



*The Commonwealth of Massachusetts
Department of State Police*

Troop "A" Headquarters

485 Maple Street

Danvers, Massachusetts 01923

August 23, 2011

DEVAL L. PATRICK
GOVERNOR

TIMOTHY P. MURRAY
LIEUTENANT GOVERNOR

MARY ELIZABETH HEFFERNAN
SECRETARY

COLONEL MARIAN J. MCGOVERN
SUPERINTENDENT

Mr. Albert Samano
President, Fortress Incorporated
1118 Hidden Glen Drive
Round Rock, Texas 78681

Dear Mr. Samano,

As you are aware, the I-93 Fast 14 Accelerated Bridge Project has successfully concluded. The role that you and Fortress Incorporated played in assisting Troop A cannot be overstated. I want to express my personal gratitude and appreciation for all your efforts. As such, I have recommended you and Fortress Incorporated for the Massachusetts State Police Public Service Award. This award was established to recognize a member of the public, who has provided outstanding assistance to the Department, or who has significantly contributed to public safety.

I strongly believe that this award is a fitting and appropriate acknowledgment for the assistance you provided to Troop A. I have enclosed a copy of the award recommendation for your information. I will advise you when the final decision is made by Colonel Marion J. McGovern. Again, I want to thank you for the outstanding assistance you provided to the Massachusetts State Police, Troop A.

Sincerely,

Major Edward Amodeo

Major Edward Amodeo #0543

Commanding Troop A

0543



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State Police Danvers Headquarters

485 Maple Street

Danvers, Massachusetts 01923

August 15, 2011

TO: Lt. Colonel Timothy P. Alben #0534, Commanding Division of Field Services
FROM: Major Edward Amodeo #0543, Troop "A" Commanding Officer
SUBJECT: Awards Board Recommendation- Mr. Albert Samano, President of Fortress, Incorporated

1. **Background**

In the fall of 2010, the Massachusetts Department of Transportation identified fourteen deteriorated bridges for replacement on Interstate 93. All were located in the City of Medford. This construction project is known as, *The I-93 Fast 14 Accelerated Bridge Replacement Project*. The planning for the project began in October of 2010. The demolition and construction of the superstructures occurred on ten weekends in June, July and August of 2011. The 55 hour weekend schedule for each bridge span replacement commenced on Friday evenings at 2000 hours and terminated at 0500 hours on Monday before the rush hour. During this period a moveable zipper barrier was utilized to create a construction zone. This reduced an eight lane interstate highway to four travel ways. The goal was to have the all eight travel ways of the interstate completely open for the Monday morning rush hour. This plan was specifically developed to avoid impacting weekday commuter traffic to and from the City of Boston.

Traffic management and traffic diversion for the construction operational periods was an enormous effort on the part of MASSDOT in partnership with the Massachusetts State Police, Troop A. The goal of safe and efficient traffic management was achieved each construction weekend and the objective of opening all lanes of Interstate 93 prior to the Monday rush hour was also successfully achieved each week. This was team effort led by MASSDOT partnered with Troop A, local police, and the contractor- JF White/Kiewit. An element of the JF White/Kiewit planning team for the I-93 Fast 14 was Fortress Incorporated and its president, Mr. Albert Samano. It is Mr. Samano's contribution to the Massachusetts State Police that is the subject of this recommendation to the State Police Awards Board.

2. **I-93 Fast 14 Planning**

The Massachusetts State Police, Troop A had begun assisting MASSDOT with the Traffic Management and Diversion Planning in the fall of 2010. By January of 2011 MASSDOT Traffic Engineers had extensive traffic diversion plans in place for the project. In February of 2011, Massachusetts Department of Transportation awarded the 75 Million Dollar construction

contract for the I-93 Fast 14 Accelerated Bridge Replacement Project to the JF White/Kiewit Corporation. Shortly thereafter, the contractor retained Mr. Albert Samano of Fortress Incorporated to develop the Emergency Contingency Management Plan for the project and to conduct training concerning the aspects of the plan. This plan was designed to allow project personnel to monitor and recognize onsite or offsite incident(s) or event(s) that have the potential to disrupt construction operations and jeopardize the ability to meet the 5:00 AM Monday opening deadline. The plan also outlined the sequence of actions and notifications required to alert and mobilize key personnel so that they may assess the situation, determine the impact to construction operations, reach consensus on whether to proceed or abort construction activities and implement the appropriate response actions. The Emergency Contingency Management Plan was far-reaching from traffic and emergency management scenarios to weather and construction related incidents that would affect the operations and possibly impede the opening of the Interstate before 5 AM. Mr. Albert Samano's specific contributions to the Massachusetts State Police, Troop A were as follows:

- **Table Top Exercises-** Mr. Albert Samano of Fortress, Incorporated coordinated and facilitated three table top exercises involving State Police, Local Police/Fire, MASSDOT, and White/Kiewit construction personnel. From the outset of planning Troop A and MASSDOT worked closely with the Medford and Somerville Police Departments primarily due to these municipalities' close proximity to the construction zone. Mr. Samano suggested to the Troop Commander that we needed to bring in the surrounding eight municipalities in a more active way. He also recommended that we have each community submit a traffic diversion plan that would reflect manpower requirements and diversion routes that would be needed in the event of a traffic emergency. The local plans would be incorporated into the Incident Action Plan (IAP) as a resource to the Incident Commander saving time in the event of an emergency. As a result Troop A, assisted by Mr. Samano, hosted two local police informational briefings. These briefings were a tremendous success in attaining support for the project by the police community. Most importantly, these meetings resulted in having each community's emergency diversion plans available at the command post. Having these plans at the disposal of the Incident Commander, in case of an emergency, was a critical part of Troop A's emergency management planning. This was wholly due to Mr. Albert Samano's recommendation.
- **Advised Troop A on Compliance with NIMS-** From the outset of planning MASSDOT and the State Police decided that we would manage this project as a "Planned Event" consistent with NIMS. MASSDOT, being the primary agency for the project, yielded the management and structure of the Command Post to Troop A. The assignment and placement of the numerous and various police, fire, MASSDOT, and Construction entities presented many challenges. Also, the technical aspects of the command post were myriad. This included an integrated Communications Plan, management of the MASSDOT/MIVAS Camera System, and highway monitoring system (RTTMS). Mr. Samano's expertise in coordinating and planning Incident Command for MASSDOT's *Operation Hermes* and developing emergency traffic plans for Troop E were an outstanding resource for Troop A's development of the Incident Command Structure for the I-93 Fast 14 Project. Fortress Incorporated's approach to the development of emergency preparedness programs is consistent with Department of Homeland Security, FEMA and NIMS guidelines; as such

Fortress Incorporated was an invaluable resource to Troop A. All of Mr. Samano's recommendations concerning the composition and structure of the command post were implemented by the Troop Commander, including a single State Police Incident Commander for all five operational periods.

- **Development of the Incident Action Plan (IAP)** - From February to June of 2011, Troop A had weekly planning meetings involving Mr. Samano and Fortress Incorporated. Due to the scale of the project and differences in each of the ten construction weekends, an IAP for each construction weekend was needed. This was a massive administrative task. Also, two additional IAP's were needed for the two mock runs. Fortress Incorporated wrote the initial draft IAP for Troop A's approval. Many revisions were made by Troop A in concert with Fortress. Mr. Samano made Fortress's Internet Technologies Department available to the Troop, and also arranged for Troop A to have access to a web based information sharing system that allowed for large revisions and drafts of documents to go back and forth from the Troop A Staff to Fortress. When Fortress Incorporated's contract ended, prior to the first construction weekend, Mr. Samano continued to provide support without compensation for our planning and operations. Fortress IT set up an IAP Template that greatly assisted Troop A in preparing its weekly IAP's for the project. Mr. Samano's assistance in this area is most noteworthy and commendable primarily because they were not contracted to provide IAP assistance to Troop A. Due to professional relationships forged at *Operation Hermes* and Troop E, Fortress volunteered its time, energy, and experience in assisting Troop A with the IAP.

3. **Conclusion**

Mr. Albert Samano's expertise lies in the areas of emergency incident planning and management. To have this expertise, as a resource to the Massachusetts State Police, was critical in the successful planning and operation of the I-93 Fast 14. The assistance provide to the Massachusetts State Police by Mr. Samano can only be categorized as outstanding. His actions significantly contributed to our objectives of providing efficient, effective, and NIMS compliant planning. The advice and assistance provide by Mr. Samano in the above noted areas greatly contributed to the Department's operational success in the project. Most importantly, in the area of emergency response and management, Mr. Samano's actions significantly contributed to public safety in the Commonwealth of Massachusetts.

4. **Recommendation**

I respectfully request that the State Police Awards Boards consider Mr. Albert Samano, President of Fortress, Incorporated, for the Massachusetts State Police Public Service Award. I can without reservation give my highest recommendation.

Respectfully Submitted,



Edward Amodeo #0543
Major, Troop "A" Commanding Officer
Massachusetts State Police