

North/West Passage Pooled Fund Study

TPF-5(190)

Projects 6.1 and 7.2: Corridor Traveler Information Coordination – Operational Test



After Action Report / Improvement Plan Final

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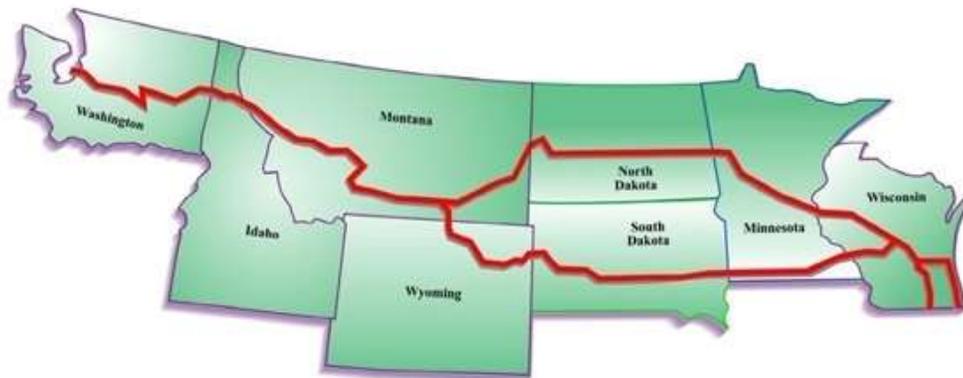
This report and other materials used to conduct the evaluation for this project were modified from exercise and evaluation materials provided by the [Homeland Security Exercise and Evaluation Program](#).

Introduction

Interstates 90 and 94 between Wisconsin and Washington function as major corridors for commercial and recreational travel. Extreme winter weather conditions, prevalent in the northern states within this corridor, pose significant operational and travel-related challenges. Idaho, Minnesota, Montana, North Dakota, South Dakota, Washington, Wisconsin, and Wyoming are predominantly rural and face similar transportation issues related to traffic management, traveler information and commercial vehicle operations.

Recognizing the value of coordinated, cross-border collaboration for Intelligent Transportation Systems (ITS) deployment to address these issues, the states established the North/West Passage program as a transportation pooled fund in 2003 through the Federal Highway Administration (FHWA). The vision for the North/West Passage program is to develop effective methods for sharing, coordinating, and integrating traveler information and operational activities across state and provincial borders. The program also has specific goals for coordinating traveler information and operations across borders. Figure 1 illustrates the geographic limits of the North/West Passage program.

Figure 1 North/West Passage I-90/I-94 Corridor



Several North/West Passage projects have developed guidelines and tools to support the coordination of traveler information and operational activities among the states.

- **Project 3.1 Consistent Major Event Descriptions.** The states envision an exchange of information among them consisting of conditions, incidents, road work, restrictions and other travel related impacts. They recognized that the specific phrases used to describe events within each state are not consistent. This project focused on an initial step to support information exchange by defining a set of phrases to be used when describing major events.
- **Project 3.4 Traveler Information Website.** This project developed a corridor-wide traveler information website for travelers on the I-90/I-94 corridor from Wisconsin to Washington. The website provides users with camera images and weather conditions along the corridor. It also identifies rest areas and provides links to each states commercial vehicle restriction information,

as well as truck stop information. The www.i90i94travelinfo.com was the first public image of I-90/I-94 as the North/West Passage corridor to the traveling public.

- [Project 4.3 C2C Communication Con Ops](#). This project developed a concept of operations for sharing information about major events in the corridor. It was developed with the intent to support the acquisition of event reports from each state and further present them on the corridor-wide traveler information website. It also provided a context for future data exchanges among the states. For example, some states may wish to exchange event reports between one another to populate their individual traveler information services with events from neighboring states.
- [Project 5.3 Consistent and Coordinated DMS Use](#). This project began with the intent to establish a set of operating guidelines to support coordinated use of dynamic message signs (DMS) throughout the North/West Passage corridor during major events. Information about DMS locations, operating procedures and messages was gathered from each of the states. A workshop was held in May 2011 for the states to discuss the need for coordinated DMS use, individual state guidelines on DMS use, locations of DMS and message options. During the workshop the states determined that coordination during major events would also include other traveler information tools such as highway advisory radio (HAR), social media, 511 telephone and web services. The operational guideline and map tool resulting from this project encompass all traveler information tools in the states.

In 2012, the North/West Passage program initiated [Project 6.1 Corridor-Wide Traveler Information Coordination-Operational Test](#) to evaluate the effectiveness of these guidelines and tools, particularly during major events that occur along I-90/I-94. The project aimed to evaluate the coordination during 2-4 major events in the corridor to identify strengths and areas for improvement. The effort was extended into 2013 under [Project 7.2](#) to allow another winter season for major event evaluation. It was also broadened to include a review of day-to-day coordination and development of a threshold for major events that would likely trigger coordination across states.

The purpose of this After Action Report/Improvement Plan (AAR/IP) is to present results of the operational test project evaluation and recommendations for the North/West Passage steering committee to consider for further action. The remainder of this document describes the approach used to evaluate major events and day-to-day coordination, highlights details from the major events that were evaluated, and presents the evaluation analysis along with improvement recommendations for further consideration by the North/West Passage states.

Evaluation Approach

The evaluation approach and several of the materials in this project were modified from the [Homeland Security Exercise and Evaluation Program \(HSEEP\)](#). As the HSEEP describes, “Exercises play a vital role in national preparedness by enabling whole community stakeholders to test and validate plans and capabilities, and identify both capability gaps and areas for improvement.” The HSEEP provides a set of

guiding principles for exercise programs, as well as a common approach to planning and conducting individual exercises. This methodology applies to exercises in support of all national preparedness mission areas and ensures a consistent and interoperable approach to exercise design and development, conduct, evaluation and improvement planning. Figure 2 illustrates the HSEEP exercise and evaluation cycle.

Figure 2 HSEEP Exercise Cycle



The North/West Passage steering committee provided input to and approval of the evaluation approach as it was adapted from the HSEEP principles. Tabletop exercises were considered as the environment for conducting the evaluation, but the steering committee chose to conduct the evaluation during real-time events to better understand the states' application and use of the North/West Passage guidelines and tools. A simple, six-step approach was then introduced to the states' operations staff via webinar in January 2012. The webinar also served as the formal initiation point for the operational test project and subsequent evaluation. The evaluation approach is described as follows.

Step 1

The evaluation approach began with the intent to **identify 2-4 planned and unplanned major events** that could be evaluated. Planned events were loosely defined as larger scale community events that have significant impacts on I-90/I-94. Similarly, unplanned events included crashes, wildfires, snowstorms, flooding or other unanticipated, yet significant, impacts to the corridor.

Step 2

The North/West Passage steering committee members and agency operations staff were asked to identify the planned events that would be evaluated and they were also asked to **notify the program support consultant within 24 hours of an unplanned event occurring**. The program support consultant's email and cell phone contact information was provided to staff to allow contact outside routine business hours.

Step 3

The program support consultant then developed an **event evaluation guide that was administered via SurveyMonkey following each of the major events** – planned and unplanned – as they were identified by the states. The guide focused on gathering information from participants regarding the event details, staff use of the North/West Passage guidelines and tools, and staff impressions of the coordination impact on travelers. A copy of the event evaluation guide is included in Appendix A.

Step 4

Responses to the event evaluation guide were then reviewed and summarized by the program support consultant and **an event summary was created to share details of the event and highlight key evaluation findings.**

Step 5

Following completion of the two major event evaluations, the program support consultant also **interviewed the North/West Passage states to gather additional information on their day-to-day coordination activities** with neighboring states. This step was added when evaluation period was extended for the project. The states were asked to describe: how frequently they interact with neighboring states, what kind of policies or standard operating procedures they use, what tools (e.g. phone, email, shared systems, etc.) they use to support the interaction, how their traveler information services refer to neighboring states, and if they have any periodic meetings (e.g. winter/construction season) with the neighboring states to discuss or maintain interaction.

Step 6

The program support consultants then **summarized evaluation details, analysis and identification of key strengths and areas of improvement in this AAR/IP.** The evaluation approach will then conclude with the AAR/IP being presented to the North/West Passage steering committee for discussion of further action.

When the evaluation period for this project was extended, the evaluation approach was presented again to the states' operations staff in October 2012 during a North/West Passage seasonal webinar for TMC/TOC operations coordination during the winter months.

Evaluation Overview

Two major events – one planned and the other unplanned – were evaluated during the project. Day-to-day coordination among the states was also explored to further understand state interaction during routine operations. Evaluation focused on three key aspects of coordination: guidelines tasks, coordination tools and perceived traveler benefits. This section presents details of both major events and the day-to-day coordination that was assessed. Complete details are available in the event summaries that were prepared for both major events and those summaries are available online through the North/West Passage [website](#).

Major Event-Planned: Sturgis Motorcycle Rally

The Sturgis Motorcycle Rally that occurred August 6-12, 2012 in Sturgis, SD. Over 400,000 people attend the rally each year, often arriving on motorcycles after traveling hundreds of miles from all over the country. The South Dakota Department of Transportation and Highway Patrol are actively involved in managing this event each year. Their coordination with Wyoming and Montana was the focus of this project evaluation.

The additional coordination of traveler information among South Dakota, Wyoming and Montana was introduced, discussed and planned prior to the Rally. All three states agreed to post congestion/safety messages on their 511 telephone and web services, as well as relevant dynamic message signs (DMS) along I-90 and other key routes leading to Sturgis, SD. Wyoming placed several portable DMS along I-90 between Montana and South Dakota to display their messages. Specific event contact information was also added to the North/West Passage Map: State Traveler Information Tools and TMC/TOC Contact Information. Evaluation participants included the following staff and agencies:

Staff	Agency
Brandi Hamilton	Montana Department of Transportation
Dave Huft	South Dakota Department of Transportation
Tom Horan	South Dakota Department of Transportation
John Mattheson	South Dakota Department of Transportation
Jason Humphrey	South Dakota Department of Transportation
Todd Seaman	South Dakota Department of Transportation
Capt. Kevin Karley	South Dakota Highway Patrol
Vince Garcia	Wyoming Department of Transportation
Alysha Ketcham	Wyoming Department of Transportation
Kevin Cox	Wyoming Department of Transportation

There were five evaluations – with representation from all three states – completed for the Sturgis Motorcycle Rally and key observations after analyzing their responses were:

- All of the key coordination tasks in the North/West Passage operational guidelines were completed.
- Four of the five staff that completed evaluations were aware of the North/West Passage tools prior to the Rally. All indicated they understood how to use the tools and also reported they had all the tools necessary to complete coordination tasks with the other states.
- Although no travelers were directly surveyed in this evaluation, all of the staff that completed evaluations agreed travelers benefited from the additional information that was exchanged among the states.

- The states also noted that the additional traveler information coordination prompted by the North/West Passage operational test will be valuable to continue in the future.

Major Event-Unplanned: February 10 Snowstorm

The second major event that was evaluated during the project was a winter snowstorm that occurred February 10, 2013 throughout Wyoming, North Dakota, South Dakota, Minnesota and Wisconsin. All of the states experienced difficult driving conditions from the storm. Several hundred miles of I-90 and I-94 were periodically closed during the storm due to blowing snow and icy conditions.

South Dakota issued a news release on Saturday, February 9, urging travelers to avoid non-emergency travel from late Saturday night through early Monday morning. The National Weather Service reported heavy snow and strong winds would create blizzard-like conditions across much of the state. On Sunday, February 10, a “no travel advisory” was issued by the North Dakota Department of Transportation (NDDOT) for the southeast region of the state. Heavy snow and blowing snow caused near zero visibility and hazardous driving conditions. The Minnesota Department of Transportation (MnDOT) also issued a February 10 news release advising no travel in west central Minnesota due to heavy snow, blowing snow and very poor visibility. By late Sunday evening, several hundred miles of interstate were closed in three states. After the storm concluded, an Event Evaluation Guide was distributed to the following staff from the affected states:

Staff	Agency
Connie Catterall	Atkins (for Wisconsin Department of Transportation State Traffic Operations Center)
Brian Kary	Minnesota Department of Transportation
Brandon Beise	North Dakota Department of Transportation
Brad Darr	North Dakota Department of Transportation
Jason Humphrey	South Dakota Department of Transportation
Alysha Ketcham	Wyoming Department of Transportation

Three completed evaluations served as the basis for evaluating the February 10 snowstorm and key observations associated with the guideline tasks, coordination tools and traveler benefits were:

- Although only some of the cited North/West Passage guideline tasks were completed during the storm, coordination clearly occurred among the states.
- Two of the four staff that completed evaluations were aware of the tools prior to the storm. All staff indicated they understood how to use the tools and also reported they had all the tools necessary to complete the coordination tasks.
- Most of the staff that completed evaluations agreed that travelers benefited from the additional information that was exchanged among the states. However, two of the states also noted that additional effort is needed to make staff aware of the desire to coordinate corridor events and to incorporate the North/West Passage tools into existing operations to maximize the benefit to travelers.

Day-to-Day Coordination

Following completion of the two major event evaluations, the program support consultant also interviewed the North/West Passage states to gather additional information on their day-to-day coordination activities with neighboring states. This step was added when evaluation period was extended for the project. The states were asked to describe: how frequently they interact with neighboring states, what kind of policies or standard operating procedures they use, what tools (e.g. phone, email, shared systems, etc.) they use to support the interaction, how their traveler information services refer to neighboring states, and if they have any periodic meetings (e.g. winter/construction season) with the neighboring states to discuss or maintain interaction. Evaluation of day-to-day coordination among the states was based on the states' interview responses and key observations included:

- Many of the states have less formal and unwritten operating procedures related to their coordination with neighboring states primarily because such coordination is infrequent and event driven. Much of the coordination that does occur also appears to happen among regional or district maintenance staff during the winter season, not necessarily TMC/TOC operations staff.
- A few of the states have gathered for traffic operations oriented meetings among TMC/TOC operations staff in the past, but the meetings are not routine. The states with cities close to border crossings (e.g. Spokane, WA/Coeur d'Alene, ID and Fargo, ND/Moorhead, MN) also coordinate a bit more on a day-to-day basis, sometimes even sharing operational control of each other's field equipment.
- A potential challenge with expanding coordination among the North/West Passage states is the range of transportation management approaches used throughout the corridor. Those states with large urban centers have developed extensive transportation management center (TMC) facilities to manage congestion and mobility. Some of the states have statewide-oriented transportation operations center (TOC) facilities to manage activities that tend to be oriented toward a mix of mobility and safety. Still other states have no formal TMC/TOC facilities and manage statewide operational functions from a coordinated point. With this range of management approaches, there are inherent challenges for coordinating traveler information and operations activities along the I-90/I-94 corridor.

Analysis

The observations from the major events and day-to-day coordination were further analyzed and formed the basis of the major strengths and primary areas of improvement for North/West Passage coordination that are identified in the section of the report. For each of the areas of improvement, recommendations are noted for the North/West Passage steering committee to consider for further action. Once the preferred actions are selected by the steering committee, a final improvement plan will be developed as illustrated in Appendix B.

Major Strengths

Based on the evaluation of major event coordination and the information gathered about the states' day-to-day coordination efforts, the major strengths to note about the North/West Passage are as follows and should be maintained.

- Individually, the **states have strong incident management skills**. Over the course of the year-long evaluation period, several events were identified for cross-border coordination but incident management within the affected state was swift and effective, minimizing or altogether eliminating the need to coordinate with other states.
- All of the **states demonstrate a willingness to coordinate** during major event. When the operational guidelines for coordination among the North/West Passage were developed, a memorandum of understanding was also signed by each of the states asserting their commitment to the guidelines. Participation in the introductory webinar for this evaluation and the last two seasonal preparation webinars has been good.
- TMC/TOC operations **staff is receptive and supportive** when coordination does occur during major events. The additional traveler information coordination that took place among South Dakota, Wyoming and Montana for the Sturgis Motorcycle Rally was welcomed and the staff response was very positive to the additional planning discussions, equipment deployments and traveler information reports.
- Many of the states already **share events in immediately adjacent states on their traveler information services** – 511 telephone, websites and dynamic message signs. This demonstrates an understanding and acceptance of the value in sharing information across state borders. The practice simply needs to be established throughout the corridor and expanded, when appropriate, to include information sharing beyond those states that are just immediately adjacent.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in the North/West Passage states' ability to coordinate during major events were identified. Following are the primary areas for improvement, including corresponding recommended actions for each area.

- It was sometimes **unclear if an event should be considered major enough to warrant cross border coordination**. A definition for "major event" was intentionally excluded from the North/West Passage guidelines for coordination when they were originally developed. One of the primary reasons for this exclusion revolved around the magnitude and frequency of closures in the mountainous states compared to other roadway closures elsewhere in the corridor. Based on the states' experience with identifying events for this evaluation, it is **recommended that a definition for major event be established and incorporated into the operational guidelines**.
- The **infrequency of major events makes it challenging for staff to develop relationships and routines for coordination**. Several participants in the major event evaluations noted they were

unfamiliar with the North/West Passage guidelines and tools. Others were familiar with the tools but did not use them. There are four actions recommended to address this issue. First, it is **recommended that additional outreach be conducted** to increase operations staff awareness of the North/West Passage guidelines and tools. Second, it is also **recommended that the North/West Passage guidelines be incorporated, where possible, into individual states' standard operating procedures** to provide a more seamless flow in decision making during events. A potential challenge with implementing this recommendation is that some of the states do not have applicable written operating procedures where the North/West Passage guidelines could be added. Third, it is **recommended that the states consider temporarily extending a centralized event coordination point** as it was provided by the program support consultant during the evaluation period. In this role, the program support consultant would monitor the corridor for events and facilitate high-level coordination among the states. This approach would be intended to support further development of relationships and routines for coordination among the states. Finally, it is further **recommended that the states consider expanding their seasonal webinar interaction with the states to include brief tabletop exercises or after action reviews of major events**. This would allow the states to further practice using the North/West Passage guidelines and tools, and it would also encourage further input on how best to develop or enhance tools in the future.

- Management consultant Peter Drucker observed, “What gets measured gets managed.” Currently, **there are no performance measures or targets associated with major event coordination among the North/West Passage states**. Admittedly, this may be viewed as more of an *emerging* area for improvement as performance measures for national corridors of significance is also an emerging concept in the transportation world. However, the concept of performance measures for more localized incident management is not new. The [2010 Traffic Incident Management Handbook](#) notes that, “Despite its challenges, performance measurement is a key aspect of a long-term, sustainable formal TIM program and must be addressed as some point in the program’s evolution.” The handbook identifies several candidate performance measures for incident management, and it is **recommended that some measures of could be further assessed for potential application to the North/West Passage**. One such performance objective is, “Develop and ensure familiarity with regional, multi-disciplinary TIM goals and supporting procedures by all stakeholders,” and one of the proposed corresponding measures is, “Existence/availability of program-level plan for implementing traffic control devices and/or procedures.”

The recommended actions for each area of improvement will be further considered by the North/West Passage steering committee. These and any other recommendations preferred by the steering committee will be incorporated into a final improvement plan similar to the example in Appendix B.

Conclusion

The evaluation that was conducted during this operational test project was useful in determining how the North/West Passage guidelines and tools are being used to support traveler information and operational coordination among the states, particularly during major events. The timing of completion for this project in relation to [Project 7.1 Goal Assessment and Planning for ITS Corridor Deployment](#) was also beneficial. While Project 7.1 assessed the program's overall progress toward its vision and goals, this project looked more closely at how the states have implemented projects that have been completed by the program. Completing both projects simultaneously allowed a unique opportunity for the states to reflect on their participation in the North/West Passage from several perspectives.

This evaluation has shown that the states have a number of strengths that should be maintained as they will nurture the development of further coordination among the states in the future. Foremost of those strengths is the states' willingness to coordinate and staff receptiveness and support for such coordination.

The small number of major events did somewhat limit the depth of the evaluation, however, the additional discussions with the states regarding the day-to-day coordination efforts was a useful supplement. As recommended in the primary areas of improvement, tabletop exercises could be used as an additional evaluation tool in the future. This and other recommendations will help the states establish a threshold for major events, strengthen relationships and routines for coordination, and potentially, identify performance targets for the coordination that is desired.

Appendix A: Event Evaluation Guide

NorthWest Passage Event Evaluation Guide

Introduction

The NorthWest Passage transportation pooled fund has created several tools (e.g., operational procedures, Googlemap of traveler information tools, TMC/TOC operations contacts, etc.) to support traveler information coordination among the North/West Passage states, particularly for major events along I-90/I-94. An operational test project is underway to operationally evaluate those tools for their use, usefulness and potential improvements.

This Event Evaluation Guide has been developed to assess 2-4 planned and unplanned major events in as close to real-time as possible. The guide contains a series of questions about the tasks outlined in "Operational Guidelines for Coordinating Traveler Information with Other States along I-90/I-94." It also contains a series of questions about the coordination tools as they are referenced within those tasks.

Please do the following:

1. Confirm the evaluator has been notified of the event: Ginny Crowson, Athey Creek Consultants, O: 651.600.3338, C: 612.845.6583, crowson@acconsultants.org.
2. Complete this event evaluation guide (survey) within 48 hours of the event.

Your Information

Thank you for your feedback as a participant in or observer of the event being evaluated. Your information will be used for follow up questions or clarification only as needed.

1. Please provide your contact information.

Name:

Agency:

Email:

Phone:

Event Information

Briefly describe the nature of the event and when it occurred. This information will help us match separate evaluations about the same event.

2. Event Description

3. Event Date

MM DD YYYY
 Month/day/year / /

NorthWest Passage Event Evaluation Guide

Task Analysis

Please note if each of the following tasks were completed and briefly comment on why tasks were or weren't completed (e.g., awareness, understanding, capability, etc.). Tasks are taken from the document, "Operational Guidelines for Coordinating Traveler Information with Other States along I-90/I-94."

4. Determine if the event will have a significant impact on travel in nearby states. Was this task completed?

Yes
 No

Briefly comment on why task was or wasn't completed.

5. Login to NorthWest Passage TMC/TOC Operations Coordination web page from <http://www.nwpassage.info>. Was this task completed?

Yes
 No

Briefly comment on why task was or wasn't completed.

6. Refer to map of traveler information resources, including TMC/TOC operational contacts, available in nearby states. The map is available online through Googlemap at: <http://maps.google.com/maps/ms?ie=UTF8&hq=&hnear=Minneapolis,+Hennepin,+Minnesota&hl=en&msa=0&msid=21615360731-101.337891&spn=12.546938,43.110352&z=5>. Was this task completed?

Yes
 No

Briefly comment on why task was or wasn't completed.

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7. Provide staff in nearby states with location, description, impact(s) and anticipated duration of the major event. Telephone calls are preferred for initial contact and e-mail is desired thereafter to verify event details (i.e., city or route spelling). Was this task completed?

- Yes
 No

Briefly comment on why task was or wasn't completed.

8. Work cooperatively with nearby state(s) to determine what message(s) to post. Messages should include location and description of the event at a minimum. For example, I-94 AT BISMARCK ND – ROAD CLOSED – USE ALTERNATE ROUTES. Was this task completed?

- Yes
 No

Briefly comment on why task was or wasn't completed.

9. Post messages on relevant transportation information resources including but not limited to dynamic message signs (DMS), highway advisory radio (HAR), 511 telephone and web sites. Was this task completed?

- Yes
 No

Briefly comment on why task was or wasn't completed.

10. Notify nearby states when event clears and messages may be removed from traveler information services. Was this task completed?

- Yes
 No

Briefly comment on why task was or wasn't completed.

NorthWest Passage Event Evaluation Guide

11. Participate, as requested, in after action reviews of the major event. Was this task completed?

- Yes
 No

Briefly comment on why task was or wasn't completed.

Tool Analysis

Please answer the following questions about the tools as they were referenced in the tasks taken from the document, "Operational Guidelines for Coordinating Traveler Information with Other States along I-90/I-94."

12. Were you aware of the tools referenced in the tasks above prior to this event?

- Yes
 No

13. Did you understand how to use the tools referenced in these tasks?

- Yes
 No

14. Did you have the tools you needed to complete the tasks?

- Yes
 No

15. What are the strengths of these tools as they are intended to support coordination?

Strength

Strength

16. How could these tools be improved to better support coordination?

Improvement

Improvement

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17. Do you believe travelers benefited from this coordination?

Yes

No

Why or why not?

18. Additional comments about the event or evaluation:

Thank You

For offering your feedback regarding this event and the tasks and tools developed to support coordination among the NorthWest Passage states. An event summary based on this feedback will be prepared and distributed within the next 10 days. If you have any questions in the meantime, please contact Ginny Crowson, Athey Creek Consultants, 651.600.3338, crowson@acconsultants.org.

Appendix B: Improvement Plan

This improvement plan has been developed for the North/West Passage program as a result of the evaluation conducted during Projects 6.1 and 7.2 Corridor Traveler Information Coordination-Operational Test. Recommendations corresponding to the major strengths and primary areas of improvement that were presented in the AAR/IP, were reviewed and approved by the North/West Passage steering committee. Details for further implementation of these recommendations are presented in the following table.

Capability	Evaluation Observation	Recommended Actions	Primary Responsibility	Supporting Responsibility	Target Start Date	Target Completion Date
Multistate Coordination During Major Events	1. Unclear if an event should be considered major enough to warrant cross border coordination	1a. Define major event threshold and incorporate into operational guidelines	Program Support Consultant	North/West Passage States	May 16, 2013	Jun 11, 2013
	2. Infrequency of major events makes it challenging for staff to develop relationships and routines for coordination	2a. Conduct additional outreach to operations staff 2b. Incorporate North/West Passage guidelines into individual states' standard operating procedures 2c. Temporarily extend a centralized event coordination point 2d. Expand seasonal webinars to include brief tabletop exercises or after action reviews of major events	Operations Task Force	North/West Passage States Program Support Consultant	Sep 1, 2013	Aug 31, 2014

Capability	Evaluation Observation	Recommended Actions	Primary Responsibility	Supporting Responsibility	Target Start Date	Target Completion Date
Multistate Coordination During Major Events	3. No performance measures or targets associated with major event coordination (emerging area)	3a. Assess TIM candidate performance measures for potential application to the North/West Passage	Operations Task Force	North/West Passage States Program Support Consultant	Sep 1, 2013	Aug 31, 2014