
Unit 6: Contingency Planning

STUDENT GUIDE

Objectives

By the end of this unit, students will be able to:

- Describe the need and process for contingency planning for an all-hazards incident
- Contrast short- and long-term contingency planning and describe the Operations Section Chief's role in each
- Describe resources for developing and adjusting the Contingency Plan
- Describe information-gathering tasks and resources in the development of a Contingency Plan/Threat Analysis
- List the steps in the development of the Contingency Plan and its final contents
- Describe the key steps for approving, communicating, and publicizing the Contingency Plan

Methodology

This unit uses lecture and discussion.

Students will be tested on this topic's content through the administration of Quiz 1 (to be administered upon completion of Unit 7). In addition, Instructors will evaluate students' understanding of the topic content through the facilitation of Exercise 3 (to be administered upon the completion of this unit). Knowledge of unit content will also be evaluated through the administration of the Final Exam (to be administered upon completion of the course).

The purpose of this exercise is to provide participants with an opportunity to practice the roles and responsibilities of an Operations Section Chief as they apply to contingency planning. The focus in Exercise 3 is to provide students with an opportunity to develop the skills necessary to create Contingency Plans. Utilizing various incident scenarios, students will generate the questions that need to be answered in order to successfully and assuredly develop a Contingency Plan for the given scenario.

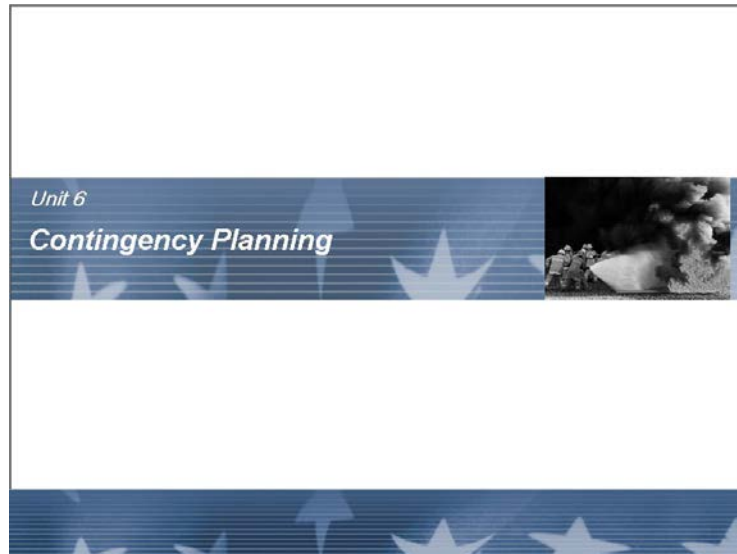
Time Plan

A suggested time plan for this unit is shown below. More or less time may be required based on the experience level of the group.

Topic	Time
Lesson	1 hour
Exercise 3	1 hour
Total Time	2 hours

Topic

Unit Title Slide

**Key Points**

Scope Statement

Through this unit, students will learn the need for and the uses of Contingency Plans (both long term and short term). Students will gain an understanding of the information in Contingency Plans and the process of developing Contingency Plans. Operational variables that have an effect on contingency planning will be discussed, as well as the relevant players and resources in the development of Contingency Plans and additional places where Operations Section Chiefs may obtain Contingency Plans (e.g., the National Response Team Integrated Contingency Plan Guidance). Students will also gain an understanding of Threat Analyses (critical to the development of Contingency Plans) and the final components of a Contingency Plan.

Unit Terminal Objective

Describe the need and process for contingency planning for an all-hazards incident.

**Key Points**

Unit Terminal Objective

Describe the need and process for contingency planning for an all-hazards incident.

Unit Enabling Objectives

- Contrast short- and long-term contingency planning and describe the Operations Section Chief's role in each
- Describe resources for developing and adjusting the Contingency Plan
- Describe information-gathering tasks and resources in the development of a Contingency Plan/Threat Analysis
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The continued trend of incidents to increase in scope and complexity requires the forecasting of incident needs beyond the current operational period. As incidents grow in size and complexity, the Operations Section Chief must acknowledge the need and understand the process for developing Contingency Plans.

Contingency planning is having a plan B when plan A doesn't work.

The Operations Section Chief must be able to anticipate the impact of an incident well beyond its present condition. The involvement of and cooperation with agencies that might not normally work together increase the need for accurate contingency planning.

It's the Operations Section Chief who is responsible for pulling together the tactical pieces of contingency planning and giving them to the Planning Section, which is responsible for pulling all of the relevant pieces together, organizing them, and making them useable.

Topic Modes of Operation

Modes of Operation

Immediate Attention

- Short preparation time
- Already happening or will happen soon

Planned Need

- Threat is anticipated
- Time is available to prepare

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Visual 6-3

Key Points

- *Immediate attention* means that the plan you are using clearly isn't working well and you need an alternative quickly
- *Planned need* means that a threat is anticipated and you have one or more operational periods to prepare for its impact

Topic Contingency Planning Operation

Contingency Planning Operation

Each incident will be different:

- Relatively small in size
 - Threatening or moving toward small number of values at risk in isolated situation
- Large-scale event
 - Threatening or moving toward large number of values at risk
- Somewhere in between
 - Unlimited possibilities

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Visual 6-4

Key Points

- There is a need for contingency planning because a small incident may evolve into a larger and/or more complex incident
- Think “outside the box”
 - Expect the unexpected, but consider what’s reasonable
 - Plan for what you can reasonably expect to occur—not meteors, but rather hurricanes during August
- If an Operations Section Chief foresees an incident getting worse, he/she can assign a Deputy Operations Section Chief to be in charge of contingencies

Topic Find and Meet Local Cooperators**Find and Meet Local Cooperators**

- Fire Departments / Fire Districts
- Law Enforcement
- Utilities



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Visual 6-5

Key Points


With regard to cooperation with agencies, Operations Section Chiefs should check whether local administrators have a plan in place regarding cooperation with agencies so that they don't "reinvent the wheel." Law enforcement agencies tend not to do this type of planning, but utilities often do because of the need for asset protection.

Exercise caution with utilities because the effects will cascade: If you shut off the water, you might affect firefighters.

Topic Other Additional Contingency Plans?

Other Additional Contingency Plans?

- **NRT (National Response Team)**
 - **Integrated Contingency Plan Guidance**
- **Other**
 - **National Oil and Hazardous Substance Contingency Plan**
 - **National Search and Rescue Plan**



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Key Points

The National Response Team (NRT), a national planning, policy, and coordinating body, gave facilities the option to incorporate their many different plans into an Integrated Contingency Plan Guidance document called “One Plan.”

Discussion

Discuss other available Contingency Plans as appropriate for the audience:

- National Oil and Hazardous Substances Pollution Contingency Plan
- National Search and Rescue Plan
- U.S. Department of Health and Human Services Concept of Operations (CONOPS) for Public Health and Medical Emergencies
- Private industry response plans

Topic Contingency Plan Information Gathering

Contingency Plan Information Gathering

Survey the area(s) of concern:

- Local agencies may be able to provide assistance
- Obtain copies of local maps
- Survey areas that may become threatened



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Visual 6-7

Key Points

Local agencies may be able to: (1) make you aware of pre-existing plans/resources; and (2) provide you with a guide to terrain, roads, assets, shelters, resources, and so forth. If an agency can't provide this information, residents may be able to.

Operations Section Chiefs should concentrate on the areas most threatened, but keep an open mind regarding changing circumstances.

Topic Contingency Plan Information Gathering

Contingency Plan Information Gathering

Pay particular attention to:

- Areas of safe refuge
- Safety zones
- Triage of values at risk
- Availability of resources

Use ICS Form 215 to develop
resource needs for each planned Group or Division.

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Visual 6-8

Key Points

Identify areas of particular interest:

- Areas of safe refuge
- Safety zones
- Triage of values at risk
- Availability of resources

Use ICS Form 215, Operational Planning Worksheet, to develop resource needs for each planned Group or Division.

Topic Produce a Threat Analysis

Produce a Threat Analysis

- Utilize Technical Specialists
- Map potentially threatened areas
- Utilize meteorologists and other experts
- Determine the probability of the event occurring based on the intelligence gathered



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Visual 6-9

Key Points

- Utilize Technical Specialists, the Planning Operations Chief, a meteorologist, and local experts, if available
- Map potentially threatened areas based on your survey and the anticipated weather
 - Meteorologists and other experts may develop potential spread models or scenarios
- Determine the probability of the event occurring based on the intelligence gathered

Topic Produce a Threat Analysis (cont.)

Produce a Threat Analysis (cont.)

- **Develop Contingency Plans**
- **Determine the threshold for initiating action**
- **Incident threshold is determined by:**
 - **The amount of resources needed**
 - **Time needed to obtain them**
 - **Time needed to get them into position, etc.**

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Visual 6-10

Key Points

- Develop Contingency Plans
- Determine the threshold for initiating action
- Incident threshold is determined by:
 - The amount of resources needed
 - Time needed to obtain them
 - Time needed to get them into position, etc.

Topic Produce a Threat Analysis (cont.)**Produce a Threat Analysis (cont.)****Required Resources:**

- Review the amount of available resources
- Plan for additional needs
- Use ICS Form 215 to break into manageable pieces



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Visual 6-11

Key Points

- Review the amount of available resources required to protect the values at risk
- Plan for additional needs such as staging, water supply, and relief personnel
- Use ICS Form 215 to break into manageable Divisions or Groups
 - If multiple groups or divisions are required, consider assigning a Branch Director

Topic Develop the Contingency Plan

Develop the Contingency Plan

<p><u>Suggested Format</u></p> <ul style="list-style-type: none"> ■ Problem Statement ■ Objectives ■ Pre-event actions 	<p><u>Tactics</u></p> <p><u>Appendices</u></p> <ul style="list-style-type: none"> ■ Maps ■ Triage Guides ■ Search Marking System ■ Safe Refuge Areas ■ Escape Routes ■ Evacuation Routes
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Visual 6-12

Key Points

The Contingency Plan should include a Problem Statement, the objectives of the plan, pre-event actions, and more. Appendices will include maps, triage guides, a search marking system, safe refuge areas, and so forth.

Suggested format:

- Problem Statement
- Objectives of the Contingency Plan
- Pre-event actions
- Tactics

Appendices

- Maps
- Triage guides
- Search marking system
- Safe refuge areas
- Escape routes
- Evacuation routes

Steps to Develop the Contingency Plan

1. Don't forget other agency input:

- Law Enforcement
- Local agencies
- Other expertise available



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Visual 6-13

Key Points

1. Don't forget to get other agency input and buy-in on responsibilities and actions
 - Law enforcement
 - Local agencies
 - Other expertise available

Even if an agency doesn't have a Contingency Plan, you should still consult with them in the development of a plan because it creates buy-in.

Topic Steps to Develop the Contingency Plan (cont.)

Steps to Develop the Contingency Plan (cont.)

2. Problem Statement

- Covers overall problem
- Description of what may be expected
- Orients the reader

3. Objectives of the Plan

- What/how/why/when you want to accomplish

4. Pre-Event Actions

- List available, permissible steps that can be taken during the preparation phase

Unit 6: Contingency Planning Visual 6-14

Key Points

2. Problem Statement

- Covers the overall problem faced
- Is an introduction and description of what maybe/is expected to occur
- Orients the reader

3. Objectives of the Plan

- Covers the overall plan
- Includes the what/how/why/when you intend to accomplish
- Orients the reader and gives them the big picture of the strategy

4. Pre-Event Actions

- Lists available, permissible steps that can be taken during the preparation phase; certain areas may have restrictions, legal or otherwise, that may guide your actions

Topic Steps to Develop the Contingency Plan (cont.)

Steps to Develop the Contingency Plan (cont.)

5. Tactics

- Local experts, pre-positioned overhead, and other agencies may have helpful material

6. Appendices

- Maps
- Triage Guides

7. Consider sensitivity with regard to terminology

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Key Points

5. Tactics

- Options should be well known by participants; however, some areas may have specifics that need to be covered
- Local experts, pre-positioned overhead, and other agencies may have helpful material

6. Appendices should include:

- Maps: Use existing system if possible
- Triage Guides: If needed or already in existence

7. Consider sensitivity with regard to terminology

- Don't say "loser" or "history" to describe structures that will be lost

Topic Obtain Incident Commander Approval on Form and Content

Obtain Incident Commander Approval on Form and Content

- Plan can become very political
- Potentially controversial
- Include other IMT members in development and dissemination



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Visual 6-16

Key Points

It is important to involve other Incident Management Team (IMT) members in the development of the Contingency Plan because: (1) buy-in is important; (2) they may end up playing a large role in executing the plan; and (3) they may have useful insights (e.g., whether or not the tactics are acceptable from a logistical or financial standpoint).

Topic Advise the Incident Management Team

Advise the Incident Management Team

Finance

- Cost, claims, compensation

Logistics

- Parking, support, feeding, personnel, rehab, traffic

Plans

- Resource status, situation status, demobilization

Command Staff

- Impacts on Information, Liaison, and Safety Officers

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Visual 6-17

Key Points

Advise the IMT of potential scenarios and timetables:

- Finance: Cost, claims, compensation
- Logistics: Parking, support, feeding, personnel, rehab, traffic, and so forth
- Plans: Resource status, situation status, and potential demobilization
- Command Staff: Impacts on the Information, Liaison, and Safety Officers

Topic Develop Resource Needs Based on Likely Scenarios

Develop Resource Needs Based on Likely Scenarios

- Order overhead for advance planning divisions or groups
- Let them conduct triage and/or surveys
- Resolve any identified problems
- Utilize them to develop, fine tune, or revise contingency plan



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Visual 6-18

Key Points

Develop resource needs based on likely scenarios:

- Order overhead for advance planning Divisions or Groups
- Let them conduct triage, surveys, and so forth
- Resolve any identified problems
- Utilize them to develop, fine tune, or revise the Contingency Plan

Topic Familiarize Yourself With Mutual-Aid Agreements**Familiarize Yourself With Mutual-Aid Agreements**

- Identify jurisdictional Mutual-Aid Coordinator
- Pre-plan notification process and channels



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Visual 6-19

Key Points

Mutual-Aid Agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. Each jurisdiction should be a party to an agreement and authorized officials from each of the participating jurisdictions will collectively approve all of the agreements.

Know who the jurisdictional Mutual-Aid Coordinator is:

- Work with him/her on scenarios
- Ask for feedback on the capabilities of the system
- Determine the response time of local resources and their limitations
- Agree on thresholds for initiating mutual aid

Research and pre-script the notification process and channels for requesting additional resources:

- Who, what, when, where, why, and how
- Review with the involved Communication Centers
- Long response times would indicate that early notification of the Mutual-Aid Coordinator or function should be planned

Topic Coordinate With the Public Information Officer

Coordinate With the Public Information Officer

The “increasing threat” condition will draw the media

Expect to be deluged with:

- Media personnel and equipment
- Parking congestion
- Unsupervised and unprotected media
- Media helicopters
- General confusion



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Visual 6-20

Key Points

This is a time when you really want to have the media on your side. Keep the Public Information Officer and the media aware of the development of a Contingency Plan, especially if the media is a tool for disseminating disaster information.

The “increasing threat” condition will make your incident a top priority for news media coverage. Expect to be deluged with:

- Media personnel and equipment
- Parking congestion
- Unsupervised and unprotected media personnel infiltrating all portions of your incident
- Media helicopters that violate incident air space
- General confusion

Topic Give PIO Advance Warning

Give PIO Advance Warning

Provides the opportunity for the Public Information Officer to increase staffing to meet the demands:

- Participate in the notification process as part of any evacuation
- Information kiosks or other public information tools established as needed



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Visual 6-21

Key Points

- Participate in the notification process as part of any evacuation
- Information kiosks or other public information tools should be established as needed

TopicUtilities: Coordination With Operations Personnel

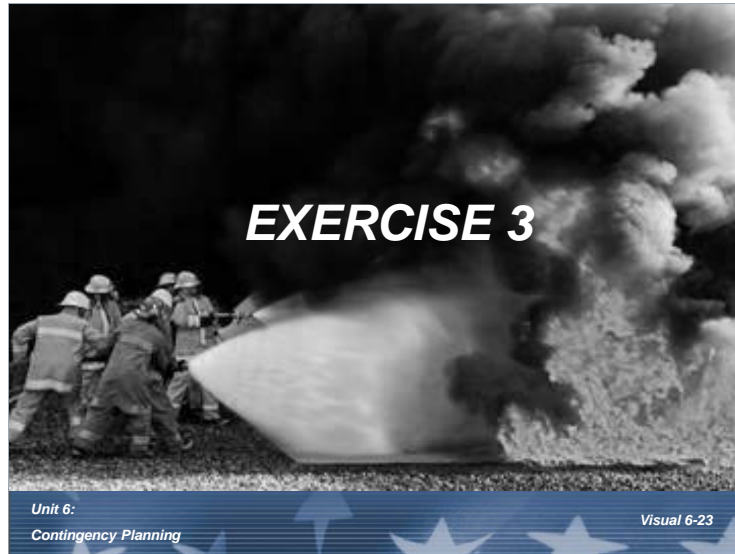
Utilities: Coordination With Operations Personnel

- **Water**
 - Ability to supply the affected area
- **Electric**
 - Protection of service and equipment
- **Phones**
 - Ensure communications

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Contingency Planning Visual 6-22

Key Points

- Water: Ability to supply the affected area
- Electric: Protection of service and equipment
- Phones: Ensure communications



Key Points

Follow directions from the instructor on how to complete this exercise.

Objectives Review

1. *What are the similarities and differences in short- and long-term contingency planning and what is an Operations Section Chief's role in each?*
2. *What are the resources for developing and adjusting the Contingency Plan?*

Key Points

Unit Terminal Objective

Describe the need and process for contingency planning for an all-hazards incident.

Unit Enabling Objectives

- Contrast short- and long-term contingency planning and describe the Operations Section Chief's role in each
- Describe resources for developing and adjusting the Contingency Plan

Objectives Review (cont.)

3. *How would you describe an information-gathering task and what resources are available in the development of a Contingency Plan/Threat Analysis?*
4. *What are the steps in developing a Contingency Plan and its final contents?*
5. *What are the key steps for approving, communicating, and publicizing the Contingency Plan?*

Key Points

Unit Enabling Objectives

- Describe information-gathering tasks and resources in the development of a Contingency Plan/Threat Analysis
- List the steps in the development of the Contingency Plan and its final contents
- Describe the key steps for approving, communicating, and publicizing the Contingency Plan