

Montana Rapid Response Exercise After Action Report

Flathead Lake Incident | September 11-13, 2018



This project was made possible by



Introduction

The Montana rapid response exercise gathered multiple partners together to explore and test the current State of Montana's *Dreissenid Mussel Rapid Response Guidelines*¹ on Flathead Lake September 11-13, 2018. In the event that Montana discovers invasive dreissenid mussels, effort to prepare for such a discovery assist in defining roles and responsibilities and, also raise new thoughts and solutions that could be used. This exercise utilized the *Dreissenid Mussel Rapid Response Guidelines* and the Incident Command System of the National Incident Management System. The ICS is a national system that provides a reliable and logical structure to strategizing and documenting response situations. The ICS command structure can be applied to emergency response situations, including those involving invasive species discovery.

The exercise followed a fictitious yet plausible scenario (Appendix A) where adult mussels were found on a boat recently purchased from the Midwest and found moored at Flathead Lake at Somers Bay. Somers Bay is located in the northwestern portion of Flathead Lake. This scenario represents a co-jurisdictional response with unified command comprised of Confederated Salish and Kootenai Tribes (CSKT) and the state of Montana.

This exercise was also part of the efforts by the 100th Meridian Initiative Columbia River Basin (CRB) Team. The CRB Team partners have been conducting rapid response exercises for over a decade with the goal of preparing the region and testing the Columbia River Basin Rapid Response Plan. The Montana exercise was the 9th exercise conducted and examined key aspects not yet explored.

Methodology

In February of 2018, key partners gathered to assemble an executive planning team to develop the exercise goals, participant list, and design the scenario. The team included the following individuals:

- Stephen Phillips, Pacific States Marine Fisheries Commission
- Tom Woolf, Montana Fish Wildlife & Parks
- Erik Hanson, Confederated Salish and Kootenai Tribes
- Kate Wilson, Montana Department of Natural Resources and Conservation/ Upper Columbia Conservation Commission
- Joanne Grady, US Fish and Wildlife Service
- Leah Elwell, Invasive Species Action Network
- Ken Bridinger, Montana Fish Wildlife & Parks
- Jim Williams, Montana Fish Wildlife & Parks
- Buck Lapatie, RedSky All Hazard Training LCC

An optional ICS training, prior to the start of the exercise, was provided by Buck Lapatie who also served as the key ICS facilitator of the exercise. A list of exercise participants is provided (Appendix B)

¹ http://fwp.mt.gov/news/publicNotices/fishing/pn_0090.html

Goals and Objectives

The purpose of the rapid response exercise was to improve the Montana *Dreissenid Mussel Rapid Response Guidelines*, improve communication guidance, and continue to enhance Incident Command System familiarity. The exercise objectives focused on helping address response issues and assist in a better understanding of how a possible eradication of mussels in Montana might be conducted. The following objectives were examined:

- A. Command and Control: Through the Incident Command System, the exercise team will demonstrate the ability to engage, prioritize, coordinate and complete emergency response activities.
- B. Communication: Through the Incident Command System, the exercise team will demonstrate an ability to conduct and disseminate information of the detection, response and conclusion of a Dreissenid Emergency.
- C. Resource Management: Through the Incident Command System, the exercise team will demonstrate ability to respond to a Dreissenid Emergency and explore the utilization of an emergency resource system in conjunction with a geographic response plan, a map-based augmentation of the state's response guidelines.

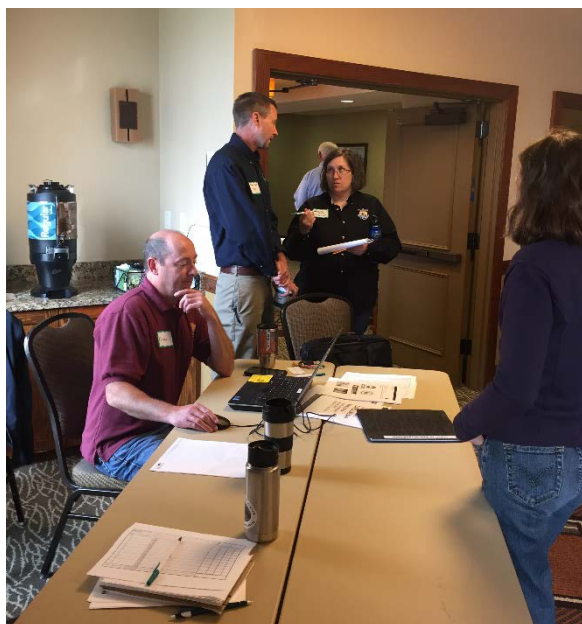


Figure 1. Above and left; Participants engaged in discussion and problem solving.

Exercise Variables and Key Outcomes

The executive planning team designed the exercise to take a deeper exploration into a possible eradication response as well as incorporating on-site activities. Prior to the exercise, the planning team made specific decisions for response and was able to develop the Phase I Incident Action Plan (Appendix C), allowing the exercise to begin “mid-stream”. This was the first time since the CRB Team rapid response exercises have been conducted that a dreissenid exercise began with an initial IAP in hand. This allowed the participants to determine if and how chemical eradication could take place under the scenario. And also created an exercise that was highly interactive and brought the participatory team to the completion of a Phase II - Incident Action Plan (Appendix D).

Part of every exercise is to challenge participants with problem-solving related to their exercise role, called “injects”. These injects test and add an additional dynamic. During the exercise, participants had to respond to additional injects that were provided by the facilitators.

Several unique outcomes were part of the exercise. The exercise was able to incorporate a detailed conference call consultation with an eradication chemical product representative and an experienced researcher on previous eradication projects to help inform final tactics for eradication within the exercise.

The exercise public information officers organized an actual press event for regional news outlets at the site of the scenario, North Flathead Lake Yacht Club. Multiple TV news and newspaper outlets attended the planned 2-hour event. The press event highlighted the efforts of Montana partners to test and exercise the Montana Framework and was initiated in real-time. Several TV news spots and articles resulted from this press event.

Over the past decade, the US Fish and Wildlife Service, Region 6 Dive Team has been strengthening their capacity to respond on actual events, participate in exercises and provide surveillance efforts. The USFWS Region 6 Dive Team conducted 2 dives at the scenario and was



Figure 2. Exercise unified commanders Tom Woolf and Erik Hanson accompanied by exercise public information officers Germaine White and Dillon Tabish during the press event.

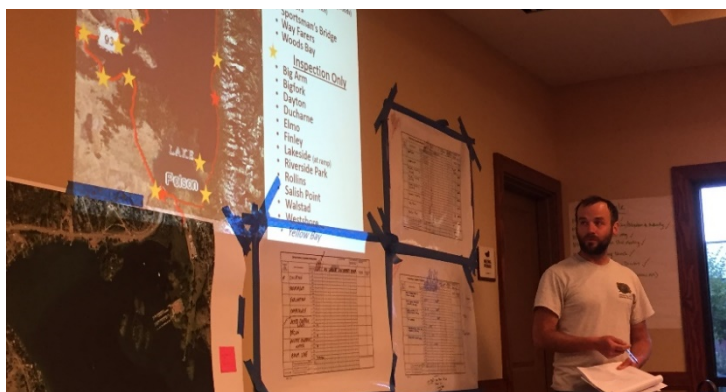


Figure 3. Exercise Planning Chief Ken Bridinger leads a tactics meeting.

able to collaborate with Flathead County Search and Rescue staff and volunteers. This collaboration connects local dive efforts with regional expertise and expands our capability in both exercise and response.

Two separate leadership briefings took place during the exercise; Montana agency and CSKT tribal leadership and the Columbia River Basin Multi-Agency Coordination Team. Both briefings allowed leadership and partners to better understand the communication lines during an exercise and probe the participants on the selected tactics.

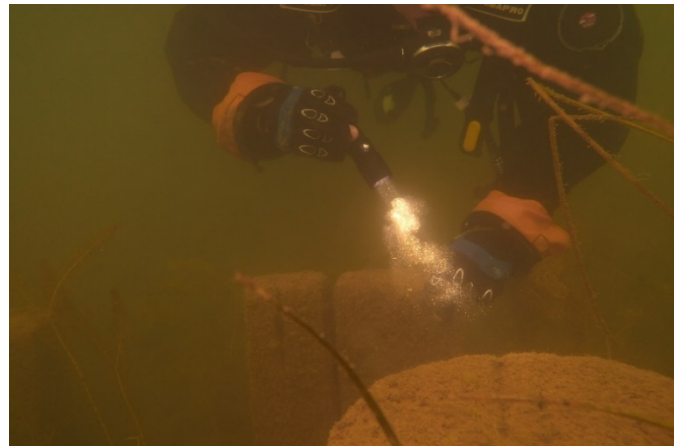


Figure 4. Dive activities on site at North Flathead Lake Yacht Club. Above: Preparation for a dive. Below and right (Photos courtesy of Deb Goeb, US Fish and Wildlife Service): Divers examining structures for mussels.

Feedback

All participants completed an evaluation of the event (Appendix E) and also participated in an evaluation of the specific ICS section/position they acted within. A summary of the major themes found in the responses is provided here.

Positive Notes

- Great introduction to the incident command system
- The activity brought all parties closer together in a meaningful way
- Great discussions and resolutions
- Very informative and worthwhile
- To begin in the second operational period worked well
- Good communication between the chiefs and divisions; and within divisions
- Documentation Unit Lead and GIS Specialist were a good combination of roles
- Supervisor expertise was apparent
- Utilizing a local scenario that was of interest to all participants increased the exercise productivity
- Trainers were patient and well informed
- Combining the two dive teams allowed for collaboration and inter-agency communication
- Holding a real media event was a positive addition
- The exercise illustrated how GIS data resources could be utilized in a more easily consumed and coordinated manner
- Emphasize the value of the access to GIS and the AIS GeoDatabase to facilitate planning
- Direct communication with treatment experts (Hammond / McCartney) provided valuable insight
- USFWS would permit bull trout take as a result of treatment under existing FWP MOU
- Identified FWP could be a resource for applying an eradication treatment
- Clarification determined that US Army Corps of Engineers (COE) has funding in Headquarter Office for rapid response for instances similar to this. COE funding would be a 50:50 cost share when the state has jurisdiction

Things to Improve Upon

- A better background or rationale on why we use ICS for AIS could have been provided
- A better process could be used to address and resolve the injects receive during the exercise
- Too much paper; can the process find a way to use digital forms or project more
- There were inconsistencies in filling out forms among the divisions
- It was unclear when and how a critical review would be done on tactics selected
- Recommend that Finance Chief position be filled with actual finance professional
- More discussion on public access determinations during the exercise rather than assumptions would have been helpful
- Provide US Coast Guard ICS booklets to all participants
- Examples of some work products for each position would enhance the training materials

- Most of the ICS products work for an AIS incident, but some ICS forms/pieces could be pared down and determined what works best/if necessary
- NIMS ICS do not have finance forms
- More engagement with leadership (tribal, state agencies) to improve comfort in decision making
- An MOU is needed between FWP and CSKT to clarify AIS communication / data sharing.
- It would be useful to have a completed state-wide EA for a possible EarthTecQZ eradication treatment.
- A person with more knowledge / experience related to aquatic pesticides and treatment would have been useful in the IC.

Summary

Overall, the Montana Flathead Incident met the exercise objectives and participants gained a better understanding of utilizing ISC within an incident. The exercise provided various partners and agencies across the state with better understand of how a response could function should they be faced with one. Also, these types of exercises provide a foundation for preparedness and reveal to participating entities different strategies that could be implemented to prepare, including but not limited to additional training, cooperative agreements, or preparatory permitting paperwork. Finally, these exercises provide valuable insight into improving training and exercise aspects with new entities for future events conducted by the Columbia River Basin Team.

Appendices

Appendix A – Player’s Handbook

Appendix B – Participant List

Appendix C – Incident Action Plan Phase I

Appendix D – Incident Action Plan Phase II

Appendix E – Sample Situation Report

Appendix F - Participant Evaluations



Figure 5. Divers preparing to enter the water at the marina. Photo courtesy of Kate Wilson



Figure 6. Dillon Tabish of FWP addressing press participants at the marina. Photo courtesy of Kate Wilson

Montana Dreissenid Rapid Response Exercise 2018

Player's Handbook

Purpose and Scope

Montana has experienced first-hand a response to a dreissenid mussel detection which provided a variety of agencies and leadership with perspective on this management situation. Further, there are various agencies, partners and stakeholders with interest and responsibilities to respond should Montana be faced with another detection. The purpose of the rapid response exercise is to improve Montana dreissenid rapid response guidelines, improve communication guidance, and continue to enhance Incident Command System familiarity.

The exercise is meant to explore the roles of Montana Fish Wildlife & Parks (FWP) and Confederated Salish and Kootenai Tribes, Montana Invasive Species Council and all other responsible parties in the State of Montana to respond to a simulated dreissenid discovery in Flathead Lake.

Objectives

The objectives that will be focused on in the exercise will help address response issues and assist in better understanding of how a possible eradication of mussels in Montana might be conducted.

- A. Command and Control: Through the Incident Command System, the exercise team will demonstrate the ability to engage, prioritize, coordinate and complete emergency response activities.
- B. Communication: Through the Incident Command System, the exercise team will demonstrate an ability to conduct and disseminate information of the detection, response and conclusion of a Dreissenid Emergency.
- C. Resource Management: Through the Incident Command System, the exercise team will demonstrate ability to respond to a Dreissenid Emergency and explore the utilization of an emergency resource system in conjunction with a geographic response plan, a map-based augmentation of the state's response guidelines.

Scenario

The following scenario is plausible and all events occur as they are presented.

September 1, 2018: Boat owner purchased a cabin cruiser from Craigslist and hired an independent transporter to haul it to Montana. The boat is removed from Lewis and Clark Reservoir (Nebraska), put on a trailer, transported and launched into Flathead Lake at Somers Bay Marina. The total elapsed time for the boat out of the water is 3 days and the boat was not inspected at any point during its transport to Montana.

September 8, 2018: A marina dock attendant is cleaning the boat, and discovers mussels in the sea strainer as she is trying to get the generator to start. She is aware of the AIS issue and the Clean Drain

Dry campaign, and suspects it may be mussels. She notifies MT Fish Wildlife and Parks (FWP) and the boat owner.

September 9, 2018: The following day FWP AIS staff visit the boat and verify that the sea strainer is full of zebra mussels. FWP wardens are contacted and the boat removed from the water. Upon removal from the water hundreds of mussels were observed on the boat hull. A live mussel is verified on the boat.

The situation is communicated with the Governor's office and Confederated Salish Kootenai Tribal (CSKT) leadership.

September 10, 2018

Incident Command is established. Authority is delegated and joint command between FWP and CSKT is established.

FWP closes the ramps on Flathead Lake until watercraft inspection stations can be established.

The Columbia River Basin Multi Agency Coordination (MAC) Group is notified. MAC members provide Agency Representative (Stephen Phillips) to the Incident Command Team and are available for assistance should the Incident Command Team determine.

Incident Action Plan completed for operational period I to be implemented on September 11.

September 11, 2018

Prepare an Incident Action Plan for operational period II to be implemented on September 12.

Containment and delineation efforts are initiated. FWP and CSKT watercraft inspectors deployed to 15 boat launch locations around the lake that will operate from dawn to dusk.

Early detection sampling and survey by FWP, CSKT and Flathead Lake Biological Station is initiated. No additional mussels are detected via shoreline survey. Only 20 boats in the marina have been inspected, and the surrounding marina and private docks have not been inspected or contacted.

September 12, 2018

Incident Command briefing on containment and delineation efforts. Divers report on survey results. The Incident Management Team will assemble to discuss eradication options at 0800 at Kalispell, Montana.

Review Incident Action Plan (IAP) from first operational period, including all resource actions identified of identification of treatment regulatory requirements, a review of eradication options, product sourcing, identification of applicator, and limno-curtain sourcing.

September 13, 2018

Deployment of limno-curtains along the delineation of Somers Bay for containment. Initiate eradication treatment.

Description of scenario location

Flathead Lake is the largest natural freshwater lake west of the Mississippi in the lower 48 states, with over 200 square miles of water and 185 miles of shoreline. The southern half of Flathead Lake is within the boundary of the Confederated Salish and Kootenai Tribes (CSKT) Flathead Reservation. CSKT maintains multiple recreation sites, with Blue Bay providing boat slip rental and access to the lake. Additionally there are multiple county access sites and large private marinas. Montana Fish Wildlife & Parks maintains thirteen public access sites around the lake. These sites include:

- Sportsmans Bridge, Somers, Big Fork, and Juniper Beach fishing access sites; Wayfarers, Woods Bay, Yellow Bay, Finely Point, Walstad Memorial, Big Arm, and Elmo state recreation areas, which have boat launch, camping, swimming and picnic facilities.
- Other public access on the lake is management by CSKT, Lake and Flathead Counties.

Somers Bay is located on the Northwest area of Flathead Lake and is the exercise discovery location. The east shore is bordered by Montana Highway 35 and the west side of the lake is accessible from US Highway 93 between Polson and Kalispell. A marina, as well as many private individual boat launch/docks, surround the shores of Somers Bay.

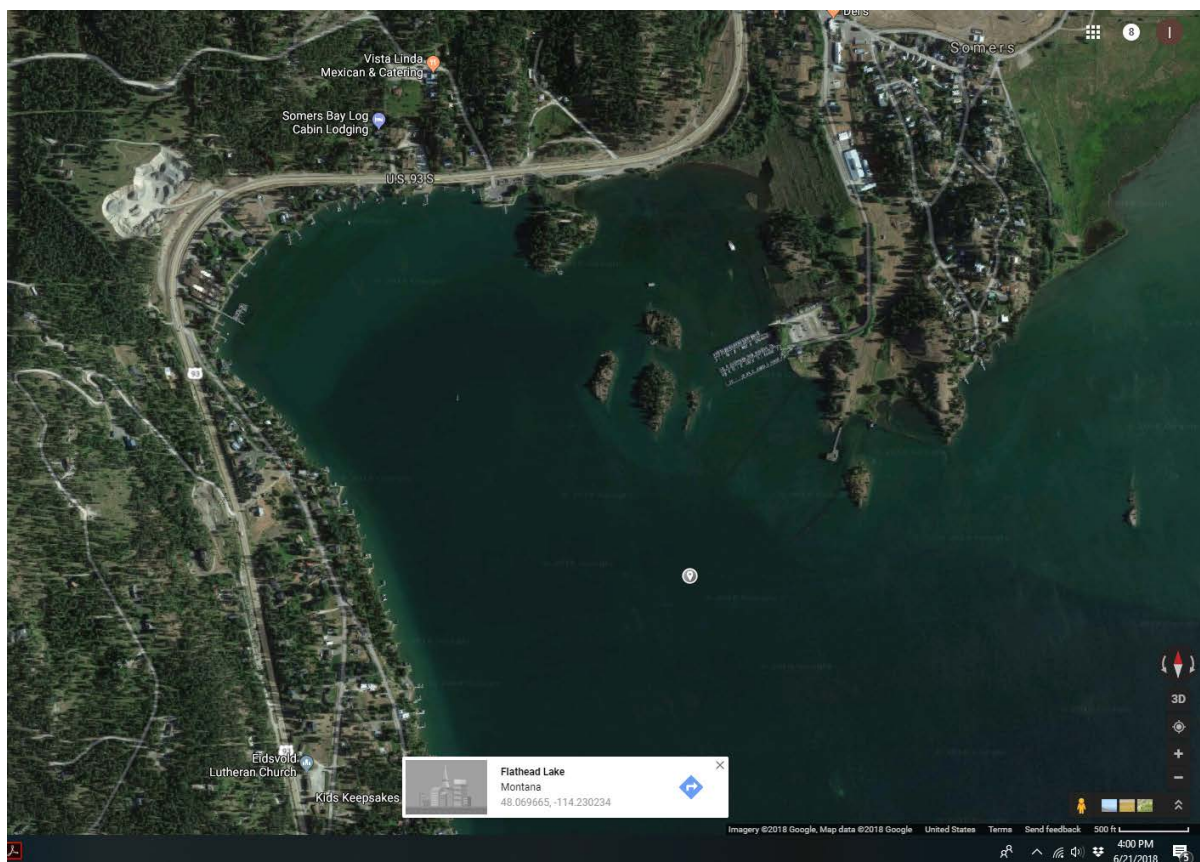


Figure 1. Somers Bay of Flathead Lake. Note many private access points as well as a marina.

Flathead Lake is a remnant of Glacial Lake Missoula, which covered much of Western Montana until roughly 15,000 years ago. Periodic rupturing of the ice dam that created the lake resulted in cataclysmic floods that swept across Washington and Oregon, removing and transporting huge amounts of

sediments, creating the scablands of Eastern Washington, and carving out the Columbia River Gorge. The Lake's major tributaries are the Flathead and Swan Rivers. There are numerous small streams that flow into the Lake, particularly on the wetter East Shore¹.

Flathead Lake average surface temperatures of the Lake range from 2.3°C (36°F) in mid-January to 13.5°C (56°F) in mid-June to 20.3°C (68°F) in mid-August.

Maximum river flow in the Flathead generally occurs between May 15 and June 15 during peak snowmelt, creating a sediment plume that can cover the entire lake surface. The Lake level and its outflow are regulated by Kerr Dam, which is located on the Lower Flathead River near Polson. Kerr Dam was completed in 1938 by the Montana Power Company, raised the Lake level 10 feet above its natural level, and generates 194 megawatts of electricity. It is operated by the Confederated Salish and Kootenai Tribes. Regulation by the dam results in the Lake level fluctuating seasonally 10 feet between 2,883 and 2,893 feet above sea level. If snowpack conditions in the mountains do not threaten flooding, lake level is brought to 2,890 feet by the end of May and to full pool by June 15 for summer recreation.

Due to its large volume and fetch (distance of water across which wind blows), Flathead Lake requires very cold and calm conditions to freeze entirely. Therefore, most winters it does not freeze over, although some bays and margins have ice cover. Flathead Lake Biological Station historic observations show that the Lake froze over about once each decade, however the Lake has not entirely frozen since 1988-89 (March only) and 1989-90 (January only), perhaps reflecting warmer climatic conditions².

The Lake originally had 11 native fish species, including westslope cutthroat trout and bull trout. However, since the late 1800s, fisheries managers have introduced 19 nonnative fishes to offer angling opportunities. These fish introductions, along with the arrival of the nonnative Mysis shrimp in the mid-1980s, changed the biological community dramatically. Today, the fish community is dominated by nonnatives, particularly lake trout, lake whitefish and yellow perch.

Participant Exercise Roles, Guidelines and Assumptions

This is an exercise. If you make contact outside of the exercise players you should preface all communication with "This is an exercise, not an actual incident". This ensures that individuals not participating in the exercise understand that the events are not occurring.

Players in the exercise will respond to the situation as presented utilizing their expert knowledge, current response plans, and familiarity from relevant training.

Problem-solving will be the primary focus of the exercise. Decisions made during the exercise should be viewed as an opportunity to discuss and explore multiple options and possible solutions.

Montana Fish Wildlife and Parks utilizes the following guidelines in their sampling regime to help guide management decisions from monitoring results. This terminology will be utilized throughout this response which is specific to dreissenid monitoring.

¹ Information gathered from Flathead Lake Biological Station website; <https://flbs.umt.edu/newflbs>

² Information gathered from Flathead Lake Biological Station website; <https://flbs.umt.edu/newflbs>

Waterbody definitions³:

- Status Unknown – Waters that have not been monitored.
- Undetected/Negative - sampling/testing is ongoing and nothing has been detected, or nothing has been detected within the time frames for de-listing.
- Inconclusive (temporary status) - Water body has not met the minimum criteria for detection.
- Suspect – Waterbody that has met the minimum criteria for detection.
- Positive – Multiple (2 or more) subsequent sampling events that meet the minimum criteria for detection.
- Infested – A waterbody that has an established (recruiting or reproducing) population of AIS.

Exercise Agenda

September 11		
	Activity	Lead
1:00 pm – 4:00 pm	Incident Command System Training Review of section roles, responsibilities and actions	Buck Lapatie
September 12		
8:00 am	Welcome and Introductions	Tom Woolf Germaine White Stephen Phillips
Morning	Exercise Ground Rules	Buck Lapatie and Jon Obst
	<ul style="list-style-type: none"> • ICS and Planning Process Review • Introduction to the scenario • Agency Administrator Briefing/Delegation of Authority • Unified Command Meeting • Incident Command Post Set-Up • Initial Actions • Initial resource requirements • Dive Teams assemble and receive orders 	
12:00 pm	Working Lunch On-site	
Afternoon	Planning Process Continues	
3:00 pm	Briefings to leadership	Tom Woolf and Erik Hanson
5:00 pm	Adjourn	
September 13		
	Activity	Lead
8:00 am	Planning Process Continues	
Morning	<ul style="list-style-type: none"> • Prepare for Tactics Meeting 	

³ Definitions were developed by the Western Regional Panel in ANS, Building Consensus in the West Committee

	<ul style="list-style-type: none"> • Complete Strategies, Tactics and Resource Needs • Tactics Meeting • Prepared for Planning Meeting • Prepare for presentation to Unified Command • Confirm resource orders • Planning Meeting 	
10:00 am	Press Event (at Somers Bay)	Germaine White and Dillon Tabish
12:00 pm	Working Lunch On-site	
	Planning Process Continues	
Afternoon	<ul style="list-style-type: none"> • Develop Incident Action Plan 	
4:00 pm	MAC Briefing	Stephen Phillips
4:30 pm	Participant debrief and lessons learned	
5:00 pm	Adjourn	

Resources for Exercise Participants

- Montana Dreissenid rapid response guidelines
- Active real-time weather of Lake conditions: <https://flbs.umt.edu/apps/weather/>
- Montana Natural Heritage Program Invasive Species Detections: <http://fieldguide.mt.gov/Invasives.aspx>
- ICS Online forms: <https://training.fema.gov/icsresource/icsforms.aspx>
- Dreissenid background information: <https://nas.er.usgs.gov/queries/FactSheet.aspx?speciesID=5>
- FEMA ICS trainings: <https://training.fema.gov/emiweb/is/icsresource/trainingmaterials.htm>

This training exercise is part of the 100th Meridian Columbia Basin effort to prepare partners across the west for potential discoveries of dreissenids. This exercise is supported by the US Fish and Wildlife Service.

Appendix B

Flathead Lake Rapid Response Exercise

Participant List (*participant joined remotely)

Affiliation	Participant
Confederated Salish and Kootenai Tribes	Erik Hanson
Confederated Salish and Kootenai Tribes	Barry Hansen
Confederated Salish and Kootenai Tribes	Germaine White
Montana Invasive Species Council	Bryce Christiaens
Montana Department of Natural Resources and Conservation/Upper Columbia Conservation Commission	Kate Wilson
Montana Fish Wildlife & Parks	Tom Woolf
Montana Fish Wildlife & Parks	Ken Breidinger
Montana Fish Wildlife & Parks	Dillon Tabish
Montana Fish Wildlife & Parks	Jon Obst
Montana Fish Wildlife & Parks	Zach Crete
Montana Fish Wildlife & Parks	Jayden Duckworth
Montana Fish Wildlife & Parks	Russ Hartzell
Montana Fish Wildlife & Parks	Jessi Gudgel
Montana Fish Wildlife & Parks	Mike Hensler
Montana Natural Heritage Program	Bryce Maxwell
Flathead Lake Biological Station	Phil Matson
Glacier National Park	Chris Downs
Flathead Lakers	Robin Steinkraus
US Fish and Wildlife Service	Joanne Grady
US Fish and Wildlife Service	Kevin Aceituno
US Fish and Wildlife Service	Deborah Goeb
US Fish and Wildlife Service	Karen Nelson
US Fish and Wildlife Service	Brian Ham
US Fish and Wildlife Service	Carlos Martinez
Flathead County Search and Rescue	Rich Schuster
Pacific States Marine Fisheries Commission	Stephen Phillips
RedSky All-Hazard Training	Buck Lapatie
Invasive Species Action Network	Leah Elwell
Affiliation	MAC Participant
Pacific States Marine Fisheries Commission	Stephen Phillips
Montana Fish Wildlife & Parks	Tom Woolf
Confederated Salish and Kootenai Tribes	Erik Hanson
Idaho Department of Agriculture*	Nic Zurfluh
Oregon Department of Fish and Game*	Rick Boatner
Washington Department of Fish and Wildlife*	Bill Tweit
Washington Department of Fish and Wildlife*	Captain Eric Anderson
BC Ministry of Environment*	Martina Beck
US Fish and Wildlife Service, Region 6	Joanne Grady
US Fish and Wildlife Service, Region 6*	Pamela Sponholtz
US Fish and Wildlife Service, Region 1*	Johnna Roy

Incident Action Plan – Phase I

September 9-10, 2018

Montana

Incident name shall be determined by the full Response Team

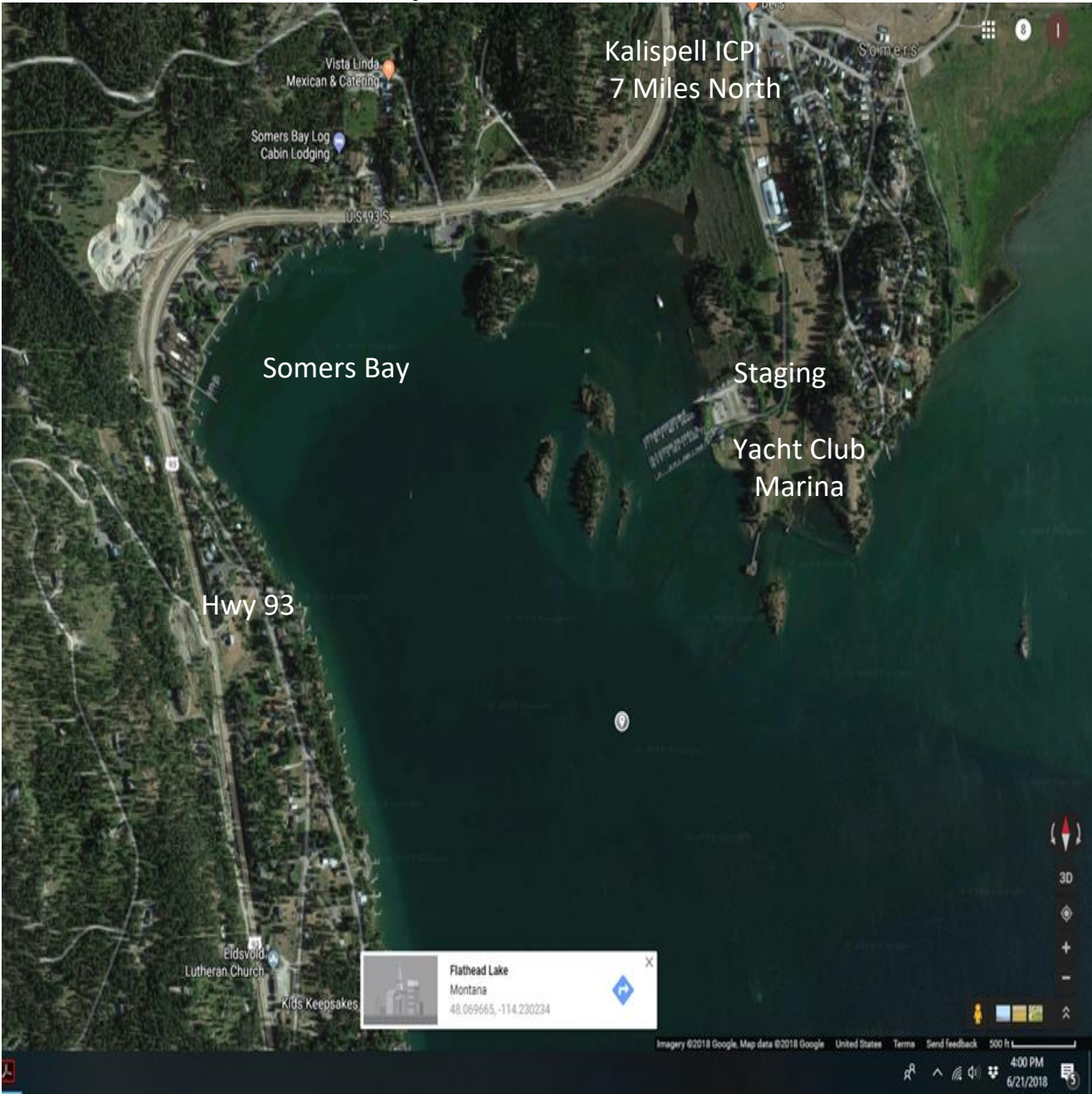
Detailed communications and safety information are omitted in this document and shall be included IAP
Phase II

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____												
3. Objective(s):													
4. Operational Period Command Emphasis:													
General Situational Awareness													
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at:													
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): <table style="width: 100%; border: none;"><tr><td><input type="checkbox"/> ICS 202</td><td><input type="checkbox"/> ICS 206</td><td rowspan="5" style="vertical-align: top;"><u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____</td></tr><tr><td><input type="checkbox"/> ICS 203</td><td><input type="checkbox"/> ICS 207</td></tr><tr><td><input type="checkbox"/> ICS 204</td><td><input type="checkbox"/> ICS 208</td></tr><tr><td><input type="checkbox"/> ICS 205</td><td><input type="checkbox"/> Map/Chart</td></tr><tr><td><input type="checkbox"/> ICS 205A</td><td><input type="checkbox"/> Weather Forecast/Tides/Currents</td></tr></table>			<input type="checkbox"/> ICS 202	<input type="checkbox"/> ICS 206	<u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents
<input type="checkbox"/> ICS 202	<input type="checkbox"/> ICS 206	<u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____											
<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207												
<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208												
<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart												
<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents												
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____													
8. Approved by Incident Commander: Name: _____ Signature: _____													
ICS 202	IAP Page _____	Date/Time: _____											

September 11,2018

Incident Action Plan Map
Operations Period 1



ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 203	IAP Page _____	Date/Time: _____	

ASSIGNMENT LIST (ICS 204)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Branch: _____ Division: _____ Group: _____ Staging Area: _____	
4. Operations Personnel: <u>Name</u> _____ <u>Contact Number(s)</u> _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____					
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
Resource Identifier	Leader				
6. Work Assignments:					
7. Special Instructions:					
8. Communications (radio and/or phone contact numbers needed for this assignment):					
Name/Function		Primary Contact: indicate cell, pager, or radio (frequency/system/channel)			
_____ / _____		_____			
_____ / _____		_____			
_____ / _____		_____			
_____ / _____		_____			
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 204		IAP Page _____		Date/Time: _____	

ASSIGNMENT LIST (ICS 204)

1. Incident Name: _____		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Branch: _____ Division: _____ Group: _____ Staging Area: _____	
4. Operations Personnel: <u>Name</u> _____ <u>Contact Number(s)</u> _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____					
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
Resource Identifier	Leader				
6. Work Assignments:					
7. Special Instructions:					
8. Communications (radio and/or phone contact numbers needed for this assignment): <u>Name/Function</u> _____ <u>Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</u> _____ _____ / _____ _____ / _____ _____ / _____ _____ / _____					
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 204	IAP Page _____	Date/Time: _____			

Assignment List (ICS 204)

1. Incident Name:		2. Operational Period: Date From: 09/09 Time From:		Date To: 09/10 Time To:										
4. Operations Personnel: Name		Contact Number(s)												
Operations Section Chief: Ken Bridinger_____														
Branch Director: _____														
Division/Group Supervisor: Barry Hansen_____														
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information										
Resource Identifier	Leader													
Staff biologists	Barry Hansen	2												
6. Work Assignments: Develop a risk and cost analysis for chemical eradication that captures any potential impacts to: archaeological features aquatic mammals, invertebrates and vegetation groundwater resources human health local economy														
7. Special Instructions:														
8. Communications (radio and/or phone contact numbers needed for this assignment): <table><tr><td>Name/Function</td><td>Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</td></tr><tr><td>/</td><td></td></tr><tr><td>/</td><td></td></tr><tr><td>/</td><td></td></tr><tr><td>/</td><td></td></tr></table>					Name/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	/		/		/		/	
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9. Prepared by: Name: _____ Position/Title: _____ Signature: _____														
ICS 204	IAP Page _____	Date/Time: _____												

Assignment List (ICS 204)

1. Incident Name:		2. Operational Period: Date From: 09/09 Time From:		Date To: 09/09 Time To:	3. Branch: Division: Group: Watercraft Inspection Staging Area:
4. Operations Personnel: <u>Name</u> <u>Contact Number(s)</u> Operations Section Chief: Ken Bridinger Branch Director: Division/Group Supervisor: Jessi Gudgel					
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)		
Resource Identifier	Leader				
WID Inspectors	Jessi Gudgel	4		Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
Decon Unit	FWP resource	1			
6. Work Assignments: FWP/CSKT to inspect and decontaminate all remaining trailers and boats at Somers Bay with 140F hot pressure water. Implement temporary inspection strategy that addresses the immediate area of Somers Bay.					
7. Special Instructions:					
8. Communications (radio and/or phone contact numbers needed for this assignment): Name/Function Primary Contact: indicate cell, pager, or radio (frequency/system/channel) / / / /					
9. Prepared by: Name:		Position/Title:		Signature:	
ICS 204	IAP Page	Date/Time:			

1. Incident Name		2. Operational Period (Date / Time) From: 9/11/18 0700 To: 9/12/18 0700		MEDICAL PLAN ICS 206-CG		
3. Medical Aid Stations						
Name	Location	Contact #	Paramedics On site (Y/N)			
None						
4. Transportation						
Ambulance Service	Address	Contact #	Paramedics On board (Y/N)			
Kalispell City Ambulance	Kalispell, MT	406 758 7701	Yes			
Air Alert Helicopter Ambulance	Kalispell, MT	406 752 7133	Yes			
5. Hospitals						
Hospital Name	Address	Contact #	Travel Time		Burn Ctr?	Heli-Pad?
			Air	Ground		
Kalispell Regional	310 Sunnyview Lane, Kalispell, MT	406 752 5111	15 mins	40 mins	No	Yes/In event of accide
6. Special Medical Emergency Procedures In event of responder injury:						
<ol style="list-style-type: none"> 1. Render first to stabilize victim 2. Request additional medical assistance through Logistics 3. Notify supervisor and Safety Officer 4. Do not use victim's name over radio 						
7. Prepared by: (Medical Unit Leader) J. Gladstone		Date/Time 9/10/18 2000		8. Reviewed by: (Safety Officer) J Obst		Date/Time 9/10/18 2100
MEDICAL PLAN				ICS 206-CG (Rev.07/04)		

Safety Message

Operations Period 1

Safety remains the highest priority that we have in our efforts to protect the pristine waters of Montana. All responders should keep that foremost in their mind as we plan and implement mitigation measures to this incident.

Incident command has established safety procedures that all supervisors and responder shall implement. These measures include:

- Analyze all tactical activities for risk, and develop hazard mitigation measures for hazards associated with response activities such as:
 - Dive Operations
 - Watercraft Surveys
 - Watercraft inspection
 - Chemical Application
- Conduct and document safety briefing for responders prior to deploying to work activities
- Report any accident requiring treatment, beyond basic first aid, to the safety officer.

General Hazards:

- This is a high use recreation area and pedestrian and vehicle traffic will be heavy. Drive with headlights on and stay aware.
- The weather can change rapidly. Be aware of potential thunderstorms and suspend on/in water activities until hazard passes. Hypothermia can be an issue this time of year. Monitor workers to ensure everyone takes precautions to avoid hypothermia. Conversely, ensure workers remain hydrated throughout the day.
- Interaction with public can raise tensions. Locals and visitors may be upset with some restrictions or activities we have imposed. Do not allow these interactions to escalate. Refer concerns to either the PIO or Liaison Officer.
- Fatigue can become an issue. Ensure that responders are adhering to the work schedules and have time for adequate rest periods

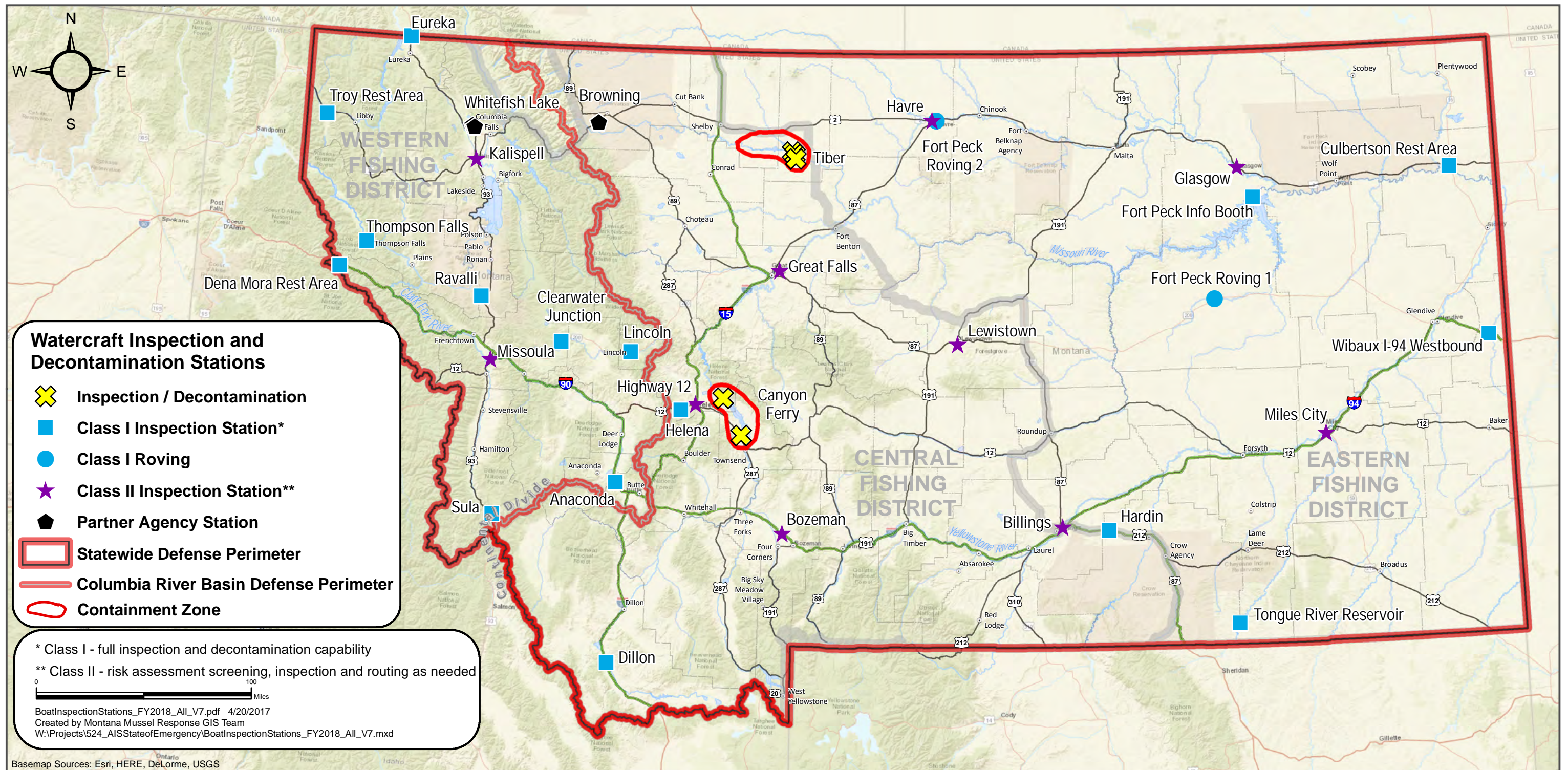
1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period: Date From: Date To: Time From: Time To:
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[illegible]

ICS 205 IAP Page _____ Date/Time: _____



FWP Watercraft Inspection and Decontamination Stations - 2017



INCIDENT ACTION PLAN

FLATHEAD LAKE INCIDENT *Montana Rapid Response* *EXERCISE*

Operational Period: September 13, 2018, 07:00 to 07:00



Incident Action Plan Table of Contents

[illegible]

Introduction to Mussel Response Exercise

The following scenario is plausible and all events occur as they are presented.

September 1, 2018: Boat owner purchased a cabin cruiser from Craigslist and hired an independent transporter to haul it to Montana. The boat is removed from Lewis and Clark Reservoir (Nebraska), put on a trailer, transported and launched into Flathead Lake at Somers Bay Marina. The total elapsed time for the boat out of the water is 3 days and the boat was not inspected at any point during its transport to Montana.

September 8, 2018: A marina dock attendant is cleaning the boat, and discovers mussels in the sea strainer as she is trying to get the generator to start. She is aware of the AIS issue and the Clean Drain Dry campaign, and suspects it may be mussels. She notifies MT Fish Wildlife and Parks (FWP) and the boat owner.

September 9, 2018: The following day FWP AIS staff visit the boat and verify that the sea strainer is full of zebra mussels. FWP wardens are contacted and the boat removed from the water. Upon removal from the water hundreds of mussels were observed on the boat hull. A live mussel is verified on the boat. The situation is communicated with the Governor's office and Confederated Salish Kootenai Tribal (CSKT) leadership.

September 10, 2018

Incident Command is established. Authority is delegated and joint command between FWP and CSKT is established.

FWP closes the ramps on Flathead Lake until watercraft inspection stations can be established.

The Columbia River Basin Multi Agency Coordination (MAC) Group is notified. MAC members provide Agency Representative (Stephen Phillips) to the Incident Command Team and are available for assistance should the Incident Command Team determine.

Description of scenario location

Flathead Lake is the largest natural freshwater lake west of the Mississippi in the lower 48 states, with over 200 square miles of water and 185 miles of shoreline. The southern half of Flathead Lake is within the boundary of the Confederated Salish and Kootenai Tribes (CSKT) Flathead Reservation. CSKT maintains multiple recreation sites, with Blue Bay providing boat slip rental and access to the lake. Additionally there are multiple county access sites and large private marinas. Montana Fish Wildlife & Parks maintains thirteen public access sites around the lake. These sites include:

- Sportsmans Bridge, Somers, Big Fork, and Juniper Beach fishing access sites; Wayfarers, Woods Bay, Yellow Bay, Finely Point, Walstad Memorial, Big Arm, and Elmo state recreation areas, which have boat launch, camping, swimming and picnic facilities.
- Other public access on the lake is management by CSKT, Lake and Flathead Counties.

Somers Bay is located on the Northwest area of Flathead Lake and is the exercise discovery location. The east shore is bordered by Montana Highway 35 and the west side of the lake is accessible from US Highway 93 between Polson and Kalispell. A marina, as well as many private individual boat launch/docks, surround the shores of Somers Bay.

1. Incident Name FLATHEAD LAKE INCIDENT	2. Operational Period (Date/Time) From: 9/12 0700 To: 9/13 0700	Command Direction ICS 202A-CG
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3. Key Decisions and Procedures: OBJECTIVES:

- ① Stand up mandatory exit inspections lake-wide.
- ② Delineate distribution of invasive mussels in Somers Bay and verify they are not present in adjacent bays/areas.
- ③ Establish Containment Zone around Yacht club and prohibit boat movement in that area.
- ④ Develop an eradication Plan using Earthtek QZ including water movement barriers. Identify possible material/product sources, delivery timing and cost. Provide options for pesticide / barrier treatment for marina area (est. 12 acres) and for large bay treatment area (50 acres).
- ⑤ update stakeholders/public of response progress. ⑥ Ensure safety @ all times.

4. Priorities:

- ① life/safety
- ② Environment / Natural Resources
- ③ Infrastructure (protect)
- ④ community stability

5. Limitations and Constraints:

- Political willingness
- Agency / Gov office / Tribal Council approval on approach

6. Prepared by: (Planning Section Chief)

Kathryn [Signature]

Thomas Wolf PUP
Erik HANSON
CSKT

Date/Time

9/13/18 1:55

Command Direction

ICS 202A-CG (rev 03/2013)

1. Incident Name FLATHEAD LAKE INCIDENT		2. Operational Period (Date/Time) From: 7AM-7PM To: 9/13		ORGANIZATION ASSIGNMENT LIST ICS 203-CG																																																																													
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7. Work Assignments Land Law Enforcement → control access Somers boat club & FAS (2) 12hr shifts Water Law Enforcement → control access for quarantines perimeter (2) 12 hr shift Watercraft inspectors → inspect & Decon boats coming off water at boat club and FAS 12hrs shift daylight → barricade ramps @ night																																																																													
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Date/Time 9/12/18		Date/Time 9/13		Date/Time _____																																																																									

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7. Work Assignments Divers will expand search area to include offshore structures/islands surrounding the initial search area.																																																																																									
8. Special Instructions <ul style="list-style-type: none"> • PFD for all watercraft • PPE At all times • Keep up to date on weather conditions • Be aware of dangerous shoreline conditions • All Crew must pay attention to Diver locations at all times. 																																																																																									
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7. Work Assignments 1) Install limnocurtain according to the attached map. 2) Develop a treatment plan to treat 27 acres of surface water in the yacht club harbor with Earthtec Q2 pesticide.																																																																																									
8. Special Instructions 1) The curtain crew must follow all applicable AIS laws. 2) Plan does not need to include MEPA compliance or ordering chemicals.																																																																																									
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7. Work Assignments Follow established watercraft inspection stations according protocols. For exit inspections for 12 hr shifts (0700-1900) <div style="text-align: center; font-size: large; margin-top: 10px;">Attached</div>																																																																																															
8. Special Instructions Portable barricades to block access on ramps when inspectors are off shift Inspectors would have maps of inspection inspection/decontamination stations & info for public use - via PIO Inspector leads will be part of a crew, but will be the main contact for Division leader - W, E, S, Outh <div style="margin-left: 20px;"> W(1,2,3*,3*,4,5,6) E(13,14,15,16,17,18) S(7,8,9,10,11,12) </div> <div style="margin-left: 100px; font-size: large;">} see map for locations</div>																																																																																															
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1. Incident Name		2. Operational Period Date/Time				INCIDENT RADIO COMMUNICATIONS PLAN ICS 205-CG					
Flathead Lake Incident		From: 9/13/18 To: 9/14/18									
3. Basic Radio Channel Use		Channel Name/Trunked Radio-System Talkgroup	Assignment	RX Freq	N or W	RX Tone/NAC	TX Freq	N or W	TX Tone/NAC	Mode A, D or M	Remarks
Ch #	Function										
1	IC	406 XXX-XXX	Wolf								
2	IC	(XXX)XXX-XXX	Hansen								
3	ops	"	Breidinger								
4	Liasun	"	Christians								
5	Safety	"	obst								
6	P10	"	Tabish								
7	P10	"	White								
8	planning	"	Wilson								
9	Documents	"	Maxwell								
10	Logistics	"	Davis								
11	Logistics	"	Steinkraus								
12	Finance	"	Grady								
13	Containment	"	Crete								
14	Pesticide	"	Hansen								
15	Wat. inspec.	"	Gudge								
16	Sampling	"	Duckworth								
17	Sampling	"	Matson								
18	Divers	"	USFWS								
19	Divers	"	Flathead County								
20											
4. Prepared By (Communications Unit)		Chris Downs				5. Date/Time		9/13/18 / 1230			
<p>The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25) or "M" indicating mixed mode. All channels are shown as if programmed in a control station, mobile or portable radio. Repeater and base stations must be programmed with the Rx and Tx reversed.</p>											
INCIDENT RADIO COMMUNICATIONS PLAN											
ICS 205-CG (Rev. 09/12)											

1. Incident Name Flathead Lake Incident		2. Operational Period (Date / Time) From: 9/13/18 To: 9/14/18		MEDICAL PLAN ICS 206-CG		
3. Medical Aid Stations						
Name	Location	Contact #	Paramedics On site (Y/N)			
Flathead Yacht Club Staging Area - Somers	Lakeside QRU 201 Bullis Rd, Lakeside	# ##-##-#### 844-2775	Y N-on call			
Kalispell Regional						
4. Transportation						
Ambulance Service	Address	Contact #	Paramedics On board (Y/N)			
A.L.E.R.T III ground	Kalispell Regional Med.Ctr - 310 Sunnyview Ln	752-5111	Y			
A.L.E.R.T Air	" Kalispell	"	Y			
5. Hospitals						
Hospital Name	Address	Contact #	Travel Time		Burn Ctr?	Heli-Pad?
			Air	Ground		
Kalispell Regional	310 Sunnyview Ln, Kalispell	752-5111		20min	N	Y
6. Special Medical Emergency Procedures						
7. Prepared by: (Medical Unit Leader) Date/Time Robyn Steinkraus						
8. Reviewed by: (Safety Officer) Date/Time 9/13/18						
MEDICAL PLAN ICS 206-CG (Rev.07/04)						

9/13/18
1245

10

MEDICAL +

Safety Message/PLAN

- Keep an eye on weather -
Thunder storms in the P.M.
- Boat + parking concerns at
F.H. Yacht Club
- PFD's on water is mandatory
- Communicate with others.
-

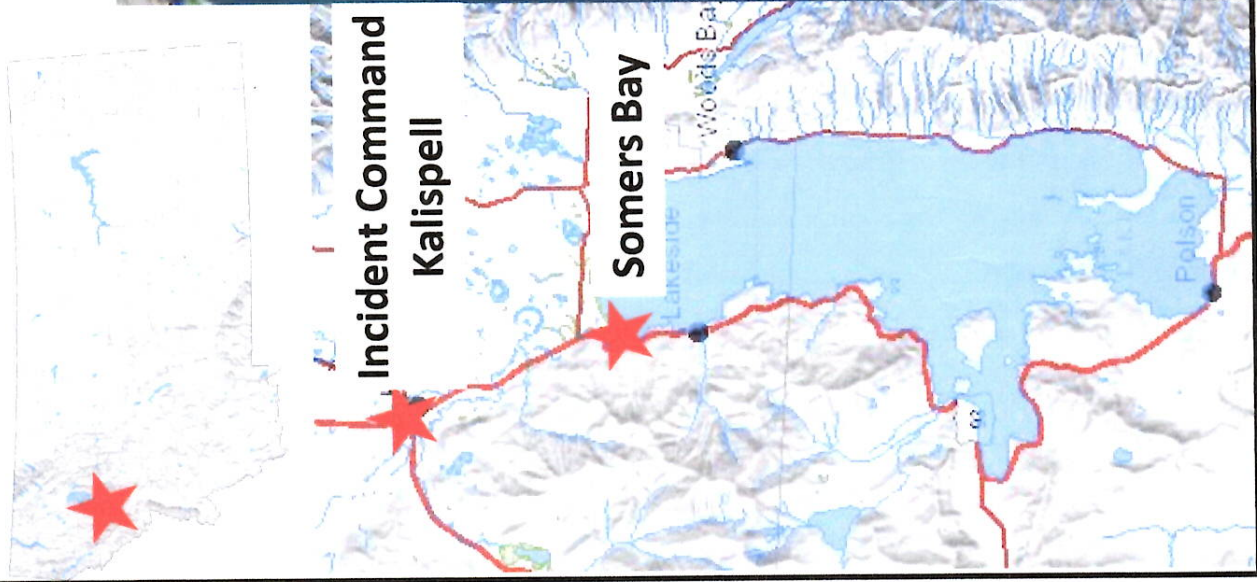
Flathead Lake Incident Communication Plan

Internally: Attend daily briefings and collect latest information on operations, logistics, safety messages

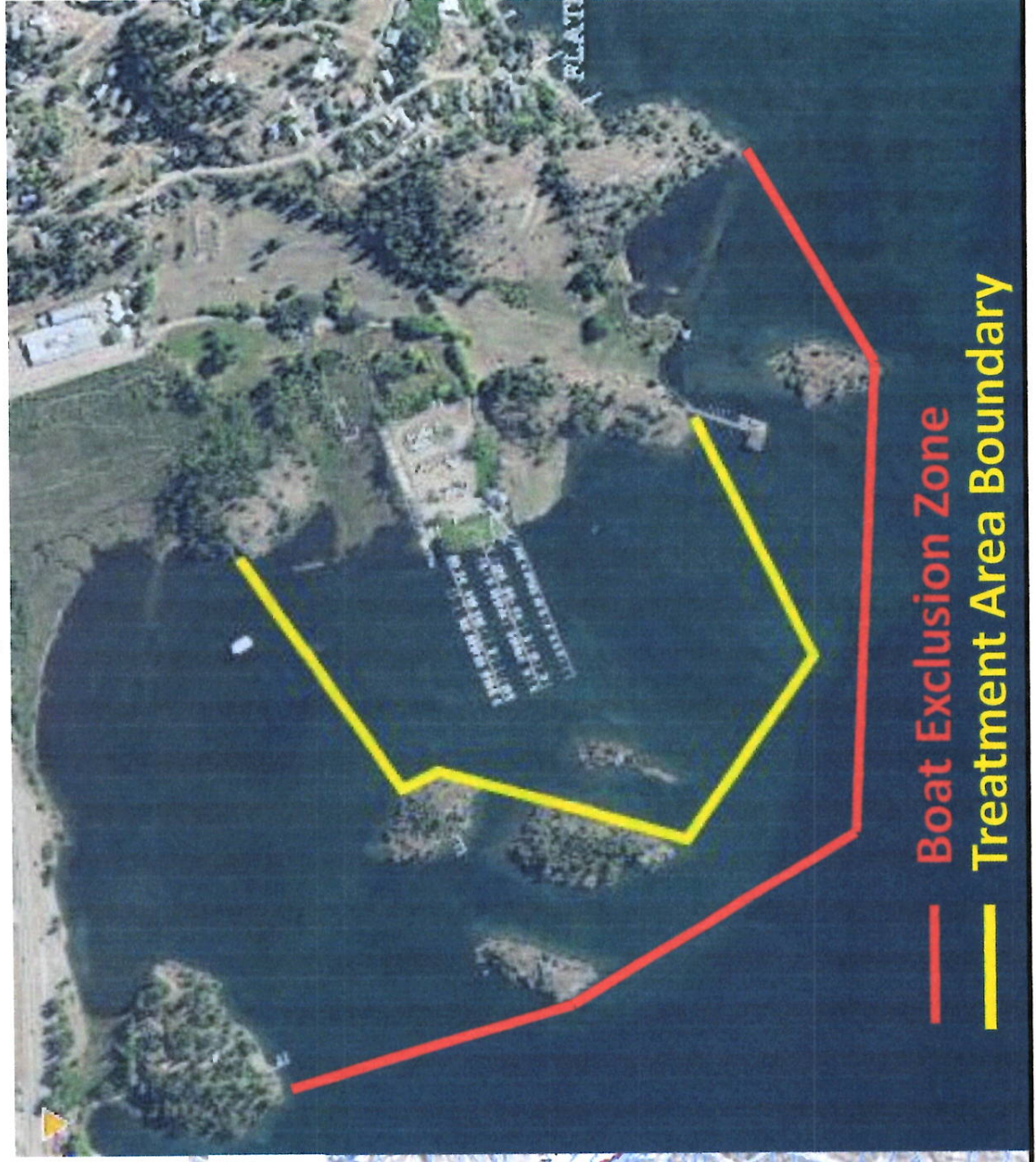
Externally:

- Develop Social Media Platforms for daily updates (Facebook, Twitter) *provide CSKT website*
- Develop bulletin board with printed updates and maps to be located at Somers FAS
- Gather resources for hotline *& advertise call #*
- Press release: Send daily press briefings with updates of status
- Public information meeting: Hold public meeting at Flathead Lake Best Western on U.S. Highway 93 South, 6 p.m. *Facilitated format*
 - IC, Ops, Planning leaders provide presentation of latest status. Dillon and Germaine facilitate meeting.
- Communicate results
- *Develop fact sheet on EARTH Tec application to avoid confusion / concern*
- *Limits on information release*
- *Press packets have been produced*
- *Media has been notified 1-10-18*

Dreissenid Mussel Response Exercise – Sept 11-13, 2018

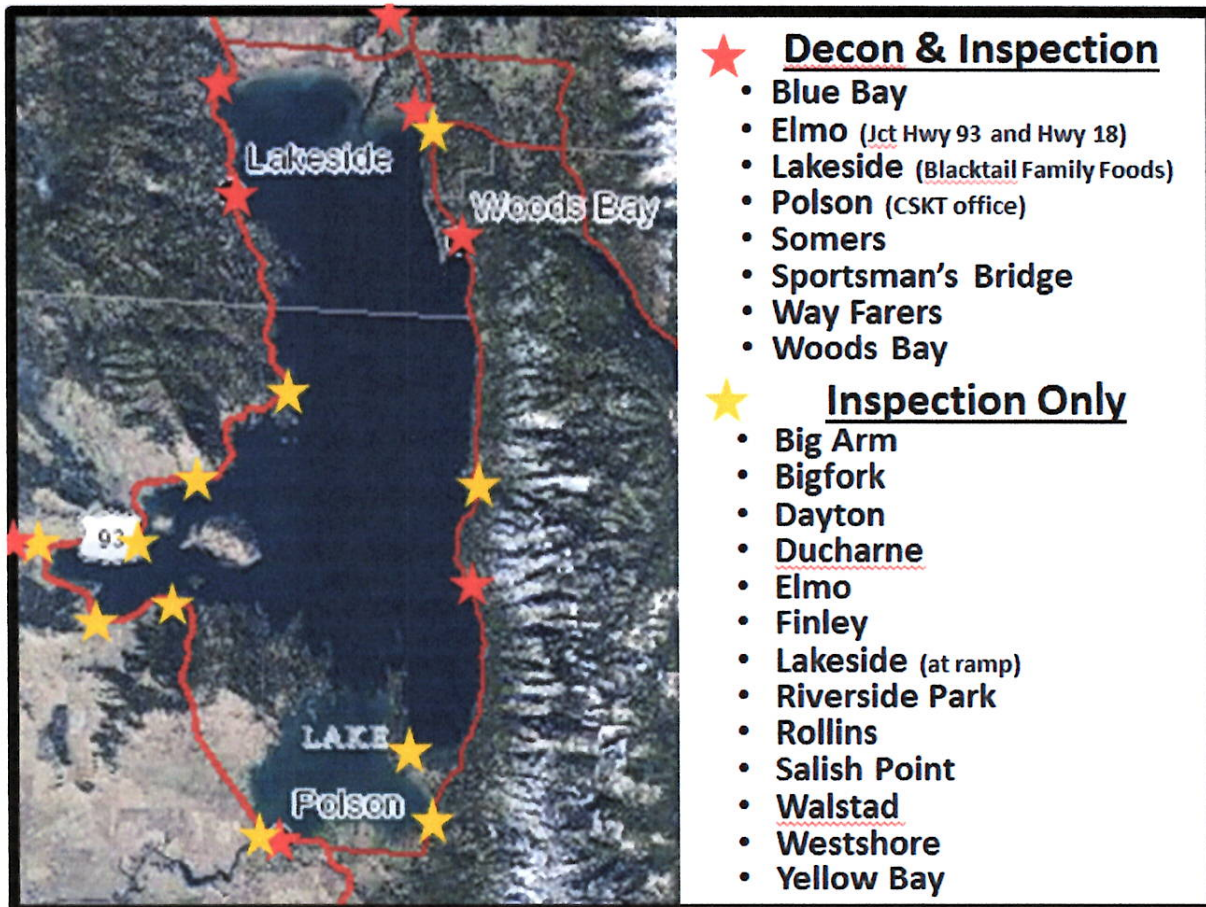


Somers Bay Treatment Area



Maps – 2

Decontamination and Inspection Stations



Online Map/GIS Resources

Mussel Response ArcGIS Online Project – GIS data layers to support mussel response

<https://arcg.is/XiKqm>

Montana AIS Geographic Response Plan Mapper – tabbed story map to support mussel response

<https://arcg.is/0euGKf>

Montana Natural Heritage Program Map Viewer - <http://mtnhp.org/mapviewer>

Montana Cadastral - <http://svc.mt.gov/msl/mtcadastral/>

**U.S. FISH AND WILDLIFE SERVICE
FIELD CREW EMERGENCY PLAN AND PRE-DIVE BRIEFING**

Office Name: ICS TRAINING EXERCISE - FLATHEAD

Project Title: FLATHEAD ICS Dates of Mission: SEPT. 12-13

Methods of Travel:

Project Location (attach map, chart, etc.): SCENARIO LOCATION MAP ATTACHED

Dive Team Members (*Leader/ (**Conditional Diver)	FWS Authorization Date	Emergency Contact Name	Emergency Contact Phone
* DEB GOEB	6/4/2018	MATT DEROSIER	406.366.2036
BRIAN HAM	6/5/2018	ECHO HAM	406.212.1414
CARLOS MARTINEZ	8/20/2018	PAM SPUMOLTZ	303.236.4216
KAREN NELSON	6/5/2018	BRENT ESMOIL	406.461.6038

** Conditional Divers must be accompanied by a Service certified Diver.

Mission Description (methods, depths, conditions, etc.): SOMERS BAY (NW FLATHEAD LAKE, MT) IS THE LOCATION OF THE ICS EXERCISE DISCOVERY LOCATION. SURFACE TEMP APPROX. 65°. ELEVATION IS APPROX 2,888'. DIVERS EQUIPPED WITH CUTTING DEVICES, DIVING NOT TO EXCEED 60FT. SURFACE TENDER WILL DIRECT BOAT TRAFFIC AWAY FROM DIVERS, 3 HAS FUR DIVING CAN BE FOUND ON THE USGS SPECIALIZED SAFETY INTRANET WEB SITE FOR DIVING. DAILY MISSION IS DICTATED BY THE INCIDENT ACTION PLAN (IAP). NOTE: ~~THE~~ SUPERFUND SITE LOCATED NE OF DIVE SITE.

Dive Safety Plan (title and date): DIVE SAFETY PLAN - REGION 6 (MARCH 2, 2015)

Field Safety Gear Checklist: First Aid Kit ☒ Oxygen Kit ☒ Tool Kit ☒ (As Needed)

Radio (frequency) _____ Phone (No.) ICS SURVEY SUPERVISOR: JAYDEN DUCKWORTH
406.459.9478

Emergency Evacuation Plan: EMS (911) ARE LOCATED 6 MILES FROM FLATHEAD LAKE (SOMERS TO LAKESIDE, MT). FROM THE DIVE SITE; TRANSPORTATION FROM THE DIVE SITE WOULD BE ARRANGED WITH EMS TO KALISPELL REGIONAL HOSPITAL (11 MILES OR 25 NW). DIVE UNITS WILL HAVE A TENDER AND WILL FOLLOW THE IAP FOR DIVE INCIDENTS.

Important Phone Numbers:

Emergency Medical Services: 911

Recompression Chamber: 208.237.1151 - POCAHELLO, ID; PORTSMOUTH MEDICAL CENTER

Diving Physician: GAIL SNOW 603.433.6994 - PORTSMOUTH MEDICAL CENTER

U.S. Coast Guard: N/A

Diving Alert Network (DAN): 800-326-3822 or 919-684-8111

Concur: [Signature]

Field Diving Officer

Date

Approved: [Signature]

Supervisor

Date

* NOTE: OVERHEAD OBSTRUCTION I.E. BOATS, DOCKS

SITUATION REPORT

Flathead Lake Incident (EXERCISE)

September 12, 2018

Location of Incident: Somers Bay, Flathead Lake

Incident Base: Homewood Suites, Kalispell

Operational Period: 24 hours (0700 AM – 0700 PM)

Current/Projected Weather: 9/12 – high 65/low 38; mostly cloudy. 9/13 – high 65/low 40; mostly sunny.

WEDNESDAY	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm
Forecast	Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy
Temp (°F)	56°	60°	62°	63°	65°	63°	63°	61°
RealFeel®	61°	65°	67°	67°	67°	64°	63°	60°
Wind (mph)	2 N	2 NNE	4 NW	5 WNW	6 W	7 WSW	7 WSW	7 SW
THURSDAY	5pm	6pm	7pm	8pm	9pm	10pm	11pm	12am
Forecast	Partly Cloudy	Partly Cloudy	Mostly Cloudy	Cloudy	Cloudy	Cloudy	Cloudy	Cloudy
Temp (°F)	61°	60°	58°	55°	52°	50°	50°	48°
RealFeel®	61°	58°	55°	52°	49°	47°	47°	45°
Wind (mph)	8 WSW	7 WSW	7 WSW	7 WSW	7 WSW	7 SW	7 SSW	7 S

WEDNESDAY	7pm	8pm	9pm	10pm	11pm	12am	1am	2am
Forecast	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy	Mostly Cloudy
Temp (°F)	59°	55°	52°	49°	46°	45°	44°	43°
RealFeel®	58°	53°	51°	47°	45°	44°	43°	42°
Wind (mph)	6 SW	6 S	5 SSE	5 SSE	5 W	5 W	5 W	5 SW
THURSDAY	9am	10am	11am	12pm	1pm	2pm	3pm	4pm
Forecast	Partly Cloudy	Partly Cloudy	Partly Cloudy	Partly Cloudy	Partly Cloudy	Mostly Cloudy	Partly Cloudy	Partly Cloudy
Temp (°F)	48°	52°	57°	61°	63°	63°	65°	63°
RealFeel®	51°	55°	59°	63°	65°	65°	66°	64°
Wind (mph)	5 SSE	6 S	7 SSW	7 SSW	8 SW	8 SW	8 SW	8 SW

Current Situation Updates

- Operations, monitoring and Communications Plan currently in development
- Divers in water this afternoon (Somers Bay Marina) to assist with delineation of potential infestation
- Enforcement teams have been deployed to assist in prevention methods
- FWP and additional stakeholders are implementing expanded monitoring in the region
- Permits required: 1) DEQ for treatment (authorized under FWP general – ensure follow tier 2 requirements and annual reporting requirements). 2) DNRC for bed & shore disturbance (silt curtains) – authorization letter required from regional office (send email with situation, location, duration and rationale – quick turnaround).

NOTEWORTHY INJECTS:

- The FWP Director has received calls from organizations volunteering to assist (UM, Flathead Lakers, TU) – passing information on to PIOs (no volunteer efforts needed at this time)
- Flathead Emergency Operations Center setting up Joint Info Center – daily updates to keep them informed
- Gianforte, Daines & Tester have requested tour and briefing – will set up with Unified Command & Ops
- Kalispell Mayor requested information on situation and impact to area – invited to community meeting 9/13
- Briefing with Governor Bullock to be set up prior to application– called office to provide situation update

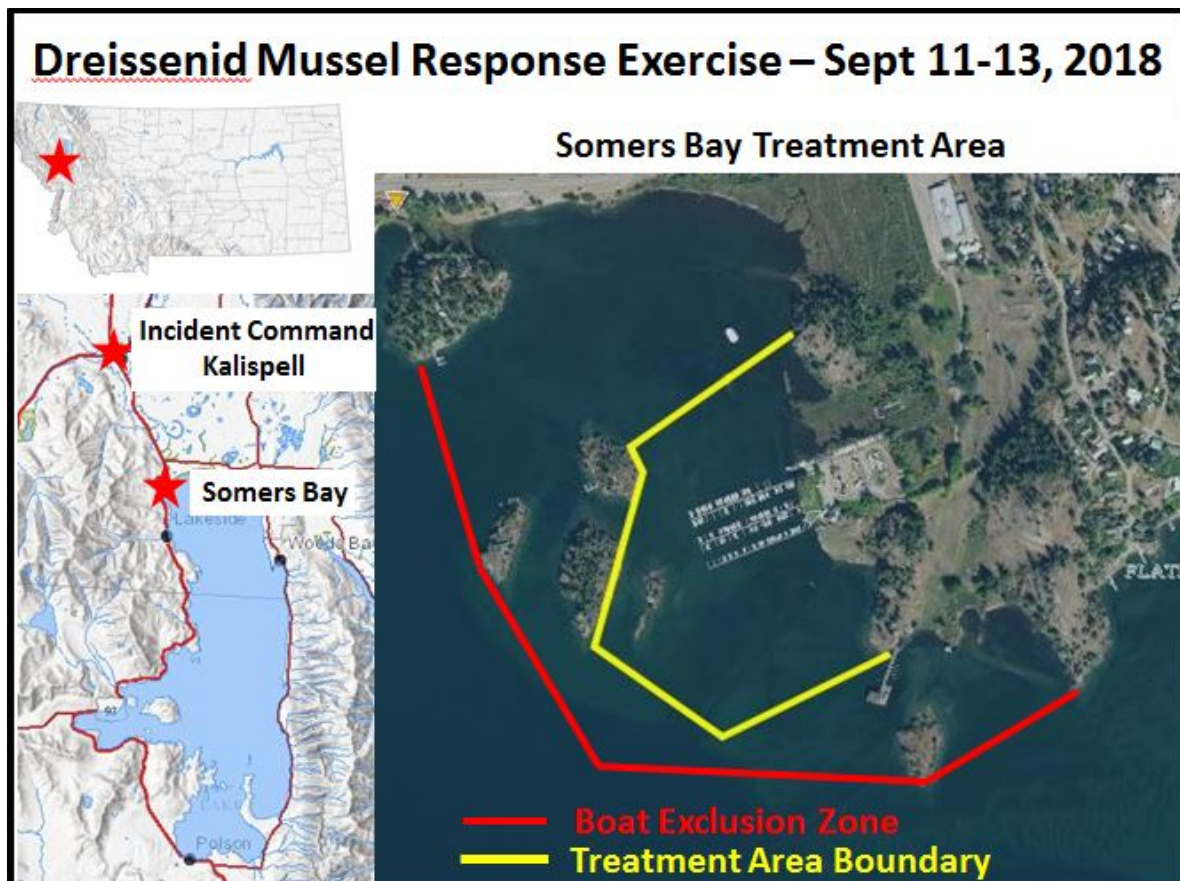
Current Incident Objectives (Operational Period 2)

1. Stand up mandatory inspections lake-wide.
2. Delineate distribution of invasive mussels in Somers Bay and verify they are not present in adjacent bays/areas.

3. Establish containment zone around Yacht Club and prohibit boat movement in that area
4. Develop an eradication plan using [EarthTec QZ](#), including water movement barriers. Identify possible material/product sources, delivery timing and application/installment options (timing & cost). Provide options for pesticide/barrier treatment for marina area (~12 acres) and for large bay area treatment (~50 acres).
 - Product information: Copper-based product, registered in Montana, has proven effective in N. American lakes. PIOs working on public information plan that will include [product information and safety](#).
5. Update all stakeholders and the public on response progress.
6. Maintain safety at all times.

Background Information

- *Sept 1:* Boat originating from Lewis & Clark Reservoir (Nebraska) is hauled to Montana. It is not inspected during transport in any jurisdiction.
- *Sept 4:* Dreissenid mussel infested boat launched in Somers Bay (Flathead Lake).
- *Sept 8:* Marina dock attendant detects mussels and notifies FWP. The boat was moored since launch and had not been elsewhere in the lake.
- *Sept 9:* FWP verifies live mussels on boat. Situation communicated to CSKT leadership and the Governor's Office.
- *Sept 10:* Incident Command established (Unified Command – FWP/CSKT). FWP closes ramps on lake until inspection stations can be established. Columbia River Basin Multi-Agency Coordination team (MAC) notified. Incident Action Plan completed for operational period 1 – to be implemented Sept 11.
- *Sept 11:* Incident Action Plan developed (operational period 2). Containment and delineation efforts initiated (15 boat launches). No additional mussels detected via shoreline survey.
- *Sept 12:* Incident Management Team in place. Incident Command briefing.
- *Sept 13:* Tactics, planning and Ops meetings. Media briefing. Develop Incident Action Plan.



*Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana*

EXERCISE EVALUATION

NAME: KEVIN ACETIUND
POSITION: PESTICIDE APPLICATION SUPPORT

Worthwhile improvements made to this exercise will result from thoughtful evaluations by participants. The cadre and exercise host will review each evaluation, and attempt to make subsequent endeavors better and more productive for all participants. Please answer the following questions. For any rating of less than adequate, please provide the reason(s) for the rating and recommendations for improvement on the back of this page under Additional Comments.

In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent
Were the exercise objectives realistic and were they met?	1	2	3 4 5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3 4 5
How would you rate the applicability of the exercises to your situation?	1	2	3 4 5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3 4 5
How would you rate the quality of the course training and reference material?	1	2	3 4 5
How would you rate the suitability of the training facility?	1	2	3 4 5

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Erik HANSON

POSITION: Incident Commander

Worthwhile improvements made to this exercise will result from thoughtful evaluations by participants. The cadre and exercise host will review each evaluation, and attempt to make subsequent endeavors better and more productive for all participants. Please answer the following questions. For any rating of less than adequate, please provide the reason(s) for the rating and recommendations for improvement on the back of this page under Additional Comments.

In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent	
Were the exercise objectives realistic and were they met?	1	2	3	4 (5)
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	4 (5)
How would you rate the applicability of the exercises to your situation?	1	2	3	4 (5)
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4 (5)
How would you rate the quality of the course training and reference material?	1	2	3	(4) 5
How would you rate the suitability of the training facility?	1	2	3	4 (5)

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Bryce Christaens

POSITION: Liaison Officer

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In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent	
Were the exercise objectives realistic and were they met?	1	2	3	(4) 5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	(4) 5
How would you rate the applicability of the exercises to your situation?	1	2	3	4 (5)
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4 (5)
How would you rate the quality of the course training and reference material?	1	2	(3)	4 5
How would you rate the suitability of the training facility?	1	2	3	4 (5)

would be good to have examples of some of the work products for this position

Positive

Within group communication

Supervisor expertise

To work on

Between group information PIO's logistics etc.

Filling
Form inconsistency

Unsure about public access

Not a lot of feedback

Not clear on ~~it~~ when there is a critical review

ADDITIONAL COMMENTS:

Comments

Top 3-5 things worked well:

- ① Consistent lead for Mtg setup + facilitation was positive. Got easier every time.
- ② Documentation unit lead / GIS was good match.
- ③ Situation Briefings - good summary of situation
- ④ Good communication between Chiefs / divisions for the most part

Not so much:

- ① Initial contact info out sooner - text + email
- ② GIS info - could present in simpler and more digestible manner
- ③ Better / formalized process for addressing and resolving issues
- ④ Background on WHY using IC's for AIS (provide rationale)
 - National approach
 - Defensible
 - used for other NR emergencies
 - Documentation for decision making
- ⑤ Too much paper. Project! Digital forms.

★ weren't sure what ops plan was... got better today

⑤ worked in a well having started knowing product...

★ Decision to keep access open ~ didn't discuss much ~ Gov Office should've been consulted

Cross-pollination
matching numbers " + "
Internet

Logistics
+
Finance

Need real finance people " _ "
ICS in general no forms finance
lonely job this time

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Phil Matsen

POSITION: Sampling/Survey

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In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent		
Were the exercise objectives realistic and were they met?	1	2	3	4	5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	4	5
How would you rate the applicability of the exercises to your situation?	1	2	3	4	5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4	5
How would you rate the quality of the course training and reference material?	1	2	3	4	5
How would you rate the suitability of the training facility?	1	2	3	4	5

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Joanne Grady
POSITION: Finance Section Chief

Worthwhile improvements made to this exercise will result from thoughtful evaluations by participants. The cadre and exercise host will review each evaluation, and attempt to make subsequent endeavors better and more productive for all participants. Please answer the following questions. For any rating of less than adequate, please provide the reason(s) for the rating and recommendations for improvement on the back of this page under Additional Comments.

In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent	
Were the exercise objectives realistic and were they met?	1	2	3	4 (5)
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	(4) 5
How would you rate the applicability of the exercises to your situation?	1	2	3	(4) 5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4 (5)
How would you rate the quality of the course training and reference material?	1	2	(3)	4 5
How would you rate the suitability of the training facility?	1	2	3	4 (5) good lunches for folks

*Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana*

ADDITIONAL COMMENTS:

Comments

Loved the odd of the real media event
Happy to have ~~be~~ including the dive team.

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Robin Steintraur

POSITION: _____

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In the categories below, please circle the number that best reflects your overall reaction to each question.

- 2 questions

	Poor	Adequate	Excellent	
Were the exercise objectives realistic and were they met?	1	2	3	(4) 5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	4 5 NA
How would you rate the applicability of the exercises to your situation?	1	2	3	4 5 NA
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4 (5)
How would you rate the quality of the course training and reference material?	1	2	3	(4) 5
How would you rate the suitability of the training facility?	1	2	3	4 (5)

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

ADDITIONAL COMMENTS:

Comments

Thank you for allowing / encouraging me
to participate. It was very informative
and worthwhile!

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Kate Wilson
POSITION: Planning Section Chief (etc)

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In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent
Were the exercise objectives realistic and were they met?	1	2	3 4 (5)
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3 4 (5)
How would you rate the applicability of the exercises to your situation?	1	2	3 (4) 5 not sure what role I would play...
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3 4 (5)
How would you rate the quality of the course training and reference material?	1	2	3 (4) 5 some ICS was confusing or klunky @ 1st...
How would you rate the suitability of the training facility?	1	2	3 4 (5)

ADDITIONAL COMMENTS:

Comments

Great learning activity! Brought all parties closer together in a meaningful way. Great discussions and resolutions. Overall, very impressed with exercise - including preparation, implementation and outcomes.

Some food for thought...

- * Provide rationale up front about why we're using ICS for AIS (national standard for natural resource emergencies, defensible, documented, etc).
- * Most of ICS process works for AIS but a bit overkill on some as well - e.g. not all forms and protocols fit or necessary for AIS. Pare down to what works best/is necessary.
- * More engagement w/ leadership (state agencies, CSKT Tribal leadership) > re: closure of lake, bay, etc., comfort w/ decision making and delegation of authority.
- * Consider a 'phase II' a month (or so) later where we actually IMPLEMENT IAP!

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME:

Bryce Maxell

POSITION:

Situation Unit Leader / Doc Unit Leader

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Were the exercise objectives realistic and were they met?	1	2	3 4 (5)
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3 4 (5)
How would you rate the applicability of the exercises to your situation?	1	2	3 4 (5)
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3 4 (5)
How would you rate the quality of the course training and reference material?	1	2	3 (4) (5) → ICS can seem really overwhelming at first
How would you rate the suitability of the training facility?	1	2	3 4 (5)

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

ADDITIONAL COMMENTS:

Comments

Really helped me wrap my head around
ICS & how we could bring GIS data
resources to bear in a better & more
easily consumed & coordinated manner.

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Russ Hartzell

POSITION: Watercraft Inspection Division Lead support

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In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent
Were the exercise objectives realistic and were they met?	1	2	3 <u>4</u> 5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3 <u>4</u> 5
How would you rate the applicability of the exercises to your situation?	1	2	3 <u>4</u> 5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3 4 <u>5</u>
How would you rate the quality of the course training and reference material?	1	2	3 4 <u>5</u>
How would you rate the suitability of the training facility?	1	2	3 4 <u>5</u>

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

ADDITIONAL COMMENTS:

Comments

A great exercise which was a ^{very good} ~~good~~ introduction to incident command. I feel the experience gained through this exercise will be excellent and very useful if ~~was~~ ^{I am} ~~am~~ ~~very~~ ever involved in incident command.

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: Jessi Gudge

POSITION: Watercraft inspection Division leader

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In the categories below, please circle the number that best reflects your overall reaction to each question.

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Were the exercise objectives realistic and were they met?	1	2	3	4	5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	4	5
How would you rate the applicability of the exercises to your situation?	1	2	3	4	5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4	5
How would you rate the quality of the course training and reference material?	1	2	3	4	5
How would you rate the suitability of the training facility?	1	2	3	4	5

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

ADDITIONAL COMMENTS:

Comments

I thought this was a good, informative exercise; but I don't know how useful it is for future people if they were not involved. ~~It was a~~
~~It was a~~ I had a hard time realizing where I would be in a real situation -- it was great to see all parts, -- but easy to get confused for the "real" situational standards.

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

EXERCISE EVALUATION

NAME: USFWS - DIVE TEAM
POSITION: DEB, CARLOS, BRIAN, KAREN

Worthwhile improvements made to this exercise will result from thoughtful evaluations by participants. The cadre and exercise host will review each evaluation, and attempt to make subsequent endeavors better and more productive for all participants. Please answer the following questions. For any rating of less than adequate, please provide the reason(s) for the rating and recommendations for improvement on the back of this page under Additional Comments.

In the categories below, please circle the number that best reflects your overall reaction to each question.

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Were the exercise objectives realistic and were they met?	1	2	3	4 (5)
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	4 (5)
How would you rate the applicability of the exercises to your situation?	1	2	3	4 (5)
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4 (5)
How would you rate the quality of the course training and reference material?	1	2	3	4 (5)
How would you rate the suitability of the training facility?	1	2	3	4 (5)

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

ADDITIONAL COMMENTS:

Comments

COMMUNICATION BETWEEN THE DIVE TEAM AND
OPERATIONS WAS REALLY GOOD. NO MISUNDERSTANDINGS
WITH THE VARIOUS TOPICS AND ROLES.

EXERCISE PROVIDED A GREAT OPPORTUNITY FOR THE
USFWS DIVE TEAM TO PRACTICE SKILLS, PROVIDE THE
LOCAL DIVE TEAM SOME TRAINING, AND THE TWO
TEAMS TO PRACTICE COLLABORATION AND INTER-AGENCY
COMMUNICATIONS.

TENDER WAS PROVIDED TO USFWS, HE LEARNED
THE ROLE QUICKLY AND PERFORMED IT WELL.

*Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana*

EXERCISE EVALUATION

NAME: Zach Crete

POSITION: Containment Supervisor

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In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent		
Were the exercise objectives realistic and were they met?	1	2	3	4	5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	4	5
How would you rate the applicability of the exercises to your situation?	1	2	3	4	5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4	5
How would you rate the quality of the course training and reference material?	1	2	3	4	5
How would you rate the suitability of the training facility?	1	2	3	4	5

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

ADDITIONAL COMMENTS:

Comments

I was very pleased. I wasn't sure it would go well. I'm impressed and glad I attended this. I feel a lot better about doing this for real.

Trainers were patient and well informed.

Flathead Lake Rapid Response Exercise
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EXERCISE EVALUATION

NAME: T. Wolf

POSITION: IC

Worthwhile improvements made to this exercise will result from thoughtful evaluations by participants. The cadre and exercise host will review each evaluation, and attempt to make subsequent endeavors better and more productive for all participants. Please answer the following questions. For any rating of less than adequate, please provide the reason(s) for the rating and recommendations for improvement on the back of this page under Additional Comments.

In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent
Were the exercise objectives realistic and were they met?	1	2	3 <u>4</u> 5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3 <u>4</u> 5
How would you rate the applicability of the exercises to your situation?	1	2	3 <u>4</u> 5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3 <u>4</u> 5
How would you rate the quality of the course training and reference material?	1	2	3 <u>4</u> 5
How would you rate the suitability of the training facility?	1	2	3 <u>4</u> 5

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ADDITIONAL COMMENTS:

Comments

Provide USCG IC booklets for all attendees

*Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana*

EXERCISE EVALUATION

NAME:

Chris Downs

POSITION:

Logistics chief

Worthwhile improvements made to this exercise will result from thoughtful evaluations by participants. The cadre and exercise host will review each evaluation, and attempt to make subsequent endeavors better and more productive for all participants. Please answer the following questions. For any rating of less than adequate, please provide the reason(s) for the rating and recommendations for improvement on the back of this page under Additional Comments.

In the categories below, please circle the number that best reflects your overall reaction to each question.

	Poor	Adequate	Excellent		
Were the exercise objectives realistic and were they met?	1	2	3	4	5
Were presentation/exercises effective in enhancing your ability to perform your duties during an incident response?	1	2	3	4	5
How would you rate the applicability of the exercises to your situation?	1	2	3	4	5
How would you rate the overall knowledge and performance of the instructors and staff?	1	2	3	4	5
How would you rate the quality of the course training and reference material?	1	2	3	4	5
How would you rate the suitability of the training facility?	1	2	3	4	5

Flathead Lake Rapid Response Exercise
September 10-12, 2018; Kalispell, Montana

ADDITIONAL COMMENTS:

Comments

I think the exercise was well done. The productivity of the exercise was enhanced by using a local scenario of interest to all.