

Incident Management



Hurricane Irma

MoDOT Deployment 2017

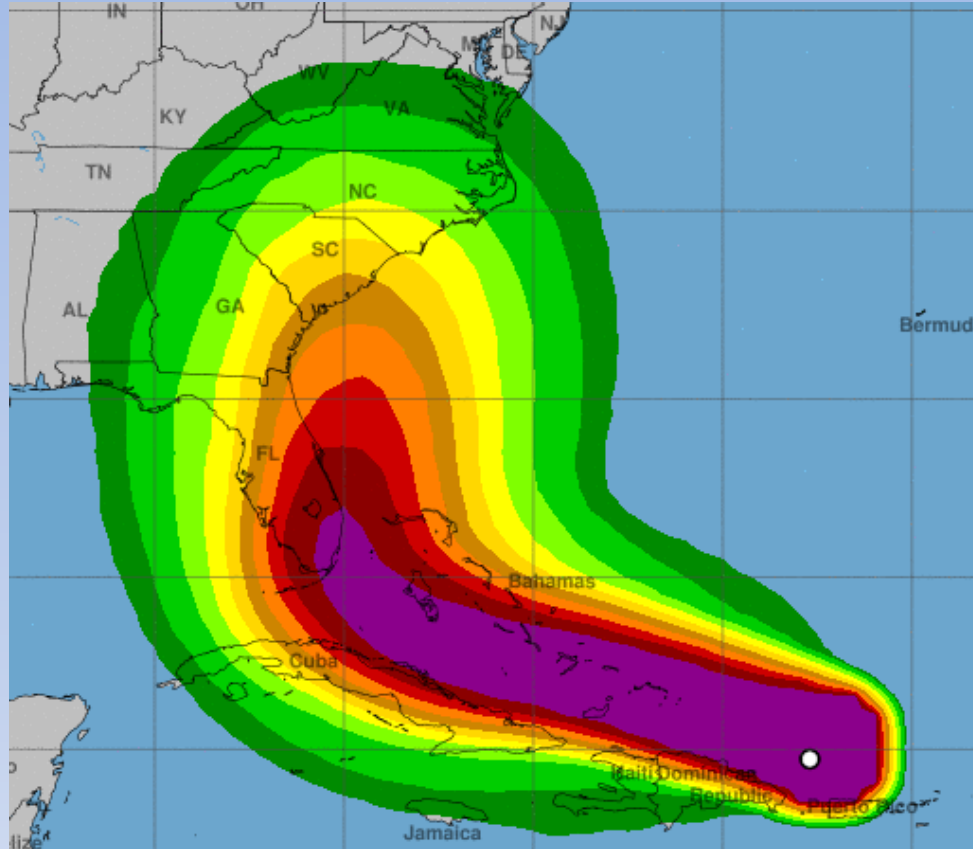


Bruce C. Pettus
Missouri Department of Transportation
Southwest District
Traffic Incident Management Coordinator



MoDOT Task Force Leader

The Incident



Hurricane Irma made landfall in Florida on
September 10th, 2017

Damage / Impact



Damage / Impact



Damage / Impact



Damage / Impact



Emergency Operations Centers





Request for Assistance

The Emergency Management Assistance Compact (EMAC) is a type of interstate mutual aid agreement that facilitates the sharing of assistance among states during emergency events, including natural and man-made disasters.¹ EMAC was ratified by the U.S. Congress in 1996

What EMAC Does:

EMAC provides an organized structure through which a state can request aid such as personnel, services, equipment, and supplies from other states during an emergency. EMAC establishes that the requesting state is responsible for reimbursing the assisting state for any expenses incurred. EMAC also addresses liability, compensation, and licensing issues for personnel deployed pursuant to an EMAC request.



The Mobilizing / Response

MoDOT Assets

- MoDOT Crews
 - Equipment
 - Supplies

Coordination

- Finalize EMAC Request
 - Each district assembles a crew
- Prepare and mobile load all equipment
 - Prepare Convoy Operations order
 - Movement to Florida

The Response / Mobilizing



Movements to Florida



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Daily Operations



Daily Operations



Daily Operations





Daily Operations

My Role

Ensure the crews had what they needed to conduct business safely and efficiently

- **Keep our crews working, yet ensuring it is within the boundaries of the EMAC agreement**
- **Coordination**
- **Planning**
- **Record Keeping**
- **Ensuring the needs of the crews were met**
 - **Lodging**
 - **Food**
 - **Laundry**
 - **Fuel**
 - **Ice**
 - **Parts / Supplies**



Daily Operations

My Role

Daily Challenges

- **Managing the “Mission Creep”**
- **After the first day the crews were divided into two hotels, one in Homestead and the second in Miami**
- **I worked daily on three things:**
 - **Ensure we were executing the plan of the day safely**
 - **Coordinate for the next two days**
 - **Deal with problems and issues when they came up**





















Daily Operations

My Role

One of the essential functions as a leader of a task for such as this is documentation and the use of the proper documents.

- National Incident Management System (NIMS)
- Incident Command System (ICS)

Documentation and Record Keeping

 TASK FORCE Personnel and Equipment	9/15/2017 5:34 PM	Bruce C. Pettus
 Task Force Injury and Accident Reports	9/26/2017 7:01 AM	Bruce C. Pettus
 Staging Areas	9/16/2017 2:12 PM	Bruce C. Pettus
 SitReps	9/15/2017 5:34 PM	Bruce C. Pettus
 Safety 208s	9/16/2017 6:58 PM	Bruce C. Pettus
 Points Of Contact and odd resources	9/15/2017 5:34 PM	Bruce C. Pettus
 Photos	9/15/2017 5:34 PM	Bruce C. Pettus
 Other Resources	9/15/2017 5:34 PM	Bruce C. Pettus
 MAPS	9/15/2017 5:34 PM	Bruce C. Pettus
 LOGO Florida	9/15/2017 5:34 PM	Bruce C. Pettus
 Lodging	9/15/2017 5:33 PM	Bruce C. Pettus
 Laundry	9/15/2017 5:33 PM	Bruce C. Pettus
 Fuel	9/15/2017 5:33 PM	Bruce C. Pettus
 DesktopFillable ICS Docs	9/15/2017 5:32 PM	Bruce C. Pettus
 Deployment Daily Records	9/15/2017 5:32 PM	Bruce C. Pettus
 Demobilization	9/26/2017 6:50 AM	Bruce C. Pettus
 Correspondance	9/16/2017 7:09 AM	Bruce C. Pettus
 Medical Contact for Florida Keys	9/26/2017 6:50 AM	Bruce C. Pettus

ACTIVITY LOG (ICS 214)

1. Incident Name: MoDOT Hurricane Task Force 2017		2. Operational Period:		Date From: 9/14/2017	Date To: 9/14/2017
				Time From: 0500	Time To: 1900
3. Name: Bruce C. Pettus		4. ICS Position: Task Force Commander		5. Home Agency (and Unit): MoDOT Task Force	
6. Resources Assigned:					
Name		ICS Position		Home Agency (and Unit)	
Bruce Pettus 417-771-9901		Task Force Commander		MoDOT SW District	
Jeff Robertson 417-766-5052		Field Operations, Maint Supervisor		MoDOT SW District	
Heith Otte 573-406-4415		Field Operations, Maint Superintendent		MoDOT Central District	
Scott Campbell		Safety		MoDOT Central District	
		Emergency: Dial *FLP or 911			
Comm Plan Car to Car 3					
7. Activity Log:					
Date/Time		Notable Activities			
0700		Bruce Pettus reported to the EOC / Staging Area Homestead to work on a work assignment for the crews for the day. This was not very productive as they did not have routes suitable for the use of our equipment. I was asked to have my crew go near Miami and use the loaders and skid steers to pull debris from the shoulders, sidewalks and medians and create large piles and haul that debris to the staging area. I worked on this plan and adventually had Heath and Jeff to conduct a site survey of the area we would be working in. A secure fenced in lot was secured to put our cargo from out equipment in for safe keeping.			
0730		The crew began the process of off loading the cargo and items mobile loaded onto the equipment for transport to Florida. This was to get our trucks ready to haul material.			
0800		Contractors began inspecting, photoing and bar coding our truck and equipment. This is how the inspectors tracking the usage will record and report on what is done.			
0830		Jeff and Heath departed for Miami to conduct a site survey of the anticipated work area.			
Pettus Day Ops		The day was spent working with the planner at the staging areas on a suitable area for us to work in. We want to be supportive but we don't have the proper equipment to operate in the areas they want. This is US 1 right downtown Miami. Traffic control, work space, traffic congestion, turnaround time for the truck hauling debris. It is 80 miles round trip to dump one load.			
Task Force Crew Day		The crew worked on equipment and organized the lot where we will be working out of for the remainder of our time working in Florida.			
1500		Bruce spoke with the entire Task Force on safety, conducting ourselves in such a way that puts a positive impression of MoDOT to Floridians, what I anticipated us doing over the next several days, some of the challenges in getting missions, I communicated the positives comments from Ed Hassinger from a conversation we had earlier in the day and really thanked them for what they are doing. I had received the information on the hotel assignments and I shared this we are staying at two different hotels. I gave this to Heath and Jeff to work out and to get the personnel to the hotels.			
Bruce		I worked with Chris E. on a rental vehicle for Eric Ramsey as he was flying in. I called and worked out lodging for Eric at the hotel where the KC crew is staying at near the airport. I worked on the plans for tomorrow.			
		Post incident NOTE: Next time we deploy a task force for any debris removal or mission like this ALWAYS consider chippers.			

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name: MoDOT Hurricane Task Force 2017	2. Operational Period:	Date From: 9/16/2017 Time From: 0001	Date To: 9/17/2017 Time To: 2400
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan: The mission for the day is to clear debris on US 1 at 200 Street (North) in Miami and working our way south. We will be cutting brush and trees and hauling them away. Every vehicle has two operators per vehicle. Accountability of personnel by Supervisors and Crew Leaders is vital to making certain we conduct safe tactical operations. Pre-trip inspections must be done everyday. <ul style="list-style-type: none">• Now that we are doing clearing missions that can be labor intensive operating equipment, hand tools, power tools, loaders, skid steers and vehicles we must set a safe and sustainable pace.• While loading and hauling debris tarps and cargo securement must be a priority to the operators of the trucks.• Security and safeguarding our property: There are several different agencies operating out of the same facility therefore we must be conscience of where and how we are placing items. This could lead to a safety issue if we lose something that we have brought with us that could be vital to us conducting business safely everyday. If the vehicles are left unattended all toolboxes, cargo compartments and doors will be secured.• Backing the vehicles: Ground guides shall be used anytime a vehicle is moving reverse.• Vehicle breakdowns, if we have a vehicle or piece of equipment break down make every effort to get it from the traffic lanes. Notify a crew leader, supervisor or superintendent as well.• Communication: Our primary means of communication will be car to car 3 on our state radios with cell phones being the backup plan. The cell phones are to be used by the passenger.• Injuries or illnesses: Should someone become injured or become ill immediate steps to render first aid will be taken. Dial 911 for any emergency and report this to a crew leader, Heath Otte or Jeff Roberson.• Continue to be mindful of being exposed to the climate of south Florida. It will take awhile to get climatized but we must be caution of sunburn and dehydration. Look out for each other and stay ahead of these as they will happen quickly.			
<u>Special Instructions:</u> <p>First Aid Kits: Make sure they are immediately accessible and that everyone knows where they are.</p> <p>We are conducting operations where there is still major power outages, signals out, signs down and debris blocking roadways. Exercise extreme caution and the second person riding in the vehicles must be watching for potential hazards as well. Treat all intersection with signal out as all way stop before proceeding.</p> <p>In Florida all tolls are waived but use extreme caution passing through them. Motorist area driving very aggressively through them.</p> <p>The Superintendent, Supervisor, Crew Leaders must be certain that prior to anyone leaving the staging area that everyone be informed and given clear direction as to where we are traveling. This will enhance our safety and set us up for success should someone get separated for an intended group movement.</p>			
4. Site Safety Plan Required? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Approved Site Safety Plan(s) Located At:			

MoDOT Hurricane Task Force 2017

Situation Report

September 15, 2017

Prepared by: Bruce C. Pettus, Task Force Commander

Coordination, planning and sourcing needs through many sources both here in Homestead and the EOC in Tallahassee that I receive my overall direction and support from in Tallahassee. The key personnel I am working with are:

- EOC Tallahassee: Deputy Legislative Affairs Director, Cody L. Ferrill Florida DOT
- EOC Tallahassee: Shawn Justice, Vice President Northwest Florida Operations Manager Planning & Operations
- EOC Tallahassee: William (Bill) Klepac, Senior Project Engineer, EOC Planning & Operations
- Tallahassee Staging Area: Jeff Johnson, Staging Area Supervisor, Florida Forest Service.
- Homestead Operations & Staging Area: Keith Jimmerson, Maintenance Engineer District 6 South Dade
- Homestead Operations & Staging Area: Skip Bechhold, Operations Manager, District 6.
- Homestead Coordinator: Bobby Pickle, Consultant managing the field operations / tactical operations
- Homestead Coordinator: Benjamin Sotomayor, Consultant managing the field operations / tactical operations

General Activities:

- Convoy movements
- Safety and constant accountability of personnel
- Coordination of Medical support should it be needed
- Constant inventory and accountability of our equipment and associated items
- Coordination and planning with the EOCs, Staging Areas and hotels.
- Coordination for statewide fueling points for our equipment
- Clearances for tolls, agricultural clearances and weigh stations on routes
- Certification and barcoding of all equipment
- Dump site inspectors
- Traffic control on routes we are working on Florida DOT was unable to provide it but we consulted with the requirements here for the operations we are conducting and we are providing our own traffic control
- Laundry support for our personnel
- I acquired a secured lot to store our supplies that were mobile loaded onto our trucks & equipment for the convoy
- Troop welfare, ensuring that the crew is updated and knows what is going on daily
- Record keeping and correspondence with the EOCs

Task Force Day to Day Activities:

Day 1: Monday, September 11, 2017

All district Strike Teams convoyed to Sikeston staging area to become one Task Force. This was a long day as some districts have long treks and slow moving. Staging area, lodging and support was very well coordinated. I had several calls with the Health & Safety Manager and the General Services Manager there as they worked very well to ensure the site was ready for everyone to arrive. I don't want to understate how impacting this was. These two made the stop in Sikeston very efficient. I began traveling to the EOC in Tallahassee. I stopped and slept at an Air Force Base in Montgomery Alabama.

Day 2: Tuesday, September 12, 2017


The Task force traveled from Sikeston to the Staging Area in Tallahassee. The distance and time for this called for 10 hours 34 minutes / 656 miles. The convoy rotated drivers and it took about 18 hours. The convoy encountered extremely heavy traffic once they neared Florida as evacuees were returning. We did have two vehicles break down but the mechanics did an outstanding job of conducting repairs quickly. I traveled from Montgomery Alabama to the Staging Area and EOC in Tallahassee. I coordinated with the staging area supervisor on parking, a place for the crews to sleep, shower and eat. Following this I went to the Emergency Operation Center at the Florida DOT headquarters where preparations were made for the next day's convoy to south Florida and the operations that the crews would be conducting.

Day 3: Wednesday, September 13, 2017:

The Task Force convoyed from Tallahassee to Homestead Florida. This stretch called for 7 and a half hours / 515 miles. Due to extremely heavy traffic congestion and the threat of an emergency full closure of Interstate 75 due to rising water this took about 13 hours. We were delayed in getting on the road that morning due to the EOC not being able to decide where our crews would be going for sure. I made the decision to get an operation order drafted and approved to at least get us to south Florida at the Florida Turnpike so that we could be directed to Tampa or to Homestead as these were the two sites that were being decided from for our crews. I broke from the convoy and arrived in Homestead to find both the hotel that was to be booked for us was not and that the staging area was full and we would be sent to a different one. These items were resolved before the convoy arrived in Homestead.

Day 4: Thursday, September 14, 2017:

Staging area operations were established and the crews unloaded and secured the cargo / supplies that had been mobile loaded onto the trucks & trailers. All trucks & equipment was inspected, certified and bar coded and inspectors were assigned to our Task Force for tracking usage and quantities removed and hauled. Efforts were made to get out and do debris clearing and hauling but the coordinator at the operations center could not find areas for our crews to work. I had a supervisor and superintendent travel to a possible site but it was not safe or feasible in downtown Miami where they had suggested. The crews shut down after what would



be normal hours for a working day and I sent them to the hotels in Miami and Homestead to get some much needed rest. Eric Ramsey arrived from Kansas City.

Day 5: Friday, September 15, 2017:

The crews reported to the staging area and a morning muster was done. I had a site manager from the staging area speak to our employees and we had a safety discussion.

I introduced Eric Ramsey to the crew and he talked about safety and the importance of looking out for each other.

I have 30 employees on a mission conducting debris removal and hauling near Miami.

Other Notables:

The crew members that volunteered for this deployment are high caliber MoDOT employees. I have had no complaining, safety issues or personnel issues what so ever. They have done what was asked and have done it well. There has been appropriate and great initiative by so many. The Maintenance Superintendent, Supervisors and Crew Leaders have done a great job of bringing the crews from all the districts together as one. The Equipment Technicians have taken the initiative to conduct walk around inspections of equipment, pre-op checks and have conducted expedient repairs when needed.

I have been keeping the ICS 204 and 214 forms drafted every day so that they can be used for a good after action report and report for Chris Engelbrecht for the EMAC request follow-up needs.

If you have any questions or concerns please give me a call.

Bruce C. Pettus



Demobilizing

The Emergency Management Assistance Compact protocol must be followed through properly. This will drive much of your demobilization efforts.

- **Documentation**
- **Coordination: Make sure coordination is done well internally and externally**
- **Manage this by creating and working from a good checklist**
- **Time Management is essential**
- **The time invested in planning for this will impact how efficiently and safely the entire process goes**

Lessons Learned

Things to consider:

- Coordination with my POC in Missouri vital
- Accountability of all personnel and equipment
- Logistics, especially for travel
- Administrative items (vital to the EMAC process)
- Post incident review and discussion
- Safety
- The importance in managing the PIO side
- Standardized Equipment Coding and barcoding
- Benefit of having someone arriving prior to the crews



Planning & Training

Critical to responding is to be ready as time is so important and limited.

Planning:

Planning for incidents is something an agency must dedicate time and resources to. This will enable the agency to have policies and procedures that are well known and understood by all members of the agency.

Training:

Training is absolutely one of the key factors to being successful in responding, managing your assets and keeping your staff members safe.

Questions



Bruce C. Pettus

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