Siouxland Sub-Area Contingency Plan (SACP) Development and Deployment
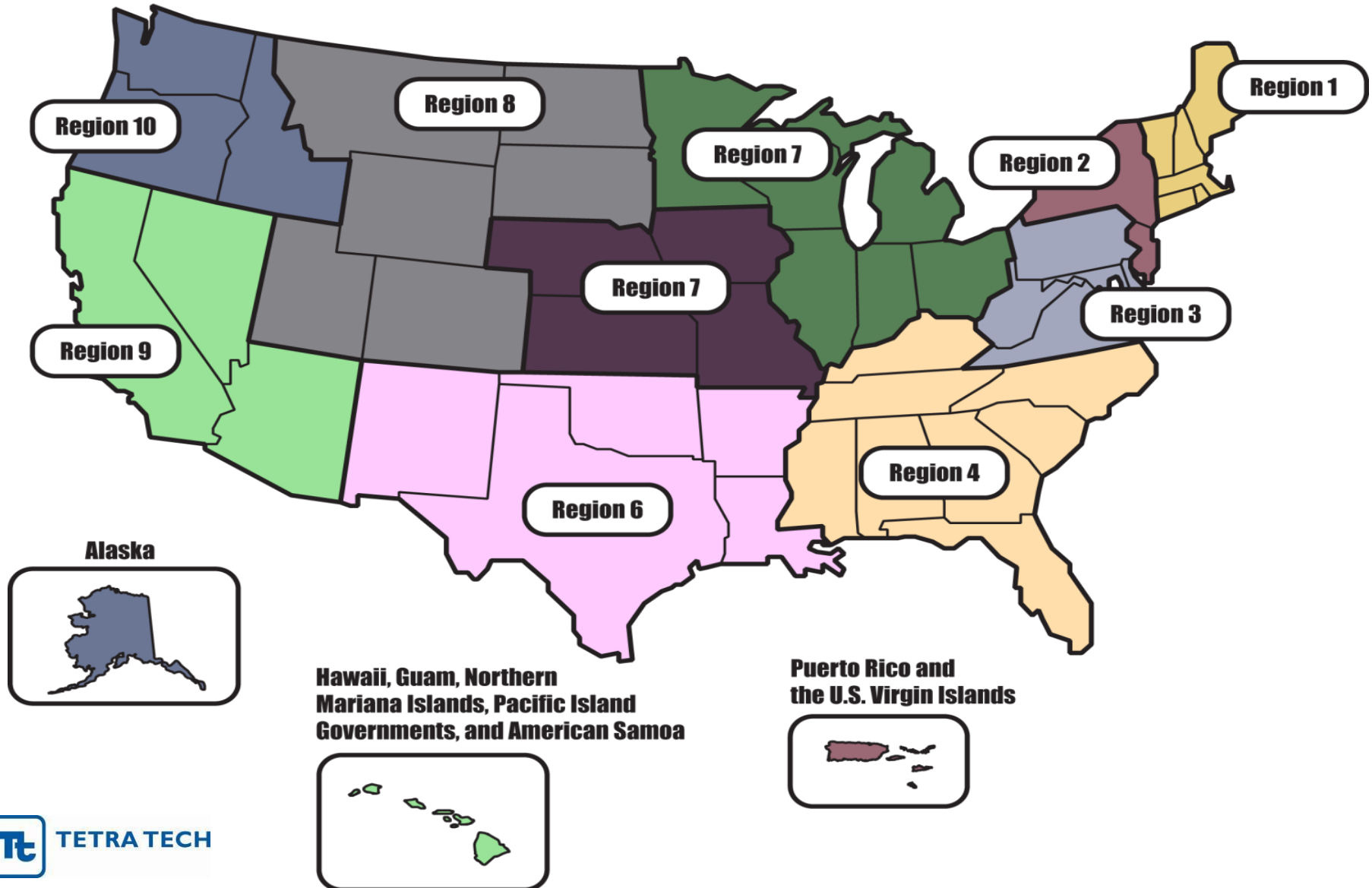
Welcoming Comments

What's are EPA Areas or Sub-Areas (SA)?

- Counties and their respective agencies surrounding a sensitive area/environment

- SAs and Area Plans specifically mandated by Oil Pollution Act of 1990 (OPA 90)

- Area Committees' planning and activities extend to all-hazards response efforts
  - Oil spills, hazmat releases, natural disasters, share common elements

- EPA is lead for inland areas.

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10 Federal Regions

Region 8
Region 7
Region 1
Region 10
Region 2
Region 3
Region 9
Region 7
Region 6
Region 4

Alaska

Hawaii, Guam, Northern Mariana Islands, Pacific Island Governments, and American Samoa

Puerto Rico and the U.S. Virgin Islands

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Region 7 Sub-Areas

- Central Kansas
- Central Nebraska
- Omaha-Council Bluffs
- Quad Cities
- St. Louis
- *Siouxland*
- Southeast Missouri
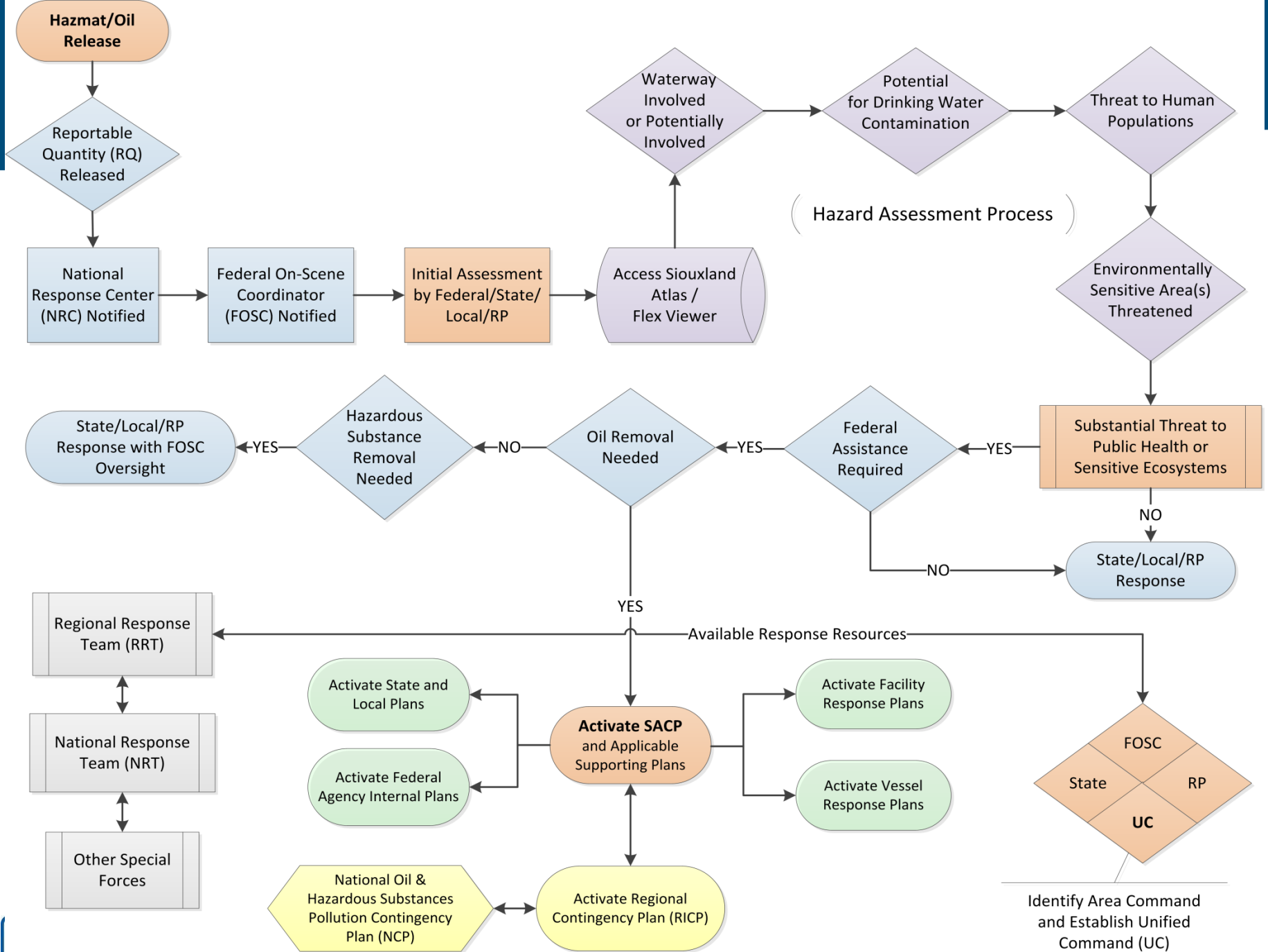
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Siouxland Sub-Area

What's an Area Contingency Plans (ACP)

- Siouxland Sub-Area Contingency Plan (SACP)
- Primarily intended for use by EPA responders
  - On-site Coordinators (OSC)
  - Superfund Technical Assessment & Response Team (START)
  - Regional Response Team (RRT**)**
- However, ACPs are <u>reference documents</u> for use by all agencies during environmental response (to a defined geographic area)

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What's in an ACP?

- Relationship to other contingency plans
- Roles and authorities of government
- Point-of-contact information
- Notification protocols
- Access to Funding / Removal Costs
  - Oil Spill Liability Trust Fund (OSLTF)
    - Federal (8th USCG)
    - State (Governor – President, $250K)
  - CERCLA Reimbursement (EPA, $25K)
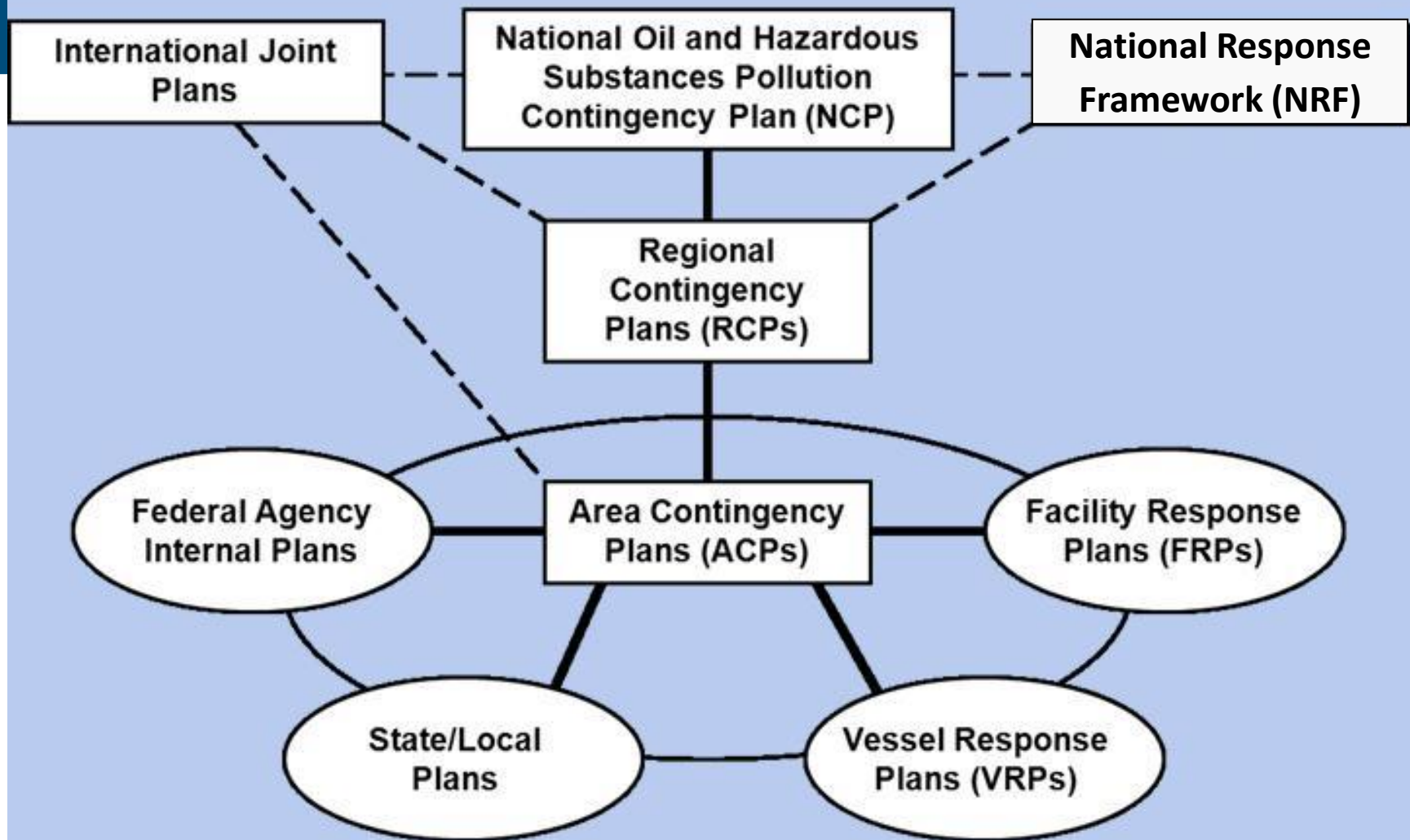 (Comprehensive Environmental Response, Compensation, and Liability Act)

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Hazard Assessment Process

Notes: SACP – Siouxland Sub-area Contingency Plan   RP – Responsible Party

Relationship of Plans

Plans of the National Response System (NRS)

Points of coordination with the NRS

Plans integrated with the ACP

What's in an ACP? (continued)

- Memoranda of Agreement
- Site Safety Requirements
- Areas at high risk of incidents
- Sensitive Species and Sensitive Habitats
- Response protocols
  - IC and local command
  - Coordination (IC, RP, FOSC, SOSC)
  - Contractor oversight
  - Public information
  - Incident termination

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- Procedures for Natural Resource Damage Assessment (NRDA)
  - Natural resource trustees calculate costs
  - Department of Interior regulations apply
  - 4-phase procedure
- Technical and operational support available to FOSC

(Next slide)

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What's in an ACP? (continued)

- **USCG National Strike Force**
- **National Strike Force Coord. Center**
- **Public Information Assist Team**
- **EPA Environmental Response Team**
- **CBRN Conseq. Man. Advisory Team**
- **US Navy Supervisor of Salvage**
- **EPA Radiological ERT**
- **USCG District Response Group**
- **USCG National Pol. Funds Center**
- **NOAA**
  - **Scientific Support Coordinators**
  - **National Weather Service**
- **Department of the Interior**
- **US Army Corps of Engineers**

- **Contractors**
- **Regional Response Team and AC**
- **National Park Service**
- **Natural Resource Trustees**
  - **State NRTs**
  - **Tribal NRTs**
  - **Federal NRTs**
- **USDA**
- **Department of Commerce**
- **DOD**
- **DOE**
- **DOI**
- **State Historic Preservation Officers**
- **Tribal Historic Preservation Officers**

FOSC Responsibilities

- Investigate, assess, and classify the spill/discharge

- Implement ICS/NIMS

- Notify R7 RRT, state(s) and NRC, if major

- Monitor the spill

- Direct federal resources

- Point of contact between federal resources and RPs, state responders, and locals.

FOSC Responsibilities (continued)

- Determine if RP is doing clean up properly:
  - Applying resources listed in RP's plan
  - Removal is effective
  - Done in accordance with regulations, including NCP
  - Can provide resources to RPs w/o deeming their response improper
- Assume full authority over the cleanup under certain circumstances

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FOSC Responsibilities (continued)

- Make prompt notification to trustees of affected natural resources
- Activate federal response using the appropriate trust fund(s)
- Ensure development of Fish and Wildlife Sensitive Environments Plan
- Coordinate with the affected state(s) to determine if the removal is complete.

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State Responsibilities

- Make notifications according to state plans and SACP
- Implement ICS/NIMS
- Activate emergency plans and EOC
- Provide technical assistance to locals
- Coordinate requests from state agencies
- Liaise with federal and local agencies
- Activate/deploy Emergency Response Unit (ERU) or similar resource
- Provide State On-Scene Coordinator (SOSC).

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Local Responsibilities

- Implement ICS/NIMS
- Make notifications according to local plans and SACP
- Secure the scene, if crime
- Traffic and crowd control
- Public works assistance to divert spill
- Hazmat Response Team
- Activate emergency plans and EOC
- Coordinate w/ Iowa HSEMD

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RP Responsibilities

- Implement ICS/NIMS
- Make notifications according to facility plans (and SACP)
- Coordinate with local public safety agencies, SOSC, and FOSC
- Provide and manage private resources
- Provide liaison to Unified Command, and other ICS operations as requested
- Pay for clean-up and restoration

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What's NOT in an ACP?

- Tactical decision-making
- Mitigation/response procedures
- Response operations for specific facilities or sources
- Response operations for specific oils/hazmats

- Jurisdiction-specific emergency plans, procedures, or protocols

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What's NOT in the Siouxland SACP, But Should Be?

- Resources
  - General Capabilities, Personnel, Equipment, Laboratories, Volunteer Resources, Resource Contact Information

- Hazard and Vulnerability Analysis

  (Vulnerability X Probability = Risk)

- Geographic Response Plans
  - Response strategies
  - Protection strategies

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BREAK for 10

Incident Action Planning

Incident Management and Action Planning

Would you tell me which way I ought to go from here?

> - asked Alice

That depends a good deal on where you want to get,

> - said the Cat

I really don't care where,

> - replied Alice

Then it doesn't much matter which way you go,

> - said the Cat.

Lewis Carroll, *Alice's Adventures in Wonderland (1865)*, novelist and poet (1832-1898).

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Incident Action Plan Training

- Course is an adaptation of our ICS position-specific training.

- It is awareness only as no certificates will be provided

- Focus on the Incident Action Plan (IAP) process.

- A common training need.

" Let our advance worrying become advance thinking and planning.
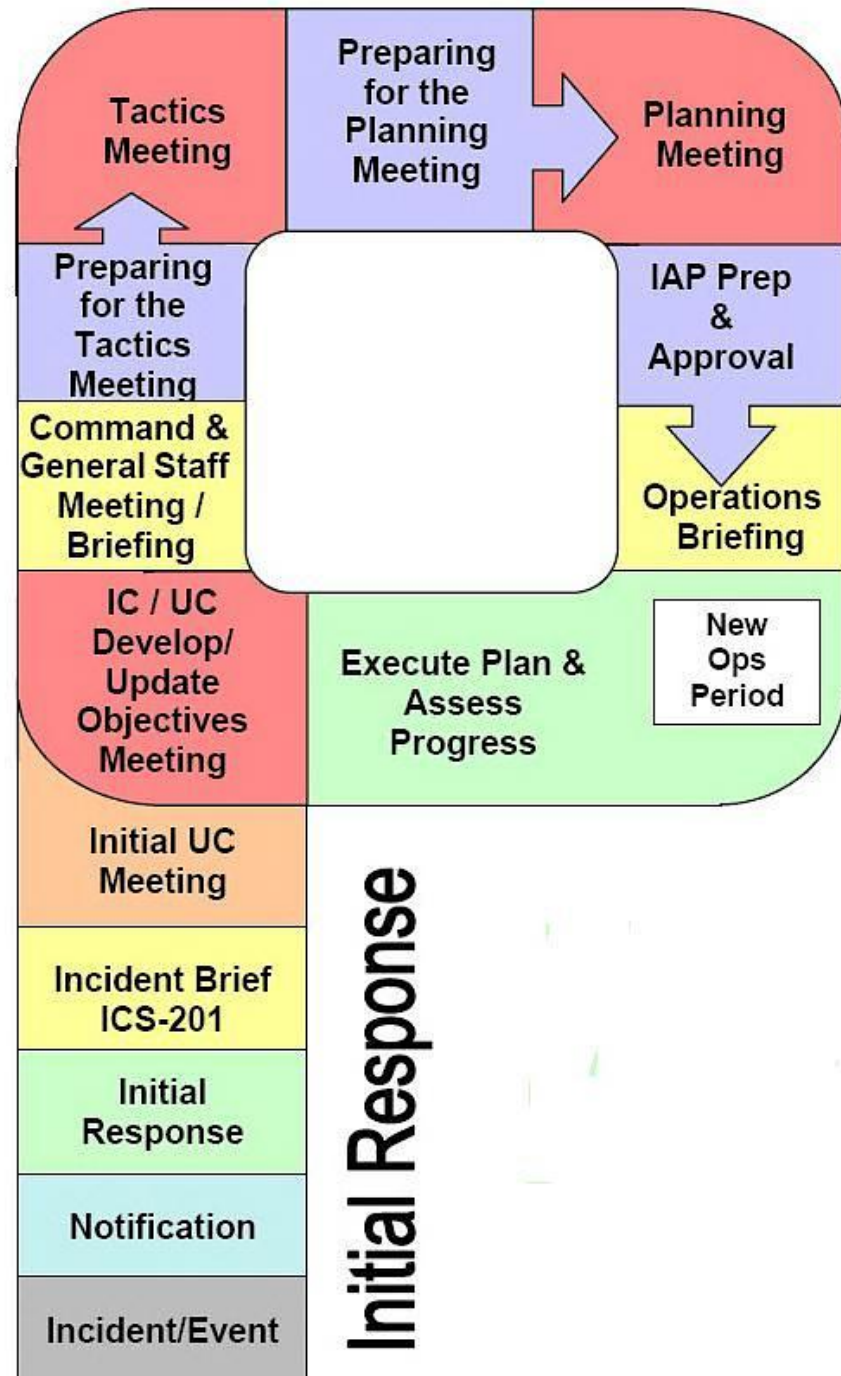
Winston Churchill

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Purpose of the IAP

- Provides operational direction for incident personnel (who, what, when, where, how)

- Provides sequence of events to meet objectives

- Communications tool

- Formal chronological diary

- Allows response partners to provide support

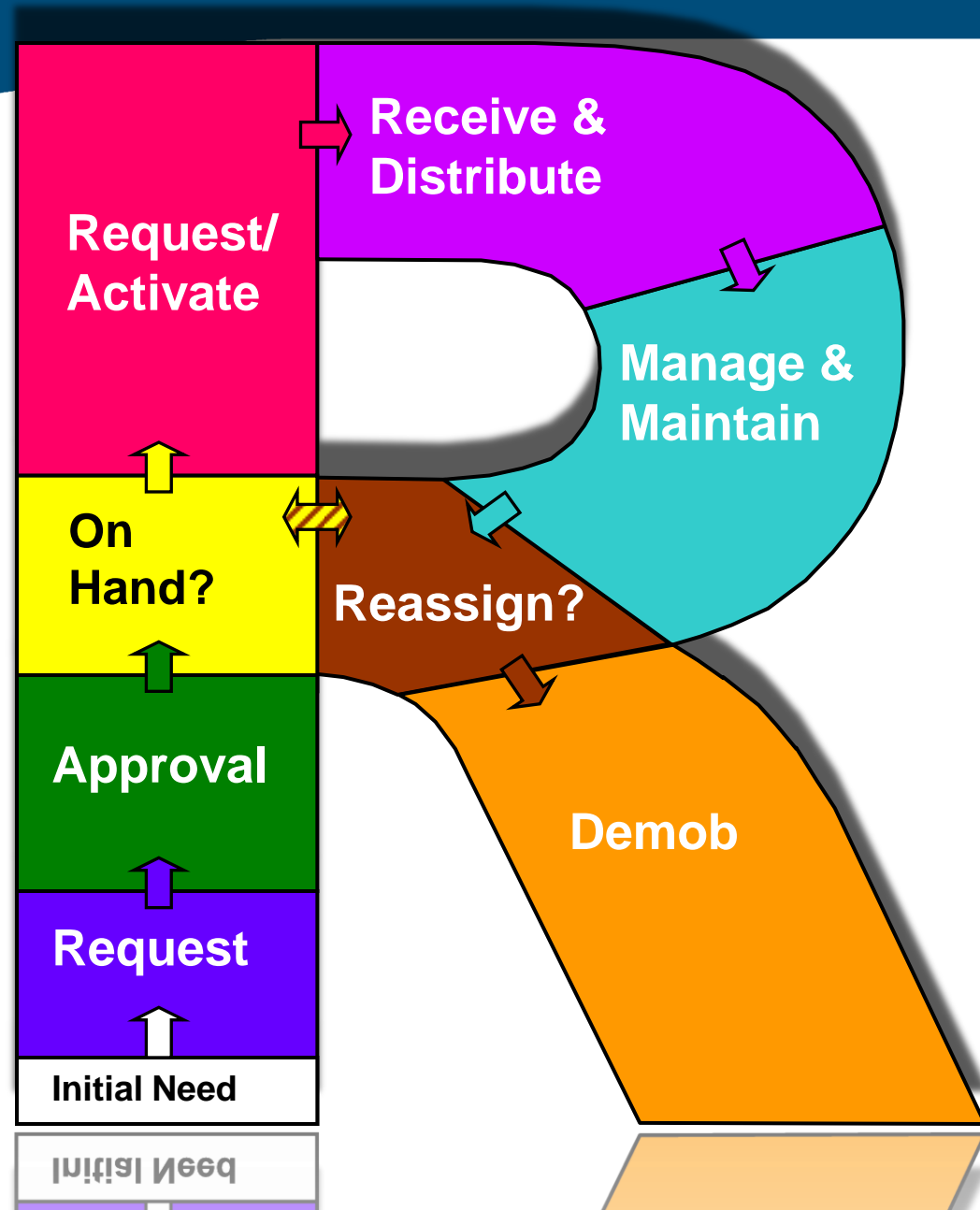- Safety of personnel

- Effectiveness of response operations.

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Planning "P"

The Planning "P" is an excellent tool to guide you through the first stages of an incident and continually followed through incident completion.
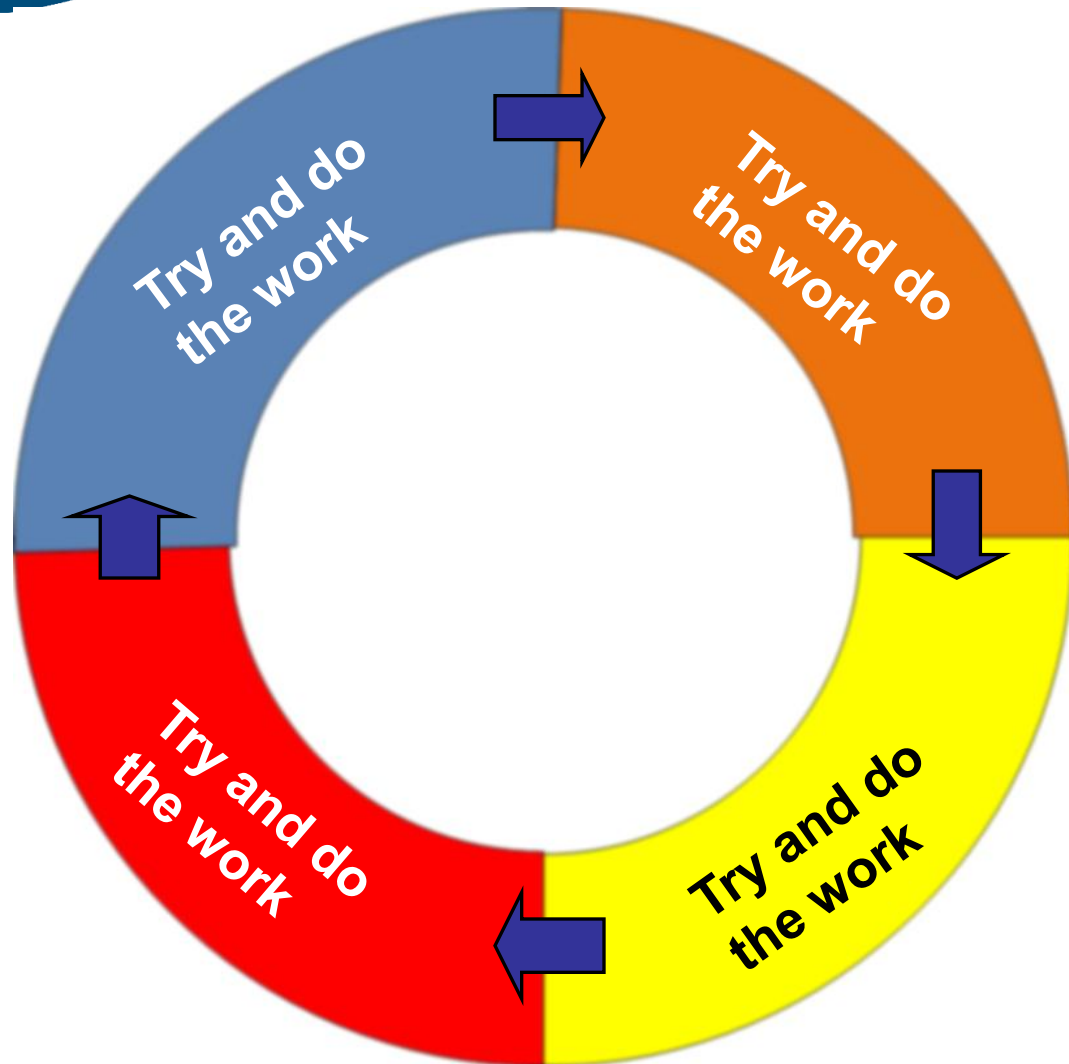

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Logistics Resource "R"

The Resource "R" is supported by effective planning to guide and support operations.

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Operational "O"

Without planning, you're just going in circles.

Try and do the work

Try and do the work

Try and do the work

Try and do the work

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- Identify the "planning" responsibilities of the Command & General Staff

- Examine the formula to develop an Incident Action Plan.

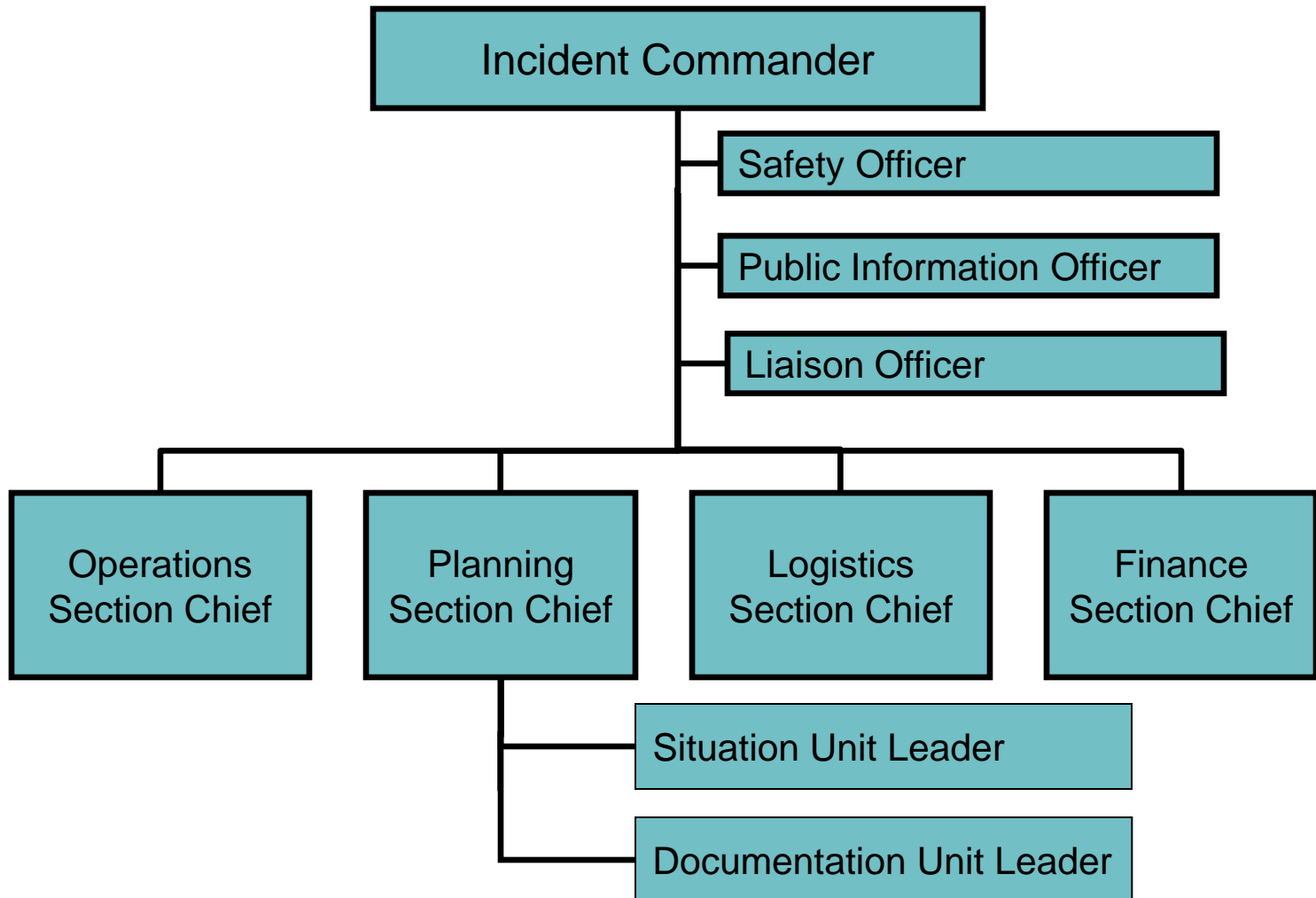**TETRA TECH**

Incident Command System (ICS)

- Use common terminology
- Management by objectives
- Comprehensive resource management
- Integrate communications
- Establish/transfer command
- Accountability

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Incident Management


```
                    Incident Commander
                           |
                           |------ Safety Officer
                           |
                           |------ Public Information Officer
                           |
                           |------ Liaison Officer
                           |
        _____
        |             |              |                |
   Operations     Planning       Logistics         Finance
   Section Chief  Section Chief  Section Chief    Section Chief
                      |
                      |------ Situation Unit Leader
                      |
                      |------ Documentation Unit Leader
```

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Incident Commander (IC)

- Responsible for overall incident management
- <u>Determines incident objectives</u>
- Performs all duties not assigned to others.

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Command Staff

- Public Information Officer (PIO)
  - Develop and release information about the incident to the press and the public

- Safety Officer (SO)
  - Develop and recommend measures for ensuring personnel safety, assess unsafe situations

- Liaison Officer (LNO)
  - Point of contact for assisting and cooperating agencies, maintains contact list of same

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Operations Section Chief (OSC)

- Responsible for development of tactics and management of all operations directly applicable to the primary mission

- Activates and supervises operational elements in execution of the IAP

- Requests and (ultimately) releases resources from the operational theater.

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Planning Section Chief (PSC)

- Oversees all incident-related data gathering and analysis regarding incident operations and assigned resources

- Conducts Planning Meetings

- <u>Responsible for preparation of the Incident Action Plan.</u>

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Situation Unit Leader (SITL)

- Responsible for collecting, processing, and organizing incident information relating to the growth, mitigation, or intelligence activities taking place at the incident

- Prepare future projections of the incident growth, maps, and intelligence information.

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Documentation Unit Leader (DOCL)

- Maintains accurate and complete incident files, including a complete record of major steps taken to resolve the incident

- Provides duplication services

- Maintains and stores incident files for legal, analytical and historical purposes

- Compiles and publishes the IAP.

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Logistics Section Chief (LSC)

- Responsible for providing facilities, services, and materials in support of the incident response

- Includes all facilities, food, water, vehicles, fuel, and medical care for responders.

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Finance Section Chief (FSC)

- Responsible for all financial and cost analysis aspects of the incident response

- Secure funding source(s) according to appropriations and authorities

- Maintains and provides current costs and cost projections for the incident.

Emergency Planning is,

Where uncomfortable officials, meet in unaccustomed surroundings, to play unfamiliar roles, making unpopular decisions, based on inadequate information, in much too little time!
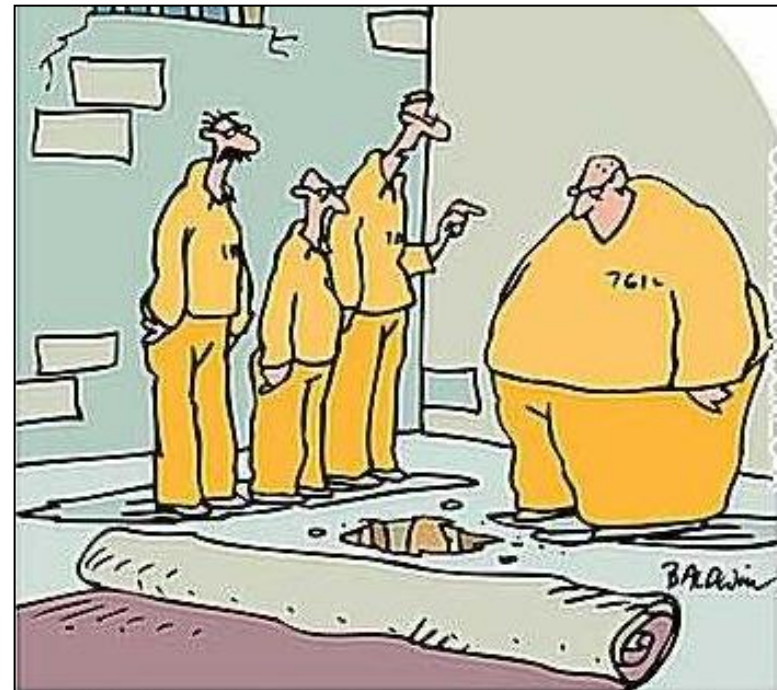
Student Activity

- What is the advantage of an Incident Action Plan?

- Who develops the Incident Action Plan?

- Break for Call / Video

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Five Primary Planning Phases

- Understand the situation

- Establish Incident Objectives and Strategy

- Develop the Plan

- Prepare and Disseminate the Plan

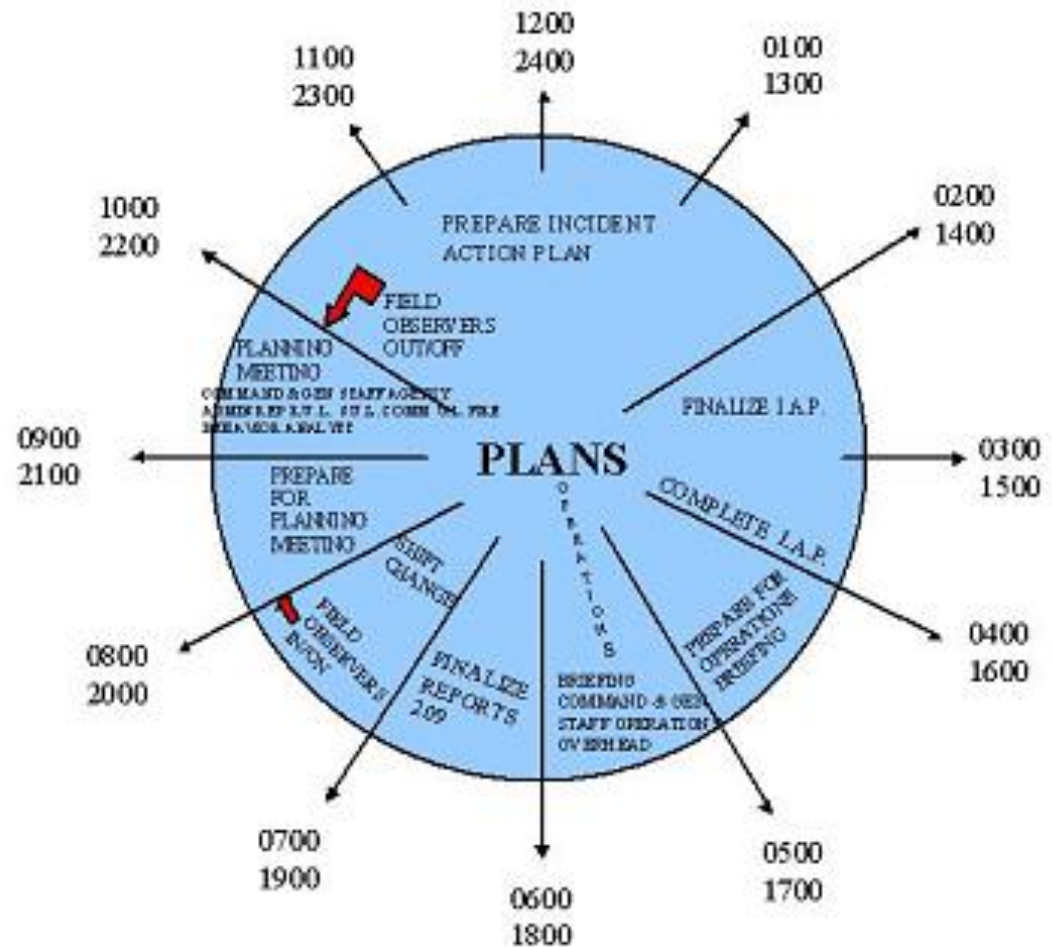- Execute, Evaluate, and Revise the Plan.

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"You never helped us dig, so you go last."

1st - Understanding the Situation

- Take the following steps before the initial planning meeting

    1. Get a copy of the ICS-201

    2. Evaluate the current situation and decide if the current planning cycle is adequate

    3. Advise IC and OSC of any suggested revisions to the current plan

    4. Establish a planning cycle (Step 2 in first OP).

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Planning Cycle

IAPs generally cover 12 hours, initially.

Operational Periods can be lengthened as the incident stabilizes.

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2nd - Establishing Objectives & Strategy

- Determine Planning Meeting attendees (PSC)
- Establish the location and time for the Planning Meeting (PSC)
- When requested, participate in the Objectives Meeting (IC/UC)
- Participate in the Tactics Meeting (OSC/IC).

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S.M.A.R.T.

S PECIFIC

M E A S U R E A B L E

A C H I E V E A B L E

R E A L I S T I C

T IME-BOUND

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- Ensure planning boards, forms, maps, are available

- Notify necessary support staff about the meeting and their assignments

- Ensure that a current situation and resource briefing will be available for the meeting.
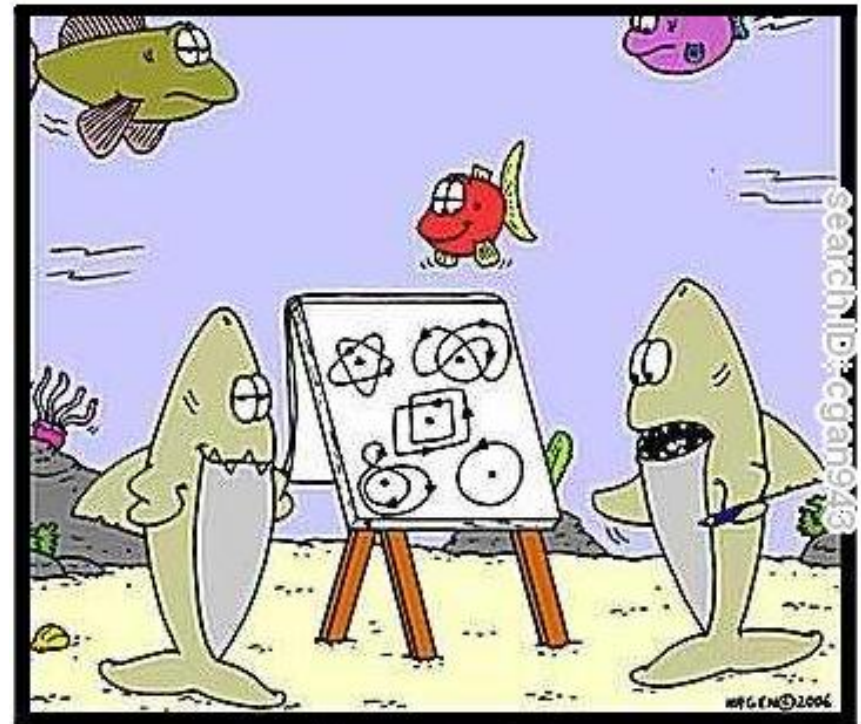
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- Obtain an estimate of resource availability for use in the Planning Meeting.

- Obtain necessary agency policy, legal, or fiscal constraints for use in the Planning Meeting.

Incident Objectives & Strategy

- **Incident Objectives:** Guidance statements and important outcomes - a future state to be achieved.

  - Based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed.

  - Achievable and measurable, yet flexible to allow for tactical alternatives.

- **Strategy:** Establishes a general plan or direction for accomplishing the incident objectives.

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Tactics

Tactics: Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Yes you're right:
Circling the prey might be the simplest...

Example from Animal Disease Emergency Exercise (2011).

Objective

Establish stop movement within a 10-mile radius of the suspected case within 8 hours.

Strategy

Initiate Stop Movement surrounding the Becker Farm and possible other affected farms while awaiting testing results.

Tactic

- Task Force 1, composed of 2 Sheriffs Units, a City Public Works Department lift-gate truck, two road barriers, and an animal health tech, will close County Road 17 North at MM 37.

- Task Force 2, composed of 3 State Police units, a County Public Works Department lift-gate truck, five road barriers and a DVM, will close Highway 9 East at MM 45.

Alternative Strategies

The Planning Section Chief may be requested to develop alternatives to proposed strategies, or to develop new strategies to replace an approach that is not working.

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Considerations of Initial or Alternative Strategies

- Mission/Responsibilities/Policies

- Safety considerations

- Characteristics and circumstances surrounding the incident, e.g. disease agent, initiating event, locale, etc.

- Environmental concerns

- Property, infrastructure, public health, economic and natural resources to be protected

- Liability

Considerations of Initial or Alternative Strategies

- Availability and cost of resources (contractors)

- Cost recovery

- Current and predicted environmental conditions (weather)

- Available alternatives

- Regulatory restrictions

- Political constraints/restraints

- Others?

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Hazmat/Oil Spill Incident

Question: What are some incident objectives that may be developed to respond a large oil/hazmat spill?

- Objective: Think no matter what, this needs to happen, or not happen. What's the worst case scenario?
  - Think about the basics – life, property, and environment– go from there.
- Strategy: Actions (and sometimes inactions) that support your objective.
  - Requires knowledge of the incident type/hazard.
- Tactics: Describes how responders will do something.
  - Requires operational experience involving the incident type/hazard – resource driven.

3rd - Develop the Plan

Conduct the Planning Meeting

- Give a briefing on situation resources and incident potential (Command and General Staff)

- Set/Review established objectives (IC/UC)

- Determine operation lines, establish Branches. Division boundaries, determine Group assignments (OSC).

- Specify tactics for each Division/Group

- Specify resources needed by Division/Group

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3rd - Develop the Plan (cont.)

- Specify operations facilities and reporting locations

- Develop resource orders

- Consider communications (205-COML), medical (206-SO), and traffic plan (PSC) requirements.

4th - Prepare/Disseminate the Plan

- Set the deadline for completing IAP attachments. Review and approve for completeness

- Determine number of copies needed

- Distribute Plan

- Participate in Ops Briefing.

Make Sure You…

- Identify **WHO** is responsible to develop which IAP components

- Identify and communicate **WHEN** they are due

- Identify **WHO** should receive the completed components

- **YOU** should review each component for accuracy and clarity

Planning Section Chief

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Make Sure You…

- Assemble and then complete another final review of the completed IAP

- Obtain the Incident Commander's approval of the plan

- Arrange for duplication

- Determine the number of IAP's needed.

CHECKLIST PRIMARY RESPONSIBILITY

1. Briefing on situation and resource status : PSC

2. Set/review incident objectives: IC

3. Plot control lines, establish Branch and Division boundaries, identify Group assignments: OSC

4. Specify tactics for each Division/Group: OSC

5. Specify safety mitigation measures for identified hazards in Divisions/Groups: SOF

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CHECKLIST PRIMARY RESPONSIBILITY

6. Specify resources needed: OSC, PSC

7. Specify Operations facilities and reporting locations – Plot on map: OSC, PSC, LSC

8. Develop resource and personnel order: LSC

9. Consider Communications, Medical, and Traffic Plan Requirements: PSC, LSC

10. Finalize, approve and implement Incident Action Plan: PSC, IC, OSC

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IAP Recipients

- Filled positions on ICS 203 (Organization Assignment List)

- Positions on ICS Form 204 (Assignment List)

- Bulletin boards

- Facilities outside incident base (camps, staging areas, rehab, etc.)

- Military needs

- Outside world

  – (1) Dispatchers

  – (2) Agency Administrators

  – (3) HQ/EOC/MACC

- Extra copies

  – (1) Complete IAP

  – (2) IAP map only

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Prepare for next Operational Period

- Review updated reports from Section Chiefs. Branch Directors, and Unit Leaders

- Get up to date status reports on level of achievement

- Assist with implementing alternative strategies and tactics if needed

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5th - Execute and Evaluate (cont.)

- Monitor progress of implementing the IAP

  – Measure/ensure progress against stated objectives

- Maintain Situation and Resource status

- Debrief resources coming on shift

- Maintain interaction with Command and General Staff.

What developments could require a change?

- Incident expands beyond projections

- Expense will exceed approval

- Resources or material not available

- New opportunity to change approach

- Change in political climate

- Name some others...

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Module 2 – Incident Action Plan Content

- Review and understand the components of an Incident Action Plan

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Components of the IAP - ICS Forms

- ICS 201, Incident Briefing
- ICS 202, Incident Objectives
- ICS 203, Organization Assignment List
- ICS 204, Assignment List
- ICS 205, Incident Communications Plan
- ICS 206, Medical Plan
- ICS 207, Organizational Chart
- ICS 209, Incident Status Summary

- ICS 210, Status Change Card
- ICS 211, Check-In List
- ICS 213, General Message
- ICS 213RR, Resource Request
- ICS 214, Unit/Activity Log
- ICS 215, Operational Planning Worksheet
- ICS 215a, Incident Action Plan Safety Analysis
- ICS 223 H&S Message

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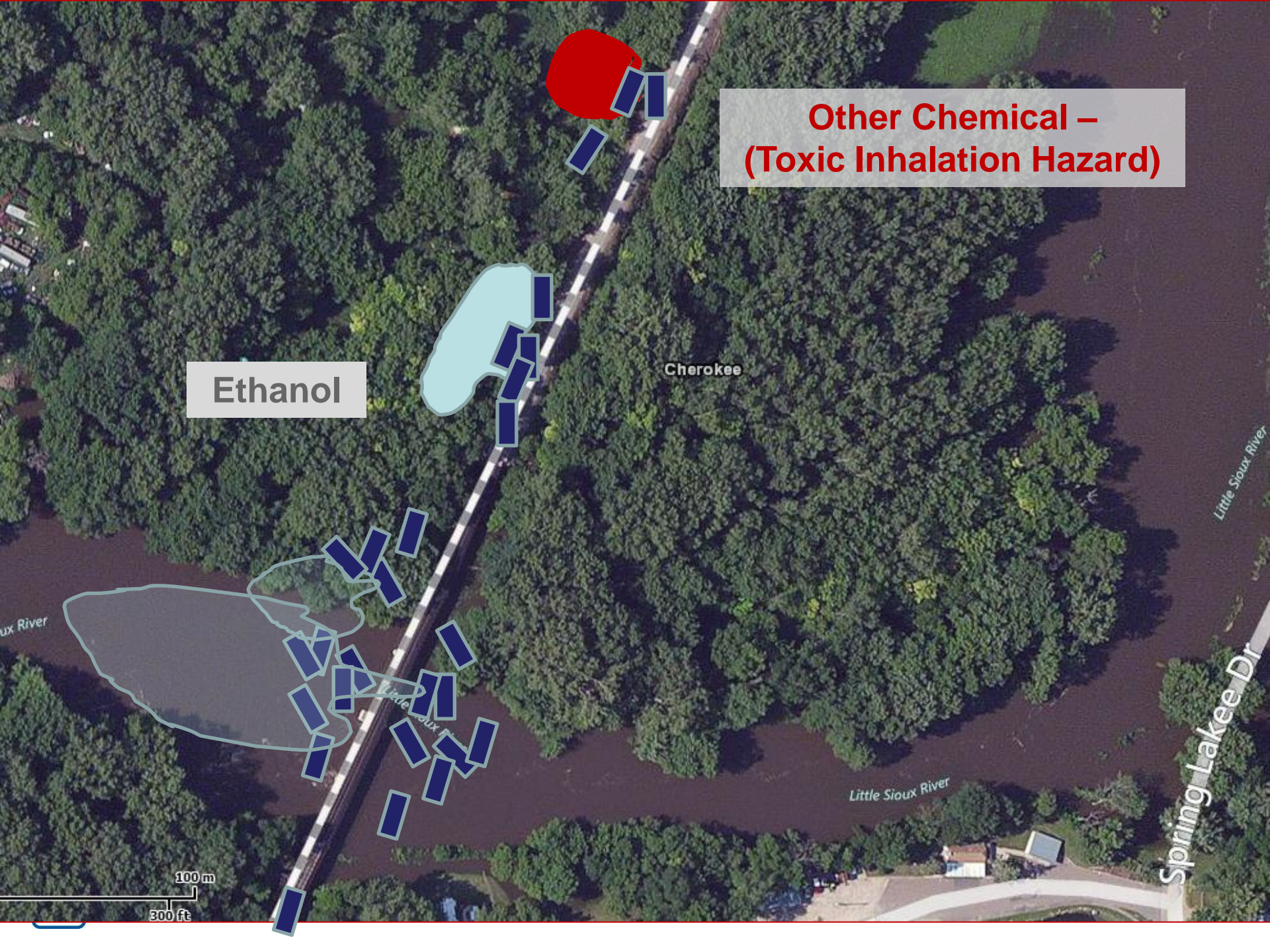
Additional Components of the IAP

- Predictions / assessments/ analyses
- Weather Forecast
- Expanded Safety Message
- Human Resource Message
- ICS Form 214 Unit Log
- Other blank forms as needed

Student Activity - Hazmat/Oil Spill Incident

Question: What are some incident objectives that may be developed to respond a large oil/hazmat spill?

- Objective: Think no matter what, this needs to happen, or not happen. What's the worst case scenario?
  - Think about the basics – life, property, and environment – and go from there.
- Strategy: Actions (and sometimes inactions) that support your objective.
  - Requires knowledge of the incident type/hazard.
- Tactics: Describes how responders will do something.
  - Requires operational experience involving the incident type/hazard – resource driven.

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Other Chemical –
(Toxic Inhalation Hazard)

Ethanol

Cherokee

Little Sioux River

Spring Lakee Dr

Little Sioux River

ux River

100 m

300 ft

Essential IAP ICS Forms

Cover page, plus:

- 201
- 202
- 203
- 204
- 209

Siouxland 2013\FE Docs\Guidance\ics_forms_2010.pdf

Redact - IAP.docx

https://gis.tetratech.com/viewers/29/

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Module 3 – Planning Meeting

- Situation/resource status (PSC/OSC)
- Safety issues (SO)
- Set/confirm incident objectives (IC)
- Plot control lines & Division boundaries (OSC)
- Specify tactics for each Division/Group (OSC)
- Specify resources needed for each Division/Group (OSC/PSC)
- Specify facilities and reporting locations (OSCPSC/LSC)
- Develop resource order (LSC)
- Communications/medical/transportation plans (LSC/PSC)
- Provide financial update (FSC)
- Discuss interagency liaison issues (LO)
- Discuss information issues (PIO)
- Finalize/approve/implement plan (IC/All)

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Common IAP Challenges & Pitfalls

- ## Challenges
  - Unfamiliar w/ ICS forms
  - Lack of intelligence (may have data and information)
  - Lack of common operating picture (COP)
  - Lack of operational & technical knowledge
  - Understaffed/Overstaffed

- ## Common Pitfalls
  - Trying to do too much with too little
  - "DUMB" objectives
  - "Paralysis from Analysis"
  - No time frame for submitting and compiling IAP components.
  - Reactive posture.

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Questions/Discussion/Other Ideas