

**AMITY TOWNSHIP, BERKS COUNTY**  
**RESOLUTION# 19-07**

**WHEREAS**, the response to incidents on highways presents emergency responders with a multitude of challenges, and;

**WHEREAS**, one of the foremost challenges is in ensuring the safety of emergency responders while responding to and attending to the incident, and;

**WHEREAS**, the economic impact, environmental impact and inconvenience to the motoring public effects the health, safety and welfare of the residents of **Amity Township**, and;

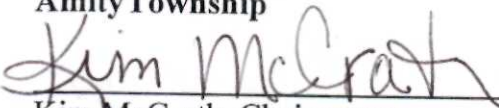
**WHEREAS**, the manner of response to said incidents directly affects the community of **Amity Township**, and;

**WHEREAS**, the Route 422 Coalition has developed a Traffic Incident Management Plan in order to establish protocols for response to incidents on the Route 422 corridor, and;

**WHEREAS**, the **Board of Supervisors of Amity Township** desires to adopt the Traffic Incident Management Plan,

**NOW**, be it resolved on this 6th day of February 2019, that the **Board of Supervisors of Amity Township** hereby adopts the Route 422 Traffic Incident Management Plan.

**Amity Township**

  
\_\_\_\_\_  
Kim McGrath, Chairperson

Attest:

  
\_\_\_\_\_  
Pamela L. Kisch, Secretary

West Pottsgrove Township Police  
North Coventry Township Police  
Amity Township Police

# INCIDENT MANAGEMENT PLAN

## US ROUTE 422 (Pottstown Bypass), SECTION M2C CONSTRUCTION PROJECT

September 13, 2016  
January 10, 2019  
(revised)

*Prepared By:*

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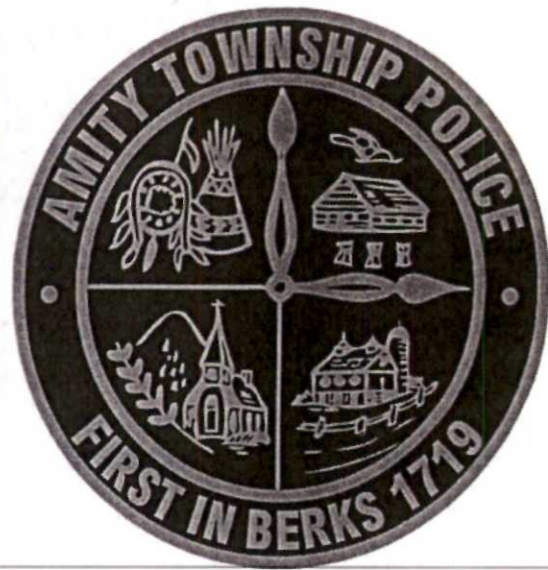


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**I. CONFIDENTIALITY**

All information contained herein shall be considered strictly confidential. It shall not be disseminated to any unauthorized party. Copies of this plan shall be destroyed upon termination of the detail, except for archive copies retained by the Area Commander, Troop Commander and Detail Commanders.

**II. SITUATION**

The goal of this project is to reconstruct SR 0422 and the Stowe Interchange of Rt. 422. To include, but not limited to;

- The interchange in its entirety – East and West Bound
- Pavings, marking and shoulders reconstruction
- Barrier replacements
- Installation of all traffic control devices

**III. MISSION**

The mission of the various municipal police agencies (West Pottsgrove Township and North Coventry Twp.), and in cooperation and coordination with Pennsylvania State Police (PSP) and the Douglass Township, Amity Township and Pottstown Borough Police Departments will be to provide assistance to the Pennsylvania Department of Transportation in ensuring overall traffic safety during the entire construction period and to serve as the lead agencies in response to emergency incidents in the respective jurisdictions. The primary objective at the scene of any emergency incident shall be life safety, incident stabilization, property conservation and clearance of traffic lanes. The secondary objective will be to clear any incident from the highway in the most expeditious manner in order to limit the additional impact on traffic, while giving foremost consideration to the safety of emergency responders. The ranking municipal police member on scene shall serve as the Incident Commander.

Specific tasks for law enforcement agencies include, but are not limited to, the following:

1. Providing a visible presence, both stationary and mobile, throughout the construction area during the entire construction period.

2. Providing traffic enforcement throughout the construction area during the entire construction period including, but not limited to, issuing citations to motorist for speeding in reduced speed construction zones.\*\*1

<sup>1</sup> **\*\*NOTE:** *In North Coventry Township, Amity, and West Pottsgrove Township's the municipal police jurisdictions will provide traffic enforcement within the construction zone during all construction periods pursuant to contractual guidelines with Pennsylvania Department of Transportation and its contractors and The Municipal Police Department Speed Enforcement Intergovernmental Agreement with the Pennsylvania State Police. The Pennsylvania State Police may be called upon by the local municipalities to assist with traffic enforcement.*

3. Providing traffic control to assist construction workers when moving construction equipment or when changing traffic patterns.\*\*1
4. Responding to and managing emergency incidents. The lead agency shall be responsible for coordinating a unified response with other responding agencies.

#### **IV. INCIDENT DEFINITION**

An incident is defined as any non-recurring event, such as traffic crashes, brush fires, or vehicle fires, which causes a reduction of roadway capacity or disrupts or stops the normal flow of traffic.

#### **V. UNIFIED INCIDENT COMMAND SYSTEM**

In accordance with the National Incident Management System (NIMS), agencies responding to incidents in the response area covered by this document will utilize a Unified Incident Command System. The first arriving emergency responder will establish command, identify a command post location, and don a reflective vest for identification. All agencies will cooperate and work together for the safe and efficient mitigation of the emergency. The fire, EMS, police and DOT representatives will be expected to make decisions based on their experience and expertise in their respective fields to contribute to the successful conclusion of the incident. Any decisions made will be communicated to the other agency representatives to ensure the coordination of efforts. Each of the three affected municipalities have overall jurisdiction over all incidents that occur on US Rt. 422 in their respective bailiwicks as per written agreements with PSP. West Pottsgrove Township Police Department shall have primary jurisdiction in the portion of US 422 that traverses West Pottsgrove Township; North Coventry Township Police shall have primary jurisdiction in the portion of US 422 that traverses North Coventry Township; Amity Township Police Department shall have primary jurisdiction in the portion of US 422 that traverses

<sup>1</sup> **\*\*NOTE:** *In North Coventry, Amity and West Pottsgrove Township's the municipal police jurisdictions will provide traffic enforcement within the construction zone during all construction periods pursuant to contractual guidelines with Pennsylvania Department of Transportation and its contractors and The Municipal Police Department Speed Enforcement Intergovernmental Agreement with the Pennsylvania State Police. The Pennsylvania State Police may be called upon by the local municipalities to assist with traffic enforcement.*

Amity Township, as is specified in the jurisdictional agreements with PSP. The most senior police officer of the respective jurisdiction on the scene is the incident commander. As an incident evolves and additional senior ranking personnel arrive on scene, the transitioning of the role of incident commander should be accomplished in a seamless manner. In conformance with the Incident Management System (IMS), the senior fire department officer (FD) is designated as the Fire Branch (FB). This designation will be used throughout this document to define the responsibilities of the senior fire department officer. The senior police official on scene will make the final determination with respect to any disputes which may arise.

## **VI. PRE-PLANNED COORDINATED RESPONSE**

Responding agencies will have pre-plans in place to determine who responds upon receipt of an incident in each of the agencies respective jurisdictions.

## **VII. INCIDENT DETECTION AND VERIFICATION**

Upon receipt of an incident, the preplanned dispatch will occur. One response vehicle (most likely to be municipal police) will enter the roadway, so not to commit additional vehicles to become grid locked in traffic. All units when responding will announce, on a common radio channel, their unit number and what location they are responding to. Construction personnel may be able to assist in detection and location verification and relay this information to the initial responding unit. The first responding unit will announce their exact location (mile marker) and provide a brief report on the common radio channel advising the nature of the incident, conditions, what agencies need to respond and the best access route.

## **VIII. RESPONDING TO THE SCENE**

1. The first responder arriving at the scene of any highway incident will assume the role of Incident Commander. The command role is subject to change as additional responders arrive (Refer to paragraph V). The first arriving officer will establish command. Responsibilities of the Incident Commander include, but is not limited to:
  - a. Evaluate the scene and determine the necessary resources to safely mitigate the incident such as EMS, Fire Departments, etc. Any unneeded resources will be directed to stage off the highway.
  - b. Survey the scene for any hazards that may arise during the incident such as hazardous spills, unstable structures, etc. Immediately dispatch necessary resources to address potential hazards.
  - c. Designate Emergency Access Points to allow responding agencies to gain access to the scene, in the event the roadway is blocked, via the shoulder, an adjacent roadway, infield or parking lot that borders the roadway.
  - d. Activate the IMS, establish a Command Post staffed by representatives of operating units/agencies (Police, DOT, EMS, etc.), designate staging areas for responding agencies and assign division/group officers.

- e. Don an approved incident management vest for identification purposes.
  - f. Establish an "action circle" (20' radius if possible) by use of traffic cones or other appropriate barrier, around each vehicle involved. Only assigned personnel should be inside the action circle.
  - g. Designate an equipment staging area and a personnel pool at the edge of each action circle. Personnel will return to the personnel pool upon completion of assigned tasks.
2. Only official emergency vehicles, as defined by the PA Vehicle Code, will be permitted on the highway.
  3. A minimum of two police officers/troopers is recommended to respond to the scene. One shall have the primary responsibility of Traffic Control while the other shall be responsible for the investigation of the incident. Additional officers/troopers may assist in either capacity.
  4. A minimum crew of four firefighters is recommended for apparatus responding to incidents on the highway. Companies should be assigned responsibility for a specific area of the highway and should be directed to enter the highway via a designated ramp. Absent extenuating circumstances, or specific orders to the contrary, companies will utilize their assigned entry ramp whenever responding to incidents on the highway. Responding apparatus will transmit their response via radio on the designated radio channel, and will communicate the total number of responders on their apparatus (e.g. "*Engine 57 is responding with four*"). As a general rule, full size apparatus should utilize normal entrances and exits to reverse their direction of travel. Use of the median or paved U-Turns should be reserved for life threatening emergencies and extenuating circumstances. The use of the median or paved U-turns should only be considered with prior authorization of the Incident Commander and if the responder deems the maneuver can be completed safely. Apparatus will communicate via radio when entering the highway (e.g. "*Engine 57 is entering the highway*"). An additional full size apparatus may enter the highway in the reported direction of travel. This apparatus will stage on the shoulder prior to the incident scene and prepare to act as a blocker if needed allowing for sufficient warning distance. The remainder of responding apparatus shall stage off the highway in the area of their assigned entry ramp. Apparatus will position in such a manner to allow a route of travel for arriving and departing EMS vehicles. Only necessary apparatus will be positioned close to the scene.
  5. During construction, due to limited space, it is advisable for responding units to stage at their respective entrance ramps or at adjacent access points and respond as requested by the on-scene Incident Commander. Units that will be standing by should announce when they arrive as to their location (e.g. "*Engine 57 standing by at Rt. 100, Eastbound at U.S. Route 422*"). Units will be called to the scene as needed and respond as directed. After determining what units are required, the Incident Commander should release units that are not needed.



6. The Fire Officer should attempt to identify the senior trooper or police officer and EMS member at the scene and request their presence at the command post to ensure a unified management system.
7. Operators of all emergency response vehicles shall position their vehicles in a manner that best ensures a safe work area. Vehicles shall be positioned to protect the incident scene, victims and responders. Consideration should be given to traffic flow and to providing an avenue for additional responders and resources to access the scene. Except in an extreme life safety situation, no one is to stop in the lanes traveling in the opposite direction. Response shall be in the normal direction, unless the incident commander on the scene can confirm that traffic in the opposite direction has been stopped and no civilian vehicles will be encountered.
8. Responding emergency vehicles shall cancel any warning lights, which impair the vision of approaching traffic (i.e. *headlights, spotlights, clear warning lights, etc.*).
9. When possible, responders should exit their vehicles on the side opposite the traffic flow. Personnel should always check for approaching traffic before exiting. Additionally, no responders shall cross over median barriers to access a scene, unless traffic flow is completely stopped in both directions.
10. A sufficient safety zone should be employed around the emergency vehicles to allow responders to remove necessary equipment from the vehicle without being exposed to passing traffic.

<b>US 422 EASTBOUND EMERGENCY RESPONSE ROUTES</b>	
<b>FOR EMERGENCIES BETWEEN:</b>	<b>USE THE FOLLOWING ROUTE:</b>
RiverBridge Rd. (Berks Co.) and Rt. 100 on the Stowe Interchange construction project	Enter from Riverbridge Rd. (Berks Co.) on U.S. 422 and proceed eastbound if access to the scene is attainable. If access is not attainable eastbound traffic will be completely stopped between Stowe and PA Route 100. Traffic will be detoured from U.S. 422 eastbound at Riverbridge Rd. following the recommended detour routes in the plan. Once advised by the on-scene incident commander that it is safe to do so, emergency vehicles will be directed to enter U.S. 422 eastbound from the PA Route 100 interchange and drive westbound in the eastbound lanes to access the scene.

<b>US 422 WESTBOUND EMERGENCY RESPONSE ROUTES</b>	
<b>FOR EMERGENCIES BETWEEN:</b>	<b>USE THE FOLLOWING ROUTE:</b>
Rt. 100 and Riverbridge Rd. (Berks Co.)	Enter U.S. 422 from the PA Route 100 Interchange and proceed westbound on U.S. Route 422 to the scene of the incident. If access is not attainable Westbound Route 422 will be shut down and detoured at the Route 100 Interchange following the

	recommended detour routes in the plan. Once advised by the incident commander vehicles will be directed to enter U.S. 422 at Riverbridge Rd. and drive eastbound in the westbound lanes to access the scene of the incident.
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## **IX. TRAFFIC CONTROL**

1. As a general rule, traffic control is the responsibility of the Incident Commander. It is the responsibility of the Incident Commander to establish measures to safely guide traffic around an incident scene or, if necessary, to stop the flow of traffic. The closing of additional lanes not affected by the accident, to include on and off ramps, shall require the approval of the Incident Commander.
2. Personnel should face traffic at all times when placing and retrieving traffic control devices. Traffic cones, flares, and/or emergency vehicles are commonly used for this purpose.
3. Traffic should never be allowed to pass an incident scene on both sides of emergency workers. The traffic should be diverted to the left or the right of the scene.
4. For incidents which occur during light traffic conditions, when vehicles are approaching the scene at a higher rate of speed, at least one "buffer lane" should be provided between operating personnel and passing traffic.
5. The Fire Officer should consider designating a full size fire apparatus to act as a blocker vehicle, thereby providing a physical barrier between emergency workers and passing traffic. This is especially important during times of low traffic volume, when vehicles are traveling at higher speeds. A cone taper of a sufficient distance to adequately warn approaching traffic should be deployed upstream of the blocking apparatus.
6. The Fire Officer is responsible for appointing a safety officer. The safety officer is responsible for ensuring the safety of all personnel operating on the scene and should assume primary responsibility for ensuring that proper traffic controls have been established.
7. Traffic Control personnel shall be familiar with and utilize the pre-erected, color coded PennDOT detour signs. Flip-open style detour signs are posted at the base of each exit ramp and will be color coded to match signage at major decision points along the pre-designated detour routes. PennDOT shall be responsible to ensure that these pre-erected signs remain consistent with changes as construction proceeds.

8. In all cases of lane closures during an incident the Incident Commander or his designee shall contact the PennDot Traffic Management Center.

## **X. DETOURS**

Pre-designated detours routes shall be established prior to the commencement of the construction project. Police departments from all effected jurisdictions shall be notified of the proposed detour routes. Recommended primary detour routes are as follows:

<b>US 422 EASTBOUND DETOUR ROUTES</b>	
<b>FOR INCIDENTS BETWEEN:</b>	<b>USE THE FOLLOWING ROUTE:</b>
River Bridge Road and the Rt. 100	<ul style="list-style-type: none"> <li>- Bear left to exit onto High Street</li> <li>-Exit High Street onto Southbound PA 100</li> <li>-Re-enter Eastbound U.S. 422 at the PA 100/U.S. 422 interchange.</li> </ul>

<b>US 422 WESTBOUND DETOUR ROUTES</b>	
<b>FOR INCIDENTS BETWEEN:</b>	<b>USE THE FOLLOWING ROUTE:</b>
PA Route 100 and Riverbridge Rd. Berks Co.	<ul style="list-style-type: none"> <li>-Exit U.S. 422 onto Northbound PA 100</li> <li>-Exit PA 100 at High Street</li> <li>-Re-enter Westbound U.S. 422 at the High Street/U.S. 422 merge.</li> </ul>

## **XI. COMMUNICATIONS**

In order to ensure that all responding agencies are kept abreast of the incident location, conditions and what is needed, all communication will be transmitted on a unified channel allowing direct communications with all responding agencies to include PSP, local police, fire, EMS, towing agency, PennDOT Traffic Management Center and PennDOT engineers. Designated primary channel shall be Montgomery County Radio Channel Event #10 and Berks County Radio Channel Law/Fire Ops. to be determined.

Communications will be coordinated by the Chester County Department of Emergency Services Fire Board for Fire/EMS Communication, Berks County Department of Emergency Services, and the Montgomery County Department of Public Safety, Emergency Operations Center. Responding agencies will communicate on a designated 800MHZ frequency as determined by the Berks County Department of

Emergency Services, Chester County Department of Emergency Services and/or Montgomery County Department of Public Safety, Emergency Operations Center. Those agencies which are not on the 800MHZ system will be provided with portable 800MHZ radios with the designated frequency. The assigned PennDOT contractor will be provided with an 800MHZ radio in order to maintain communications with emergency responders using Montgomery County Radio Channel Event #10 and Berks County Radio Channel Law/Fire Ops.to be determined.

Plain-speak transmissions will be utilized, (*"Pierce to Moore", "Pierce to Command Post (or CP)", etc.*). No "10" codes shall not be utilized.

In large scale incidents the Montgomery County Mobile Command Center is available to assist with on-scene communications. SEPA RTF (Southeastern PA Regional Task Force) has an agreement in place in which their Field-Com unit can respond to Chester County.

## **XII. EMERGENCY TOWING**

A 24-HR towing service shall be designated as the exclusive towing service for the US Rt. 422 construction project and shall be readily available for immediate response to the construction zone on a 24hr basis. In the event of a crash, the designated towing agency shall be immediately contacted and instructed to stand-by at a designated location off of the highway until they are directed by the Incident Commander to proceed to the crash area to remove the involved vehicle(s). In addition to responding to traffic crashes, the designated towing agency shall be readily available to remove disabled or abandoned vehicles within the construction zone. The designated tow agency shall be equipped to handle trucks, buses and other heavy equipment.

At the earliest possible time the designated towing agency shall be contacted and instructed to stand-by with equipment designated by the Incident Commander. For standard sized motor vehicles, any one of the designated towing agencies for the respective jurisdictions will be requested. For large commercial type vehicles, where heavy equipment is required, the primary designated towing agency will be BerksMont Towing. In the event BerksMont Towing is unavailable, a secondary towing company such as Superior Towing or Wunderlich's Towing shall be utilized. Upon placing the call to the designated towing agency, in order to avoid unnecessary delays, the Incident Commander shall ensure that the appropriate equipment is readily available, if not, the secondary agencies shall be called in.

## **XIII. HELICOPTER LANDING AREAS**

In critical situations, a helicopter may be requested to respond to the scene to assist in the emergency transport of a victim(s). The helicopter's landing requires a minimum 10,000 square foot landing area, which should be designated and established prior to their arrival. Several pre-designated emergency landing zones include Pottstown Memorial Medical Center (PMMC) and Pottstown Municipal Airport. Other approved

landing zones may be established at the direction of EMS providers pursuant to emergency needs. GPS Coordinates:

40.2625956,-75.6662975 – Pottstown Municipal Airport

40.243512,-75.611233 – PMMC

Landing of medical helicopters on the highway is not recommended and shall be done only in extreme circumstances when no other landing zone is available and only after consultation with EMS command upon their recommendation.

#### **XIV. FATAL CRASHES**

In accordance with the law, in all cases where the coroner has jurisdiction to investigate the facts and circumstances of death, the body and its surroundings shall be left untouched until the coroner has had a view thereof or until he/she shall otherwise direct or authorize, except as may be otherwise provided by law, or as circumstances may require. Bodies upon public thoroughfare or in other places may be removed as much as is necessary for precaution against traffic accidents or other serious consequences which might reasonably be anticipated if they were left intact. To expedite clearing of the roadway and to prevent additional crashes, police agency with jurisdiction shall make every effort to clear the highway as soon as reasonably possible, with priority given to a thorough investigation, and in accordance with their agencies policies and guidelines for handling such incidents. In doing so, the first arriving officer to determine a fatality is involved shall immediately notify the Coroners office with jurisdiction (in this case either Montgomery County Coroner, Berks County Coroner or Chester County Coroner) in order to avoid any unnecessary delay in their response.

#### **XV. QUICK INCIDENT CLEARANCE**

Unnecessarily closing or keeping traffic lanes closed greatly increases the risk of secondary crashes occurring in the resulting back-up. While safety of emergency services personnel is of paramount concern for the Incident Commander, the flow of traffic must be taken into consideration at all times. The closing of the roadway disrupts traffic throughout the area as well as having a significant impact on business throughout the region. In consideration of this, all reasonable efforts shall be taken to minimize disruption of the normal traffic flow. Recognizing that every incident varies in its complexity, it is impossible to assign a target clearance time, however emergency responders shall make every effort to clear the incident safely and quickly to avoid secondary crashes as a result of traffic back-ups.

#### **XVI. HAZARDOUS MATERIALS INCIDENTS**

Hazardous Materials incidents are complex in nature and require specially trained responders to properly manage containment and clean-up. Civilian, responder and environmental safety is the utmost priority in dealing with these incidents, however the

incident must still be cleared in the most efficient fashion possible to limit the impact on the traffic way.

Immediately upon identifying any hazardous materials incident, the incident commander shall notify the County Radio of such incident and request an 'Officer Response' from the Montgomery, Berks or Chester County Hazardous Materials Response Team. The responding Haz-Mat officer, in consultation with the incident commander, respective municipality, and shipping agency will coordinate the clean-up in the most efficient manner.

## **XVII. DEPARTING THE SCENE**

The termination of the incident must be managed with the same aggressiveness as initial actions. Emergency vehicles and equipment should be removed from the highway promptly to reduce exposure to moving traffic and minimize traffic congestion.

Vehicle operators shall ensure that all equipment has been properly returned to the apparatus and all doors are closed and secure. Vehicles which must merge into traffic traveling at highway speeds should consider employing a police vehicle or other marked emergency vehicle to assist them by providing a slow down. Emergency warning lights should be canceled only after the vehicle has completely merged into traffic.

## **XVIII. RECOMMENDED EQUIPMENT**

Agencies responsible for responding to incidents on limited access highways should consider the following safety related equipment for their vehicles:

1. A sufficient number of Class III Safety Vests for responding personnel.
2. A minimum of five (5) DOT approved reflective traffic cones (10 cones are preferable).
3. A minimum of one (1) case of traffic flares.
4. A lighted arrow stick or sign board, mounted as high as possible on the vehicle, for maximum visibility.
5. Addition of DOT approved reflective striping to the rear and sides of the Vehicle.
6. Minimum compliment of Basic First Aid equipment.

Pennsylvania Department of Transportation and its construction contractors shall supplement incident command by providing at least two Changeable Message Signs, a minimum of 40 channelizing devices, 10 Type III barricades, and two flood lights. Such equipment shall be kept at the construction site by the contractor.

## **XIX. MUTUAL AID AGREEMENTS**

As result of the projected detours and in order to ensure the most prompt and efficient response to incidents in the construction area, the following mutual aid agreements will be in affect:

1. Incidents occurring in the Eastbound and/or Westbound lanes of 422 in West Pottsgrove Township and North Coventry Township, shall result in automatic response by both West Pottsgrove Police and Fire apparatus, as well as Police and Fire apparatus from North Coventry Township.
2. Incidents occurring in the Eastbound and/or Westbound lanes of 422 in North Coventry Township, shall result in automatic response by both North Coventry Township Police and Fire apparatus, as well as Police and Fire apparatus from West Pottsgrove Township.
3. Incidents occurring in the Eastbound and/or Westbound lanes of 422 in Amity Township, shall result in automatic response by Amity Township Police and Fire apparatus from Amity Township.
4. The geographic location of this particular construction project is unusual in that three counties may be affected by traffic incidents along this particular stretch of the Section M2C project which include Berks, Chester and Montgomery Counties. As such The Townships of Amity and Douglass in Berks County along with Troopers from Troop L Headquarters in Reading and/or Skippack Station may be called upon to provide assistance for traffic management should an incident occur.
5. Requests for mutual aid shall be made in compliance with Title 42 of the Municipal Police Jurisdiction Act.

**XX. INCIDENT MANAGEMENT CONTACTS**

Penn DOT Maintenance – Montgomery County	(610)275-2368
Penn DOT Traffic Management Center	(610)205-6934 <b>(24/7)</b>
Pennsylvania State Police, Reading Headquarters	(610)378-4011
Pennsylvania State Police, Skippack Station	(610)584-1250
Montgomery County Department of Public Safety	(610)631-6530
Chester County Dept. of Emergency Services	(610)344-5100
Berks County Communications Center	(610)655-4911
West Pottsgrove Township Police Department	(610)323-2090 or (610)327-1441
North Coventry Township Police Department	(610)323-8360 or (610)327-1441

**EMERGENCIES ----- 9-1-1**

**XXI. SUMMARY**

Managing a highway incident and related problems is a TEAM effort. The primary objectives are caring for the injured, protecting the public, safety of emergency responders and a quick clearance of all traffic lanes. Improving the overall traffic incident management process will improve the safety of responding agency personnel, reduce the chance of an associated traffic crash and minimize the amount of apparatus and number of personnel responding onto the highway. Incidents range from minor to major with many agencies involved. Each responding agency has an important role to play in the management of an effective incident operation.