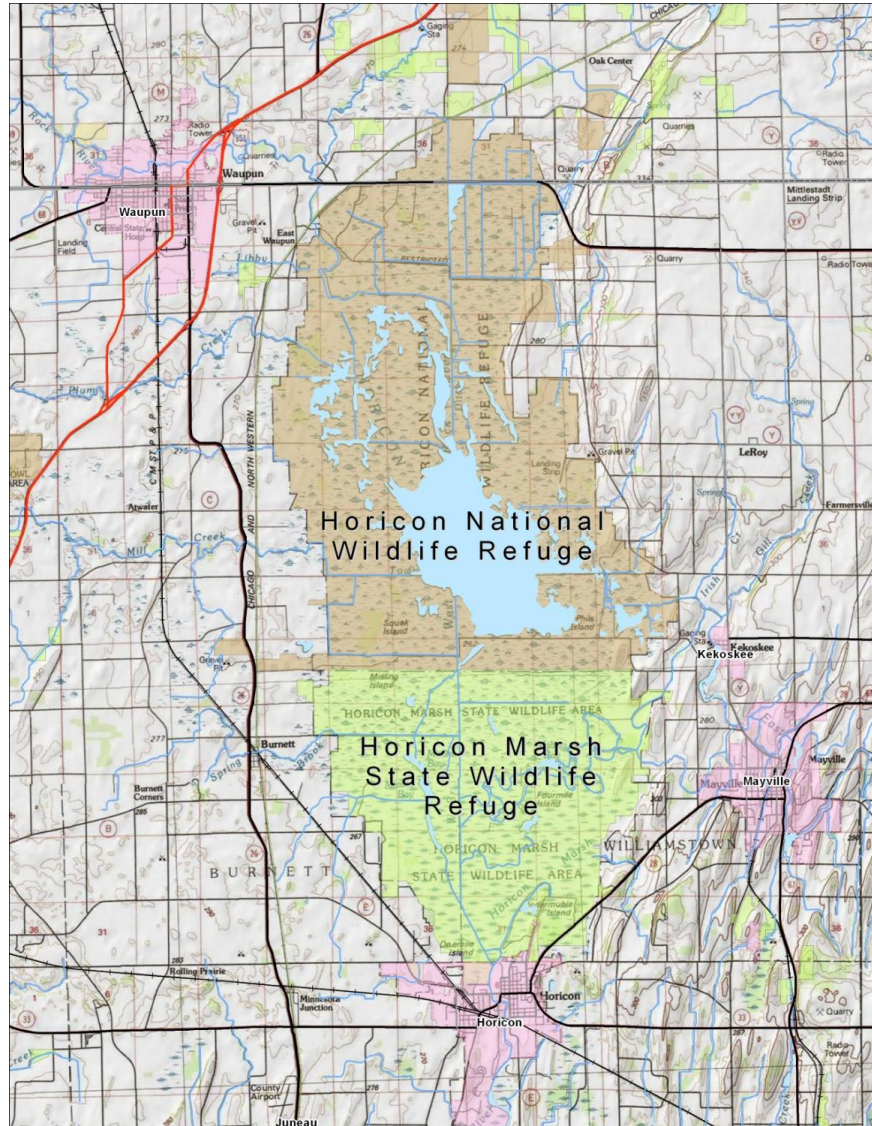


HORICON MARSH

INITIAL INCIDENT ACTION PLAN (IAP)



This Initial Incident Action Plan is developed to aid in initiating a timely and effective response to spills of oil and other hazardous materials in Horicon Marsh. It is intended to be used during Operational Period #1 of response only at the discretion of the Incident Commander. It is not intended to supersede the direction of the Incident Commander or eliminate the need for ongoing communication during a response.

IAP Approved by Incident Commander(s):

ORG	NAME	DATE/TIME
_____	_____	First Local IC (911, Fire Dept., County Emergency Mgr.) _____
_____	_____	First Responding State (WI DNR) _____
_____	_____	FOSC; USCG (Vessel or facility), EPA (facility, train or other) _____
_____	_____	USFWS Lead Representative _____
_____	_____	WI DNR Lead Representative _____

HORICON MARSH INITIAL INCIDENT ACTION PLAN

EXECUTIVE SUMMARY

In order to best prepare for oil and hazardous material spills in Horicon Marsh area, an interagency team comprised of representatives from US Fish and Wildlife Service (USFWS), Wisconsin Department of Natural Resource (WI DNR), local emergency planning agencies, the US Environmental Protection Agency (US EPA), US Coast Guard (USCG), and other federal, state, local agencies, and private sector, identified the need for a specialized planning document that would: 1) describe the roles that agencies and other entities would likely play in an incident, and 2) give responders a mechanism to help organize both in advance and during a response. This planning tool would also help multiple agencies to coordinate their operations and resources and make effective and efficient use of their personnel, supplies and time.

To help meet these needs, the enclosed Incident Action Plan (IAP) document was created. The plan has been tailored to identify the forms most likely to be used in a Horicon Marsh response and includes potential objectives for Horicon Marsh as well as a detailed emergency contact list. The plan provides a concise and coherent means of capturing and communicating the overall incident priorities, objectives and strategies in the context of both operational and support activities.

The IAP was developed to aid the implementation of the Incident Command System (ICS). During an incident, the ICS emphasizes orderly and systematic planning and this document is intended to be the central tool for planning during the Operational Period #1 of response at the discretion of the Incident Commander (IC). The plan is not intended to supersede the direction or authority of the IC, or to preclude communication or flexibility in response. Incidents vary in their kind, complexity, size and requirements for detailed or written plans, according to the size and complexity of the response. After the operational period #1 of an incident, it is expected that this IAP will be superseded by a response-specific IAP as needed.

The IAP was developed to be consistent with, and support, existing plans and procedures including the EPA Region 5 Regional Contingency Plan/Area Contingency Plan (RCP/ACP), Horicon and Fox River Comprehensive Conservation Plan, Horicon Marsh Hazard Analysis, USCG Sector Lake Michigan Area Contingency Plan (ACP) Wildlife Response Annex, state response plans and local response plans.

TABLE OF CONTENTS

<u>Horicon Marsh</u> -----	IAP-2
<u>Background IAP Planning “P”</u> -----	IAP-3
<u>Agency General Spill Roles and Responsibilities for Horicon Marsh Refuge</u> -----	IAP-4
IAP Template Forms	
1. <u>Action Plan Cover Sheet</u> ----- <i>(ICS Form 200)</i>	IAP-7
2. <u>Incident Objectives</u> ----- <i>(ICS Form 202)</i>	IAP-8
3. <u>Work Analysis Matrix</u> ----- <i>(ICS Form 234)</i>	IAP-9
4. <u>Incident Organization Chart</u> ----- <i>(ICS Form 207)</i>	IAP-13
5. <u>Assignment List</u> – Law Enforcement ----- <i>(ICS Form 204)</i>	IAP-14
<u>Assignment List</u> – Containment ----- <i>(ICS Form 204)</i>	IAP-16
<u>Assignment List</u> – Recovery and Rehabilitation ----- <i>(ICS Form 204)</i>	IAP-18
<u>Assignment List</u> – Reconnaissance and Monitoring----- <i>(ICS Form 204)</i>	IAP-20
6. <u>Incident Communication Plan</u> ----- <i>(ICS Form 205)</i>	IAP-22
7. <u>Emergency Contact List</u> -----	IAP-23
8. <u>Medical Plan</u> ----- <i>(ICS Form 206)</i>	IAP-24
9. <u>Health and Safety Message</u> ----- <i>(ICS Form 223)</i>	IAP-25
10. <u>Unit Activity Log</u> ----- <i>(ICS Form 214)</i>	IAP-26

About Horicon Marsh

Horicon Marsh is the largest freshwater cattail marsh in the United States, consisting of approximately 32,000 acres. The marsh is 14 miles long and 3 to 5 miles wide and has been classified as a palustrine system dominated by persistent emergent vegetation and floating vascular aquatic beds. The marsh is formed at the confluence of the West Branch Rock River and the East Branch Rock River, and several other small creeks. Water levels within the marsh are controlled at two main locations ([see map](#)). Levels in the northern part of the marsh are controlled at a dam near the boundary between the federal and state refuges. In addition, water levels are controlled separately within 17 smaller impoundments (4,852 acres). Levels in the southern portion of the marsh are controlled at the dam located at the south end of the marsh, in Horicon. In the southern portion of the marsh, areas of open water occur towards the middle of the marsh and in several canals constructed to provide boat access to the marsh interior. Horicon Marsh is both a State Wildlife Area and National Wildlife Refuge (NWR). The northern two-thirds of Horicon Marsh is managed by the U.S. Fish & Wildlife Service as the 22,000 acre Horicon National Wildlife Refuge (<http://www.fws.gov/midwest/horicon/>). The southern third of the marsh is managed by the Wisconsin Dept. of Natural Resources as Horicon Marsh State Wildlife Area (<http://dnr.wi.gov/topic/lands/wildlifeareas/horicon/>). Horicon NWR was established in 1941 under the authority of the Federal Migratory Bird Conservation Act of 1929.

Horicon Marsh was recognized in 1990 under the Ramsar Convention as a Wetland of International Importance. In 1997, Horicon Marsh was accepted as a Globally Important Bird Area in the American Bird Conservancy's United States Important Bird Areas program. The marsh received this recognition because in the fall it provides migration habitat for as many as 200,000 Canada geese from the Mississippi Valley Population which breeds in northern Ontario as well as tens of thousands of migrating ducks. In the fall of 2004, the Horicon Marsh was recognized by the State as an Important Bird Area.

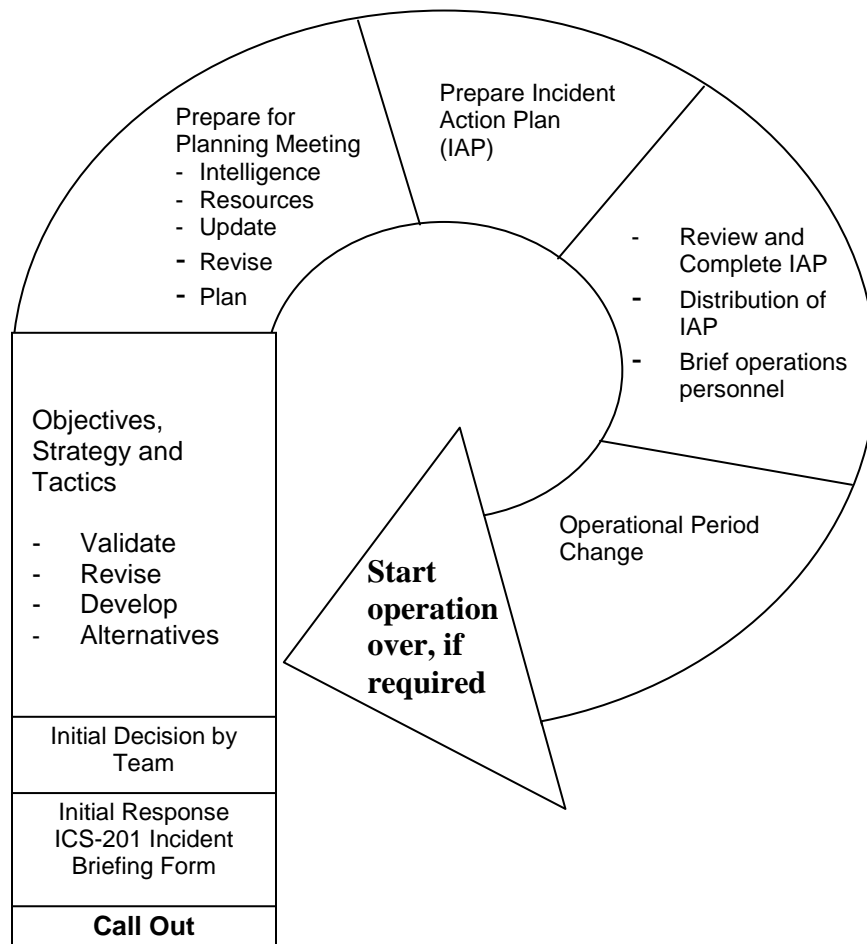
Horicon NWR is located 6 miles east of Waupun in southeastern Wisconsin. Current federal Refuge ownership consists of over 15,500 acres of marsh and 5,600 acres of associated upland habitat. State ownership totals about 11,000 acres. Marsh habitat is seasonally to permanently flooded and dominated by cattail, river bulrush, common reed grass, sedges, and reed canary grass. Uplands include nearly 2,000 acres of woodlands and 3,600 acres of grasslands. Resource management at the Refuge involves using a variety of techniques to preserve and enhance habitats for wildlife, with programs both in marsh and upland management. Marsh management involves the manipulation of water levels to achieve a desired succession of wetland plant communities to meet the seasonal needs of wildlife populations. Upland management includes establishing and maintaining grasslands to provide nesting habitat for ducks, Sandhill Cranes, and various song birds. Management objectives include waterfowl production and migratory bird use, with Redhead ducks being emphasized.

Incident Action Planning Process

In the incident command system (ICS), considerable emphasis is placed on developing effective Incident Action Plans (IAP). A planning process has been developed as a part of the ICS to assist planners in the development of a plan in an orderly and systematic manner. Not all incidents require detailed written plans. Recognizing this, the following planning process provides a series of basic planning steps, which are generally appropriate for use in any incident situation. The determination of the need for written IAPs and attachments/forms is based on the requirements of the incident, and the judgment of the Incident Commander. The Planning Section Chief prepares the Incident Action Plan with input from the appropriate sections and units of the Incident Management Team. It should be written at the outset of the response and revised continually throughout the response.

The diagram below shows the process and steps involved to develop an IAP. The IAP included in this document is intended to help guide response through the Operational Period #1 cycle of an incident on the National Wildlife Refuge and State Wildlife Area of Horicon Marsh.

The Planning Cycle and Daily flow of events:



NOTE: The cycle above assumes the first operational period. It can be adjusted to operational shifts of any duration.

Agency General Spill Roles and Responsibilities for Horicon Marsh

Agencies	General Roles and Responsibilities
Responsible Party/Facility/Industry	<p>The spiller, or responsible party (RP), has the primary responsibility to conduct spill cleanup, following the procedures listed in the facility response plan. The first response action of the RP is making notification of an incident to appropriate other responders of the incident, according to law and the RP's own response plan. The RP conducts whatever response actions are necessary and for which their personnel are trained and equipped. The RP is required to have authorized and qualified individuals available 24 hours a day to respond to a spill. The RP should also have sufficient funds available to cover the cost of pollution response to the limit of liability for the vessel or facility. As the priorities of an incident evolve, they often include off-site and environmental concerns. The RP has the lead role in responding to these concerns, under the oversight of state or federal agencies. The RP is also liable for restoring or replacing natural resources which may be injured or lost due to the spill, and should coordinate with the natural resource trustees (via the NRDAR Liaison in the IC) as part of the Natural Resource Damage Assessment & Restoration process. The RP will be represented at the command level of the response organization to represent their interests and to help coordinate assets and response actions. The RP should conduct inquiries into the cause of an incident. This is often done with the participation or oversight of state or federal agencies such as the Occupational Safety and Health Administration or Department of Transportation. The RP should conduct a critique of their response to an incident and revise prevention, preparedness, and response measures accordingly. If the responsible party does not respond properly, the On-Scene Coordinator shall take appropriate response actions and should notify the responsible party of the potential liability for federal response costs incurred by the On-Scene Coordinator pursuant to the OPA and CWA.</p>
Local Fire, Police, Sheriff & Hazmat Teams	<p>Local units of government typically have the primary role in protecting the public's safety and property from a spill through police and fire department response. During the initial stages of an incident, when life and safety issues are paramount, local officials (Fire/Police/Sheriff) will be "in charge" of the response to an incident until such time that they decide to enter into a unified command. These teams will not perform cleanup work, but will rather stabilize public safety threats during incidents and turn incidents over to responsible parties or to the state agencies (WI DNR) for cleanup.</p>
Counties & Emergency Management	<p>During the response and recovery stages of an event, the Dodge and Fond Du Lac County Emergency Management act as liaison between federal, state, and local units of government to promote speedy access to emergency resources and recovery funding.</p> <p>Wisconsin Emergency Management (WEM) coordinates the State's disaster mitigation, preparedness, response and recovery programs and activities, functions as the State Emergency Response Commission, and maintains a 24-hour Communication Center and State Emergency Operations Center (EOC). The EOC acts as lead in crisis/consequence management response and operations to notify, activate, deploy and employ state resources in response to any threat or act of terrorism. WEM assists local governments with multi-hazard emergency operations plans and maintains the Wisconsin Emergency Response Plan.</p>
Wisconsin Department of Natural Resources (WI DNR)	<p>During a spill response, appropriate DNR staff will be contacted (local biologists, technicians, law enforcement officers, Wildlife Health, Regional Spill Coordinators, and Public Affairs) and establish a response protocol delineating specific roles and responsibilities of each program. Determine what level of response, if any, is necessary to protect and respond to potentially threatened or injured fish, wildlife, and sensitive environments. If appropriate, WDNR personnel will contact the On-Scene Coordinator (OSC) to request participation in the spill response. Local WDNR staff, along with USFWS personnel, ensures that resources at risk are clearly identified and communicated to the OSC. Participate in the ICS command structure, as necessary. The USFWS and WDNR have joint responsibilities for overseeing any activity that involves the handling of wildlife and the WDNR's Wildlife Rehabilitation Liaison will coordinate with area wildlife rehabilitators as necessary. The WDNR's Wildlife Veterinarian will provide veterinary support and expertise as necessary.</p> <p>The Department is the lead coordinating agency for Emergency Support Function 10 (Oil and Hazardous Materials) as part of the Wisconsin Response Plan. The primary responsibility of ESF 10 is to ensure that the State has a coordinated response to releases of oil and other hazardous materials that pose a threat to public health and safety and the environment. State Statue 292.11 is the enabling legislation defining the responsibility of the Department when dealing with hazardous substance release (also known as Spills Law). In order to help implement this law, the DNR spills program was established to provide technical assistance and support within the agency and to those outside the agency. Each DNR region has a spill coordinator specifically trained to help responsible parties, response agencies and other DNR staff when a spill occurs.</p> <p>If a responsible party is unable or unwilling to provide adequate response, the DNR has the authority to identify, locate, monitor, contain, remove or dispose of the hazardous substance or take any other emergency action which it deems appropriate under the circumstances. In addition, the department may enter any property, premises or place at any time for the purpose of taking removal or other emergency action if the entry is necessary to prevent increased damage to the air, land or waters of the state. Notice is not required if the delay would result in imminent risk to public health, safety or the environment. The DNR can then seek cost recovery for costs incurred to providing those services.</p> <p>As a natural resource trustee, the WI DNR works with USFWS and other co-trustees to assess damages to restore natural resources (as circumstances allow) lost or injured due to spill. Data acquired would be used to determine the extent of damage to natural resources, to develop restoration or replacement strategies, and to develop and submit a claim for damages to the Responsible Party to implement the most appropriate restoration actions.</p>

Agencies	General Roles and Responsibilities
US Fish & Wildlife Service	<p>The USFWS is responsible for the conservation and management of lands and waters within the Horicon National Wildlife Refuge, migratory birds, federally-listed threatened and endangered species, and inter jurisdictional fishes, and the supporting habitats for these species. The USFWS with the WI DNR have joint responsibilities for overseeing any activity that involves the handling of wildlife. The USFWS is also a trustee bureau of the U.S. Department of the Interior with Natural Resource Damage Assessment & Restoration (NRDAR) authorities and responsibilities to restore or replace natural resources injured or lost due to spills of oil or releases of hazardous substances. The USFWS fulfills these NRDAR responsibilities working with co-trustees (e.g. WI DNR) and Responsible Parties as a distinct process coordinated with the emergency response process.</p> <p><u>USFWS Horicon National Wildlife Refuge (Refuge)</u></p> <ul style="list-style-type: none"> • The Refuge has management authority of 22,000 acres of land and water in Dodge and Fond du Lac Counties, Wisconsin (see http://www.fws.gov/refuge/Horicon/map.html for maps). • The Refuge District Manager, Assistant District Manager, or Law Enforcement Officer is the initial Refuge point of contact for any spill response in Pool 10. The District Manager, Assistant District Manager, or Law Enforcement Officer will ensure that all other appropriate Refuge personnel are contacted and notified. • During a response, the District Manager (or designee) will establish a response protocol delineating specific roles and responsibilities of Refuge personnel. Coordination protocol with the IA DNR and WI DNR, and other resource agencies will also be established. • Refuge personnel will provide responders with specific information on fish, wildlife, and habitat resources within Refuge, will provide recommendations for preventing or minimizing spill impacts to Refuge resources, and will consult on the best locations for response staging areas and access points within Refuge boundaries as consistent with the response strategies developed for the marsh. <p><u>USFWS Environmental Contaminants:</u></p> <ul style="list-style-type: none"> • Environmental Contaminants biologists from Wisconsin have spill response and natural resource damage assessment authority for the protection and restoration of trust resources in the State of Wisconsin. • Environmental Contaminants biologists will implement the USFWS Contingency Plan and the Region 3 Cross Programmatic Spill Response Plan to support and provide assets to Refuge personnel as needed and requested from the Refuge. See http://www.fws.gov/contaminants/FWS_OSCP_05/FWSContingencyTOC.htm . • Environmental Contaminants biologists can open a Pollution Fund Response Agreement (PRFA) with the USEPA or USCG to provide funding to support the USFWS response during an oil spill in navigable waters. The PRFA requires specific record keeping for expenditures. • Environmental Contaminants biologists can help fulfill Incident Command System (ICS) roles for emergency spill response as requested by the FOSC and the Refuge including Wildlife Branch operations and Environmental Unit activities. <ul style="list-style-type: none"> ○ The Wildlife Branch operations include supporting or overseeing wildlife reconnaissance, wildlife transport, wildlife recovery, wildlife morgue, wildlife deterrent, and wildlife rehabilitation. ○ Environmental Unit activities include identification of resources at risk, planning to avoid and minimize response related impacts, organizing shoreline clean up and assessment technique teams (SCAT), and conducting endangered species consultation. ○ Note that the USFWS does not necessarily perform all of these Wildlife Branch operational duties and Environmental Unit activities and that some items can be accomplished by other natural resource agencies, USDA Wildlife Services, or contractors hired by the Responsible Party. The exception being endangered species consultation for federally listed species can only be accomplished by the USFWS pursuant to the Section 7 of the Endangered Species Act and the spills consultation Memorandum of Agreement. ○ Some of these fish and wildlife related duties and activities require permits from the State and USFWS. For instance it is unlawful to pursue or harm federally listed endangered species or salvage dead migratory birds without a specific permit. There are specific requirements for handling and transporting sick migratory birds without a permit. USFWS personnel maintain general permits for these kinds of duties and activities.

<p>US Department of Agriculture, Animal Plant Health Inspection Service, Wildlife Services (USDA WS)</p>	<p>USDA APHIS Wildlife Services has no intrinsic authorities of its own that directly apply to wildlife issues in a chemical or oil spill event. It does however, because of its other wildlife expertise, have extensive operational and technical capabilities to assist with proper humane capture, handling, hazing, transport, and other issues that typically arise in oil spill situations. The Agency implements sound and integrated surveillance, deterrence and capture techniques and transport as part of regular day to day work activities. In addition, USDA WS is an emergency response agency that operates under the National Response Framework (NRF) and participates in emergency response in all regions of the United States working closely with other federal, state, tribal and local governments, along with the private sector to provide assistance and coordination during all-hazards emergencies, including oil spills. The Agency has the capability to respond to an incident under the Surveillance and Emergency Response System (SERS). SERS, an essential component of the USDA Wildlife Services National Wildlife Disease Program, serves as the primary emergency response contact point within APHIS Wildlife Services. Incident Response Teams (IRT) are made up of wildlife biologists and specialists that act as first responders. Team members have current medical clearances for personal protective equipment, HAZWOPER training and other specialized training, extensive Incident Command System training and have been deployed to oil spill and other emergency response incidents.</p>
<p>US Environmental Protection Agency (US EPA) Region 5</p>	<p>US EPA Region 5 provides Federal On-Scene Coordinators (FOSC) when an incident is federalized for spills originating from a source other than a vessel or marine transportation facility where:</p> <ul style="list-style-type: none"> • The FOSC is the lead federal official for spill response. • The FOSC is the point of contact for the coordination of federal efforts with those of the local response community. The FOSC will be in support of local command unless asked to assume control. • The FOSC shall, to the extent practicable, collect pertinent facts about the discharge or release, such as its source and cause; the identification of potentially responsible parties; the nature, amount, and location of discharged or released materials; the probable direction and time of travel of discharged or released materials; whether the discharge is a worst case discharge; the pathways to human and environmental exposure; the potential impact on human health, welfare, and safety and the environment; whether the discharge or release poses a substantial threat to the public health or welfare; the potential impact on natural resources and property which may be affected; priorities for protecting human health and welfare and the environment; and appropriate cost documentation. <p>The FOSC shall ensure that the Natural Resource Trustees are promptly notified of discharges or releases and shall coordinate all response actions with the trustees. The FOSC should ensure that all appropriate public and private interests are kept informed and that their concerns are considered throughout a response, to the extent practicable.</p>
<p>US Coast Guard</p>	<p>The USCG provides Federal On-Scene Coordinators (FOSC) for oil discharges, when an incident is federalized and the source is either a vessel or marine transport related facility where:</p> <ul style="list-style-type: none"> • The FOSC is the lead federal official for spill response. • The FOSC is the point of contact for the coordination of federal efforts with those of the local response community. The FOSC will be in support of local command unless asked to assume control. • The FOSC shall, to the extent practicable, collect pertinent facts about the discharge or release, such as its source and cause; the identification of potentially responsible parties; the nature, amount, and location of discharged or released materials; the probable direction and time of travel of discharged or released materials; whether the discharge is a worst case discharge; the pathways to human and environmental exposure; the potential impact on human health, welfare, and safety and the environment; whether the discharge or release poses a substantial threat to the public health or welfare; the potential impact on natural resources and property which may be affected; priorities for protecting human health and welfare and the environment; and appropriate cost documentation. <p>The FOSC shall ensure that the Natural Resource Trustees are promptly notified of discharges or releases and shall coordinate all response actions with the trustees. The FOSC should ensure that all appropriate public and private interests are kept informed and that their concerns are considered throughout a response, to the extent practicable.</p>
<p>Regional Response Team (Region 5)</p>	<p>The RRT serves as the regional mechanism for coordination of assistance and advice to the OSC during response actions.</p> <p>Use of In Situ Burning in US EPA Region 5</p> <p>In order to minimize environmental impacts and facilitate effective cleanup of an oil spill, responders have a limited number of techniques available to them. These include mechanical methods, the use of certain chemical countermeasures, and in situ burning. Under certain specific conditions, in situ burning may offer a logistically simple, rapid, inexpensive, and relatively safe means for reducing the shoreline impacts of an oil spill. Moreover, because a large portion of the oil is converted to gaseous combustion products, the need for collection, storage, transport, and disposal of recovered material can be substantially reduced. In situ burning may be able to remove a large amount of spilled oil before spreading and drifting of the spill fouls shorelines and threatens wildlife. In certain circumstances, such as oil spilled in ice conditions, burning may be the only viable response technique. Authorization of in-situ burning is subject to consultation and concurrence from the State and DOI. Considerations for use should include an analysis of oil location and the potential impact of smoke on downwind populations.</p>

Incident Name	2. Operational Period to be covered by IAP (Date/Time) From: <u>DISCOVERY</u> To: <u>OPERATIONAL PERIOD #1</u>	IAP COVER SHEET Horicon Marsh
---------------	--	--

INITIAL INCIDENT ACTION PLAN

The items below are included in this Incident Action Plan

- [ICS 202](#) Response Objectives. (Select from list as appropriate)
- [ICS 234](#) Work Analysis Matrix. (Incident specific objectives from ICS 202, strategies and tactics/tasks)
- [ICS 207](#) Organization Chart.
- [ICS 204](#) Assignment List. (Fill in operations personnel contact name, incident-specific assignments & resource summary)
- [ICS 205](#) Incident Communications Plan. (Phone/Radio Contact list)
- [ICS 206](#) Medical Plan. (Medical aid stations, hospitals and emergency procedures)
- [ICS 223](#) Health and Safety Message. (General Safety Message and Major Hazards/ Risks)
- [ICS 214](#) Unit Activity Log. (Details of unit activity, including team activity or individual activity)

Other Attachments

The following attachments are not included in the IAP. Please check and include additional forms, as needed.

- [ICS 208 Site Safety and Control Plan\(s\)**](#) **note: unless otherwise specified, every organization shall respond in accordance with the safety policies and procedures of their respective organizations
- [ICS 213 General Message Form](#) (for issuing approved information releases from the IC to the JPIC. (PIO's))
- [ICS 225 Maps / Charts](#) (See [Horicon Marsh Overview Strategy Map](#), [Water Control Structure Map](#). Select and add maps, as necessary)
- [ICS 232 Resources at Risk Summary](#) (Sensitive areas list of priorities. See [Inland Sensitivity Atlas Maps](#), [Horicon Marsh Overview Strategy Map](#), and [Sensitive Areas Map](#). Add tables or maps, as necessary)
- [Weather Forecasts / River flow – currents – conditions](#)
- See [Horicon Marsh Geographic Response Plan](#) for site-specific response strategies.
- Flint Hills Resources response equipment trailer kept at Waupun terminal. See [Equipment List](#) for details.
- Fish & Wildlife maps at <http://www.fws.gov/refuge/Horicon/map.html>
- _____

General Incident Summary

Incident Information and Incident Status

(Include Incident location, latitude/longitude, estimated quantity spilled, spill rate etc.)

Prepared By: (Name/Title)	Date/Time:
Approved by: (Name/Title)	Date/Time:

Incident name:	ICS – 202 INCIDENT OBJECTIVES Horicon Marsh
----------------	--

Objectives
1. Develop a response structure.
2. Establish Unified Command and establish an Incident Command Post (via. County Emergency Management).
3. Ensure the health and safety of the public and response personnel.
4. Provide and manage necessary communications.
5. Identify the Responsible Party and determine ability to respond to the spill.
6. Conduct all the appropriate notifications (especially the USFWS), including notifications to downstream communities.
7. Inform and update the community and public.
8. Secure the incident scene, restrict downstream Rock River traffic as necessary and secure all evidence.
9. Conduct response operations to control/stop the source of the spill, contain, recover or exclude released material in Horicon Marsh & downstream and minimize response related environmental impacts.
10. Evaluate resources-at-risk and protect downstream sensitive resources and minimize response related environmental impacts.
11. Prioritize wildlife response action and define parameters of when to employ an action, based on the level of risk, value of species at risk, and the likely impact of spilled product on those species.
12. Coordinate recovery actions and appropriate rehabilitation procedures with natural resource trustees.
13. Monitor releases to the environment.
14. Use monitoring results to inform and support public safety personnel and the residents including commercial and recreational boating.
15. Coordinate response actions and resource information with natural resource trustees and the Natural Resource Damage Assessment & Restoration (NRDAR) process.
16. Coordinate operations to evaluate impact to Horicon Marsh, and potentially impacted residents and resources downstream.
17.

Incident name:	ICS – 234 WORK ANALYSIS MATRIX Horicon Marsh
----------------	---

Objectives <i>Desired Outcome</i>		Recommended Strategies <i>General Plan and Direction</i>	Recommended Tactics or Tasks <i>How, Who, What, Where, When</i>	Status <i>Operational Period # 1</i>	
UNIFIED COMMAND	UNIFIED COMMAND	Develop a response structure	<input type="checkbox"/> Finding out viable Responsible Party <input type="checkbox"/> Integrate company into the Unified Command (Usually as a Liaison Officer)	<input type="checkbox"/> Issue Notice of Federal Interest to potential Responsible Parties (RP) <input type="checkbox"/> Set strategies and tactics with expected time frame with responsible party and their contractor <input type="checkbox"/> Hire a response contractor(s) if RP not adequately responding <input type="checkbox"/> Open Oil Pollution fund to conduct clean up and oversight of RPs if needed	_____
		Establish Unified Command and establish Incident Command post and/or Emergency Operations Centers	<input type="checkbox"/> Integrate organizations into ICS <input type="checkbox"/> Develop the IAP	<input type="checkbox"/> Develop feasible response alternatives <input type="checkbox"/> For technical assistance or funding, request help from Federal agencies- USCG or US EPA <input type="checkbox"/> For technical assistance, request help from State agencies- WI DNR	_____
	SAFETY	Ensure protection of health and safety of the public and response personnel	<input type="checkbox"/> Establish road, rail, and airspace controls <input type="checkbox"/> Establish shore land perimeter control areas <input type="checkbox"/> Temporally shut down public boat launches and tour boats if necessary	<input type="checkbox"/> Review data with health experts	_____
			<input type="checkbox"/> Develop and implement an all-agency staff safety plan <input type="checkbox"/> Written HASP (if hazmat or more than one operational period) <input type="checkbox"/> Prepare Boat Safety Check List and Float Plan for boat crews	<input type="checkbox"/> Assign a safety officer (s)	_____

	PUBLIC AFFAIRS	Ensure decision makers and the public are fully informed throughout the incident response	<input type="checkbox"/> Evacuation / Shelter-in-place and warnings of citizens at risk	<input type="checkbox"/> Local law enforcement, USCG, USFWS law enforcement and state conservation officers and wardens temporally shut down impacted areas, boat ramps, and other sites used by the public <input type="checkbox"/> USCG temporally shut down river traffic if necessary <input type="checkbox"/> County and state emergency managers and local Sheriff provide emergency communications to impacted public	_____
	LIAISON	Provide Notification to all impacted communities, states, federal agencies including downstream notifications	<input type="checkbox"/> Ensure notifications to principal partners, local, state, federal responders and land owners such as USFWS and any tribes. <input type="checkbox"/> Ensure notifications to downstream municipalities, drinking water intakes, and economically sensitive businesses	<input type="checkbox"/> Assign person to track proper notifications <input type="checkbox"/> Contact private and public water supply utilities. <input type="checkbox"/> Follow Initial IAP phone list <input type="checkbox"/> Conduct spill trajectory and time-of-travel to predict downstream impacts	_____
				<input type="checkbox"/> USFWS and WI DNR identify the liaison representing the natural resource trustees	_____
	PUBLIC INFORMATION	Inform and Update the community and public	<input type="checkbox"/> Establish interagency and JPIC - PIO liaisons. <input type="checkbox"/> Develop a multi-agency communications plan <input type="checkbox"/> Provide Information resources to all organization needs <input type="checkbox"/> Provide information resources to ICPs and EOCs (and JPIC) <input type="checkbox"/> Provide timely situation updates to SEOC or local EOCs	<input type="checkbox"/> Assign Public Information Officers to specific locations <input type="checkbox"/> Submit updates and situation reports at requested times (sitreps) <input type="checkbox"/> Provide Governor's briefings <input type="checkbox"/> Reactive: respond to media inquiries	_____
			<input type="checkbox"/> _____ <input type="checkbox"/> _____	<input type="checkbox"/> _____ <input type="checkbox"/> _____	_____

Objectives <i>Desired Outcome</i>		Recommended Strategies <i>General Plan and Direction</i>	Recommended Tactics or Tasks <i>How, Who, What, Where, When</i>	Status <i>Operational Period # 1</i>	
OPERATION SECTION	LAW ENFORCEMENT	Secure the incident scene and secure all evidence	<input type="checkbox"/> Establish river traffic control, river-traffic evacuation, no-boating area. <input type="checkbox"/> Secure scene immediately <input type="checkbox"/> Collect evidence <input type="checkbox"/> Prevent or minimize movement of evidence	<input type="checkbox"/> USCG / Sheriff lead on River Traffic Mgmt (Rock River downstream). <input type="checkbox"/> Police / Sheriff lead on road and rail traffic control <input type="checkbox"/> Collect photo evidence and document the scene <input type="checkbox"/> Coordinate with USFWS law enforcement and state conservation warden to ensure collection and storage of evidence to enforce federal and state wildlife laws	_____
	CONTAIN RELEASE	Conduct operations to stop the spill, contain, recover or exclude released material in Horicon Marsh and downstream	<input type="checkbox"/> Mobilize company responders, local spill COOP, first responders, county emergency government and hazmat teams, state and federal responders and their contractors <input type="checkbox"/> Utilize company and locally stored equipment such as oil spill boom, sorbents, tanker trucks, vacuum units, oil collection equipment or pre-staged response equipment <input type="checkbox"/> Mobilize local personnel and resources <input type="checkbox"/> Activate Spill Response Contractors (if company response too slow or inadequate) <input type="checkbox"/> Activate oil boom collection and recovery plan	Refer to Horicon Marsh Site-Specific Response Strategies (Overview map) for the following tasks: <input type="checkbox"/> Contain and stabilize oil-sources. <input type="checkbox"/> Establish ignition source controls in hot zone <input type="checkbox"/> Safely collect materials without creating nuisance conditions <input type="checkbox"/> Implement an oil recovery plan <input type="checkbox"/> Establish perimeter and hot zone <input type="checkbox"/> Close dams and impoundment control structures to contain spilled product near source <input type="checkbox"/> Evaluate the control of river level to facilitate spilled product collection and control (note: changing levels can cause larger smear zones)	_____ _____
	WILDLIFE RECOVERY & REHABILITATION	Implement recovery actions and appropriate rehabilitation procedures with natural resource trustees	<input type="checkbox"/> Establish Operations Section Wildlife Branch to respond to oiled wildlife	<input type="checkbox"/> USFWS and/or state wildlife health professionals and resource managers, and USDA WS will implement the following Plans, as necessary: - "Wildlife Reconnaissance and Recovery Plan" to guide the finding and capture of oiled animals - "Wildlife Stabilization and Transport Plan" to provide initial veterinary care for recovered oiled wildlife and to transport animals to rehabilitation areas <input type="checkbox"/> USDA APHIS WS or other resource managers will oversee recovery of oiled wildlife and hazing operations <input type="checkbox"/> USFWS and/or state wildlife health professionals will oversee wildlife care and rehabilitation of oiled wildlife, as necessary <input type="checkbox"/> Wildlife Branch Director will ensure the RP contracts with a licensed wildlife rehabilitation organization to provide rehabilitation and other professional services	_____
	RECONNAISSANCE & MONITORING	Conduct operations to monitor releases to the environment to support public safety personnel and the residents including commercial and recreational boating, and temporarily moored houseboats	<input type="checkbox"/> Reconnaissance by IC organization staff, (reminder need safety plan) <input type="checkbox"/> Reconnaissance by compilation of information by others <input type="checkbox"/> Joint reconnaissance with local authorities <input type="checkbox"/> Air- flight reconnaissance and reporting	<input type="checkbox"/> Establish & deploy Reconnaissance Team(s) <input type="checkbox"/> Consider variety of resources for reconnaissance such as local, state, federal or private air recon, USACE Hydraulics personnel, NOAA, or private resources to provide spill trajectory's <input type="checkbox"/> Wildlife Reconnaissance and Recovery Teams provide real time field situational updates on the location of oil and related environmental impacts to the Planning Section Environmental Unit to help direct Shoreline Cleanup Assessment Technique (SCAT)	_____
			<input type="checkbox"/> Conduct air monitoring and water sampling <input type="checkbox"/> Conduct monitoring with the Planning Section's Environmental Unit and the NRDAR Liaison.	<input type="checkbox"/> Conduct perimeter air sampling, water sampling at scene and down river <input type="checkbox"/> Provide environmental monitoring data and information as part of regular IC briefings, which include the Environmental Unit and the NRDAR Liaison	_____
		<input type="checkbox"/> _____ <input type="checkbox"/> _____	<input type="checkbox"/> _____ <input type="checkbox"/> _____	_____	

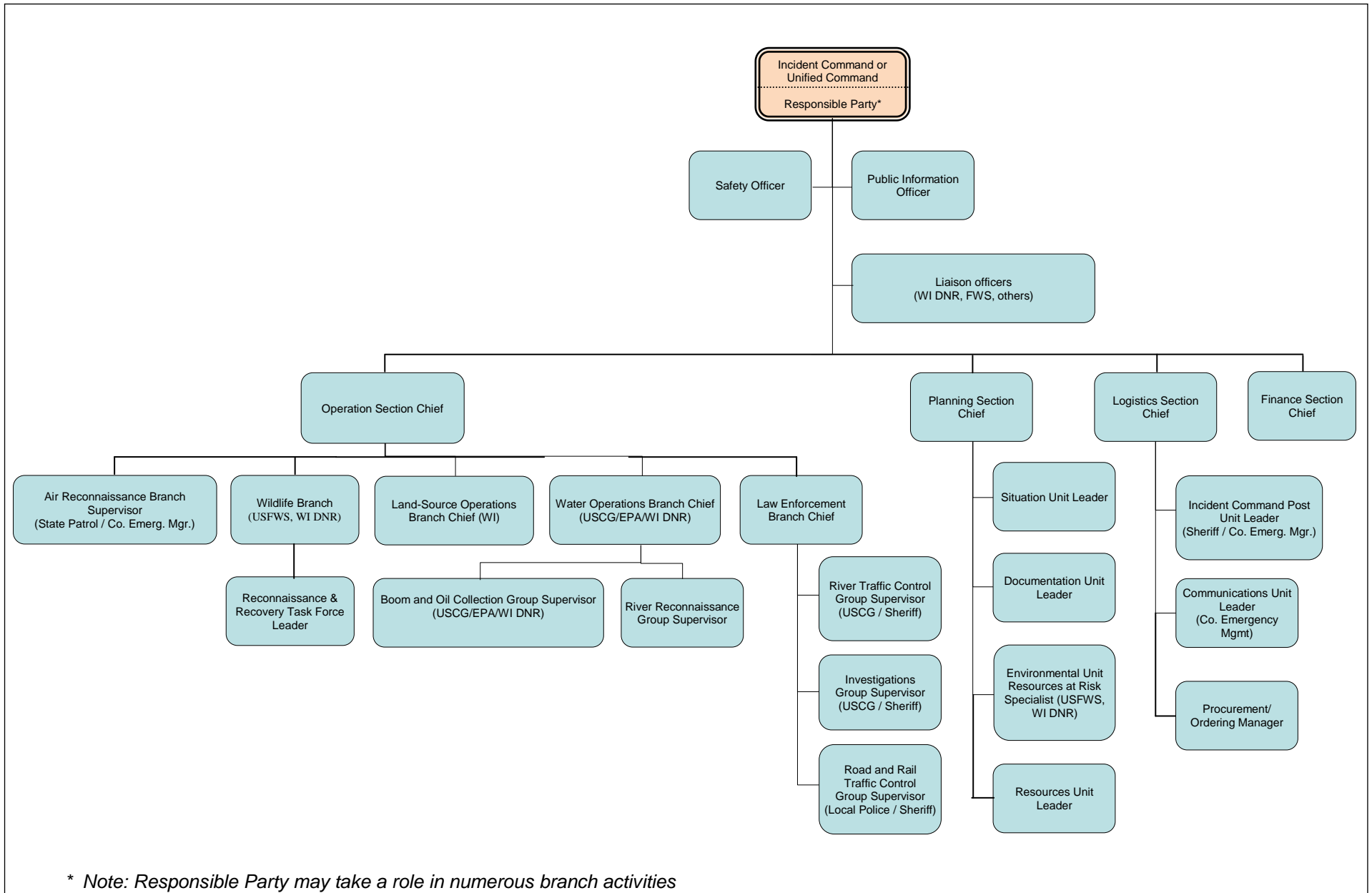
Objectives <i>Desired Outcome</i>		Recommended Strategies <i>General Plan and Direction</i>	Recommended Tactics or Tasks <i>How, Who, What, Where, When</i>	Status <i>Operational Period # 1</i>
PLANNING SECTION	ENVIRONMENTAL	<p>Establish a wildlife branch within Operations section and an Environmental unit within planning section if oiled wildlife is observed</p> <p><input type="checkbox"/> Establish an Environmental Unit within the Planning Section, with an emphasis on "Resources at Risk Specialists"</p> <p><input type="checkbox"/> Establish a Wildlife Branch within the Operations Section if oiling of wildlife is observed or predicted</p>	<p><input type="checkbox"/> Request assistance from the USFWS, USDA WS, and WI DNR. Open up the Oil Spill Liability Trust Fund (OSLTF) for a Pollution Removal Fund Authorization (PRFA).</p> <p><input type="checkbox"/> Schedule an oiled-wildlife tactics meeting.</p> <p><input type="checkbox"/> Initiate Endangered Species Act Section 7 emergency consultation.</p> <p><input type="checkbox"/> Establish linkage between Planning Section Environmental Unit and the Operations Sections for technical assistance on methods to avoid and minimize response related injury to natural resources.</p>	_____
		<p><input type="checkbox"/> Conduct spill modeling and spill trajectories</p> <p><input type="checkbox"/> Develop a monitoring plan for water quality</p>	<p><input type="checkbox"/> Provide info on assessment methods to local authorities</p> <p><input type="checkbox"/> Contact air & water experts on agency call back lists (examples include hydraulic personnel, state water division contacts, biologists)</p>	_____
	RESOURCES AT RISK	<p>Evaluate resources at risk and protect sensitive resources in Horicon Marsh and downstream</p> <p><input type="checkbox"/> Planning Section's Environmental Unit identifies and evaluates sensitive resources.</p>	<p><input type="checkbox"/> USFWS and state resource managers will identify and evaluate sensitive natural resources, including seasonal and site-specific conditions.</p> <p><input type="checkbox"/> USFWS and state resource managers will make a preliminary determination of the extent to which planned response actions may affect natural resources and suggest measures to avoid and minimize impacts.</p> <p><input type="checkbox"/> USFWS and state resource managers will recommend and advise implementation of Response Strategies developed for Horicon Marsh.</p> <p><input type="checkbox"/> USFWS, state resource managers, and USDA WS will develop a "Wildlife Reconnaissance and Recovery Plan" if oiled wildlife is observed or predicted, as necessary</p> <p><input type="checkbox"/> USFWS, state resource managers, and USDA WS will develop a "Wildlife Hazing Plan" if wildlife is attracted to oiled habitats, as necessary</p> <p><input type="checkbox"/> USFWS, state resource managers, and USDA WS will develop and assist implementation of a "Wildlife Stabilization and Transport Plan" to provide initial veterinary care for recovered oiled wildlife and to transport animals to rehabilitation areas, as necessary.</p> <p><input type="checkbox"/> USFWS and/or state resource managers will develop and assist implementation of a "Wildlife Rehabilitation Plan" for oiled wildlife, as necessary.</p> <p><input type="checkbox"/> See Inland Sensitivity Atlas Maps included in the Horicon marsh GRP CD.</p>	_____
		<p><input type="checkbox"/> Establish a NRDAR Liaison in the Incident Command</p> <p><input type="checkbox"/> Coordinate response plans and actions with the natural resource trustees and the Natural Resource Damage Assessment & Restoration process (NRDAR).</p>	<p><input type="checkbox"/> Request the NRDAR Liaison to coordinate the natural resource trustees to make a preliminary determination of the need for emergency restoration</p> <p><input type="checkbox"/> Coordinate collection, analysis, and results (including photo documentation) of environmental media (soils, sediments, water, etc.) and dead or dying fish and wildlife with the natural resource trustees via the NRDAR Liaison. Trustees may collect ephemeral data.</p>	_____
	DOCUMENTATION	<p>Ensure proper Documentation of the incident</p> <p><input type="checkbox"/> Establish a documentation unit to properly document response (at command post)</p> <p><input type="checkbox"/> Data management for ICS</p>	<p><input type="checkbox"/> Coordinate collection and documentation of evidence with USFWS, WI DNR, and USDA WS for respective fish and wildlife enforcement actions and potential NRDAR actions</p> <p><input type="checkbox"/> Collect agency evidence for identified enforcement issues</p> <p><input type="checkbox"/> Track expenses for cost recovery</p> <p><input type="checkbox"/> Assign staff to create maps, track personnel, catalog resources, etc.</p>	_____
RESOURCES	<p>Acquisition and delivery of resources such as equipment, materials etc.</p> <p><input type="checkbox"/> Develop a river traffic management plan</p>	<p><input type="checkbox"/> Provide personnel with adequate safety equipment and initial and daily briefings</p> <p><input type="checkbox"/> Provide clear guidance that each organization is responsible for safety protocol in first operational period</p>	_____	
	<p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>	<p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>	_____	

Objectives <i>Desired Outcome</i>		Recommended Strategies <i>General Plan and Direction</i>	Recommended Tactics or Tasks <i>How, Who, What, Where, When</i>	Status <i>Operational Period # 1</i>
LOGISTICS SECTION	INCIDENT COMMAND POST	<p>Establish incident facilities including the command post, staging areas & other facilities as incident develops</p> <p><input type="checkbox"/> If HUMAN INJURY occurs- Immediately establish a Medical/EMS section in ICS</p>	<p><input type="checkbox"/> Consider establishing medical/EMS if persons threatened w/exposure</p>	_____
	COMMUNICATION	<p>Provide and manage communications</p> <p><input type="checkbox"/> Implement and maintain communications with all incident command posts, emergency operations centers and responders</p>	<p><input type="checkbox"/> Assign a communications coordinator (unit leader), make a phone list, etc.</p> <p><input type="checkbox"/> Request additional communication resources if needed</p>	_____
	PROCUREMENT	<p>Ensure procurement of materials and supplies & administer accounts receivable and payable to contract and noncontract vendors</p> <p><input type="checkbox"/> Establish a Procurement unit and Ensure procurement of materials and supplies</p>	<p><input type="checkbox"/> Ensure separate accounting of all contracts specifically related to the emergency incident and of all purchases within the enactment of the emergency incident management plan.</p> <p><input type="checkbox"/> Obtain authorization to initiate and finalize purchases</p> <p><input type="checkbox"/> Interpret and initiate contracts/agreements to minimize costs</p> <p><input type="checkbox"/> Maintain log of all purchases related to the incident and initiate the Procurement Summary Report</p>	_____
	_____	<input type="checkbox"/> _____ <input type="checkbox"/> _____	<input type="checkbox"/> _____ <input type="checkbox"/> _____	_____

Incident name:

ICS – 207 INCIDENT ORGANIZATION CHART Horicon Marsh

Initial Command Structure for the first operational period of an oil spill. [Click here to have a workable and printable version of the Organization Chart](#)



1. Incident name:	2. Operational Period # 1		ICS – 204 ASSIGNMENT LIST Horicon Marsh
	3. Section	Operations	
	4. Division/Group	Law Enforcement	

5. Agencies Involved in Law Enforcement Group

Agencies that might play a role in Law Enforcement Group:

- County Sheriff, Police & Emergency Management
- Wisconsin DNR Wardens
- Local Police
- US Fish and Wildlife Service (USFWS) Law Enforcement
- US Coast Guard (USCG)
- US EPA Criminal Investigation Division

Agency General Roles and Responsibilities: Refer to the [Roles and Responsibilities](#) Table provided in this Incident Action Plan

6. Recommended Strategies and Tactics

- Establish river traffic control, river-traffic evacuation, no-boating area. USCG / Sheriff lead on River Traffic Mgmt.
- Secure scene immediately- Police / Sheriff lead on road and rail traffic control
- Collect photo evidence and document the scene
- Coordinate with USFWS law enforcement and state conservation wardens to ensure collection and storage of evidence to enforce federal and state wildlife laws

7. Incident-Specific Assignments

8. Special Instructions for Division/Group

9. Operations Personnel

Title	Name	Affiliation	Emergency Contact #	Contact # (s)

Communications: Refer to the [Horicon Marsh Emergency Contact List](#) provided in this Incident Action Plan

10. Resource Summary

ID	Resource Type	Description/ Location	Quantity	Size	Status	Notes/ Comments

11. Additional Information

Prepared By: (Name/Title)	Date/Time:
Approved by: (Name/Title)	Date/Time:

1. Incident name:	2. Operational Period # 1		ICS – 204 ASSIGNMENT LIST Horicon Marsh
	3. Section	Operations	
	4. Division/Group	Containment	

5. Agencies Involved in Contain Release Group

Agencies that might play a role in Containment Group:

- Responsible Party/Facility/Industry/Contractors
- Counties & Emergency Management
- Local Fire, County & Regional Hazmat Teams
- Wisconsin Department of Natural Resources (WI DNR)
- US Fish and Wildlife Service (USFWS)
- US Environmental Protection Agency (US EPA) Region 5
- US Coast Guard (USCG)

Agency General Roles and Responsibilities: Refer to the [Roles and Responsibilities](#) Table provided in this Incident Action Plan

6. Recommended Strategies and Tactics. See [Horicon Marsh Geographic Response Plan](#) for strategies.

- Mobilize company responders, local spill COOP, first responders, county emergency government and hazmat teams, state and federal responders and their contractors
- Utilize company and locally stored equipment such as oil spill boom, sorbents, tanker trucks, vacuum units, oil collection equipment or pre-staged response equipment
- Mobilize local personnel and resources
- Activate Spill Response Contractors (if company response too slow or inadequate)
- Activate and implement oil boom collection and recovery plan
- Contain and stabilize oil-sources.
- Establish ignition source controls in hot zone
- Safely collect materials without creating nuisance conditions
- Deflect spilled material into Lock Chamber (downstream on Rock River) for collection. Utilize Lock and Dam Master and provide formal request from Federal OSC
- Evaluate the control of river level to facilitate spilled product collection and control (note: changing levels can cause larger smear zones)

7. Incident-Specific Assignments

8. Special Instructions for Division/Group

9. Operations Personnel						
Title	Name	Affiliation	Emergency Contact #	Contact # (s)		
Communications: Refer to the Horicon Marsh Emergency Contact List provided in this Incident Action Plan						
10. Resource Summary						
ID	Resource Type	Description/ Location	Quantity	Size	Status	Notes/ Comments
11. Additional Information						
Prepared By: (Name/Title)				Date/Time:		
Approved by: (Name/Title)				Date/Time:		

1. Incident name:	2. Operational Period # 1		ICS – 204 ASSIGNMENT LIST Horicon Marsh
	3. Section	Operations	
	4. Division/Group	Wildlife Recovery & Rehabilitation	

5. Agencies Involved in Recovery and Rehabilitation Group

Agencies that might play a role in Recovery and Rehabilitation Group:

- Responsible Party/Facility/Industry/Contractors
- Wisconsin Department of Natural Resources (WI DNR)
- US Fish and Wildlife Service (USFWS)
- USDA APHIS Wildlife Services (USDA WS)

Agency General Roles and Responsibilities: Refer to the [Roles and Responsibilities](#) Table provided in this Incident Action Plan

6. Recommended Strategies and Tactics

- Establish Operations Section Wildlife Branch to respond to oiled wildlife
- USFWS and/or state wildlife health professionals, and USDA WS will implement the following Plans, as necessary:
 - “Wildlife Reconnaissance and Recovery Plan” to guide the finding and capture of oiled animals
 - “Wildlife Stabilization and Transport Plan” to provide initial veterinary care for recovered oiled wildlife and to transport animals to rehabilitation areas
 - “Wildlife Hazing Plan” if wildlife is attracted to oiled habitats
- USFWS and/or state resource managers and wildlife health professionals will oversee wildlife rehabilitation according to the Wildlife Rehabilitation Plan
- USFWS and/or state resource managers and wildlife health professionals will manage the wildlife morgue
- USFWS and/or state resource managers and wildlife health professionals, and USDA WS will salvage dead wildlife
- USFWS and/or state resource managers and wildlife health professionals, and USDA WS will report location of oil, high wildlife use areas, and protection needs for sensitive natural resources.
- USFWS and/or state resource managers and wildlife health professionals will provide daily update of number of dead and oiled wildlife
- USFWS and/or state resource managers and wildlife health professionals will order the necessary resources (supplies, equipment, and gear from the Logistics Section)

7. Incident-Specific Assignments

8. Special Instructions for Division/Group

9. Operations Personnel						
Title	Name	Affiliation	Emergency Contact #	Contact # (s)		
Communications: Refer to the Horicon Marsh Emergency Contact List provided in this Incident Action Plan						
10. Resource Summary						
ID	Resource Type	Description/ Location	Quantity	Size	Status	Notes/ Comments
11. Additional Information						
Prepared By: (Name/Title)				Date/Time:		
Approved by: (Name/Title)				Date/Time:		

1. Incident name:	2. Operational Period # 1		ICS – 204 ASSIGNMENT LIST Horicon Marsh
	3. Section	Operations	
	4. Division/Group	Reconnaissance & Monitoring	

5. Agencies Involved in Reconnaissance and Monitoring Group

Agencies that might play a role in Reconnaissance and Monitoring Group:

- Responsible Party/Facility/Industry/Contractors
- Wisconsin Department of Natural Resources (WI DNR)
- US Fish and Wildlife Service (USFWS)
- US Environmental Protection Agency (US EPA) Region 5
- US Coast Guard (USCG)
- USDA APHIS Wildlife Services (USDA WS)

Agency General Roles and Responsibilities: Refer to the [Roles and Responsibilities](#) Table provided in this Incident Action Plan

6. Recommended Strategies and Tactics

- Establish & deploy Reconnaissance Team(s)
- Reconnaissance by IC organization staff, (reminder: need safety plan)
- Reconnaissance by compilation of information by others
- Joint reconnaissance with local authorities
- Air- flight reconnaissance and reporting
- Consider variety of resources for reconnaissance such as local, state, federal or private air recon, UASCE resources for reconnaissance, USACE Hydraulics personnel, NOAA, or private resources to provide spill trajectory's
- Wildlife Reconnaissance and Recovery Teams provide real time field situational updates on the location of oil and related environmental impacts to the Planning Section Environmental Unit to help direct Shoreline Cleanup Assessment Technique (SCAT)
- Conduct air monitoring and water sampling. Conduct perimeter air sampling, water sampling at scene and down river
- Conduct monitoring with the Planning Section's Environmental Unit and the NRDAR Liaison.
- Provide environmental monitoring data and information as part of regular IC briefings, which include the Environmental Unit and the NRDAR Liaison

7. Incident-Specific Assignments

8. Special Instructions for Division/Group

9. Operations Personnel						
Title	Name	Affiliation	Emergency Contact #	Contact # (s)		
Communications: Refer to the Horicon Marsh Emergency Contact List provided in this Incident Action Plan						
10. Resource Summary						
ID	Resource Type	Description/ Location	Quantity	Size	Status	Notes/ Comments
11. Additional Information						
Prepared By: (Name/Title)				Date/Time:		
Approved by: (Name/Title)				Date/Time:		

Incident name:	Operational Period# 1			ICS – 205 INCIDENT COMMUNICATION PLAN Horicon Marsh
	From		To	

Position	Name	Phone	e-mail	Current Location
Incident Commander and Staff				
Incident Commander(s)				
Safety Officer				
Information Officer				
Liaison Officer				
Water Operations Section Chief				
Land-Source Section Chief				
Wildlife Branch Section Chief				
Logistics Section Chief				
Planning Section Chief				
Law Enforcement Section Chief				
Prepared By: (Name/Title)			Date/Time:	
Approved By: (Name/Title)			Date/Time:	

HORICON MARSH EMERGENCY CONTACT LIST

NAME	JOB TITLE	ORGANIZATION	Emergency #	Office Phone	E-Mail
Local					
911					
Joe Meagher	Director	Dodge County EM	911	920-386-3999	jmeagher@co.dodge.wi.us
Amy Nehls	Deputy Director	Dodge County EM	911	920-386-3999	anehls@co.dodge.wi.us
James McNabb	Director	Fond du Lac County EM	920-929-3390 920-906-4646	920-906-3288	James.mcnabb@fdlco.wi.gov
Shelley Brown-Giebel		Fond du Lac County EM	911	920-906-4729	shelley.giebel@fdlco.wi.gov
Tony Zelhofer		Fond du Lac County EM	911	920-906-4729	Tony.zelhofer@fdlco.wi.gov
Randy Schwark	Chief	Burnett Fire Department	911	920-689-2314	
Jim Bandsma	Chief	Horicon Fire Department	911	920-485-3510	
Roger Williams	Chief	Mayville Fire Department	911/ 563-542-8766	920-387-7909	mayvillefire@mayvillecity.com
Jeff Berry	Chief	Waupun Fire Department	911	920-324-7910	jeff@waupunpd.org
Private					
Joe Sliper	Terminal Manager	Flint Hills Resources; Koch Pipeline		920-324-9300	marion.sliper@fhr.com
Eric Dominiack	Environmental Engineer	Flint Hills Resources; Koch Pipeline		651-480-3830	eric.dominiack@fhr.com
		WI Southern Railroad		414-438-8820	
Lorri Schrock	Sr. Environmental Engineer	John Deere Horicon Works	309-236-0659 cell	309-765-5152 920-485-4411	schrocklorrim@johndeere.com
		WI Power and Light		608-458-3311	
		WI Public Service	800-450-7280		
		Flint Hills Resources		920-324-9300	
Ryan Newcomer	EHS Supervisor	Koch Pipeline Co., LP	651-829-1643 cell	651-438-1564	Ryan.Newcomer@kochpipeline.com
Tony Cole	Manager	Cole Oil	920-948-2480 cell	920-269-4542	tony@coleoil.net
State					
Wisconsin Duty Officer		WI D.O.	1-800-943-0003	1-800-943-0003	
David Woodbury	EM Officer	WI DNR			David.Woodbury@wisconsin.gov
Tami Ryan	Wildlife Health Section Chief	WI DNR	414-750-8360	608-266-3143	tamara.ryan@wisconsin.gov
Mike Schmoller	South Central Region Spills Coordinator; Hydrogeologist	WI DNR	608-576-0183 cell	608-275-3303	Michael.schmoller@wisconsin.gov
Bret Owsley	NR Area Supervisor	WI DNR		920-387-7874	Bret.Owsley@wisconsin.gov
Sean Strom	Wildlife Toxicologist	WI DNR		608-264-6121; 608-220-4769	sean.strom@wisconsin.gov
Lindsey Long	Sr. Veterinarian	WI DNR		608-221-6337; 608-219-5038	lindsey.long@wisconsin.gov
Mandy Cyr	Wildlife Biologist	WI DNR		715-359-5508; 608-219-6503	amanda.cyr@wisconsin.gov
Paul Samerdyke	Wildlife Biologist	WI DNR		920-387-7882	paul.samerdyke@wisconsin.gov
Federal					
National Response Center		NRC	1-800-424-8802	1-800-424-8802	
US Department of the Interior		DOI	215-266-5155	215-266-5155	
US EPA Region 5		EPA	312-353-2318	312-353-2318	
USCG Sector Lake Michigan (Duty Officer)		USCG	414-747-7182	414-747-7182	
DOI Regional Env. Officer		USFWS	215-266-5155		
Ann Whelan		EPA	312-802-1405	312-886-7258	Whelan.Ann@epamail.epa.gov
Kathy (Clayton) Halbur		EPA	920-634-9072	920-662-5424	halbur.kathy@epa.gov
Jason Suckow		USDA - WS		608-837-2727	jason.suckow@aphis.usda.gov
Sarah Warner		USFWS	920-655-4974	608-238-9333 x130	Sarah_Warner@fws.gov
Betsy Galbraith		USFWS	920-866-1753		Betsy_Galbraith@fws.gov
Diane Kitchen		USFWS	920-948-5354	920-387-2658 x12	Diane_Kitchen@fws.gov
Wendy Woyczik		USFWS	920-948-4293	920-387-2658 x13	Wendy_Woyczik@fws.gov
John Below		USFWS	920-948-2579	920-387-2658 x16	John_Below@fws.gov
Steve Lenz		USFWS	920-296-7941	920-387-2658 x11	

1. Incident name:	2. Operational Period# 1			ICS – 206 MEDICAL PLAN Horicon Marsh
	From		To	

3. First Aid Stations

Name	Location	EMT (On-Site)		Phone	Radio
		Yes	No		
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		

4. Transportation (Ground and/or Ambulance Services)

Name	Location	EMT (On-Site)		Phone	Radio
		Yes	No		
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		

5. Hospitals

Name	Location	Helipad		Burn Center		Phone	Radio
		Yes	No	Yes	No		
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

6. Special Medical Emergency Procedures

Prepared By: (Name/Title)	Date/Time:
Approved by: (Name/Title)	Date/Time:

1. Incident name:	2. Operational Period# 1			ICS – 223 HEALTH AND SAFETY MESSAGE Horicon Marsh
	From		To	

3. Potential Hazards

4. General Safety Concerns

5. Additional Information

Prepared By: (Name/Title)	Date/Time:
Approved by: (Name/Title)	Date/Time:

