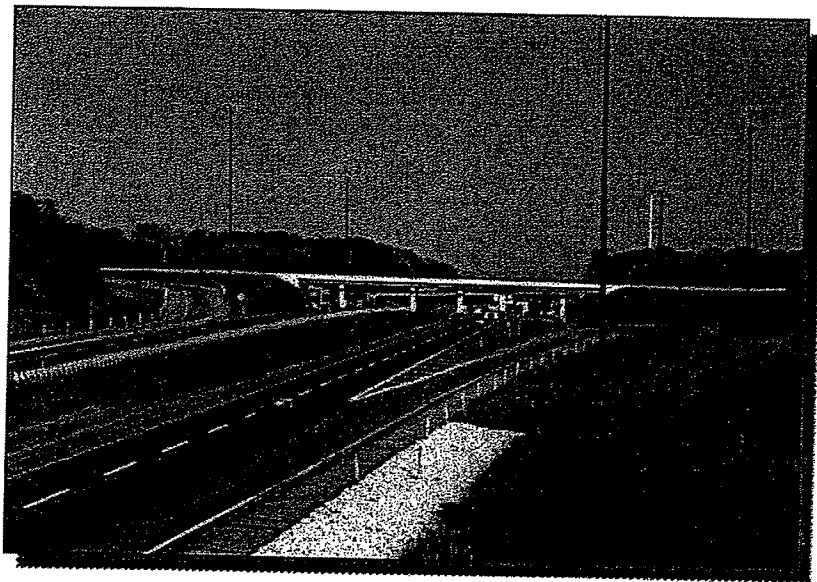


**CONCESSION AND LEASE AGREEMENT
FOR THE
INDIANA TOLL ROAD**

**Volume II of III
OPERATIONS AND PROCEDURES MANUAL**



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Indiana Finance Authority
Concession and Lease Agreement for the Indiana Toll Road

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Concession and Lease Agreement for the Indiana Toll Road

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CHAPTER A: ORGANIZATION AND GENERAL INFORMATION

A.1. Purpose of Manual

The purpose of this Volume II of the Operating Standards is to provide guidelines and criteria to the Concessionaire on the basic development and submission of the Operational Plans (each a "Plan") discussed in the respective Chapters of this Volume. Each Plan shall be drafted to maintain constant operation of the ITR of the highest quality consistent with best highway management practices and the terms and conditions of the Operating Standards.

A.2. Staffing Identification

The Concessionaire shall be solely responsible for each employee of the Concessionaire and each Vendor, contractor, agent or Affiliate of the Concessionaire and his/her actions while on the ITR or performing his/her duties for the Concessionaire regarding the ITR. The number of employees required shall be determined by the needs of the Concessionaire to fulfill its maintenance, operation and contractual obligations consistent with the terms and conditions of the Operating Standards.

The ITR is a 24 hour-per-day, 365 days-per-year operation. For this reason, the Concessionaire shall recognize the need to have variable work shifts, employees, supervisors and personnel so as to maintain constant operations of the highest quality consistent with best highway management practices and the terms and conditions of the Operating Standards.

A.2.1. Essential Staff

The Concessionaire shall identify which staff is essential to the operation of the ITR. These persons may alternate based upon seasonal variations, operation requirements, weather conditions, etc. The essential staff personnel shall be "response-ready" and immediately contactable by the IFA, if and when an event warrants.

A.2.2. Non-Essential Staff

The Concessionaire shall employ persons who perform job duties as needed, but may not respond to an event or situation.

A.2.3. Shift Organization

The Concessionaire shall create work shifts that preserve the continual operation of the ITR. Staff requirements shall be based upon the actual and anticipated needs of the ITR.

A.2.4. Essential Staff Personnel Matrix

The Concessionaire shall create, maintain, submit to the IFA, and update as appropriate,

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a personnel matrix of the Concessionaire's essential staff which includes, but is not limited to, the following:

- ❖ Employee Name
- ❖ Title
- ❖ Position/Job Classification
- ❖ Basic Job Responsibilities
- ❖ Contact Information
 - ♦ Cell phone, mobile phone and/or pager number
 - ♦ E-mail (if applicable)
 - ♦ Home phone number

A.3. Interagency Coordination

The Concessionaire shall be aware that the operation of the ITR requires coordination with multiple agencies, including but not limited to, systems, departments, municipalities, counties, commissions and organizations (collectively for purposes of this Chapter, "Agencies"). The Concessionaire shall establish, maintain and provide coordination with Agencies that pass under, over, or are adjacent to ITR and Agencies that are impacted by the ITR.

It shall be solely the responsibility of the Concessionaire's to coordinate with the Agencies so that the continual operation of the ITR is not disrupted in any manner and that the Concessionaire's operation of the ITR does not unduly impact the Agencies. The Concessionaire shall be aware of, and shall incorporate accordingly into any Plan:

A.3.1. Seven Counties

Concessionaire shall be aware that the ITR is located in the northern part of the State of Indiana, within the limits of the following counties: Lake, Porter, LaPorte, St. Joseph, Elkhart, LaGrange and Steuben. As a result, the ITR passes over, runs adjacent to, collects traffic and distributes traffic to and from the various state routes, interstates and local routes within the seven counties.

A.3.2. Chicago Skyway Toll Bridge System

The Concessionaire shall be aware that the western end of the ITR Toll System starts and terminates, as appropriate, at the official designated state line between the State of Illinois and the State of Indiana where the Skyway Concession Company, LLC leases, operates and maintains the Chicago Skyway Toll Bridge System, which is owned by the City of Chicago.

A.3.3. Ohio Turnpike Commission (OTC)

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The Concessionaire shall be aware that the eastern end of the ITR Toll System starts and terminates, as appropriate, at the official designated state line between the State of Ohio and the State of Indiana where the Ohio Turnpike Commission operates and maintains the property.

A.3.4. Indiana Department of Transportation (INDOT)

The Concessionaire shall be aware that the ITR has many interchanges, overpasses and underpasses with U. S. routes and interstates that are being maintained and operated by LaPorte and Fort Wayne Districts of INDOT.

The Concessionaire shall coordinate its work efforts at those locations per the existing agreements and guidelines stated in the "Policy for Division of Maintenance and Construction Responsibilities at Points of Contact Between ITR and other Department of Transportation Divisions or Local/County Roads".

Any improvements along ITR such as an added travel lane, interchange modification, new interchange, road reconstruction, etc., shall be coordinated with INDOT, as well as included as part of INDOT's State Transportation Improvement Plan (STIP).

A.3.5. Michigan Department of Transportation (MDOT)

The Concessionaire shall be aware that the ITR has many interchanges, overpasses and underpasses with U. S. routes and interstates that are being maintained and operated by MDOT.

The Concessionaire shall coordinate its work efforts at those locations per the existing agreements and guidelines stated in the "Policy for Division of Maintenance and Construction Responsibilities at Points of Contact Between ITR and other Department of Transportation Divisions or Local/County Roads".

A.3.6. City, Town and County Governments

The Concessionaire shall be aware that the ITR has many interchanges, overpasses and underpasses with local routes that are being maintained and operated by appropriate city, town and county governments. The Concessionaire shall coordinate its work efforts at those locations per the existing agreements and guidelines stated in the "Policy for Division of Maintenance and Construction Responsibilities at Points of Contact Between ITR and other Department of Transportation Divisions or Local/County Roads".

Any improvements along ITR such as added travel lane, interchange modification, new interchange road reconstruction, etc., shall be part of Metropolitan Planning Organizations (MPO) and shall meet the Northern Indiana Regional Planning Commission (NIRPC)'s air quality model confirmation requirements.

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A.3.7. Army Corps of Engineers

The Concessionaire shall be aware that the ITR has many bridges that span over and has supports in numerous water bodies, in which the Army Corps of Engineers retains jurisdictional rights, and as such the Concessionaire shall also coordinate its work efforts in those water bodies with the Army Corps of Engineers appropriate office.

A.3.8 Railroads

The Concessionaire shall be aware that the ITR Bridge System spans over right-of-way owned and operated by numerous railroad companies at different locations as outlined in the table below.

The Concessionaire shall also be aware that the Chicago South Shore and South Bend Railroad spans over right-of-way owned and operated by ITR at M.P. 9.51, west of Cline Avenue Interchange with ITR (M.P. 10 Interchange).

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A.3.8.1 LIST OF RAILROAD CROSSINGS

Milepost	Crossing	Str. No.
<i>Lake County</i>		
1.56	Indiana Harbor Belt Railroad Company	1-3
3.29	Indiana Harbor Belt Railroad Company	2-2
3.29	Indiana Harbor Belt Railroad Company	03(04) ML
3.31	Ramp "B" O - Indiana Harbor Belt RR	03(02) RR
5.35	Baltimore and Ohio Chicago Terminal RR	3/4-3
6.30	Indiana Harbor Belt Railroad Company	5-2
6.31	Elgin, Joliet and Eastern Railway Company	5-2
8.00	Indiana Harbor Belt Railroad Company	6-3
8.01	Consolidated Rail Corporation (Conrail)	6-3
9.51	Chicago South Shore and South Bend Railroad Industrial Lead Track	7-1A - overhead
10.01	Elgin, Joliet and Eastern Railway	7-5
10.05	Ramp "E" O - Indiana Harbor Belt RR	10(01) RR
	Ramp "A" O - Elgin, Joliet and Eastern RR	10(03) EX
	Ramp "B" O - Elgin, Joliet and Eastern RR	10(05) WN
10.08	Ramp "E" O - Elgin, Joliet and Eastern RR	10(07) RR
12.01	Norfolk and Western Railway Company	8-3
15.09	Elgin, Joliet and Eastern Railway Company	9-1
16.25	Elgin, Joliet and Eastern Railway Company	10-2
16.28	Chicago South Shore and South Bend RR	10-2
<i>Porter County</i>		
22.54	Consolidated Rail Corporation (Conrail)	13-3
26.98	Consolidated Rail Corporation (Conrail)	15-3
<i>LaPorte County</i>		
40.86	Consolidated Rail Corporation (Conrail)	18-7
48.17	Consolidated Rail Corporation (Conrail)	20-2
56.91	Chicago South Shore and South Bend RR	22-4
<i>St. Joseph County</i>		
83.55	Grand Trunk Western Rail Road Company	31-1
<i>Elkhart County</i>		
101.97	Consolidated Rail Corporation (Conrail)	37-3
<i>Steuben County</i>		
147.22	Hillsdale Co. Railroad Company	51-6

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A.4. Vehicle Permits

The IFA shall continue to review and issue permits for oversized and overweight vehicles that request passage through the ITR. The Concessionaire shall direct all parties requesting such permits to the appropriate IFA departments where the proper application can be obtained and submitted. The Concessionaire is responsible for verifying that all vehicles that request or attempt passage through the ITR are withheld from passage until an approved and current permit is produced by such vehicle.

For this reason the Concessionaire shall inform the IFA as to when and if structures within the ITR become deficient or restricted. The Concessionaire shall also coordinate with the IFA once the permitted vehicle has passed through the ITR, so as to close the permit process.

A.5. Submission and Approval of Plans

Chapters B through J of this Volume require the submission of annual Plans by the Concessionaire to the IFA for Approval by the IFA. The Concessionaire shall submit all such initial Plans to the IFA for Approval no later than 120 days after the Closing Date, unless otherwise agreed to by the IFA and the Concessionaire. The Concessionaire shall submit all such revised Plans annually for Approval by the IFA, as required by Chapters B through J of this Volume. The IFA shall Approve or deny each such Plan within 120 days after submittal by the Concessionaire. If the IFA does not Approve a Plan, such Plan shall be revised by the Concessionaire and re-submitted to the IFA within 30 days for approval.

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Chapter B: Safety Plan

B.1. Definitions

Dynamic Message Signs (DMS): Signs which are capable of displaying a visual message by means of light bulbs, plastic tabs, etc.

Emergency: An unforeseen occurrence or combination of circumstances which calls for immediate action or remedy.

Flashpoint: That lowest temperature at which a material gives off enough flammable vapor to ignite in the presence of a flame or spark.

Incident: An occurrence or event, natural or man-made, requiring a response to protect life or property.

Life Safety Systems: Devices and systems that are specifically designed and implemented to assist in the safety and preservation of human life. Examples include breathing apparatus, showers, first-aid kits, emergency call buttons, resuscitation/defibrillation equipment, etc.

Maintenance of Traffic (MOT): A plan for handling traffic through a Work Zone. The MOT may range in scope depending on the complexity of a project and resulting traffic interference.

Warning Sign: A sign that gives notice to road users of a potentially hazardous situation that might not be readily apparent. Examples include STOP AHEAD and LOW CLEARANCE signs.

Work Zone: The area of the ITR in which maintenance or construction operations are taking place which may impinge on the number of lanes available to moving traffic or affect the operational characteristics of traffic flowing through the area.

Work Zone Sign: A sign that gives notice to road users of construction or maintenance activities and revised traffic conditions due to these activities. Work zone signs are required in advance of the site and shall be erected through the work zone. Work zone signs include regulatory signs such as CONSTRUCTION SPEED LIMIT signs; warning signs such as FLAGGER or CONSTRUCTION ZONE AHEAD signs; and directional signs such as DETOUR or LANE CLOSURE signs.

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B.2. References

All stated references shall be the most current version or the document known to have succeeded or replaced the original stated herein:

- ❖ Occupational Health and Safety Act (OSHA) Guidelines
- ❖ Indiana OSHA (IOSHA) Guidelines
- ❖ OSHA Publications List via Catalog or Website,
OSHA (Website: <http://www.osha.gov/pls/publications/pubindex.list>)
- ❖ "Guidelines for Public Sector Hazardous Materials Training",
U.S. Department of Transportation and Federal Emergency Management Agency
- ❖ "NIOSH Pocket Guide to Chemical Hazards", NIOSH
- ❖ "Standard Drawings", INDOT
- ❖ "Standard Specifications for Road and Bridge Construction", INDOT
- ❖ "Supplemental Specifications and Recurring Special Provisions", INDOT
- ❖ "Manual on Uniform Traffic Control Devices (MUTCD)", FHWA
- ❖ "Indiana Supplement to the National Manual on Uniform Traffic Control Devices", INDOT
- ❖ "Design Manuals, Consultant Bulletins Services, Design and Construction Memos", INDOT
- ❖ "A Policy on Geometric Design of Highways and Streets", AASHTO
- ❖ "Sign Design Guide", INDOT
- ❖ Standard Highway Signs (FHWA & INDOT)
- ❖ "Traffic Engineering Handbook", ITE

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B.3. Policy for Safety Plan

B.3.1. Objective

The Concessionaire shall prepare and submit to the IFA for Approval a Safety Plan. The objective of the Safety Plan is to ensure that the Concessionaire has considered, trained, addressed, and planned for situations that could be deemed as creating an unsafe situation to the workers and/or the public within or adjacent to the ITR.

It shall be the Concessionaire's focus, policy and purpose to conduct all work with the view of protecting its workers and the public at all times, under all conditions, and in full conformance and consistent with all applicable Laws, the Operating Standards and applicable Plans.

B.3.2. Responsibility of Concessionaire

This Chapter and its contents have been provided as a preparation guideline that addresses the minimum required criteria, and is not intended to be all inclusive. The Safety Plan is to be updated and submitted annually and shall receive approval from the IFA as set forth herein and in the Agreement and, as appropriate, from all other Governmental authorities.

The most important part of the Safety Plan is to protect the workers from traffic, and vice versa, which can be accomplished by including the following principles in the Safety Plan:

- ❖ Keeping motorists informed. Accomplished with signs, flags, barricades, cones, flashing amber lights, dynamic message signs, and flashing arrow signs.
- ❖ Avoidance of the errant driver by ITR workers. Face traffic; stay aware with your own eyes and ears or those of a look-out who will warn you. Plan an escape route.
- ❖ Utilization of protective equipment. Protective vehicles, truck mounted crash headrests, seat belts/shoulder harnesses, hard hats, safety vests, etc.
- ❖ Planning work such that it reduces and/or protects employees' exposure to traffic. Accomplished with the use of well conceived, developed, reviewed and approved Traffic Control and Work Zone plans and procedures.

The Concessionaire shall be sure that the Safety Plan includes, and all employees are trained and aware of, the requirements and standards of the federal and state Occupational Safety and Health Administration (OSHA) agencies, so that the proper levels of protection are fulfilled for the potential exposure.

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This Chapter includes a general outline of the proposed Plan. This outline is intended only to provide guidance in the preparation of the Concessionaire's Plan and shall be modified, revised or changed, as appropriate, to address specific issues, needs or concerns related to the ITR that develop over time.

B.3.3. Performance Time Frames

The following table establishes the minimum frequency that the Safety Plan is to be written and updated by the Concessionaire, submitted to the IFA, and approved by the IFA.

Plan	Minimum Frequency of Occurrence
Safety Plan	Once Yearly

B.3.4. Acceptance Criteria

The Safety Plan will be considered acceptable for a particular year when the Plan has been written and updated by the Concessionaire, submitted to the IFA, and approved by the IFA in accordance with the Operating Standards.

B.4. Safety Plan Preparation Requirements

The following is a general outline of the Concessionaire's responsibilities that should be included and addressed when creating the Safety Plan. The outline is not intended to be all-inclusive, but rather, contains the minimum items that should be included and addressed in the Safety Plan.

The Safety Plan shall include provisions for annual and periodic updates, training and supervision of staff and adherence to all policies and procedures.

B.4.1. Introduction

This section is to contain a short introduction to the Safety Plan that includes a description of the persons or agencies involved in the preparation, a designated individual who is charged with the implementation and maintenance of the Safety Plan and the overall goals and objectives of the Safety Plan. At a minimum, this section is to contain the following sub-sections:

- ❖ Purpose
- ❖ Scope and applicability
- ❖ The methodology used to develop and implement the Safety Plan

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B.4.2. System Location & Emergency Contact Protocol

This section is to provide an overview and system position location of the ITR; a background of the anticipated work activities and hazards; and the protocol and procedures that shall be followed during an event that results in an injury. At a minimum, this section is to contain the following:

- ❖ A location plan map of the ITR and all designated Emergency Care Facilities
- ❖ A general description of the location of the ITR including its entrance and exit features
- ❖ Emergency/Contingency protocol and procedures
- ❖ Emergency/Contingency Care Facility Information
- ❖ Injury/Illness/Incident Reporting and Notification

B.4.3. First-Aid and Medical Treatment

The Concessionaire is responsible for maintaining a safe environment that may include the need for emergency medical attention. The Safety Plan should include sections that describe the provisions for first-aid and emergency medical treatment, at a minimum, as follows:

- ❖ Training for first-aid and emergency medical treatment
- ❖ Emergency First Aid
- ❖ Emergency Medical Treatment

B.4.4. Safety Roles and Responsibilities

This section shall identify the personnel and responsible staff which will implement, maintain, and enforce the Safety Plan rules and policies. The Plan shall include provisions to ensure that all employees are able to understand their specific assignment and any associated tasks with regards to the Safety Plan. Duties and responsibilities shall be clearly defined for personnel within the ITR, including the following positions:

- ❖ Health and Safety Manager
- ❖ Project Manager/Site Safety Manager
- ❖ Project Personnel
- ❖ Construction Foreman
- ❖ Contractor's Safety Representative

B.4.5. Training

This section shall identify and include comprehensive provisions for the training of all persons working within the ITR, and shall include the following at a minimum:

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- ❖ The development of safety related training programs to ensure all employees' receive regular direction.
 - ◆ General training to cover hazards basic to all places of employment
 - ◆ Specific training to cover hazards that are unique to each employee's job assignment including, but not limited to, execution of work, materials application, and equipment operations.
 - ◆ New employee health and safety orientation and training
 - ◆ New or updated process training for new or previously unrecognized hazards or when a new or previously unrecognized hazard is identified
- ❖ Procedures to ensure that each employee understands and adheres to safe and healthy work practices and procedures
- ❖ Recurring training programs to ensure that all employees remain abreast of safety and health regulations affecting the operations they are involved with or supervise.
- ❖ Policies that ensure each employee is provided with the equipment necessary to complete assigned tasks safely.
- ❖ Policies and procedures that address the counseling and training of employees so as to minimize the human factors that can contribute to injury or illness

B.4.6. Job Hazard & Safe Work Standards

This section shall identify, define the practices and procedures, and detail all hazards and their prevention which may be encountered while performing work within the ITR. Included in this section shall be all anticipated activities (including maintenance, construction and operations), and all unanticipated activities (including Hazardous Material/Incident or Spills). At a minimum the Standards shall contain the following hazards:

- ❖ Anticipated Routine Physical Hazards
 - ◆ Abrasive Blasting
 - ◆ Aerial Lifts
 - ◆ Asbestos Operations
 - ◆ Back Injury Prevention
 - ◆ Cold Stress Recognition and Control
 - ◆ Corrosive and Reactive Materials
 - ◆ Confined Space Entry
 - ◆ Demolition Operations
 - ◆ Dust Control
 - ◆ Drilling Safety Guidelines
 - ◆ Electrical Safety
 - ◆ Environmental Material Compliance (MSDS & VOC)
 - ◆ Excavation & Trench Safety
 - ◆ Fall Protection
 - ◆ Fire Prevention
 - ◆ General Site Rules and Requirements
 - ◆ Flammable and Combustible Liquids and Gases

- ♦ Hand and Portable Equipment
- ♦ Heat Stress Recognition and Control
- ♦ Heavy Equipment Operations
- ♦ Housekeeping
- ♦ Lead in Construction
- ♦ Marine Safety and Boat Operation
- ♦ Material Storage & Handling
- ♦ Noise and Hearing Conservation
- ♦ Nuclear Density Gauge Safety
- ♦ Office Ergonomics
- ♦ Portable Ladders
- ♦ Railroad On-Track Safety
- ♦ Respiratory Protection
- ♦ Rigging
- ♦ Scaffolding
- ♦ Subcontractor Health and Safety Requirements
- ♦ Utility Clearances and Isolation
- ♦ Vehicle Safety program
- ♦ Work over Water
- ❖ Unanticipated Physical Hazards
 - ♦ Biological Hazards & Exposure
 - ♦ Chemical Hazards & Exposure
 - ♦ Environmental Waste Operations & Exposure
 - ♦ Explosive Atmospheres
 - ♦ Hazardous Materials/Dangerous Goods Shipping
 - ♦ Hazardous Material/Incident or Spills: The special procedures for notification, handling and removal of hazardous materials caused by incidents shall reference the specific portions of the Emergency Management and Operation Plans addressed in Volume II - Operations & Procedures Manual, Chapter I, "Emergency Management Plan".
 - ♦ Radioactive Exposure
 - ♦ Testing and Sampling Practices

B.4.7. Personal Safety

This section shall address the personal safety procedures that shall be adhered to, along with personal safety devices that shall be provided to complete assigned tasks. Items considered for personal safety include personal protective equipment and include, but are not limited to, reflective vests, hard hats, protective clothing, protective footwear, hearing protection, vision protection, respiratory protection, and any other necessary equipment as specified in the Safety Plan to protect the well being of the worker on the ITR. The Safety Plan shall address the following for each article of personal safety:

- ❖ Situations that require the personal protective equipment
- ❖ Limitations of the protective equipment

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B.4.8. Decontamination Procedures

This section shall, in the event of a Hazardous Material/Incident or Spill, include directives for decontamination procedures. The Plan shall incorporate the applicable and appropriate sections of Volume III – Environmental Management Manual and shall conform to and work in conjunction with the Environmental Management Plan. Items to be included shall include, but are not limited to, the following tasks:

- ❖ Sanitation
- ❖ Decontamination - Medical Emergencies
- ❖ Decontamination of Tools & Equipment

B.4.9. Work Zone & Site Safety

This section shall identify the tasks, procedures and policies required while Work Zones for construction and/or maintenance activities are present whether in the field or in a Facility. The Safety Plan is to contain, at a minimum, sub-sections addressing the following issues:

- ❖ General Work Zone activities and requirements
 - ◆ Signs and Bulletin Boards
- ❖ Safety Regulations - Vehicles and Drivers
 - ◆ Drivers and Operators
 - Parking Vehicles
 - Backing Vehicles
 - Hand Signals
 - Vehicles or Equipment Breakdowns
 - Training
 - Licenses & Certifications
 - ◆ Construction Equipment and Vehicles
 - Protective Vehicles (shadow, barrier, and advance warning)
 - Field Equipment
 - Equipment Lights, Warning Signs and Flags
 - Towing and Safety Chains
 - Safety Equipment in Vehicles
- ❖ Transporting Equipment & Materials
- ❖ Handling Explosive and Flammable Materials
- ❖ Access to Median Work Zones
- ❖ Night Work
- ❖ Shop Equipment
 - ◆ Welding Equipment
 - ◆ Shop Tools
- ❖ Worker Exposure Reduction
 - ◆ Planning Work
 - ◆ Working Near Moving Traffic
 - ◆ Facing Traffic
 - ◆ Crowding of Workers

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- ♦ Crews Working Across From Each Other
- ♦ Warning Systems - Signs
- ♦ Warning Systems - Flashing Arrow Signs
- ♦ Warning Systems - Flashing, Amber Lights
- ♦ Warning Systems - Lookouts

B.4.10 Traffic Control

One of the most important items that shall be addressed in the Safety Plan is the requirements, procedures and polices for the control of traffic ("Traffic Control") when work is proposed to occur either on, adjacent to or near areas where traffic is present. The Safety Plan shall either solely address Traffic Control; or make specific reference to the applicable and appropriate sections of Volume II - Operations & Procedure Manual, Chapter G, "Traffic & Travel Management Plan". The Safety Plan shall include the requirement that each operation be reviewed and approved to determine the appropriate Traffic Control Plan prior to the start of work.

The following are required to be included in the Safety Plan as parameters when discussing the requirements for work in or near traffic. This list is not intended to be either representative or all inclusive, therefore the Concessionaire shall address traffic control issues, including, but not limited to:

- ❖ Traffic Control Plan documentation requirements
- ❖ Warning Signs
- ❖ Lanes Closures
- ❖ Exceptions to Lane Closure Procedures
 - ♦ Limited Work on the Traveled Way, Without Lane Closures
 - ♦ Pavement Marking and Relamping Operations
 - ♦ Moving Shoulder Operations
- ❖ Shoulder Closures
- ❖ Moving Lane Closures
- ❖ Delay of Vehicles
- ❖ Obscured Visibility

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CHAPTER C: EQUIPMENT PLAN

C.1. Definitions

Flashing Arrow Board: An electronic device containing multiple lamps which are used to direct traffic in a selected direction and shall be capable of indicating change in direction, and varying intensity of the arrow when required.

Retro-reflective Tape: A material attached to vehicles and equipment to increase visibility of objects during both nighttime and low light conditions. Retro-reflection occurs when a surface returns a portion of directed light back to its source.

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C.2. References

All stated references shall be the most current version, or the document known to have succeeded or replaced the original stated herein:

- ❖ OSHA Publications List via Catalog or Website,
OSHA (Website: <http://www.osha.gov/pls/publications/pubindex.list>)
- ❖ "Manual on Uniform Traffic Control Devices (MUTCD)", FHWA
- ❖ "Indiana Supplement to the National Manual on Uniform Traffic Control Devices", INDOT
- ❖ "Indiana Vehicle Code", State of Indiana

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C.3. Policy for Equipment Plan

C.3.1. Objective

The objective of the Equipment Plan is to ensure that the Concessionaire has addressed the responsibilities for identifying, planning, scheduling, supervising, maintaining, operating and controlling of all equipment utilized within the ITR via a written and Approved Equipment Plan.

C.3.2. Responsibility of Concessionaire

The Equipment Plan is a document to be developed, written and carried out by the Concessionaire, and shall insure that the Concessionaire is solely responsible for the management, operation and maintenance of all equipment that is required for work within the ITR. Further, the Concessionaire's responsibilities include, but are not limited to, the following:

- ❖ Equipment Policy Development
- ❖ Equipment Status and Inventory
- ❖ Warranty Claims
- ❖ Operator and Mechanic Training
- ❖ Licensing of Vehicles & Equipment
- ❖ Equipment, Vehicular and Operator Insurance
- ❖ Subcontractor Equipment Conformance

The Concessionaire is responsible for ensuring that all equipment is operated and maintained in accordance with the manufacturer requirements, as well as with well established policies and procedures.

The Concessionaire and its Subcontractors shall obey all traffic Laws including the posted speed limits when utilizing vehicles or other equipment.

This Chapter includes a general outline of the proposed Equipment Plan. This outline is intended only to provide guidance in the preparation of the Concessionaire's Equipment Plan and shall be modified, revised or changed, as appropriate, to address specific issues, needs or concerns related to the ITR that develop over time.

C.3.3. Performance Time Frames

The following table establishes the minimum frequency that the Equipment Plan is to be written and updated by the Concessionaire and submitted to the IFA for its Approval.

Plan	Minimum Frequency of Occurrence
Equipment Plan	Once Yearly

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C.3.4. Acceptance Criteria

The Equipment Plan will be considered acceptable for a particular year when the Plan has been written and updated by the Concessionaire, submitted to the IFA, and approved by the IFA in accordance with the Operating Standards.

C.4. Equipment Plan Requirements

The following is a general outline of the Concessionaire's responsibilities that should be included and addressed when creating the Equipment Plan. The outline is not intended to be all-inclusive, but rather, contains the minimum items that should be included and addressed in the Equipment Plan.

The Equipment Plan shall include provisions for annual and periodic updates, training and supervision of staff and adherence to all policies and procedures.

C.4.1. Introduction

This section shall contain a short introduction to the Equipment Plan that includes a description of the equipment needs of the ITR, and shall address all of the maintenance and operational needs of the ITR. In addition, this section should briefly state the overall goals and objectives of the Equipment Plan and discuss the duties and responsibilities of the Concessionaire, the Equipment Manager, and the implementation and maintenance of the Plan.

C.4.2. Leased and Rented Equipment

The Concessionaire is permitted to rent, lease, or outsource equipment and services, which shall be defined in this section of the Equipment Plan. This section shall also include the Concessionaire's provisions and requirements for rented, leased, or outsourced equipment, including that the equipment conforms to all of the requirements stated in the Equipment Plan including demarcation, licensing, registration, and warning systems.

C.4.3. Operators Registration & Licensing

This section of the Equipment Plan shall clearly indicate that equipment Operators meet all current State of Indiana registration and licensing requirements, and that all Operators shall possess valid Operator's and driver's licenses with all special endorsements required for the specific type and classification of vehicle or equipment operated.

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C.4.4. Equipment Licensing and Registration

This section of the Equipment Plan shall clearly indicate that the licensing and registration for all vehicles and equipment (either owned by the Concessionaire or by its Contractors) meet all current State of Indiana requirements stated in the Indiana Vehicle Code for registration and licensing.

C.4.5. Vehicle Safety Equipment

The Equipment Plan shall indicate the type, kinds and amounts of vehicle safety equipment for all vehicles used within the ITR. Vehicle safety equipment to be considered may include, but is not limited to, the following: fire extinguishers, pry bars, flares, special mirrors, fuel system protection, safety triangles or markers, slow moving vehicle/warning triangle emblems, and first-aid kits.

C.4.6. Equipment Demarcation

This section shall include a demarcation description for all equipment, either owned by the Concessionaire or its Contractors, that is utilized for or within the ITR. The Concessionaire shall include demarcation information that addresses the following at a minimum:

- ❖ Vehicle color(s)
- ❖ Equipment numbering
- ❖ Vehicle class and category
- ❖ Operator/ITR decal placement and design
- ❖ Retro-reflective application locations, sizes, etc.

All equipment used for the management, operation or maintenance within the ITR shall be identified with an equipment number.

This section shall include the demarcation present on all equipment types expected in the operation and maintenance of the ITR, including but not limited to the following: passenger vehicles, light-duty utility vehicles, heavy-duty truck vehicles, streetsweepers, construction equipment, and other road equipment including rotary snow plows, snow plow blades, mowers and trailers.

Miscellaneous small equipment such as snow blowers, etc. that are utilized within the ITR are exempt from the demarcation requirements, but shall always present a clean and professional appearance.

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C.4.7 Equipment Warning Systems

C.4.7.1. Amber Warning Lights and Flashing Arrow Boards

This section shall include the number, size, location and type of all warning lights and flashing arrow boards attached to the equipment. The information shall address all maintenance and management vehicles, snow removal equipment, and construction equipment. All vehicles that operate within the ITR shall be equipped with at least one amber warning light visible to traffic. The Equipment Plan shall include the information for all other requirements for additional amber warning lights as applicable to Federal, State and Local requirements.

C.4.7.2. Red & Blue Warning Lights

This section of the Equipment Plan shall include the restriction of the use of red and/or blue warning lights, which are prohibited.

C.4.7.3. Back-Up Alarms

This section of the Equipment Plan shall include information for the Back-up alarms, which are required on all of the Concessionaire's vehicles that operate within the ITR. These vehicles include, but are not limited to, pick-ups, vans, Sport Utility Vehicles (SUV's), trucks, construction equipment, etc.

C.4.8. Training

This section of the Equipment Plan shall include the training requirements and certifications for all personnel (whether they are personnel of the Concessionaire or its Contractors) whose duties include operation or supervision of equipment. In addition, this section shall indicate that the personnel have completed the most current training, possess the proper and current license, and possess the current certification and qualifications to operate the particular equipment.

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CHAPTER D: TOLL COLLECTION AND OPERATIONS PLAN

D.1. Definitions

Toll Collections and Operations: All activities related to revenue collection from vehicles utilizing the ITR and the recording, auditing and processing of that revenue, including lane operations.

Toll Collection System (TCS): The electrical and electronic equipment, information management, and system to record and verify the revenue and vehicle classification.

Uninterruptible Power Supply (UPS): Power supplies that operate in parallel with the electrical utility sources and supply their load without interruption when and if the utility source fails. Such power supplies shall be utilized to meeting the operating needs of the computers and critical elements of the Toll Collection System (TCS).

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D.2. References

All stated references shall be the most current version, or the document known to have succeeded or replaced the original stated herein:

- ❖ INDOT Toll Road District Operations/Policy Manual