



FLORIDA TRAFFIC INCIDENT MANAGEMENT (TIM)
2019 STRATEGIC PLAN
January 2019

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EXECUTIVE SUMMARY

The Florida Department of Transportation (FDOT) 2018 Traffic Incident Management (TIM) Strategic Plan was developed under the leadership of the State Traffic Engineering and Operations Office (STEOO), Incident Management/Commercial Vehicle Operations (CVO) Program Division. District-level TIM Managers and support personnel also contributed significantly with input, guidance and representation of stakeholder interests.

The state of Florida enjoys a mature traffic incident management (TIM) program. Examples of the more than three decades of investment and successes that set the stage for envisioning a future include:

- **Technology** – Regional or Satellite Traffic Management Centers (RTMCs/STMCs) integrate data from Intelligent Transportation System (ITS) field devices, state law enforcement computer aided dispatch (CAD) and other sources to detect and verify incidents, coordinate response activities, and provide information to responders and motorists.
- **Resources** – FDOT's service patrol program, known as the Road Rangers, patrols more than 1,500 centerline miles of freeways proactively identifying incidents and clearing roadways. The Rapid Incident Scene Clearance (RISC) incentive based heavy-duty wrecker program is available in several Districts to support quick clearance of major incidents.
- **Institutional** - FDOT is a leader nationally in providing a well-established structure to support TIM. This structure includes a full-time statewide TIM Program Manager in FDOT's Central Office, TIM Program Managers in each district, a statewide TIM Working Group to facilitate continued collaboration amongst TIM partner disciplines and multiagency, multidiscipline stakeholder representation in twenty-five (25) active local TIM Teams in all seven FDOT Districts and Florida's Turnpike.

These examples and FDOT's recognition and reinforcement of TIM as a critical Transportation Systems Management and Operations (TSM&O) Program element have positioned the state for continued and future success. However, even with existing investments and innovations in TIM, much work remains for enhancing TIM in Florida. An agency-wide strategic plan, at its core, is designed to set priorities, focus energy and resources, strengthen operations, and ensure that stakeholders are working toward common goals.

TIM Strategic Plan Organization and Topics

For over 15 years, the Federal Highway Administration (FHWA) has utilized the TIM Capability Maturity Self-Assessment (TIM CMSA) as a tool to evaluate the state of practice in traffic incident management across the country. The TIM CMSA provides a systematic and structured approach for assessing and benchmarking existing TIM capabilities, and, upon completion each year, provides an Action Plan with tangible actions for increasing capability and sophistication levels. Florida has been a longstanding participant in the TIM CMSA since it was initiated in 2003. As such, and given FDOT's and its partner stakeholders' familiarity with the CMSA content, the Florida TIM Strategic Plan is purposely structured according to the following primary TIM program areas. Under each TIM program area are the numbered subsections of the strategic plan that address specific topics.

Strategic – Programmatic activities of TIM covering formal policies, partnerships and understandings among agencies, measuring and evaluating TIM performance.

Section	Topic
2	Formal TIM Programs
3	TIM Training
4	After-Action Reviews
5	TIM Performance Measures

Tactical – the on-scene activities addressing responder and motorist safety, response, traffic control and clearance.

Section	Topic
6	TIM Law Outreach and Public Education
7	Policies and Procedures for Incident Response and Clearance
8	Responder and Motorist Safety

(continued)

Support – Effective TIM enabling activities such as interagency communications, data sharing, ITS and traveler information.

Section	Topic
9	Data Collection/Integration/Sharing

Additionally, to emphasize the importance of TIM in the context of other stand-alone TSM&O strategies, the Strategic Plan also includes sections on the priority focus areas of: Integrated Corridor Management and Arterial TIM; TIM for Express Lanes; and TIM Supplement for Transportation Management Plans.

In each section, subsections are presented as strategies. For each strategy, the State of the Practice and Strategic Direction are described followed by “Steps to Get There” and a timeline for implementation. In total and as summarized in Table ES-1, 23 strategies and 65 corresponding action items have been identified to advance Florida’s TIM Program.

Table ES-1 2018 FDOT TIM Strategic Plan Summary

ID	Action Item	Timeline
2	FORMAL TIM PROGRAMS	
2.1	Statewide TIM Working Group Strategic Direction: Maintain as a permanent entity for providing guidance to FDOT, its partners and other stakeholders on policy matters and issues impacting TIM needs in the State of Florida.	
2.A	Formalize the FL TIM Working Group by documenting, communicating, and reinforcing objectives with TIM Working Group member agencies/organizations. Consider Working Group leadership structure potentially comprised of an individual representing FHP, Fire and FDOT.	< 1 year
2.B	Meet quarterly with the TIM Working Group to provide updates on matters concerning TIM and key activities in progress. Continually review Working Group membership and consider additional associations. Other ongoing TIM Working Group Meeting considerations: <ul style="list-style-type: none"> • Solicitation of key issues and concerns • Discussion of outreach to Organization and/or Association membership • Conducting a meeting at an RTMC 	On-going
2.C	Develop a plan for participating in TIM Working Group member’s association’s annual meetings/conferences through presentations, training sessions, and/or booth space in vendor areas.	< 1 year
2.D	Publish statewide TIM newsletters.	On-going
2.E	Work with TIM Working Group members from the Florida Fire Chief’s Association (FFCA) to develop a fire specific action plan for improving TIM Team participation.	1-3 years

ID	Action Item	Timeline
2.2	TIM Teams Strategic Direction: Provide value to stakeholders while continuously improving TIM in their respective areas.	
2.F	Identify key partners that have not been participating in TIM Team meetings and conduct one-on-one meetings. Consider incentives (e.g. emergency traffic control equipment) for participation and a focus on the development of arterial TIM plans.	On-going
2.G	Approach local and regional fire and police chiefs' associations about adopting the Florida Open Roads Policy.	On-going
2.H	Complete enhancements to the FDOT TIM website.	< 1 year
2.3	TIM Program Support Strategic Direction: Establish organizational mechanisms to facilitate staff transitions and ensure knowledge transfer. Consider developing a standard set of duties and responsibilities that can be utilized by FDOT TIM Program Managers to establish consistent practices within the program itself as well as facilitate continuity with future successors. Implement mechanisms that facilitate timely information sharing between the districts.	
2.I	Conduct regular FDOT TIM Program Manager webinars, and hold at least one in-person 2-3 day meeting annually.	On-going
2.J	Establish an internal and external statewide repository for storing TIM Program support materials.	< 1 year
ID	Action Item	Timeline
3	TIM TRAINING	
3	SHRP2 National TIM Responder Training Program Strategic Direction: As a top stakeholder identified focus are, continue promoting and conducting TIM training via the Florida version of the FHWA SHRP2 National TIM Responder training curriculum.	
3.A	Identify potential avenues for encouraging TIM Program stakeholders to have their incident response personnel attend the National TIM Responder Training.	< 1 year
3.B	Conduct TIM trainer outreach efforts at least twice a year to keep them engaged in the National TIM Responder Training Program.	On-going
3.C	Provide formal Central Office support for local trainers that includes online registration, printed materials, and certificate distribution. For future sessions, consider location and responder schedule/potential conflicts.	On-going
3.D	Integrate the National TIM Responder Training as a requirement for workers/employees involved in all future Asset Maintenance (AM) contracts.	1-3 years
3.E	Identify outreach opportunities for fire/rescue, EMS, and law enforcement leadership to promote involvement in the National TIM Responder Training Program.	1-3 years
3.F	Integrate other TIM related and focus topics in developing a comprehensive training program for Florida. Consider training for: <ul style="list-style-type: none"> • Road Rangers • RISC • TIM Response in Express Lanes • Incidents Involving Electric and Hybrid Vehicles • Incidents involving highway infrastructure (e.g. bridges, overhead sign structures, toll gantry structures, high-mast light poles, etc.) • Cable Barrier 	< 1 year

ID	Action Item	Timeline
4	AFTER-ACTION REVIEWS	
4	After-Action Reviews (AARs) Strategic Direction: Continued recognition of AARs as central to the overall, ongoing TIM enhancement process. Establish formats for conducting AARs and sharing lessons learned and best practices.	
4.A	Collect existing AAR templates from each district and establish a generalized format for documentation and sharing lessons learned.	< 1 year

ID	Action Item	Timeline
5	TIM PERFORMANCE MEASURES	
5	TIM Performance Measures Strategic Direction: TIM data collection and performance monitoring and measuring are critical to improving TIM, demonstrating program effectiveness and justifying future planning and investments.	
5.A	Improve and enhance TIM data collection efforts.	By 6/2019*
5.B	Train appropriate staff on TIM data analysis, reporting, and visualization. <ul style="list-style-type: none"> • Law enforcement (crash form) • RTMC operators (TIM performance measures) 	By 6/2019*
5.C	Establish a meaningful format for sharing TIM performance measures, both at the responder level (operational decisions) and executive level. <ul style="list-style-type: none"> • To demonstrate adoption of the FHWA Every Day Counts 4 (EDC-4) initiative, collect the following performance measures: <ol style="list-style-type: none"> 1. Roadway Clearance Time 2. Incident Clearance Time 3. Secondary Crashes Develop a dashboard component to implement to the FDOT TIM website that displays TIM performance measure data.	By 6/2019*
5.D	Establish District by District goals relative to TIM Performance Measures for routes and route segments where TIM measures are employed. <ul style="list-style-type: none"> • Establish consistency among RTMCs for data collection 	By 6/2019*
5.E	Report TIM outcomes relative to performance measures goals established in the 2014 Open Roads Policy Agreement between FDOT and FHP.	Quarterly beginning 7/2019*

* Specific dates provided for consistency with FDOT's 2017 TSM&O Strategic Plan

ID	Action Item	Timeline
6	TIM LAW OUTREACH AND PUBLIC EDUCATION	
	TIM Law Outreach and Public Education Strategic Direction: As a top stakeholder identified focus area, seek TIM law outreach and education opportunities such as participation in the annual National Traffic Incident Response Week, advertisements, partnerships and use of dynamic message signs (DMS).	
6.A	Actively participate in National Traffic Incident Response Week.	Annually
6.B	Utilize Community Traffic Safety Teams (CTSTs) to identify opportunities to partner on TIM law public outreach efforts and determine if funding may be available.	1-3 years
6.C	Work with the Florida Department of Highway Safety and Motor Vehicles (DHSMV) to develop a TIM law strategic communications plan that includes identification of outreach opportunities and specific actions for implementation.	1-3 years

ID	Action Item	Timeline
7	POLICIES AND PROCEDURES FOR INCIDENT RESPONSE AND CLEARANCE	
7.1	Road Ranger Service Patrol Program Strategic Direction: Address program identity issues related to branding, sponsorships, and public perception of the services being provided as a “courtesy.” Emphasize Road Rangers importance as FDOT-backed TIM/ safety program. Address operational concerns, such as uniforms and emergency vehicle lighting.	
7.A	Evaluate Road Ranger standardization (with flexibility), emphasize safety and address other operational needs based on customer feedback.	< 1 year
7.B	Conduct Statewide Road Ranger Survey for Incident Responders and correlate to roadways, districts, counties, regions.	Annually
7.C	Refocus Road Ranger branding to incident response and TIM.	1-3 years
7.D	Document concerns and suggested revisions to the existing Road Ranger sponsorship contract.	1-3 years
7.2	Severe Incident Response Vehicle (SIRV) Strategic Direction: Recognize as valuable link between FDOT and other responder disciplines including asset maintenance contractors. Identify elements and activities to standardize the program statewide.	
7.E	Establish a SIRV/IRV FDOT procedure (with procedure identification number).	< 1 year
7.F	Explore a standardized, scalable approach for replicating select SIRV functions and activities in other districts. Evaluate SIRV duties and responsibilities for standardization (with flexibility) and possible implementation in other Districts.	1-3 years
7.3	Rapid Incident Scene Clearance (RISC) Program Strategic Direction: Conduct routine training of FHP and FDOT personnel and clarify coordination requirements through a joint operating statement. Maintain procedural boilerplate to accommodate industry needs and program cost changes.	
7.G	Develop a statewide Joint Operating Program Statement or MOU between FDOT and FHP to strengthen understanding of RISC.	< 1 year
7.H	Establish a plan to refresh and conduct training to familiarize FHP and RTMC operators on RISC activation protocols.	< 1 year
7.I	Review and revise RISC procedure and clearance time goals to address changing operational needs and incentive structure of the program.	< 1 year

ID	Action Item	Timeline
7.4	<p>Instant Dispatch Tow Strategic Direction: FHP may seek to have F.S. 321.051(4) changed to lane blocking events, since delaying requests for towing and recovering services further delays incident clearance and increases the exposure of responders and motorists to hazard. FHP may also consider making Administrative Rule changes that support implementing a plan where they simultaneously dispatch a trooper and tow truck when RTMC cameras or other on-scene responders provide information that a tow is required. Such a system would expedite lane clearance and promote safety.</p>	
7.J	Develop an Instant Tow Dispatch concept paper (including recognition of Instant Tow Pilot in Volusia County) to take to FHP to initiate discussion and eventually implementation.	< 1 year
7.5	<p>Staged Towing Vehicles Strategic Direction: FDOT should consider including staged tow trucks in major roadway work zones where there are extended lane restrictions or limited to no shoulders. Stage towing arrangements should be considered in Transportation Management Plans (TMPs) required under the Federal Work Zone Safety and Mobility Rule for all major projects.</p>	
7.K	Develop warrants for when staged tow vehicles should be included in Express Lanes and Work Zone TMPs.	< 1 year
7.6	<p>Safe Tow Strategic Direction: FDOT should consider implementation of the strategy beyond District 2 as a means to alleviate the problems created by the FHP “owner request” requirement and facilitate timely dispatch and removal of vehicles to the shoulder or other safe location away from travel lanes.</p>	
7.L	Create a standard template for contracting Safe Tow in any FDOT District.	< 1 year
7.7	<p>Florida Guidelines for the Mitigation of Accidental Discharges of Motor Vehicle Fluids (Non-Cargo) Direction: FDOT should continue to market the guidelines as a resource for incident responders in Florida, focusing attention on the reportable quantities component of the guideline. Reinforcement of the guidelines should also be made during statewide responder training.</p>	
7.M	Conduct reminder activities related to the <i>Florida Guidelines for the Mitigation of Accidental Discharges of Motor Vehicle Fluids (Non-Cargo)</i> to maintain awareness by responders.	On-going
7.8	<p>Crash Investigations Strategic Direction: FDOT has purchased photogrammetry, total station, and other types of technology to assist FHP in expediting crash scene processing. To keep pace with rapid advancements in these and other emerging technologies it will be important to maintain awareness of how they may apply to crash reconstruction and to articulate benefits.</p>	
7.N	Maintain an awareness of new/emerging technologies related to crash investigations.	On-going
7.O	Maintain an inventory of available THIs.	On-going
7.P	Document and articulate the benefits of current crash investigation technologies.	1-3 years
7.9	<p>Tagging of Abandoned Vehicles Strategic Direction: Safety is advanced by removing disabled vehicles that are stopped on freeways or in the “clear zone”. FHP should review their procedures to more aggressively check and subsequently tow abandoned vehicles left on the shoulder since they present a potential safety hazard. FHP should also enlist the help and support of Road Rangers in this important practice by allowing them to “Red Tag” vehicles in all Troops.</p>	

ID	Action Item	Timeline
7.Q	Develop a standard operating policy or MOU that specifies FHP and FDOT roles in, and procedures for, tagging abandoned vehicles.	< 1 year
7.10	Designated Incident Response Coordinator (IRC) Strategic Direction: Establishing a designated Incident Response Coordinator (IRC) will help ensure that FDOT is properly represented at traffic incident scenes under the Incident Command System (ICS). This position would be filled with a manager from an AM contractor, RTMC operations contractor, FDOT on-call supervisor, or FDOT District TSM&O Office.	
7.R	Coordinate with the FDOT Traffic Engineering & Operations Office, Office of Maintenance and Districts to prepare draft/final typical IRC position requirements, performance metrics and other contract language.	< 1 year
7.S	Require IRC position in future Asset Maintenance (AM) contracts and/or renewals (as appropriate).	Future (AM contract and/or renewal dependent)

ID	Action Item	Timeline
8	RESPONDER AND MOTORIST SAFETY	
8.1	TIM Response Procedures/Guidelines Strategic Direction: Model policies or procedures consistent with the FHWA SHRP2 National TIM Responder Training Program are needed for: High-Visibility Safety Apparel Use; Emergency-Vehicle Lighting Use at Incident Scenes; Vehicle Positioning at Incident Scenes; and Traffic Control at Incident Scenes.	
8.A	Develop a Florida TIM Response Guideline/Procedure.	1-3 years

ID	Action Item	Timeline
9	DATA COLLECTION/INTEGRATION/SHARING	
9.1	Regional Traffic Management Centers Strategic Direction: Consideration should be made by FDOT and FHP to move beyond simple RTMC operator and FHP dispatcher co-location and more formally integrate the operations of key personnel. Re-introducing an FHP uniformed supervisor in urban communications centers during peak periods may serve to strengthen operations between field units and the RTMC.	
9.A	Ensure RTMC designs consider physical integration of RTMC operator and public safety dispatcher, including FHP, work space.	< 1 year
9.B	Explore ways to re-introduce FHP uniformed supervision in communications centers during peak periods (i.e., hire back, light duty staffing, etc.).	< 1 year
9.2	Data Sharing Strategic Direction: Given the importance of real-time data and information to traffic incident response, a statewide consistent policy and approach to sharing this data, including RTMC video, with TIM partners is needed. This will ensure that the investment in video infrastructure is maximized.	
9.C	Identify opportunities to facilitate sharing of TMC video and data with local responders.	< 1 year
9.D	Develop a statewide policy for data and video sharing.	1-3 years
9.E	Develop a standard MOU for agencies that have access to the video that includes a commitment to participating in the local TIM program.	1-3 years

ID	Action Item	Timeline
10	TIM CONSIDERATIONS FOR PRIORITY FOCUS AREAS	
10.1	<p>Integrated Corridor Management and Arterial TIM Strategic Direction: The objective for arterial TIM and an integrated corridor approach seeks to promote safe, efficient travel on both arterials and freeways. Many stakeholder organizations, such as local agency police, fire, and EMS that do not routinely provide freeway traffic incident response, need to be familiarized with TIM on arterials, notably for responder safety and safe quick clearance of incidents.</p>	
10.A	Continue to leverage the FHWA SHRP2 National TIM Training Program to properly train local agencies (police, fire, EMS, towing) on arterial TIM.	1-3 years
10.B	In coordination with TSM&O Program efforts, measure and monitor arterial performance and use data to support a business case for arterial TIM.	1-3 years
10.C	Explore and potentially deploy TIM strategies such as Road Rangers, RISC, and SIRV to support TIM and arterial management.	1-3 years
10.2	<p>TIM for Express Lanes Strategic Direction: A scalable, dedicated TIM approach for facilities utilizing Express Lanes is needed to balance the needs of a “premium” service with operating revenue constraints. The approach would prioritize resources, based on available funding, to maximize investments.</p>	
10.D	Develop a menu of TIM staffing options available for managed lanes to include average cost, and periodization based on benefit-cost.	1-3 years
10.E	Develop training materials for TIM operational practices on managed lanes.	1-3 years
10.F	Conduct training with all responders, including RTMC operators and dispatchers in conjunction with new managed lane project openings.	1-3 years
10.G	Monitor development of, and provide TIM-specific input to Express Lane Operations Plans/Manuals/Guidelines. Recognize unique requirements for Express Lane incident response.	Ongoing
10.H	Review strategies such as dedicated Crash Investigation Sites to enhance Express Lane TIM and safety.	Ongoing
10.3	<p>TIM Plan Supplement for Transportation Management Plans (TMPs) Strategic Direction: TIM is a critical operational strategy to mitigate many of the negative impacts of roadway construction projects. Accordingly, there needs to be better general awareness of the FDOT TMP requirements with specific emphasis on TIM and operations. In addition, process enhancements are needed to ensure that TIM is considered and integrated both early in the project development process and throughout design and construction life cycle.</p>	
10.I	Explore opportunities such as annual FDOT Maintenance, Design, and Construction conferences to promote awareness of work zone TIM in the context of TMP development.	1-3 years
10.J	Assemble conference sessions, talking points, PowerPoint slides and other documentation to facilitate work zone TIM dialogue.	1-3 years
10.K	Clarify and/or highlight TIM in the FDM and include a requirement to more formally consider TIM resourcing early in the TMP development process.	1-3 years