibilities, and functions of each member of the TMT. He also stressed that communication plans and procedures will be developed for each of the TMT Levels of Response. Since transportation-related incidents and events extend across state, county, and municipal boundaries, the TMT communications must also include neighboring counties and states.

***Operations***

Gene addressed the importance of improving the response to planned and unplanned incidents and events through improved resource management. The TMTs will work towards creating an understanding of each agencies resources (e.g. people, vehicles, equipment, and materials) and critical needs.



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***NCC Annex to the TIEMP***

A NCC Annex will be developed for the TIEMP. Currently, DelDOT is looking for the TMT's input into all components of the plan. The first step in creating the NCC Annex is to identify the events that affect NCC, such as nuclear/chemical spills, special events, weather-related, etc. Gene indicated that the Sussex County Hurricane Evacuation Annex can serve as an example.

***Localized TMTs within NCC***

Gene stressed to the group that the next step towards creating operational TMTs is to identify the specific localized TMTs within NCC. The team was also encouraged to identify the critical coverage/response areas within the county and determine the agencies (and representatives) that are critical to the TMTs.

Gene concluded the PowerPoint presentation with a summary of the goals and then opened up the floor for discussion.

**II. Open Discussion on the NCC TMT**

The group once again agreed with the TMT Concept and stated that steps need to be taken to see results and to make the TMTs operational. It was stressed that improvements need to be made in the management of the incident scene (Scene 1) as well as the surrounding area (Scene 2).

***TMT Framework***

Gene Donaldson stated that the TMTs will be involved in both planning and operations with the exact role depending on the type of incident or event. The TMT plans will be developed by operations personnel ("taking planning and operation to the streets").

As the TMTs develop, they will become a forum for open communication and to discuss and review what worked and what areas need improvement. The question was raised about whether DelDOT will be leading the TMTs. Although DelDOT will help facilitate the TMTs and provide consultant help, the TMT process requires joint leadership for all emergency agencies.

***Overtaken Truck on Northbound I-95 (January 24, 2005)***

On the day before the meeting, a tractor-trailer carrying liquid plastic overturned on northbound I-95 near the Churchman's Road overpass causing a 6-hour closure of northbound lanes. The following observations were offered on the overturned truck incident:

- A policy needs to be in place to provide quick clearance of roadway incidents without jeopardizing the safety of the responders or traveling public. For example, responders had to wait for a representative from the trucking company to travel from Baltimore to unload the overturned tractor-trailer. It was suggested that emergency responders could make on-scene decisions to have contracted "unloaders" come to the scene instead of waiting for the trucking companies.



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- The management of the surrounding roadways needs to improve. A decision was made to use DE 273 as a detour route, which created problems for emergency personnel attempting to get to the incident scene and the Christiana Hospital. DelDOT representatives suggested that specific detour routes be predetermined since TMC/Traffic is capable of controlling traffic signal timings along several primary roadways.
- The public needs to be better informed. Although the crash occurred around 10:00 am, the closure lasted through the beginning of the evening rush and commuters were not aware of alternative routes to avoid the scene entirely.

***TMT Issues/Policies***

Steve Austin of the Emergency Responder Safety Institute commented on several policies that the TMTs must address. He pointed to establishing policies that protect all responders at the scene, and he suggested that the TMTs look into how towers are paid for their time and services. Other members from the group commented on developing a quick-clearance policy (“clear the road”).

It was agreed upon that the core of any incident management plan must ensure that responders are safe. While recognizing this, DelDOT stated that the safety of every user of the transportation system (responders and motorists) is also critical. A consensus was reached that the TMT’s responsibility is to address the issues and policies and move forward with a mutual solution. Policies also must be standard for all TMTs across the state.

***NCC TMTs***

The group also discussed the number of NCC TMTs. Concerns were expressed on the various jurisdictions/boundaries of the emergency agencies (e.g. DelDOT Districts/Areas, DSP Troops, fire companies, etc.). The group also discussed creating TMTs for the primary roadways within NCC – I-95/295/495, US 13, US 40, S.R. 1, etc.

A consensus was reached that the first step is to create two (2) TMTs within NCC. The North NCC TMT will serve all areas north of the C&D Canal, and the South NCC TMT will represent areas south of the Canal to the NCC/Kent border. The emphasis was to “keep it simple” since having too many TMTs may cause confusion. Attendees were asked to indicate on the sign-in sheet whether they would be affiliated with the North NCC TMT, South NCC TMT or both.

It was agreed upon that the critical players in controlling Scene 1 and Scene 2 are police and fire, and these agencies must remain active in the TMT process. Also, it was stated that DelDOT must have TMT representatives that will be at the scene and have the authority to deploy resources – not someone who has to call a supervisor.

***General***

Additional comments from the group included:

- All TMT Operations must be in line with the National Incident Management System (NIMS) and have incident action plans.



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- DeIDOT responders need incident management training to understand unified command and learn how incidents are to be handled. DeIDOT needs to work with the Delaware Fire School to schedule NIMS training.
- An immediate concern is to ensure that emergency responders have access to the Christiana Hospital at all times.
- The City of Wilmington indicated that they are ready to participate in the TMT process.

**III. Next Steps**

The meeting participants concluded the NCC Kickoff Meeting with a joint agreement on moving forward with the TMT concept by forming the North NCC and South NCC TMTs. It was noted that meetings will be scheduled for late February/early March. The meetings will focus on developing communication and operations plans for critical roadways throughout each area.

Gene reminded all attendees to remain actively involved in developing the TMTs since success requires input from all agencies. Team members are encouraged to identify any additional representatives or agencies that need to be involved in the TMT meetings and to bring any critical needs/issues with them to the meetings.

Any questions or concerns can be directed to Gene at [Gene.Donaldson@state.de.us](mailto:Gene.Donaldson@state.de.us) or (302) 659-2404. Additionally, Edwards and Kelcey is providing consulting support and helping assist DeIDOT in coordinating the efforts. Tony Clarke and Matt Buckley can be reached at [cclarke@ekmail.com](mailto:cclarke@ekmail.com) / (410) 646-4505 and [mbuckley@ekmail.com](mailto:mbuckley@ekmail.com) / (610) 701-7000, respectively.



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