WINTER AND POLITICS

Winter and politics—often contentious and debated, but rarely openly explored from the viewpoints of all involved. What happens when officials fail in setting policies and adequate budgets— or— when managers fail to deliver a level of service expected by the politicians? Who shoulders the blame? Can it end careers? What can be done to improve communication?

Learning Objectives

1. Identify the challenges associated with winter maintenance and politics.
2. List the steps for consistently seeking the funding, staffing, materials, and equipment needed for winter operations.
3. Manage and improve both external and internal communications regarding winter maintenance activities.
TODAY’S FORMAT

• INTRODUCTIONS FROM OUR PANEL AND I HAVE ASKED EACH OF THEM TO “DEFINE POLITICS”

• PRE-DETERMINED TOPICS

• YOUR QUESTIONS OR COMMENTS

• WRAP-UP

TODAY’S PANEL

• ANN SCHNEIDER
• ROBERT MARSILI
• MIKE COFFEY
• JOHN BENDA
• MIKE KENNEDY

• HOST/MODERATOR
• R. MARK DEVRIES
Ann Schneider

Illinois Secretary of Transportation

Illinois Department of Transportation Facts

- Illinois has 56,400 sq. mi., 385 miles long and 218 miles wide, 24th largest state

- Population 12,875,255 (2012 est.)

- 5241 Employees as of June 30, 2013

- IDOT Mission Statement - We provide safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity, and demonstrate respect for our environment.
Illinois Department of Transportation Facts Continued

- IDOT is organized in 5 regions - 9 districts – 43,000 lane miles
- 1700 trucks
- Salt usage 460,000 tons
- 5 Year Average Cost of Snow and Ice Operations - $70M
- Range $37M to $85.3M

Robert Marsili
Washington DC Operations
Winter and Politics

District of Columbia
Department of Public Works

Robert Marsili Jr.
City Wide Program Manager
Snow Operations Coordinator

WASHINGTON D.C.-FACTS

- 68 Square Miles
- 620,000 residents/Over 1.1M work day
- 1100 Linear Miles/4400 Lane Miles/248 Bridges
- 2200 Residential Lane Miles
- Average Snow Fall= 15.5 inches
- Budget= $6.2 Million
3 PRIMARY MOBILIZATIONS

• FULL DEPLOYMENT- (Snow Coverage ½-6”) 102 Heavy Plows, 82 Light Plows, 40 NHS Plows, No Contract Plows
  ❑ (Above 6”) w/Contract Plows-Additional 75 Plows + 10 Additional NHS, possible use of 50 pieces of specialized equipment, e.g., Bobcats, if conditions warrant

• PARTIAL DEPLOYMENT- (Dusting) -51 Heavy Plows, 41 Light Plows, 15 NHS Plows

• PROWL DEPLOYMENT (Bridges, Overpasses)- 25-30 Heavy Plows

District Snow Zone Map
### Snow Performance Measure – Penguin Chart

<table>
<thead>
<tr>
<th>Storm Type</th>
<th>Accumulation</th>
<th>Major Streets</th>
<th>Residential Streets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Time from storm end</td>
<td>Percent of streets passable</td>
</tr>
<tr>
<td>Freezing Rain</td>
<td>Coating</td>
<td>12 hours</td>
<td>85%</td>
</tr>
<tr>
<td>Snow</td>
<td>0 to 2 inches</td>
<td>12 hours</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>2 to 4 inches</td>
<td>4 hours</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>4 to 8 inches</td>
<td>6 hours</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>8 to 12 inches</td>
<td>12 hours</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>12 to 18 inches</td>
<td>18 hours</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>over 18 inches</td>
<td>36 hours</td>
<td>75%</td>
</tr>
</tbody>
</table>
Challenges

- Presidential Inaugural Parade every 4 years - Snow Melters/Additional Equipment/Coordination
- Elections - Priority
- Close Coordination with the various agencies/entities in DC - National Park Service, Architect of the Capitol, Federal Agencies, USSS, VDOT, MDOT, Counties
- Expectations from Customers - Motorists/Bike Lanes/Sidewalks/ADA/Level of Service VS Budget in DC $6.2M
- Weather Forecasts - Must be Proactive/ Not wasteful
- Hotel rooms in major storms for drivers was extremely helpful
- Continuous Support for Program/Light Winters

Logistical Challenges

- Coordination between all Federal and Local agencies - NPS, GSA, VDOT, MDOT, PG, Mont. Co.
- Snow Dump Locations in District: RFK
- Emergency Procurement Authority for multiple snow events and severe snow events – 24-48 hours before major snow
- Inaugural Ceremony every 4 years
Winter and Politics

Improved Regional /COG Cooperation

- **Improve Regional Operational Coordination**
  1. Strengthen coordination/deployment with MPD on outages at major signalized intersections and Evacuation Routes
  2. Metropolitan Area Transportation Operations Coordination (MATOC) expansion-RITIS program in Snow Room-TMCs
  3. Metro Buses/Ability to travel in snow
  4. Coordination with PEPCO on response and restoration

- **Improve Real Time Information/Situational Awareness**
  1. Strengthen protocols, coordination between regional snow commands during events-Communication
  2. Expand use of MATOC in snow command, road closures, regional TMC communications maintained in snow ops

- **Real Time Media/Public Outreach**
  1. Establish media hub that releases coordinated messages to public on storms
  2. Scripts established for either release or stay in place
  3. Improve public outreach on traffic delays/closures and incidents affecting major roadways
  4. Remind property owners of sidewalk shoveling responsibilities
Snow Command Structure

Operations
- Pacific Operations Chiefs
  - Robert Marzilli
    - Snow Ops Coordinator
  - Finance/Admin Chief
  - DPW/Safety Officer
  - PIO
  - Customer Service
  - IT Support
  - Logistics Chief
  - Towing
  - Fleet
- DDOT
  - Jeff Baxter
    - DDOT Shift A
  - Lamont Hinton
    - DDOT Shift B
- DPW
  - Tony Duckett
    - DPW Shift A
  - Tony Bass
    - DPW Shift B
  - Simon Rennie
    - NHS Shift A
  - Aaron Horton
    - NHS Shift B
- National Highway System
- Support
  - DCPS/DPR
  - DCMP-MPD/FEMS
  - GSA

Winter and Politics

Alaska Department of Transportation & Public Facilities

Winter and Politics

Michael J. Coffey
Statewide Maintenance and Operations Chief
Alaska – Land of Extremes

- **Largest State:** larger than the next four largest states combined
- **Heaviest Annual Snowfall:** 974.5 inches at Thompson Pass near Valdez
- **Tallest Mountain in North America:** Denali at 20,320 feet
- **Most Glaciers in the Nation:** 29,000+ square miles or 5% of the State
- **Shoreline:** 33,904 miles
- **Temperature Extremes:** 100F in Fort Yukon and -80F in Prospect Creek
- **Permafrost:** 80% of State underlaid by ice-rich permafrost
- **Barrow:** Northern most town in US. Three months without the sun and 82 days without the sun setting

Alaska Compared to the Continental U.S.A.

- Barrow = Duluth, Minnesota
- Ketchikan = Jacksonville, Florida
- Nome = Omaha, Nebraska
- Akutan = El Paso, Texas
Alaska Department of Transportation and Public Facilities

- Over 5,600 Miles of State owned and maintained road
- 845 Bridges
- 255 Rural Airports
- 28 Harbors
- 720 Buildings (DOT owned or managed)
- Alaska Marine Hwy System
  - 33 ports of call
  - 11 vessels
  - 3,500 miles

Maintenance and Operations

- Over 1150 M&O Employees Statewide
- 80 Maintenance Stations
- 3944 Pieces of Equipment
- $155M Operating Budget
- $55M Snow and Ice Control
- 18,000 Tons of Salt Annually
- $50M FHWA PM Program
- $5-10M FAA Surface Maintenance
- $3-20M Deferred Maintenance
Winter Maintenance Challenges

- Extreme Temperatures: -80°F to +100°F
- Extreme Snowfall: 1.5' to 80'
- Extreme Geography: Maritime to Arctic
- Extreme Cost:
  - Bulk Salt - $145/ton
  - Bagged Salt - $350/ton
  - Organic Additive - $2.40/gal
  - Mag Chloride - $1.40+/gal
  - Diesel - $9-$10/gal in Villages

- Changing Climate
- Changing Regulatory Climate
- Budget

When Things Go Wrong
WINTER & POLITICS

John L. Benda
General Manager Maintenance & Traffic

Winter and Politics

Illinois Tollway System

- 286 Miles and 2047 Lane Miles
- 1.4 M Customers per day
- 24 Mainline Toll Plazas
- 52 Ramp Plazas
- 11 Maintenance Sections
- 183 Snow Routes

Legend
- Mainline Plazas
- Ramp Plazas
LEVEL OF SERVICE

- Operate a Winter Maintenance Program that can effectively address all variable weather conditions that can occur during the winter season. To ensure the free flow of motorists, goods and services, regardless of winter weather conditions.

KEY ELEMENTS

- Centralized coordination with decentralized field empowered decision making.
- Maximize knowledge of approaching storm characteristics.
- Flexible operation to react quickly to changing conditions.
- Routes based on “time to cover”.
- On-going performance measurement.
Centralized Coordination With Decentralized Field Decision Making.

- Section Managers Direct Their Operation
- Snow Operations Center Staff Assist, Support and Monitor for Consistency Between Sections

Maximize Knowledge of Approaching Storm Characteristics

- Professional Forecast Service
- 17 RWIS Sites
- National Weather Service - Forecaster Discussions and Weather Data
- Internet Access to Weather Data
- Field Observations
Flexible Operation

- Ability to React Quickly to Changing Conditions (less than accurate forecast)
- Can Shift Resources When Snow Fall is not Uniform Systemwide.
- 24 X 7 Presence During the Winter Season for Quick Response to Winter Related Incidents

Time-Based Routes

- Snow Plow Routes Established based on actual timed runs during ideal conditions
- Significant Resource Base to Support Time-Based Plowing
- Trucks work in Teams – Tandem Plowing, Spreading when Appropriate
On-going Performance Measurement

- Travel Times
- Snow Operations Report
  - Provides detailed operational status and ability to compare Maintenance Sections
- Crashes by segment or Maintenance Section
- Post Storm Activity and Performance Reporting

Managing Customer Expectations

- Accuracy of Media Communication “Press Release” etc., is critical. (Even better if coordinated between major agencies).
- Traffic Alerts and Road Condition Reports must be accurate and timely during a storm.
  - E-Mail Alerts
  - Road Condition Recorded Line
  - On Road Messaging (DMS / PCMS)
• 286 Miles and 2047 Lane Miles
• 1.4 M Customers per day
• 24 Mainline Toll Plazas
• 52 Ramp Plazas
• 11 Maintenance Sections
• 183 Snow Routes

Mike Kennedy
Director
Transportation Maintenance & Repair

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Background and “Politics” of Snow and Ice Control in Minneapolis

- Population approximately 350,000
- 1,000 centerline miles of streets
- 400 miles of alleys (3,700 alleys)
- Typically annual snowfall about 50”
- Level of service standards:
  - Arterials plowed to bare pavement or treated
  - Residential streets plowed to snowpack
  - Alleys plowed to snowpack
- But we need a plan to move the cars out of our way

Snow Emergency plan
- A set of parking regulations that set forth the orderly movement of parked cars to allow for full width plowing of all streets when accumulations require.
- Because of a high demand for on-street parking that is unique to urban areas, Minneapolis aggressively enforces with tagging and towing.
- Therefore, we have an equally aggressive public outreach plan.
HOT TOPICS

- LEVEL OF SERVICE
- BUDGET
- GETTING, OR MAKING, A CALL
- POLITICAL VS POLICY ISSUES
- MEDIA
- WHEN IT ALL GOES WRONG
- WHAT WOULD GET YOU TERMINATED?
LEVEL OF SERVICE

BUDGET
Politics – Policies – Reality!

MCHEMRY COUNTY
DIVISION OF TRANSPORTATION

SNOW AND ICE POLICY

MEDIA

APWA CONGRESS AUGUST 25th-28th 2013 CHICAGO IL
Memories of Valentines Day 2007 in Pennsylvania

When it all goes wrong – or right!

- The Nor'easter of '69
  - Forty-two people died in the February 1969 snowstorm that hit New York City. The administration of Mayor John Lindsay was unprepared — forecasters had predicted a switch to rain, and 40 percent of the city's snow removal equipment was in need of repair. The mayor was booed when he visited Queens to look over the recovery efforts.

- The Blizzard of 1979
  - The January 1979 blizzard that hit Chicago froze the rails of the city’s “L” trains and trapped commuters. Mayor Michael Bilandic’s response to the storm was sluggish, and the city’s press was merciless. The next month, Bilandic lost the Democratic primary to Jane Byrne — and blamed his loss on the blizzard.

- Blizzard of 1987
  - Shortly after winning his third term in office, then-D.C. Mayor Marion Barry jetted to California to attend the Super Bowl. While he was there, 26 inches of snow fell on the District.

- The 1987 April fool’s storm
  - On April 1, 1987, 24 inches of snow fell on Boston. Despite 48 hours of warning, the city wasn’t dug out until days later. A Boston Globe columnist called the city’s response an “absolute disgrace,” and Boston Mayor Tom Menino felt the need to apologize to city residents.

- Snowstorm of 2010
  - When a blizzard blanketed the northeast United States in December 2010, the response of one mayor stood out: Newark Mayor Cory Booker used Twitter to respond to residents’ concerns, direct snowplows and even deliver diapers. It helped that Booker, a former Stanford football player, was fit enough to be out with a shovel himself.

- Snowstorm of 2010
  - Months before he exhorted New Jerseyans to leave the beach, Governor Chris Christie stayed in Disneyworld as snow pounded his state over the last week of December. The governor remained in Florida with his family, ignoring the press criticism. When he returned, he insisted his administration deserved an “A” for its response.

- Bloomberg, meanwhile, left New York City on Christmas Eve and didn’t return until Dec. 26, even though a blizzard warning was issued on Christmas Day. The mayor refused to say where he was, but reporting by The New York Times eventually revealed his private jet was in Bermuda, where he has a vacation home.
Can it happen to you?

You’re Fired!

buzzpal.wordpress.com