



**FEMA**



# ICS-300: Intermediate ICS for Expanding Incidents

Activity Materials

October 2013



**FEMA**



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## **UNITS 2-7 AVIAN FLU SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: AVIAN INFLUENZA SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a confirmed positive diagnosis of Avian Influenza in a poultry operation.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario and resource list in your handouts.
2. Complete the following steps:
  - Identify who would assume the leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present your results in 30 minutes.

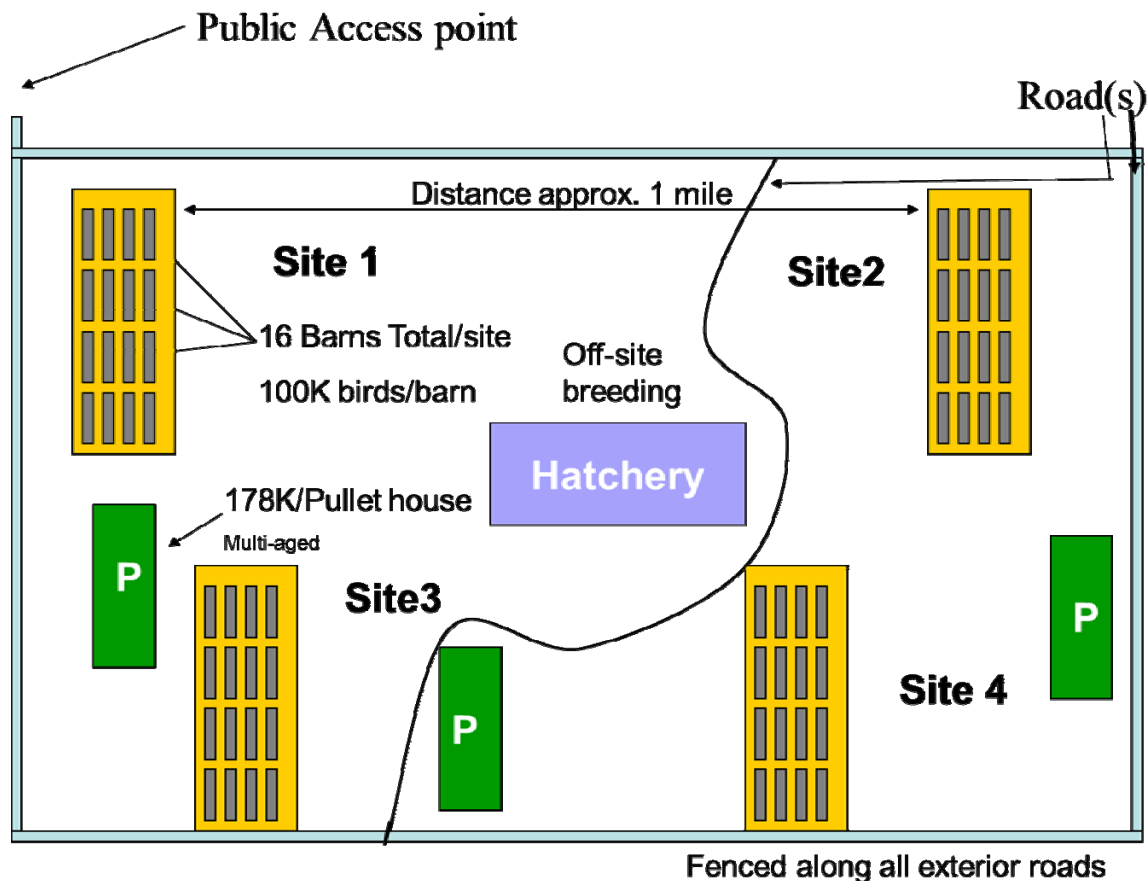
**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

**Scenario:**

Columbia Fresh Egg Company is a large poultry operation located in a rural area in eastern Columbia. This establishment produces eggs and poultry products for distribution to chain grocery stores. The facility includes four sites. Each site has 16 barns with a total of 100,000 birds each.

The facility is fairly well isolated with only one public access point and is surrounded by wooded areas, with the nearest other farm facility being 2 miles away. Two weeks ago the workers noticed that some of the poultry in Site #1 began to show decreased egg production and seemed to lack energy and appetite. After further examination they contacted the company's staff veterinarian, who noted nasal discharge, and purple discoloration of the wattles, combs, and legs. She immediately notified the State Veterinarian, who sent a Foreign Animal Disease Diagnostician (FADD) to the site. Samples have been taken and sent for confirmation but results are not in at this time. Highly Pathogenic Avian Influenza is suspected.

The staff veterinarian and the FADD, in coordination with the company, have agreed to stop all movement into and out of the facility until the results are known. The State Veterinarian has notified the U.S. Department of Agriculture, Animal, and Plant Health Inspection Service (APHIS) State Veterinarian in Charge (AVIC).



### **Conditions:**

- The FADD has asked for the State Department of Agriculture Incident Management Team.
- Shipments from the facility have been halted.
- Local law enforcement was dispatched to the scene at the request of the FADD.
- Company employees are asking about being able to leave the site and go home, and some have called home to tell their families something is going on.
- At this time, there are no reports of illnesses reported from any company workers.

### **Critical Issues:**

- Implement required safety measures to protect responding personnel and the public.
- Immediately stop movement into and out of the facility and establish biosecurity measures on site.

### **Resources:**

#### **Company Employees/Equipment:**

Catch Crew Labor	(2) 10-person crews
Bulldozers	(2) D6 Bulldozers
Backhoes	(2) Case Backhoes
Supervisory personnel	6 Company employees

#### **Local Law Enforcement:**

Local police officers/cruisers	1 unit with 2 officers
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#### **State Department of Ag. Employees:**

Veterinarian	1 FADD
Animal Health Technicians	4 AHTs
Epidemiologists	2
Livestock Inspectors	10
Vet. Medical Officers	4

#### **Emergency Services Personnel:**

EMTs with equipment	2 EMTs (one Basic Life Support vehicle)
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**Your Notes:**

### STUDENT HANDOUT – UNIT 3: AVIAN INFLUENZA SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

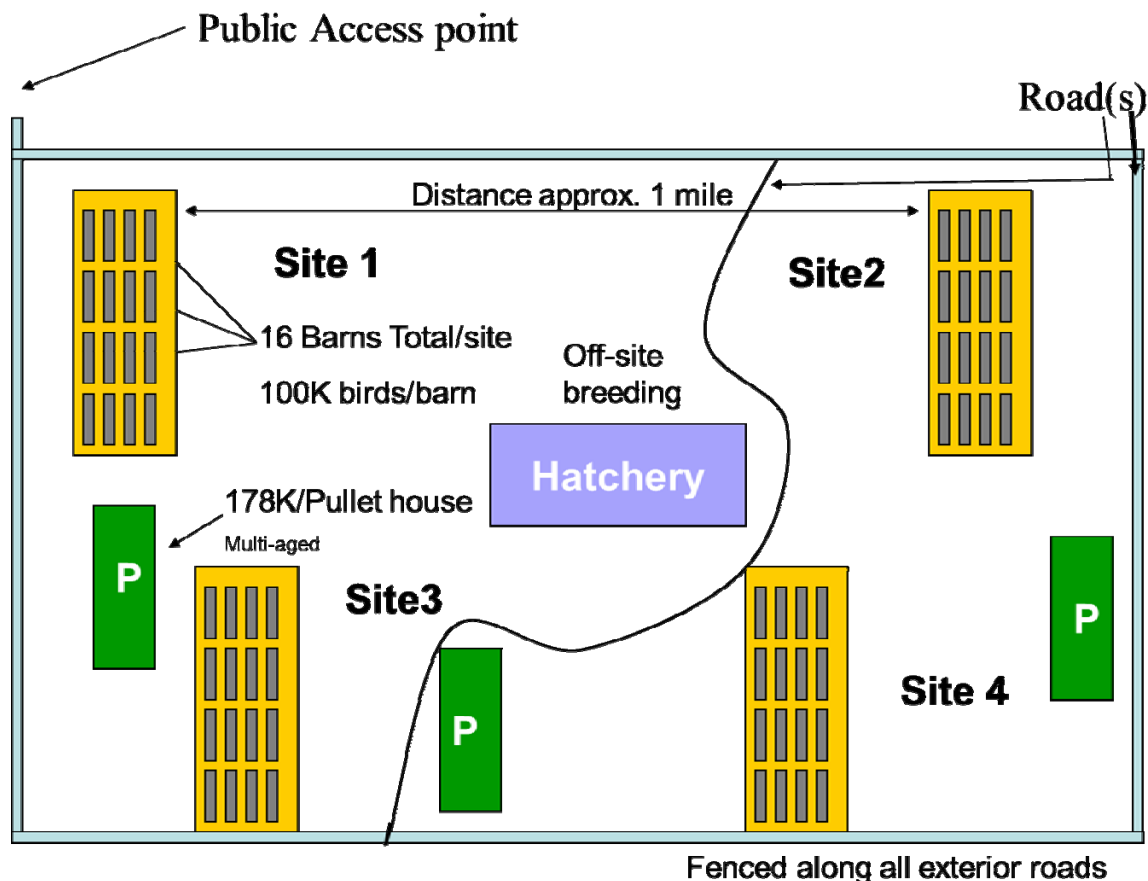
1. Review the scenario update, map, and resource list in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your results in 30 minutes.

### Scenario Update:

Polymerase Chain Reaction (PCR) testing has indicated that it is Avian Influenza H5N1. APHIS and the State Veterinarian continue to work in close coordination.

Questioning of the workers reveals that some of their family members have recently gotten ill. The local county health department has received several calls from people complaining of flu-like symptoms and some of the individuals have, in fact, been confirmed as family members of the workers at the company. Concurrently, there have been numerous complaints registered by the Centers for Disease Control liaison and the State Public Health Veterinarian to APHIS. The local urgent care centers have noticed a recent increase in patients exhibiting flu-like symptoms.

Because of the law enforcement road block at the facility and nearby highway, local news media are speculating that the outbreaks of illnesses are due to “bird flu.”



### **Resources:**

#### **Company Employees/Equipment:**

Catch Crew Labor	(3) 10-person crews
Bulldozers	(2) D6 Bulldozers
Backhoes	(2) Case Backhoes
Supervisory personnel	8 Company employees
Facility Manager	1 VP of Operations

#### **Local Law Enforcement:**

Local police officers/cruisers	1 unit with 2 officers
State police officer/cruiser	1 unit with 1 officer

#### **State Department of Ag. Employees:**

Veterinarian	2 FADD
Animal Health Technicians	6 AHTs
Epidemiologists	2
Livestock Inspectors	10
Vet. Medical Officers	4

#### **State Health Department:**

State Health Dept. Veterinarian	1 DVM
Workers/monitoring/surveillance	4 State Health Workers

#### **Emergency Services Personnel:**

EMTs with equipment	2 EMTs (one Basic Life Support vehicle)
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Resources:

#### **Local Resources Alerted:**

County Health Department  
Hospitals/Urgent Care



**Your Notes:**

### STUDENT HANDOUT – UNIT 4: AVIAN INFLUENZA SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update and partially completed ICS 201, Incident Briefing in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Select a spokesperson and be prepared to present your work in 30 minutes.

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Columbia Fresh Egg – Avian Flu	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 4-1-20XX      Time: 0900
<b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident health and safety hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
<b>6. Prepared by:</b> Name: J. Roberts    Position/Title: Initial Response Incident Commander    Signature: _____		
ICS 201, Page 1	Date/Time: _____	

# INCIDENT BRIEFING (ICS 201)

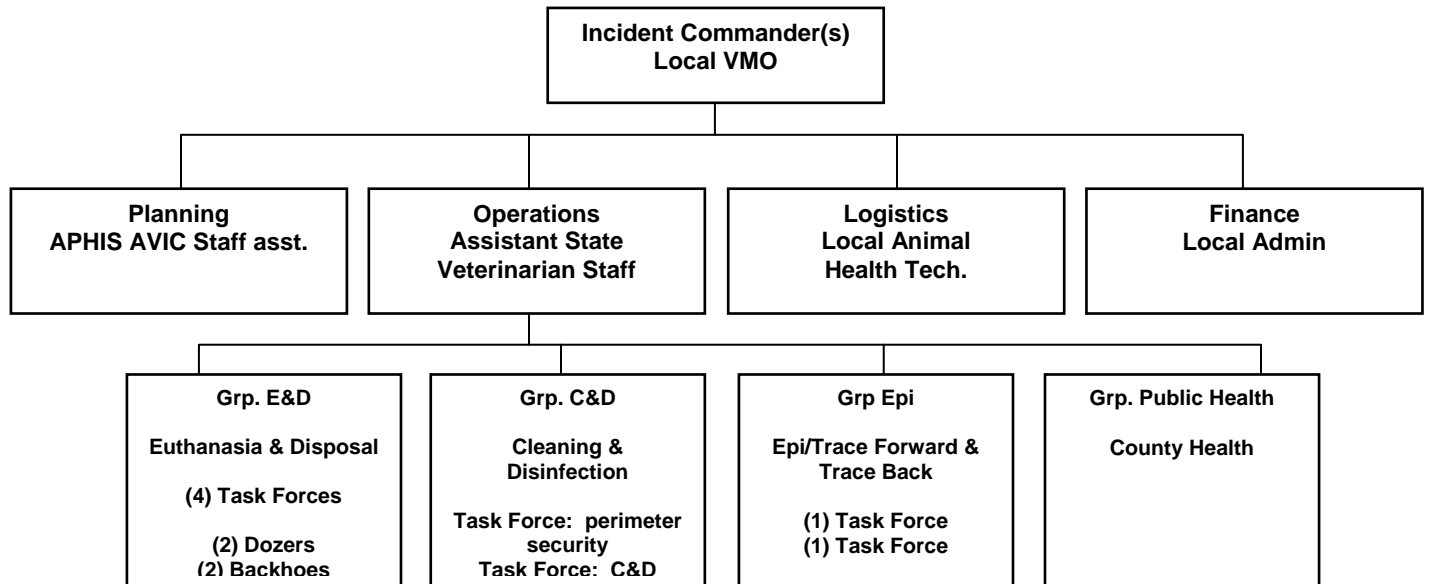
<b>1. Incident Name:</b> Columbia Fresh Egg – Avian Flu		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 4-1-20XX      Time: 0900	
<b>7. Current and Planned Objectives:</b> <i>Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.</i>					
<p><b>Situation:</b> Confirmed positive diagnosis of H5N1 from samples in Site #1. Currently, Site #1 has 90 percent mortality. Approximate total number of birds is nearly 7,000,000. Except for the pullet houses, these are layers and the birds are in cages (5 per cage). Funding is not an issue, all levels of government have committed to fund the effort. The decision from the State Veterinarian and State AVIC is to depopulate the entire site. Additionally, they want the IMT to assure that the company gets back into business as soon as possible (continuity of operations for Fresh Egg). The time line they have given is 4 weeks to be completed. Disposal onsite is approved and the water table is okay for this. Euthanasia in dumpsters/carts using CO2 is approved and the use of Foam is also approved.</p>					
<b>8. Current and Planned Actions, Strategies, and Tactics:</b>					
Time:		Actions:			
<b>6. Prepared by:</b> Name: J. Roberts   Position/Title: Initial Response Incident Commander   Signature: _____					
ICS 201, Page 2		Date/Time: _____			

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> Columbia Fresh Egg – Avian Flu	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 4-1-20XX      Time: 0900
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**9. Current Organization** (fill in additional organization as appropriate):

Safety Officer:	Local AHT
Liaison Officer or Agency Rep:	
Public Information Officer:	Dept. of Ag. PIO



**6. Prepared by:** Name: J. Roberts Position/Title: Initial Response Incident Commander Signature: \_\_\_\_\_

ICS 201, Page 3

Date/Time: \_\_\_\_\_

### INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Columbia Fresh Egg – Avian Flu		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 4-1-20XX      Time: 0900	
<b>10. Resource Summary:</b>					
Resource	Resource Identifier	Date/ Time Ordered	ETA	Arrived	Notes (location/assignment/status)
6 Vet. Medical Officers	DVMs: Cole, Brewer, Schick, Holley, Doyle, Pruitt		1000	<input type="checkbox"/>	Group Sup/TFL
4 Epidemiologists	DVMs: Roberts, Herrin, Myers, Woodbridge			0900	
12 Animal Health Techs.	Embry, Stewart, Heck, Polk, See, Terry, Wayne, +5?		1100	<input type="checkbox"/>	To be assigned (C&D and E&D groups)
4 Foreign Animal Disease Diagnosticians	Healey, Shear, Diaz, Davidson		1400	0900*	*Davidson on scene assigned TSP to Ops
20 Livestock Inspectors	On order – no names		1200	<input type="checkbox"/>	To be assigned
5 (2 officer) police cars & 2 EMTs	Car #: 54, 75, 22, 65, 55 EMTs: Fortner, Maddux			0900	Medical Unit – Logistics can be assigned to OPS
2 fully outfitted depop trucks	Depop: #1 & #2 w/operators			0900	Assigned to E&D Group Supervisor
2 High Capacity Foam Units	Foam Units: #77, #78 w/operators			0900	Assigned to E&D Group Supervisor
6 Group Supervisors	On order		1100	<input type="checkbox"/>	To be assigned: Ops & Plans
12 TFL (Task Force Leaders)	On order		1100	<input type="checkbox"/>	To be assigned: Ops & Plans
4 Appraisers	On order		1200	<input type="checkbox"/>	To be assigned: Ops, Plans, Finance/Admin.
2 Dozers & 2 Backhoes	(2) D6 + Two Backhoes w/operators			0830	Fresh Egg company equip. w/operators – E&D Group
4 Investigative Enforcement Services personnel	On order			1500	To be assigned
(4) 10-person catch crews	Fresh Egg personnel			0800	Assigned as Task Force personnel to E&D groups
<b>6. Prepared by:</b> Name: J. Roberts    Position/Title: Initial Response Incident Commander    Signature: _____					
<b>ICS 201, Page 4</b>		Date/Time: _____			

**Your Notes:**



### STUDENT HANDOUT – UNIT 5: AVIAN INFLUENZA SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update, scenario objectives, and resource list.
2. Discuss the strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing.
6. Select a spokesperson to present your IAP as a concise 5- to 10-minute operational briefing. Be prepared to present in 60 minutes.

### Scenario Update:

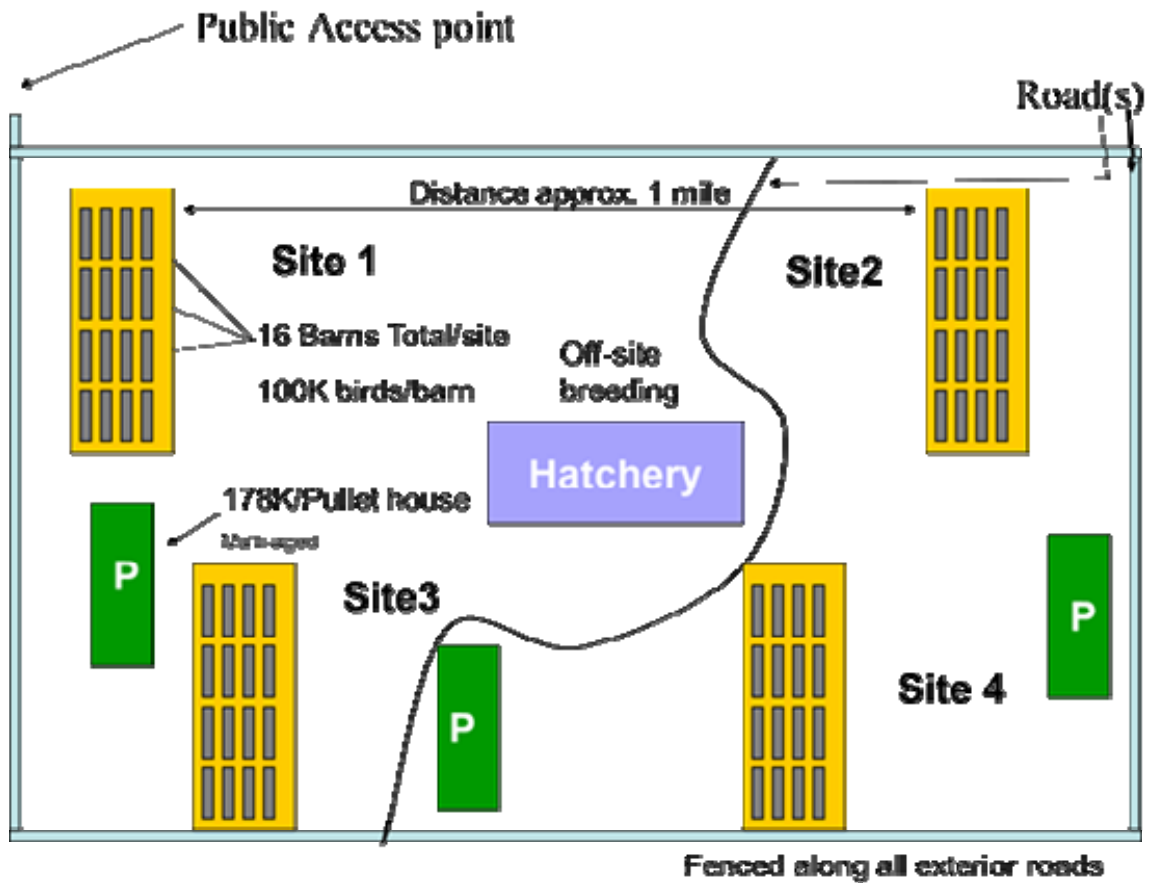
There is now a confirmed positive diagnosis of H5N1 from samples in Site #1. Currently, Site #1 has 90 percent mortality. Approximate total number of birds is 7,000,000. Except for the pullet houses, these are layers and the birds are in cages (5 per cage).

The decision from the State Veterinarian and State AVIC is to depopulate the entire site. Additionally they want your IMT to assure that the company gets back into business as soon as possible (continuity of operations for Fresh Egg). The time line they have given you is 4 weeks to be completed, and they encourage you to have (2) 12-hour operational periods, day/night. Disposal on site is approved and the water table at the facility is approved for this. Euthanasia in dumpsters/carts using CO2 is approved and the use of Foam is also approved.

State and County Health are discussing the start of their own ICS organization, but at present they want to work under your organization as a functional group. The local county health department and CDC have issued a bulletin via the health-alert network system notifying local medical treatment facilities to be aware of patients exhibiting illness symptoms.

The State Veterinarian and State AVIC have given you the following incident objectives as a minimum:

- Implement required safety measures to protect responding personnel and the public.
- Review safety procedures to ensure an appropriate level of personal protective equipment.
- Establish an aggressive education and outreach program as part of the incident operations.
- Develop a plan (before the end of this operational period) to prevent the spread of Avian Flu from this location.
- Depopulate the entire facility and complete disposal onsite using approved methods within four (4) weeks.
- Clean and disinfect the entire facility to allow business to return to normal operations. Target date is 4 to 6 weeks.



Notes:

- Layers/birds in cages: 5/cage
- \$ not an issue/90% mortality Site #1
- Water table OK – disposal approved
- Depop entire site was Unified Command decision
- Must be completed within 4 to 6 weeks

### **Resources:**

#### **Company Employees/Equipment:**

Catch Crew Labor	(4) 10-person crews
Bulldozers	(2) D6 Bulldozers
Backhoes	(2) Case Backhoes
Supervisory personnel	8 Company employees
Facility Manager	1 VP of Operations

#### **Local Law Enforcement:**

Local police officers/cruisers	3 units with 2 officers each
State police officer/cruiser	2 units with 1 officer each

#### **State Department of Ag. & APHIS Employees:**

Veterinarian	4 FADD
Animal Health Technicians	12 AHTs
Epidemiologists	4
Livestock Inspectors	20
Vet. Medical Officers	6
Group Supervisors	6
Task Force Leaders	12
Wildlife Services personnel	4
Investigative Enforcement Svc.	4
Appraisers	4
Depop Truck w/CO2	2
Foam units	2

#### **State Health Department:**

State Health Dept. Veterinarian	1 DVM
Workers/monitoring/surveillance	4 State Health Workers

#### **Emergency Services Personnel:**

EMTs with equipment	2 EMTs (one Basic Life Support vehicle)
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#### **PPE/Equipment:**

All necessary PPE has been provided from the State cache for the workers listed here. Additional orders for personnel will require additional ordering of PPE.

#### **Local Resources Alerted:**

County Health Department  
Hospitals/Urgent Care

### STUDENT HANDOUT – UNIT 6: AVIAN INFLUENZA SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

### STUDENT HANDOUT – UNIT 7: AVIAN INFLUENZA SCENARIO

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in all the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop an agenda for a closeout briefing to be presented to the appropriate government officials of the affected area.
4. Develop a transfer of command briefing to be delivered to the Incident Commander who will be assuming the responsibility for the incident.
5. Select a spokesperson and be prepared to present your results in 45 minutes.



### **Scenario Update:**

It has been 4 weeks now and the euthanasia and disposal is complete. There is still some cleaning and disinfecting to be done but things are winding down rapidly. Command has determined that the incident priorities will now be restructured to focus on cleaning and disinfection, cleanup, and return to normal operations.

### **Incident Objectives:**

- Implement required safety measures to protect responding personnel and the public. Return the business to normal operations within 2 weeks.
- Develop a plan to turn the site back over to the company personnel with the consideration of continued surveillance by State and Federal personnel. The target date for the completion of the plan is 5 business days.
- Maintain perimeter control until surveillance is completed.

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## **UNITS 2-7 BASKETBALL SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: BASKETBALL GAME SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to a basketball game scenario.

#### **Instructions:**

Work as a team to complete the following activity:

1. Review the scenario and resources in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present your results in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

### Scenario:

Columbia State University (CSU) is a campus of 15,000 undergraduate and graduate students seeking degrees from the University's 19 different departments. CSU's main campus is located in Central City. The campus is bordered by 28<sup>th</sup> Street on the north and 32<sup>nd</sup> Street on the south. HH Street and NN Street comprise the western and eastern borders of the campus respectively.

The University has a marine biology research station on the Columbia Bay (Gish Island). The University has six branch campuses: Tower Beach in Stramford County, Zurich in Green County, Clifton in Kane County, Jamestown in Granite County, Stockville in Pine County, and Kent in Grand County.

Roughly one third of the students live on campus in 13 dormitories and 15 Greek letter houses. The remainder of the students are commuters who live in the Liberty County/Central City area.

CSU is a member of National Collegiate Athletic Association (NCAA) Division 1-A. The CSU Warhawks field teams in nine men's and women's sports. This year CSU will be hosting the NCAA basketball championship game against their perennial rival, the Wilmington State University Bulldogs. The game will be held on Saturday, April 8<sup>th</sup> at the Phillips Field House located at 30<sup>th</sup> Street and LL Street at 7:00 p.m. The field house will seat 20,000 and in the past has been sold out for championship games, especially against the WSU Bulldogs.

### Resources:

The campus is protected by the Campus Security Police with a total of 32 officers. Several law enforcement agencies, with overlapping jurisdiction, police Liberty County and Central City. The State police handle traffic law enforcement on interstate and State highways outside of incorporated cities, and provides investigative and other assistance to the counties and municipalities. County sheriff departments handle general law enforcement in unincorporated areas of each county, as well as court bailiff and civil process matters.

The Central City Police Department (CCPD) is located at X and 20<sup>th</sup> Streets. CCPD consists of 183 personnel. The Liberty County sheriff is authorized a staff of 202, including those assigned to custody, court, and civil assignments. Personnel operate from the headquarters office, and from their homes in more rural areas of the county. The sheriff's department also maintains a Reserve Deputy Program. These individuals are fully trained volunteers who may be called in to assist on major incidents or in other activities. There are currently 20 qualified reserve deputies. Additionally the sheriff's search and rescue team is available to the county. This consists of 15 individuals trained in high-angle rescue, operations in snow conditions, and underwater (dive) rescue. Of these, five members are fully certified as reserve deputies as well. The sheriff, as the senior elected law enforcement officer of the county, coordinates all law enforcement activities in support of a declared emergency/disaster.

The Columbia State Police (CSP) is authorized a staff of 480 personnel. Many CSP field personnel receive emergency medical training to the EMT-1 level; all are certified in advanced first aid. The CSP headquarters, academy, and support facilities are in Capitol City.

Central City Fire Department (CCFD) provides fire protection for the campus. CCFD firefighting personnel includes a 3-shift system with 88 firefighters assigned to each shift, which includes chief officers, company officers, and firefighters. Minimum daily staffing is 79 firefighters each shift, which includes chief officers, company officers, and firefighters.

EMS throughout Liberty County, including Central City, is provided under the authority and oversight of the County Health Department. The county/city/reservation integrated system operates under a uniform set of protocols approved by a Medical Control Board and applied through a licensed physician medical director serving as the contracted medical control physician for all city and county system medics and an Indian Health Services physician who provides medical direction for EMS within the RRIC. Both of these physicians are members of the Medical Control Board. Liberty County EMS has adopted NIMS to respond to emergencies/disasters. Daily staffing for EMS includes five Basic Life Support and five Advanced Life Support Ambulances with one EMS Supervisor in a sedan.

### Problem:

The Chancellor of CSU and the Head of Security have asked Central City for assistance in planning for the security and safety of the upcoming Warhawk/Bulldog championship game. Anticipating a capacity crowd of 20,000 fans, the Chancellor wants to make certain that the crowd is managed safely and that there are no security issues that may endanger the fans. In order to accomplish that, he has asked that an ICS management structure be developed to begin the incident action planning process. It is now September 30<sup>th</sup>, which leaves a little over a week to prepare a plan for the championship game.

**Your Notes:**



### STUDENT HANDOUT – UNIT 3: BASKETBALL GAME SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work as a team to complete the following activity:

1. Review the scenario update in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

### **Scenario Update:**

Central City is under a winter weather warning for the weekend of April 8<sup>th</sup>. The National Weather Service (NWS) is predicting blizzard like conditions for Friday evening, April 7<sup>th</sup>, with snow expecting to fall at the rate of .5 to 1 inch per hour throughout the night with accumulations expected to be between 10 - 14 inches. Saturday is expected to be cold with winds up to 35 miles per hour out of the north, driving chill factors into the minus 20°F area. On Sunday, temperatures are expected to be in the low 30's with some wind and a 60 percent chance of additional snow.

Law enforcement intelligence suggests that student organizers are again threatening to demonstrate to protest the use of animals for research in the biology department that is located in Young Hall. Recent protests have drawn crowds estimated at greater than 5,000 and it has been rumored that this protest may be held in the parking lot in front of the Phillips Field House prior to the game.

CSU is anticipating a capacity crowd of 20,000 fans for this championship game and wants to make certain that the crowd is managed safely and that there are no security issues that may endanger the fans, or reflect poorly on the University. The mayor of Central City has asked all city departments to cooperate in planning for this event.

### **Critical Issues:**

Approximately 20,000 fans are expected to attend the championship game. The traditional rivalry between the CSU Warhawks and the WSU Bulldogs has resulted in physical conflicts between the opposing fans in past games.

Inclement weather including heavy snowfall and cold weather prior to the game will increase the difficulty for Central City DPW to clear the parking lots and streets in preparation for the big game.

The possibility of a student protest prior to the game may reflect poorly on the university. Law enforcement intelligence does not indicate any serious threats of violence however, student protests of a similar nature in other States have resulted in damage to buildings along with threats to researchers.

### STUDENT HANDOUT – UNIT 4: BASKETBALL GAME SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work as a team to complete the following activity:

1. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
2. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
3. Complete an ICS chart on the ICS Form 201.
4. Complete the missing element within ICS Form 201.
5. By position, identify issues related to the incident.
6. Select a spokesperson and be prepared to present your work in 30 minutes.

# Unit 4. Incident/Event Assessment and Incident Objectives

Resources Summary			
	Warhawk/Bulldog Championship Game	April 7	1900
Map Sketch			
<div> <div>Current Organization</div> <div> <div>Parking</div> <div>32</div> <div>28</div> <div>33</div> <div>27</div> <div>30<sup>th</sup> St.</div> <div>26</div> <div>34</div> </div> </div>			
Page 1 of 2	Prepared by: Chief Schneider, Incident Commander		

## Unit 4. Incident/Event Assessment and Incident Objectives

Resource Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Central City SWAT Team	CCERT	16:30		Staging
Special Investigations Unit	CC3 & CC4, plus CC11-14	1200		Intel Section
EMS	ALS 2,4 BLS 3,5	1700		Staging
Fire Department	E1, T1, S1, (Hazmat Unit)	1700		Staging
Patrol Officers	Central City PD 17 University 16 LCSD 10 CSP 10	1600		Staging
Mobile Command Post		1200		Intel Section
<p align="center"><b>Summary of Current Actions</b></p> <p><b><i>Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.</i></b></p>				
<p><b>Situation:</b> Law enforcement will establish a security perimeter 3 hours prior to the game in order to complete a sweep of the area and begin to provide security in advance of the arrival of fans. Central City Fire and EMS will stage 2 hours prior to the event and E1, T1, and S1 will do an assessment for possible hazardous materials issues. The level of security measures in force will be determined by the Central City Special Investigations Unit based upon current intelligence. The Special Investigation Unit will utilize the Central City Mobile Command Post as their base of operations. The ICP for the game will be located in the upper level of the auditorium in the press box area. Command and General Staff will report at 1600 hours for a briefing.</p>				
Page 2 of 2				

**Your Notes:**

### INSTRUCTOR NOTES – UNIT 5: BASKETBALL GAME SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work as a team to complete the following activity:

1. Complete the ICS Form 215 for resources.
2. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
3. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
4. Outline the agenda for the operations briefing. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

**Scenario Update:**

The Chancellor and the Mayor have accepted the plan outlined on your ICS Form 201. Your Incident Management Team now must develop an IAP, based on the 201, to provide detailed information on how you intend to provide for safety during the championship game. You have been asked to take into consideration the possibility of inclement weather and the possibility of a protest demonstration during the game.

The next operational period will begin at 1200 on April 8th and end at 2400 hours.

**Critical Issues:**

- Providing for the safety of the players, attendees, and responders before, during, and after the game.
- Preventing damage to the CSU facilities.
- Maintaining a safe and peaceful atmosphere for all involved.

**Resources**

Resource	Kind	Number & Type
Central City Police	Patrol Car	17 marked units
Liberty County Sheriff	Patrol Car	10 marked units
State Police	Patrol Car	10 marked units
Central City Fire/Rescue	Heavy Rescue Hazmat Unit	E1, T1, S1
Central City EMS	BLS	2 units
	ALS	2 units
Central City Public Works	Front-End Loaders	3
	Dump Trucks with plows	4
Columbia University Police	Patrol Car	16
Central City Mobile Command Post		1
Central City Police	Intelligence Unit	2 supervisors 4 detectives



## Unit 5. Planning Process

### Additional Available Resources

Columbia State Police

Description	Number of Staff	Sworn	Civilian Personnel
<b>CSP Head Quarters (HQ)</b>			
Administration, Support, Communications, Information	50	15	35
Protective Services, protocol and PIO	25	20	5
Commercial Vehicle Regulation	30	25	5
Investigative Services	50	40	10
<b>CSP District 1, Capitol City (SR 14 &amp; I-102)</b>			
District administration and support staff	20	5	15
District investigative staff	15	15	0
District patrol personnel	75	75	0
<b>CSP District 2, Central City (I-107 &amp; I-102)</b>			
District administration and support staff	20	5	15
District investigative staff	15	15	0
District patrol personnel	75	75	0
<b>CSP District 2a, Park Administration – Masland Islands (1-A)</b>			
District administration and support staff	5	2	3
<b>CSP District 3, Metropolis (SR 1B &amp; I-107)</b>			
District administration and support staff	15	5	10
District investigative staff	10	10	0
District patrol personnel	75	75	0
<b>Total Staff</b>	<b>480</b>	<b>382</b>	<b>98</b>

Liberty County Sheriff's Department

Location	Description	Number of Staff	Sworn	Civilian
LCSD Headquarters	Administrative, Support	20	5	15
	Crime Lab, Investigation	10	10	0
County Courthouse	Bailiffs and Civil Unit	20	20	0
County Jail	Custody Staff	65	60	5
County-wide	Patrol Personnel	60	60	0
Animal Control	Animal Control Personnel	12	5	7
Office of the Medical Examiner	ME and support staff	15	5	10
<b>Total Staff</b>		<b>202</b>	<b>165</b>	<b>37</b>

## Unit 5. Planning Process

### Central City Police Department; Field Services

Central City is divided into four beats or sectors for patrol and traffic assignments. The dividing lines are generally "U" Street and 15th Street, east/west and north/south respectively. Personnel are scheduled to cover each of three eight-hour shifts, seven days per week.

Rank	Administration	Field Services	Investigation Services	Support Services
Chief	1	0	0	0
Assistant Chief	1	0	0	0
Captain	0	1	1	1
Lieutenant	0	4	2	0
Sergeant	1	8	5	2
Officer	1	80	25	0
Civilian	5	10	5	25

### Central City Fire Department

Field Firefighting Personnel	Per Shift	Min/Day	Total
<b>Chiefs</b>			
Deputy Chiefs	1	1	3
Battalion Chiefs	2	2	6
<b>Captains</b>	<b>16</b>	<b>16</b>	<b>48</b>
Relief Captains (as needed)	2	0	6
<b>Fire Fighters</b>	<b>60</b>	<b>60</b>	<b>180</b>
Relief Firefighters	7	0	21
<b>Total</b>	<b>88</b>	<b>79</b>	<b>264</b>

Apparatus	Quantity/Description	Staff	Quantity
Engine Companies	11 – Engine 1*,2,3,4,5,6,7,8,9,10,11	Officer	1
		Firefighter	3
Truck Companies	4 – Truck 1*,3,5,8	Officer	1
		Firefighter	3
Rescue Companies	3 - Rescue 3,5,8	Firefighter	2
Squad	1 - Squad 1* / Serves as the CCFD Hazardous Materials Unit	Officer	1
		Firefighter	5
Air Cascade Unit	1	Firefighter	1
Battalions	2	Battalion Chiefs	2
Deputy Chief Office		Deputy Chief	1
		Firefighter	1

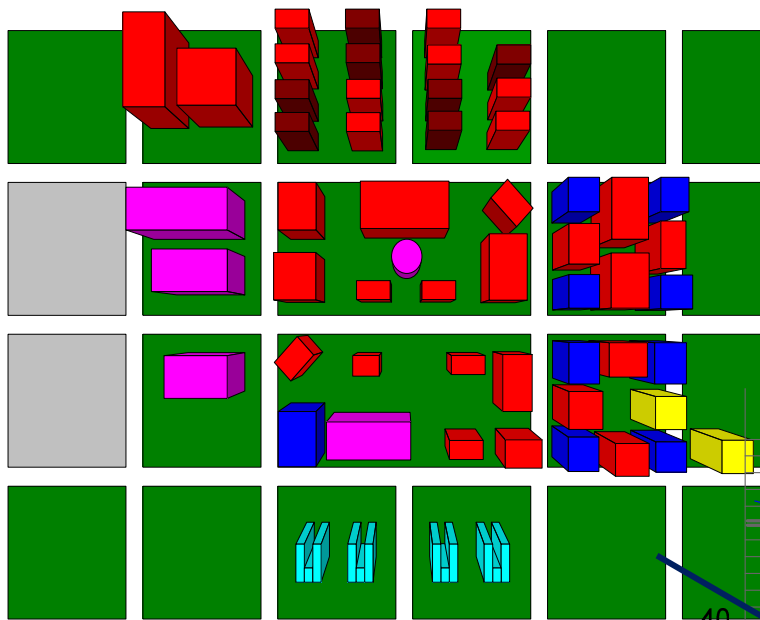
## Unit 5. Planning Process

### Central City EMS Units

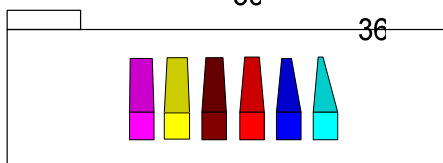
#### Unit Assignments Daily Staffing Central City EMS Resource/Staffing Level

All EMS Note: Ambulances are housed in fire stations that correspond with their call number (e.g., Ambulance 2 housed at Central City Fire Station 2).

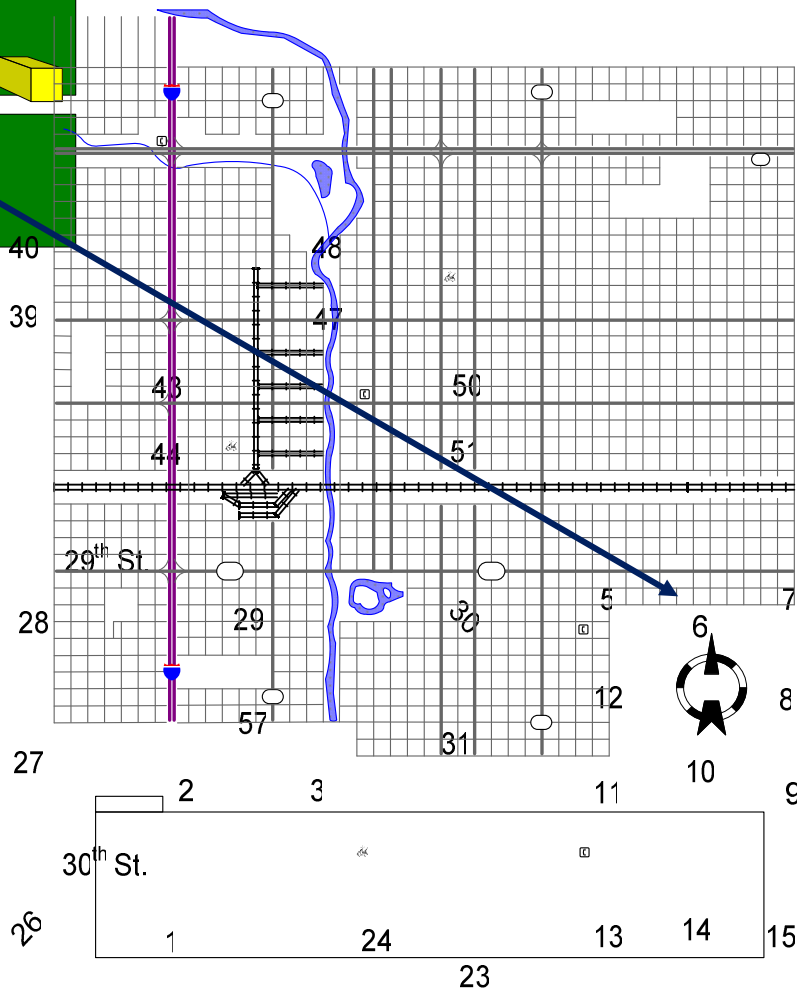
Ambulance Unit #	Ambulance Type	Staffing
1	Non-Transporting Vehicle	1 EMS Supervisor (24 hours)
2,4,7,9,11	ALS	2 paramedics (EMT-P)
3,5,6,8,10	BLS	2 EMTs



Location on Map	Name
32	McDonald Stadium
33	Phillips Field House
34	Wake House Maintenance
57	War Memorial



Parking



**Central City University Campus Buildings**

<b>Location on Map</b>	<b>Name</b>	<b>Stories</b>	<b>Department or Use</b>
1	JC Miller Hall	4	Physics
2	Student Union	4	Student Activities
3	Alden	4	Library
4	Memorial Auditorium	1	Cultural Events
6	Bunsen Hall	4	Chemistry
8	Brown Hall	4	Math
10	Young Hall	4	Psychology/Biology
12	Meyer Hall	4	Computer Center
14	Martin Hall	4	Engineering
16	Laye Hall	2	Infirmary
18	Meehan Hall	4	Political Science
20	Cassidy Hall	4	Business
21	Smith Hall	4	English
22	Mager Hall	4	Education
23	Barbee Hall	4	Geology
24	Vogel Hall	4	Art
25	Fowler Communications	6	Journalism/Communication
26	Chapel	4	Religious Services
27	Barrymore Hall	4	Theater/Dance
28	Walters Hall	4	Philosophy/Sociology
29	Harris Hall	4	Administration
30	Cleese Hall	4	Foreign Language
31	Willie Nelson Auditorium	4	Music
34	Hogan Hall	4	Health & Recreation
52	Hillel House	2	Visitors

**Incident Communications**

Central City and Liberty County have a shared 800-mHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11

### STUDENT HANDOUT – UNIT 6: BASKETBALL GAME SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

### STUDENT HANDOUT – UNIT 7: BASKETBALL GAME SCENARIO

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work as a team to complete the following activities:

1. Review the information you developed in all of the previous activities and the scenario updates.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Central City and the Chancellor.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

### Scenario Update:

Friday evening, April 7<sup>th</sup>, Central City was hit with blizzard-like conditions that triggered a winter storm alert, causing Central City to activate its winter weather plan. Good planning, a warming trend early Saturday morning, and a stockpile of resources allowed Central City DPW to manage the snowfall and have the streets in good winter driving condition by 1300 hours on Saturday.

There was a small contingent of protesters present in the parking lot across from Phillips Field House, but a combination of cold weather and a significant police presence kept the protest to a minimum. The CSU Chancellor did meet with the protesters in the parking lot prior to the game and this also seemed to calm them.

The CSU Warhawks won the game, causing many excited fans to leave the game and continue celebrating in the nearby bars and restaurants. Chief Schneider has asked that enough officers be kept on duty to manage the celebratory crowd and that all unneeded resources be demobilized.



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## **UNITS 2-7 COQUI FROG SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: COQUI FROG SCENARIO

#### Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a plant/pest scenario.

#### Instructions:

Work in teams to complete the following activity:

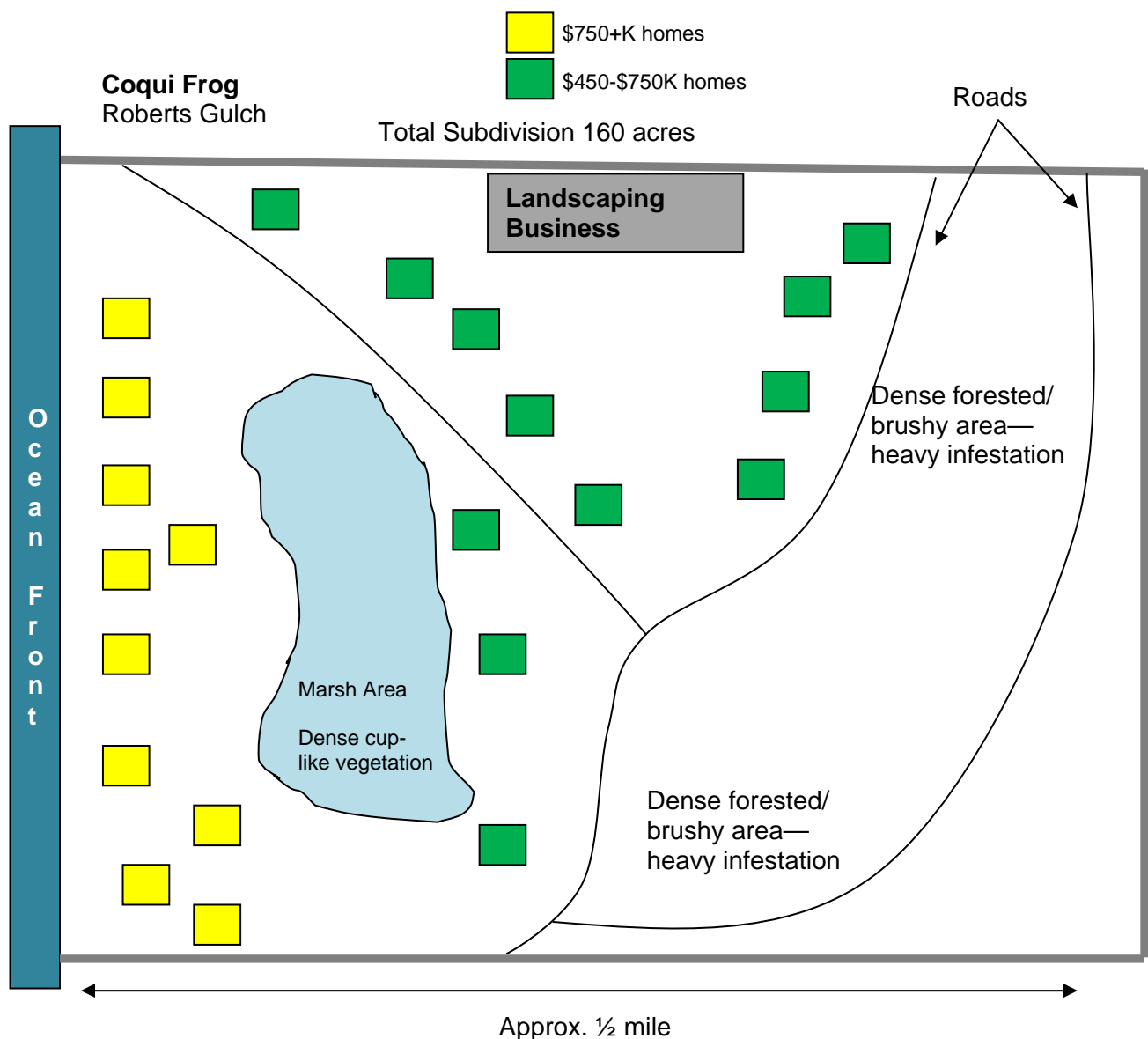
1. Review the scenario, map, and resource list in your handouts.
2. Complete the following steps:
  - Identify who would assume the leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present your results in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

**Scenario: South Columbian Islands – Liberty Island**

The coqui frog is a small light brown-to dark colored frog measuring up to 2 inches. Native to Puerto Rico, the coqui remain hidden during the day in leaf litter. Male coqui emerge into the trees at night calling “ko-kee” to attract females. Females lay their eggs in cup-like vegetation. Juvenile frogs hatch in 2 to 3 weeks. There are no natural enemies to control the coqui in the Islands of South Columbia. Populations may exceed 10,000 frogs per acre, which consume over 50,000 insects each night. As an invasive species, coqui endanger native insect populations and compete with native birds.

The shrieking courtship noise has been a major nuisance to many local residents and visitors, who are not able to sleep due to the noise level. At a distance of one foot, the loud piercing call of a group of coquis has been measured at 80-90 decibels. This is comparable to noise produced by a lawn mower. Property values are falling.



Since the coqui remains hidden during the day, the movement of household potted plants has been associated with its spread. There have also been a few reports that coqui frogs have been purposely released in certain areas.

### **Conditions:**

- The State legislature has passed legislation and funding for eradication and control of the coqui. The funding is to the State Department of Agriculture.
- The Columbian Department of Agriculture (CDOA) has asked for an ICS organization to manage the incident.
- Nursery shipments to and from the island are a concern.
- Local law enforcement was dispatched to the scene at the request of HDOA.
- Home owners want to know what they can do and what role they can play in assisting with the control and eradication.
- There are no standards nationally for eradicating this invasive species, and approval has been granted to spray hydrated lime as an agricultural product, and/or use of citric acid (food additive) as a spray.
- Habitat modification with heavy machinery to clear all vegetation 14 inches in diameter and under is approved. Clearing and use of access roads will help facilitate use of spray application which is coinciding with the clearing work.

### **Resources:**

#### **County Employees/Equipment:**

County Crew Labor	(2) 10 person crews with (1) 100 gal. Pumper/sprayer
Equipment	(1) Tractor-mounted brush cutter
Equipment	(1) Bulldozer for clearing brush P60U (clearing)
Equipment	(1) Track-hoe with hydro-axe attachment

#### **Local Law Enforcement:**

Local police officers/cruisers	1 unit with 2 officers
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#### **State Department of Ag. Employees:**

Plant Quarantine Branch Director	1
Pest Survey Specialists	4
Plant Health/Safeguarding Spec.	2
Supervisory personnel	6 Local Dept. of Ag employees

**Your Notes:**

### STUDENT HANDOUT – UNIT 3: COQUI FROG SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you the opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update resource list in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your results in 30 minutes.

### **Scenario Update:**

Each island is a county, and each county has a mayor that oversees activities on the island. The mayors established a “mini-grant” program for community groups that will organize to perform treatment action for the coqui frog. Each community awarded a mini-grant will be given \$3,000 and use of county sprayers through a loan program. Several new local homeowner groups have gotten organized due to the “mini-grants” program.

Additionally, while CDOA has authority through the legislation to enter private property, the South Columbia Department of Lands and Natural Resources (DLNR) has the jurisdictional authority to dispose of (or euthanize) wildlife and native species.

The U.S. Department of Agriculture Animal Plant and Health Inspection Service (APHIS) is very interested in the use of the Incident Command System for responses to all emergencies, especially plant/pest issues. They have expressed a desire to be part of the organization, and have made all their resources available for use.

### **Resources:**

#### **County Employees/Equipment:**

County Crew Labor	(3) 10 person crews with (1) 100 gal. Pumper/sprayer
Equipment	(1) Tractor-mounted brush cutter
Equipment	(1) Bulldozer for clearing brush P60U (clearing)
Equipment	(1) Track-hoe with hydro-axe attachment

#### **Local Law Enforcement:**

Local police officers/cruisers	1 unit with 2 officers
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#### **State Department of Ag. Employees:**

Plant Quarantine Branch Director	1
Pest Survey Specialists	4
Plant Health/Safeguarding Spec.	2
SITC personnel	4
Supervisory personnel	6 Local Dept. of Ag employees
Supervisory personnel	3 Local DLNR employees

#### **APHIS Plant Protection and Quarantine (PPQ) Resources:**

APHIS has made available their personnel to assist.



### STUDENT HANDOUT – UNIT 4: COQUI FROG SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the partially completed ICS 201 in your handouts.
2. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
3. Write your incident objectives on the ICS Form 201. Also record the objectives on chart paper.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Coqui Frog Response	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 4-1-20XX    Time: 0900
<b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment): <div style="text-align: center; margin-top: 10px;"> </div>		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
<b>6. Prepared by:</b> Name: J. Roberts      Position/Title: Initial Response Incident Commander <div style="display: flex; justify-content: space-between;"> <div>Signature: _____</div> <div>Date/Time: _____</div> </div>		

# INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Coqui Frog Response	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 4-1-20XX    Time: 0900
<b>7. Current and Planned Objectives:</b> <i>Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.</i>		
<p><b>Situation:</b> Publicity over the incident has escalated. Animal rights groups have not been an issue to date with the legislative authority and falling property values. Homeowners are getting more organized and there is a debate over use of citric acid versus hydrated lime. Lime is \$15/50 lb. bag and citric acid is \$50/50 lb. bag. Lime is not safe to use on food crops, is not available pre-mixed, and cannot be stored for later use once mixed, while the citric acid can be stored mixed for several weeks. The Columbia State University and CDOA have produced brochures for homeowners to help guide their decisions and treatment options. Prevention of introduction of new populations is a major concern to all islands. Nurseries ship plants daily and there is concern over priorities for treatment as senior communities do not have the capability of self-treatment that some others do. The 800# call-in program receives several calls/day of reported new infestations. A quick response to these new infestations in order to identify if the sighting is in fact coqui is critical to the success of containment and eradication. Monitoring after treatment is necessary for extended periods of time to assess the effectiveness of the treatment.</p>		
<b>8. Current and Planned Actions, Strategies, and Tactics:</b>		
Time:	Actions:	
<b>6. Prepared by:</b> Name: J. Roberts    Position/Title: Initial Response Incident Commander    Signature: _____		
ICS 201, Page 2		Date/Time: _____

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Coqui Frog Response	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 4-1-20XX    Time: 0900
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**9. Current Organization** (fill in additional organization as appropriate):

Safety Officer:	CDOA
Liaison Officer or Agency Rep:	
Public Information Officer:	County PIO

**Incident Commander(s)**  
 Unified Command  
 CDOA/DLNR/County

<b>Planning</b> CDOA/DLNR	<b>Operations</b> CDOA Deputy OSC - County	<b>Logistics</b> Local Pest Survey Spec.	<b>Finance</b> Local Admin.
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<b>Treatment Group</b> (1) Invasive Species TF (1) Wildlife Svc TF w/community support & loan sprayer program (1) County TF 6 Science Advisors TSP	<b>Public Outreach Group</b> County TF	<b>Regulatory Group</b> (1) Nursery/Greenhouse Taskforce (1) Quarantine TF (1) Retail TF	<b>R&amp;D Group</b> (1) Chemical Methods Taskforce (1) Mechanical Methods TF (1) Ecology Group Task Force
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<b>6. Prepared by:</b> Name: J. Roberts    Position/Title: Initial Response Incident Commander    Signature: _____	
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ICS 201, Page 3	Date/Time: _____
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## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Coqui Frog Response		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 4-1-20XX Time: 0900	
<b>10. Resource Summary:</b>					
Resource	Resource Identifier	Date/ Time Ordered	ETA	Arrived	Notes (location/assignment/status)
6 Person Science Advisory Panel	El-Lissy; Sanderson, Stubbs, Huff, Burwell, Goeller		1000	<input type="checkbox"/>	Technical specialists: assigned to OSC
4 Regulatory Enforcement Investigators	Roberts, Herrin, Myers, Woodbridge			0900	Situation Unit & Ops Assignments
2 Investigative Enforcement Personnel	Embry, Stewart		1100	<input type="checkbox"/>	To be assigned: Operations, groups
4 Trainees from Riverdale assigned as needed	Smith, Jones, Springer, Wayne		1400		To be assigned: OSC/PSC
20 Survey Personnel	On order – no names		1200	<input type="checkbox"/>	To be assigned
5 (2 officer) police cars & 2 EMTs	Car #: 54, 75, 22, 65, 55 EMTs: Fortner, Maddux			0900	Medical Unit – Logistics can be assigned to OPS
4 fully outfitted pumper-spray w/ lime/citric acid & operators	Sprayer: #1, #2, #3, #4			0900	Assigned to Ops: Treatment Group
2 High capacity foam units	Foam Units: #77, #78 w/operators			0900	Assigned to E&D Group Supervisor
6 Group Supervisors	On order		1100	<input type="checkbox"/>	To be assigned: Ops & Plans
12 TFL (Task Force Leaders)	On order		1100	<input type="checkbox"/>	To be assigned: Ops & Plans
4 Pest Survey Specialists	On order		1100	<input type="checkbox"/>	To be assigned: Ops & Plans
6 SITC Personnel	Cooper, Broiles, Gale, Meredith			0900	Assigned to Ops & Situation Unit (Recon/Eval. Crews)
(4) 10 person work crews	Local/County personnel			0800	Assigned to Task Force personnel to Treatment, Outreach & Regulatory groups
(1) Tushhog (2) 200 gal. hydromulcher	Contact personnel			0800	Assigned to Operations
<b>6. Prepared by:</b> Name: J. Roberts Position/Title: Initial Response Incident Commander Signature: _____					
<b>ICS 201, Page 4</b>		Date/Time: _____			

### STUDENT HANDOUT – UNIT 5: COQUI FROG SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in your team to complete the following activity:

1. Review the scenario update, maps, and resource list in your handouts.
2. Discuss the strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing.
6. Select a spokesperson to present your IAP as a concise 5-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

### Scenario Update:

The legislature is anxious for results. Extensive resources have been made available and are standing by. Placing orders for additional resources is not an issue.

It is suspected that a landscaping business dumped some plant materials that were infested with coqui into the nearby forested area. The population in the forested area is well established now. Rumors abound that they did it on purpose because they embrace the calling sound and feel it is not proper to kill the frog. They sell plants to the local residents as well as ship them to all the other islands and the mainland.

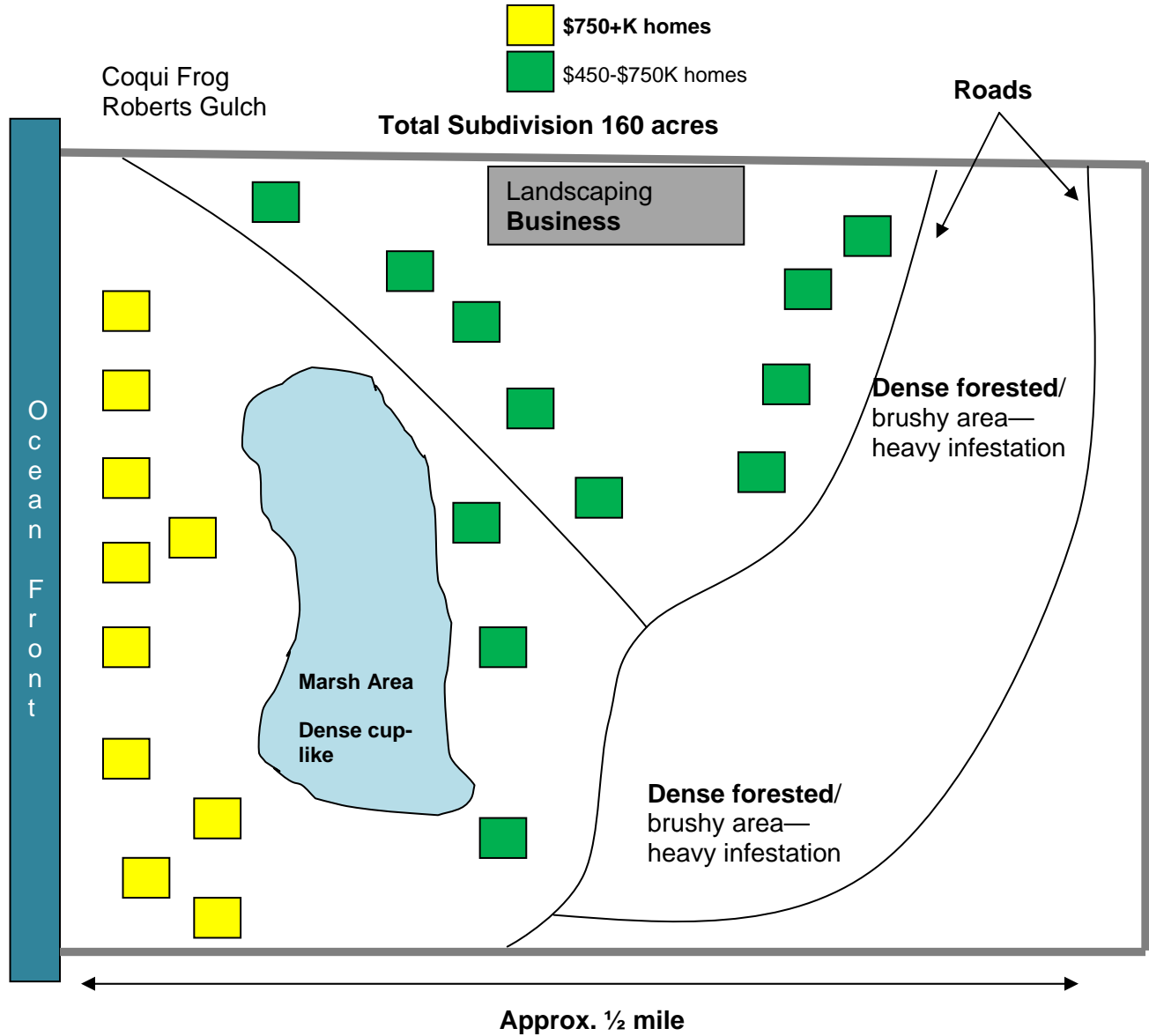
Vegetative clearing is approved on the forested lands as they are owned by the United States Government. They have granted access and have designated a liaison to work with the Incident Management Team. Local homeowners are aggressively pursuing the mini-grant program and working in the residential areas on a daily basis.

Clearing with equipment occurs during daylight and treatment is most effective at night, as this is when you can pinpoint the location of the male frogs. Four to six spray trucks with a three-person crew each for operations and mixing could cover the forested area from the existing roads. As additional roads are cleared, more trucks may be needed.

The State Plant Health Director and State Plant Regulatory Official have given you the following incident objectives as a minimum:

- Provide for the safety of incident personnel and the public.
  - Ensure an appropriate level of PPE.
  - Aggressive education and outreach will be part of the ICS organization.
- Respond to all new infestation reports within 48 hours. If verified as positive, ensure treatment begins within 7 days.
- Contain the Roberts Gulch population, and eradicate within 3 years (includes monitoring). Monitor nearby landscaping business.





### Resources:

#### **County Employees/Equipment:**

County Crew Labor	(4) 10 person crews with (1) 100 gal. Pumper/sprayer
Equipment	(1) Tractor-mounted brush cutter
Equipment	(1) Bulldozer for clearing brush P60U (clearing)
Equipment	(1) Track-hoe with hydro-axe attachment
Equipment	(2) 200 gal. Hydro-mulcher
Equipment	(1) 1100 gal. Hydro-mulcher
Equipment	(4) Truck mounted 200 gal. sprayers

#### **Local Law Enforcement:**

Local police officers/cruisers	1 unit with 2 officers
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#### **State & APHIS Employees:**

Plant Quarantine Branch Director	1
Pest Survey Specialists	4
Plant Health/Safeguarding Spec.	2
SITC personnel	4
Supervisory personnel	6 Local Dept. of Ag employees
Supervisory personnel	3 Local DLNR employees
Group Supervisors	4
Task Force Leaders	6
Survey personnel	20
Investigative Enforcement Personnel	2
Wildlife Services Personnel	2
Regulatory Enforcement Investigators	4
Science Advisory Panel Members	6

#### **PPE/Equipment:**

All necessary PPE has been provided from the State cache for the workers listed here. Additional orders for personnel will require additional ordering of PPE.

### STUDENT HANDOUT – UNIT 6: COQUI FROG SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

### STUDENT HANDOUT – UNIT 7: COQUI FROG SCENARIO

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in all the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop an agenda for a closeout briefing to be presented to the appropriate government officials of the affected area.
4. Develop a transfer of command briefing to be delivered to the Incident Commander who will be assuming the responsibility for the incident.
5. Select a spokesperson and be prepared to present your results in 45 minutes.

### **Scenario Update:**

It has been 9 months now and monitoring indicates that the coqui populations have been eradicated in the forested areas. There are still some single calling males in the residential areas, but things are winding down rapidly. Command has determined that the incident priorities will now be restructured to focus on monitoring the forested areas and landscaping business and concentrate on treatment in the residential areas.

### **Incident Objectives:**

- Implement required safety measures to protect responding personnel and the public.
- Respond to any new infestation reports within 48 hours and if verified begin treatment immediately.
- Assist residential mini-grant program efforts with supervisory personnel by filling requests with 24 hours.
- Develop a plan to continue monitoring the forested areas and business and residential sites. The target date for the completion of the plan is 5 business days.

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## **UNITS 2-7 CRESCENT CITY SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: CRESCENT CITY HAZMAT SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a HazMat scenario.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario and scenario map in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

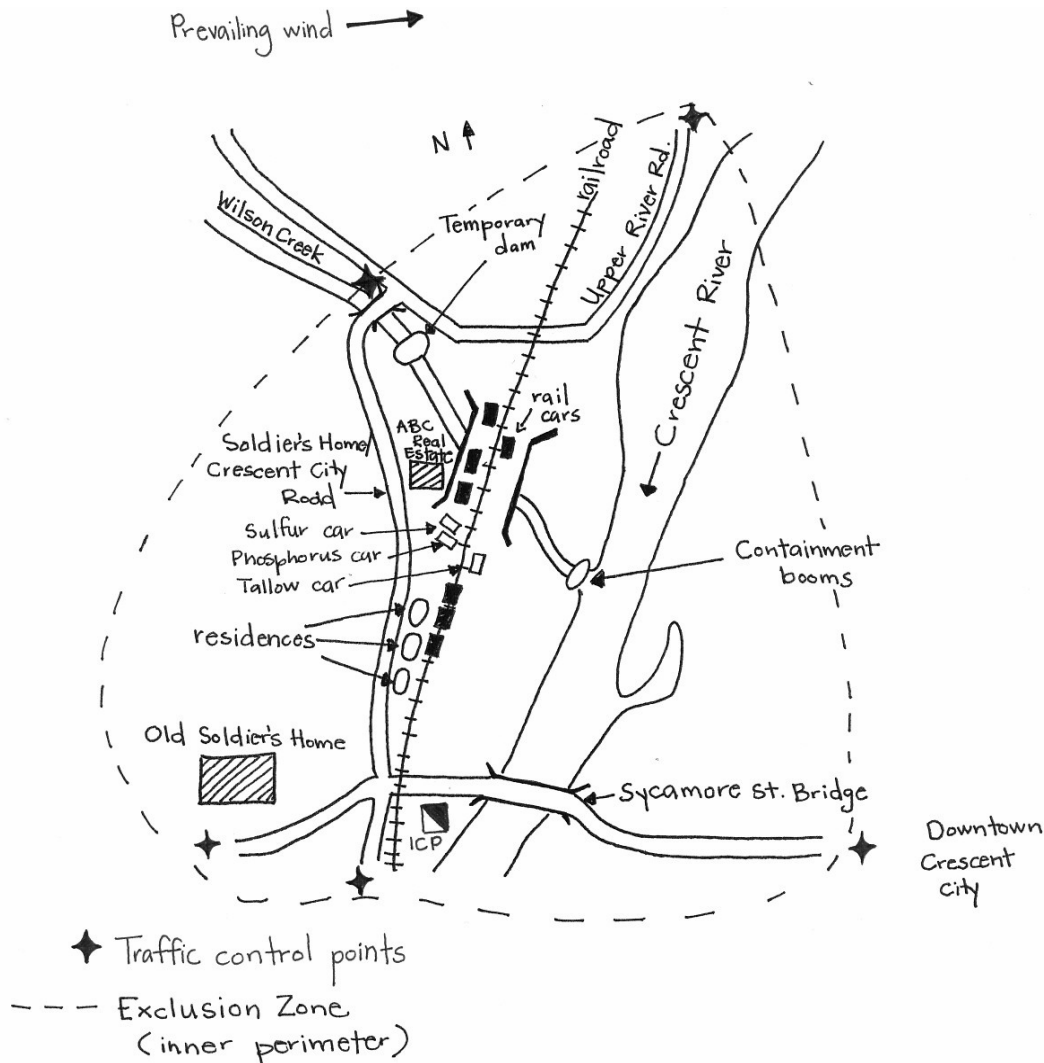
### Scenario:

On August 4, at 0835, 10 cars of a southbound freight train derailed on the outskirts of Crescent City. Beginning with the car immediately behind the engine, the cargo includes:

- Cars 1-4: Newsprint
- Car 5: Molten sulfur
- Car 6: White phosphorus
- Car 7: Tallow
- Cars 8-10: Empty car carriers

The derailment occurred on a bridge over Wilson Creek near a residential area. Cars 5 through 7 are extensively damaged and on fire. The primary concern is the phosphorus car. Phosphorus self-ignites in the presence of oxygen, and is water reactive. Phosphorus fires can be controlled by excluding oxygen with water or foam, and/or reducing the temperature below the level required for self-ignition.

### Map:



### STUDENT HANDOUT – UNIT 3: CRESCENT CITY HAZMAT SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

### Scenario Update:

The Incident Commander briefed the Emergency Manager on the potential need for major evacuation, and suggested they open the Emergency Operations Center (EOC) per the Emergency Operations Plan. The EOC has contacted a school bus service for buses and the American Red Cross to open shelter for evacuees. A Staging Area was established at Crescent City Junior High—Remar Street.

The EOC has briefed the mayor and police chief. The police chief is concerned about the location of the ICP. In conjunction with the Incident Commander, it was determined that a full Command and General Staff is required by the next operational period.

The Incident Commander has requested that a Police Duty Officer respond to the ICP to participate in the Unified Command.

### STUDENT HANDOUT – UNIT 4: CRESCENT CITY HAZMAT SCENARIO – PART 1

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Complete the missing element within ICS Form 201.
5. By position, identify issues related to the incident.
6. Select a spokesperson and be prepared to present your work in 30 minutes.

### **Scenario Update:**

The exclusion zone has been established and HazMat Teams have been reporting on contents of rail cars, hazards, evacuation zone, and strategic options.

Engine CC E-1, E-2, and E-3 have been assigned to primary search and evacuation of residences and businesses in the exclusion zone.

A railroad representative, Jim Neibuhr, is on site and participating as technical specialist.

The Old Soldier's Home has 12 nonambulatory patients. Truck 1 was assigned to support the evacuation. Three engines and six BLS ambulances have been ordered for transport.

The County Emergency Manager has been asked to coordinate shelter location.

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Crescent City HazMat	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 8-4-20XX Time: 0930
--	----------------------------	---

**4. Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):

Prevailing wind →

N ↑

Wilson Creek

Temporary dam

Upper River Rd.

railroad

rail cars

Crescent River

Containment booms

Soldiers Home

Crescent City Road

ABC Real Estate

sulfur car

phosphorus car

tallow car

residences

Old Soldier's Home

ICP

Sycamore St. Bridge

Downtown Crescent City

♦ Traffic control points

--- Exclusion Zone (inner perimeter)

**5. Situation Summary and Health and Safety Briefing** (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

<b>6. Prepared by:</b> Name: IC Ralph Wilkins	Position/Title: _____ Signature: _____
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ICS 201, Page 1	Date/Time: _____
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# INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Crescent City HazMat		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 8-4-20XX Time: 0930	
<b>7. Current and Planned Objectives:</b> <i>Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.</i>					
<b>8. Current and Planned Actions, Strategies, and Tactics:</b>					
Time:		Actions:			
<b>6. Prepared by:</b> Name: IC Ralph Wilkins Position/Title: _____ Signature: _____					
<b>ICS 201, Page 2</b>			Date/Time: _____		



## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Crescent City HazMat	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 8-4-20XX Time: 0930
<b>9. Current Organization</b> (fill in additional organization as appropriate): <div style="text-align: center; margin-top: 20px;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto 10px auto;">                     Incident Commander(s) Ralph Wilkins                 </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; width: 200px; text-align: center;">Operations</div> <div style="border: 1px solid black; padding: 5px; width: 150px; text-align: center;">Safety Officer: Lt. Miller</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 150px; text-align: center;">Exclusion Group</div> <div style="border: 1px solid black; padding: 5px; width: 150px; text-align: center;">Primary Search and Evacuation Group</div> <div style="border: 1px solid black; padding: 5px; width: 150px; text-align: center;">Old Soldier's Evacuation Group</div> <div style="border: 1px solid black; padding: 5px; width: 150px; text-align: center;">HazMat Evacuation Group</div> </div> </div>		
<b>6. Prepared by:</b> Name: IC Ralph Wilkins Position/Title: _____ Signature: _____		
ICS 201, Page 3	Date/Time: _____	

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Crescent City HazMat		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 8-4      Time: 0930	
<b>10. Resource Summary:</b>					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
Police/marked vehicles (8)			0900	X	Traffic control points (see map)
HazMat Team	CC/LC HazMat 1			X	ICP/Recon
Passenger Buses (10-20)			1000	<input type="checkbox"/>	To Staging/Evac Divs A & B
Engines (3)	CC E-1, E-2, E-3		0915	X	Primary search/evacuation residences and business
Trucks (1)	CC T-1		0915	X	Old Soldier's Home
Engines (3)	Wilsonville E-71, E-72, E-73		0930	<input type="checkbox"/>	Old Soldier's Home
BLS Ambulances (6)	Metroaid 1, 3, 45, 17, 20, 9		0930	<input type="checkbox"/>	Old Soldier's Home
ALS Ambulances	Metroaid ALS-10		0930	<input type="checkbox"/>	Old Soldier's Home
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
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				<input type="checkbox"/>	
				<input type="checkbox"/>	

<b>6. Prepared by:</b> Name: IC Ralph Wilkins Position/Title: _____ Signature: _____	
ICS 201, Page 4	Date/Time: _____

**Assignments**

<b>Assigned Position</b>	<b>Issues Identified</b>
<b>Incident Commander</b>	
<b>Safety Officer</b>	
<b>Public Information Officer</b>	
<b>Liaison Officer (if assigned)</b>	
<b>Operations Section Chief</b>	
<b>Planning Section Chief</b>	
<b>Logistics Section Chief</b>	
<b>Finance/Administration Section Chief</b>	

**Your Notes:**

### STUDENT HANDOUT – UNIT 5: CRESCENT CITY HAZMAT SCENARIO – PART 1

#### **Purpose:**

The purpose of this activity is to select tactics for the next operational period and complete a Safety Analysis form.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the following in your handouts:
  - Scenario Update
  - Initial Incident Commander's ICS Form 214 – Activity Log
  - Technical Specialist Report
  - Updated Incident Maps
  - Emergency Resources Inventory
  - Partially completed ICS Form 215
2. Complete the ICS Form 215 for Division D using the available information.

Note that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the controlled burn operation. Four Divisions have been established and additional law enforcement resources identified.
3. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. When you complete the worksheets, let the instructors know. The instructors will review the forms and provide feedback. After receiving feedback, proceed to the next part of the activity.

### Scenario Update:

It is now 1200. Your Incident Management Team (IMT) has formally assumed command of the Crescent City incident. In the 2 hours since your identification of issues and setting of initial objectives, the Hazardous Materials Team's technical report was submitted, the tactical recommendation was accepted, and (with your concurrence) two additional objectives have been implemented:

1. Keep runoff from entering Crescent River. Measures should be in place no later than 1200. (This has been completed: A containment system has been set up to limit pollution and capture runoff on Wilson Creek.)
2. Expand the evacuation zone to 2.5 miles downwind (east) of the incident, to be completed no later than 1500.

**Note:** These objectives have been developed and staffed, and have either been completed or are currently being implemented. Both will be complete before the next operational period begins. The rescue/evacuation of the businesses, residences, and Old Soldier's Home have been completed.

Your team has decided to have a new operational period begin at 1800 August 4 and end at 0600 August 5.

In his final closeout with your team, Initial Incident Commander Ralph Wilkins points out that at 1800 all evacuations should be complete, and the tactical complexity of the incident will be reduced to maintaining the perimeter, containment of runoff, and monitoring the burnoff. To this point, exposure to the burnoff has not been a problem, but as the burnoff escalates, ABC Realty may be at risk. Because there is no immediate need for a medical response, the Incident Commander has put the EMS resources in Staging. Wilkins and your Incident Commander and Operations Section Chief have drafted some incident objectives for the next operational period, held a brief strategy meeting, and scratched out a possible organization structure.

The following updated incident objectives are provided by the Incident Commander:

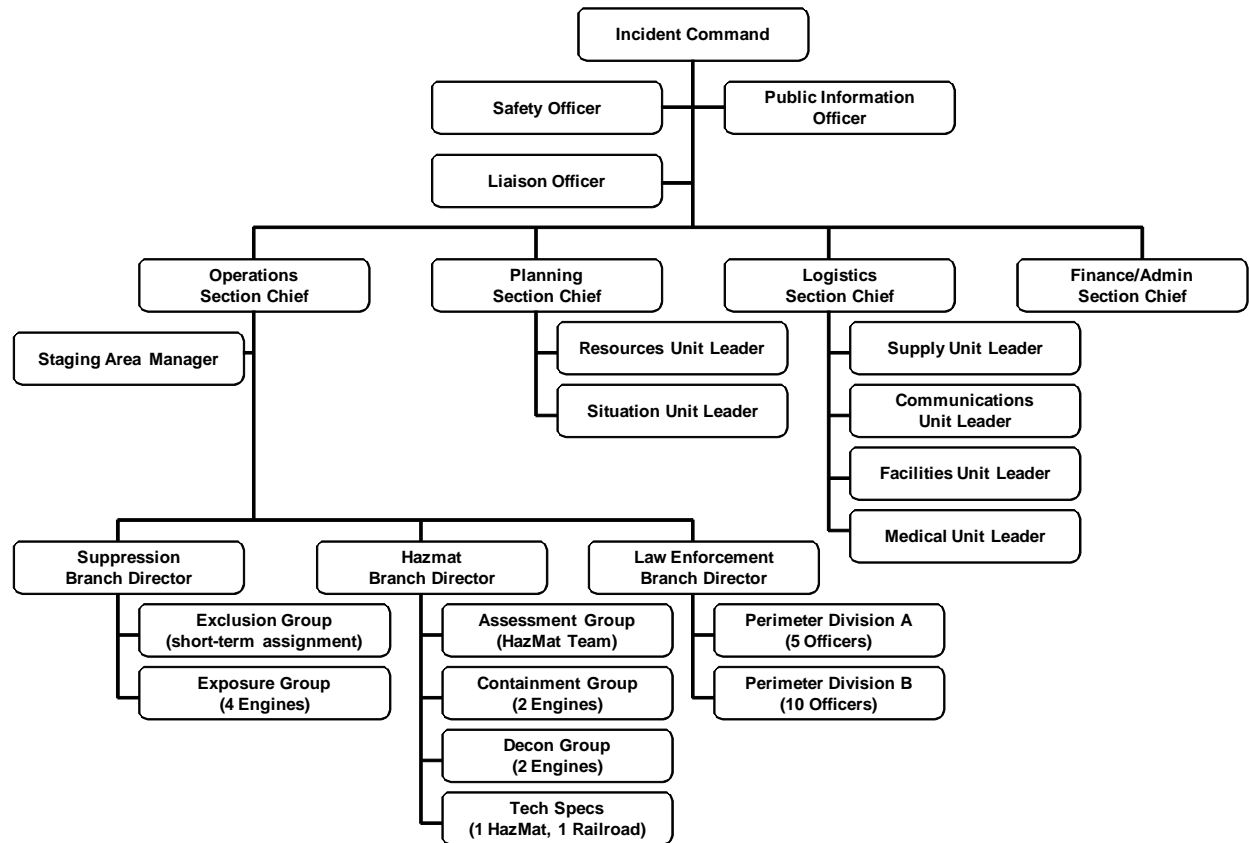
1. Ensure safety of responders by all personnel operating within the exclusion zone and plume by wearing positive-pressure, Self-Contained Breathing Apparatus (SCBA) and full turn-outs for the duration of the incident.
2. Maintain evacuation perimeters. No unauthorized access without prior notification of and permission from the Incident Commander.
3. Move the Incident Command Post (ICP) at least 1 mile upwind of the incident no later than 1500.
4. Use barrier tape to mark the exclusion zone (inner perimeter) by 1900.
5. Maintain current hazmat containment until cleanup has been completed.
6. Provide exposure protection by 1900.
7. Maintain capability for medical response until cleanup has been completed.

## ACTIVITY LOG (ICS 214)

<b>1. Incident Name:</b> Crescent City HazMat		<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____	
<b>3. Name:</b>	<b>4. ICS Position:</b> IC	<b>5. Home Agency (and Unit):</b>	
<b>6. Resources Assigned:</b>			
Name	ICS Position	Home Agency (and Unit)	
Ralph Wilkins	IC	Crescent City Fire	
Carl Miller	Safety Officer	Crescent City Fire	
Alice Johnson	Staging Area Mgr.	Crescent City Fire	
John Foglio	HazMat BD	CC/LC HazMat 1	
Pete Carter	LE BD	Crescent City Police	
Jim Neibuhr	Tech Spec.	Railroad	
<b>7. Activity Log:</b>			
Date/Time	Notable Activities		
0935	Evac. Group – evac of business and residences complete. Old Soldier's Home estimate needs another 30 minutes.		
1000	Technical report received. Add objectives: 1. Expand evacuation area to 2.5 miles down – wind (east). Complete by 1500. 2. Implement control measures to keep runoff from Crescent River. Complete by 1200.		
<b>8. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____			
ICS 214, Page 1		Date/Time: _____	

## Unit 5. Planning Process

### Current Organizational Chart:





### Technical Specialist Report: 8-4: 1000 hours

#### Hazard Analysis:

- Tanker 5 contains molten sulfur.
- Tanker 6 contains white phosphorus.
- Tanker 7 contains tallow.
- Other cars are empty or not involved.

When burned in dry air, phosphorus generates phosphoric anhydride (phosphoric acid) as a by-product of combustion. In addition to being corrosive to skin and tissue, exposure to phosphoric anhydride may cause severe gastrointestinal irritation, nausea, vomiting, and breathing difficulties.

Because the phosphorus car and the molten sulfur car are both breached, the resultant combined products of combustion are also of concern. These include phosphorus pentasulfide, which is readily converted in the presence of moisture to hydrogen sulfide gas and phosphoric acid. Hydrogen sulfide is a rapid systemic poison that induces respiratory paralysis with consequent asphyxia at high concentrations. Serious health effects such as central nervous system distress, pulmonary edema, and gastrointestinal disturbances may be observed at lower concentrations. Samples indicate that the two products have combined.

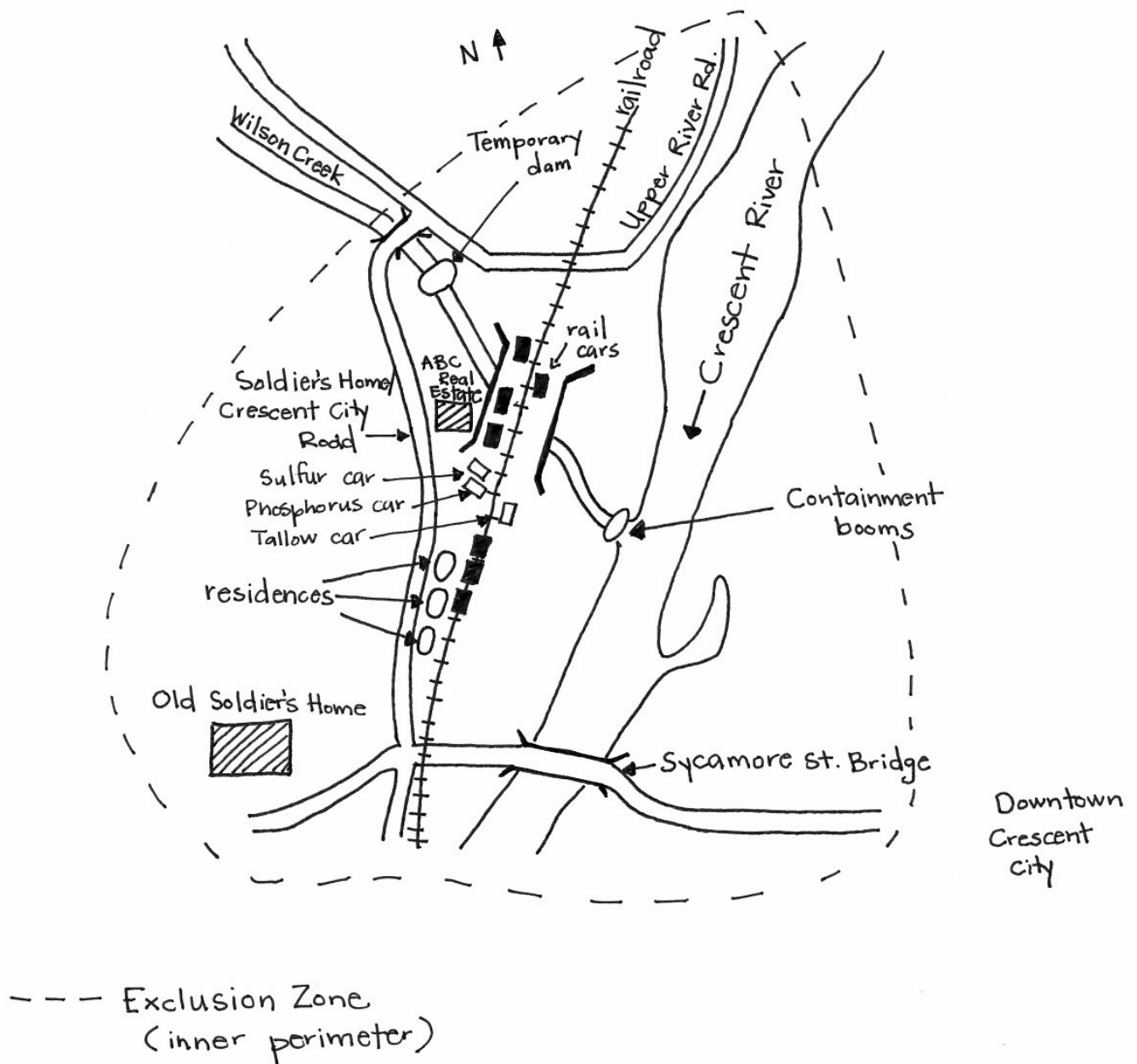
In addition to the hazards presented by the sulfur and phosphorus, the tallow also presents an environmental problem. Tallow coats the gills of fish. Tallow has entered Wilson Creek, and dead fish are already present.

**Weather:** No significant change in the next 24 to 36 hours.

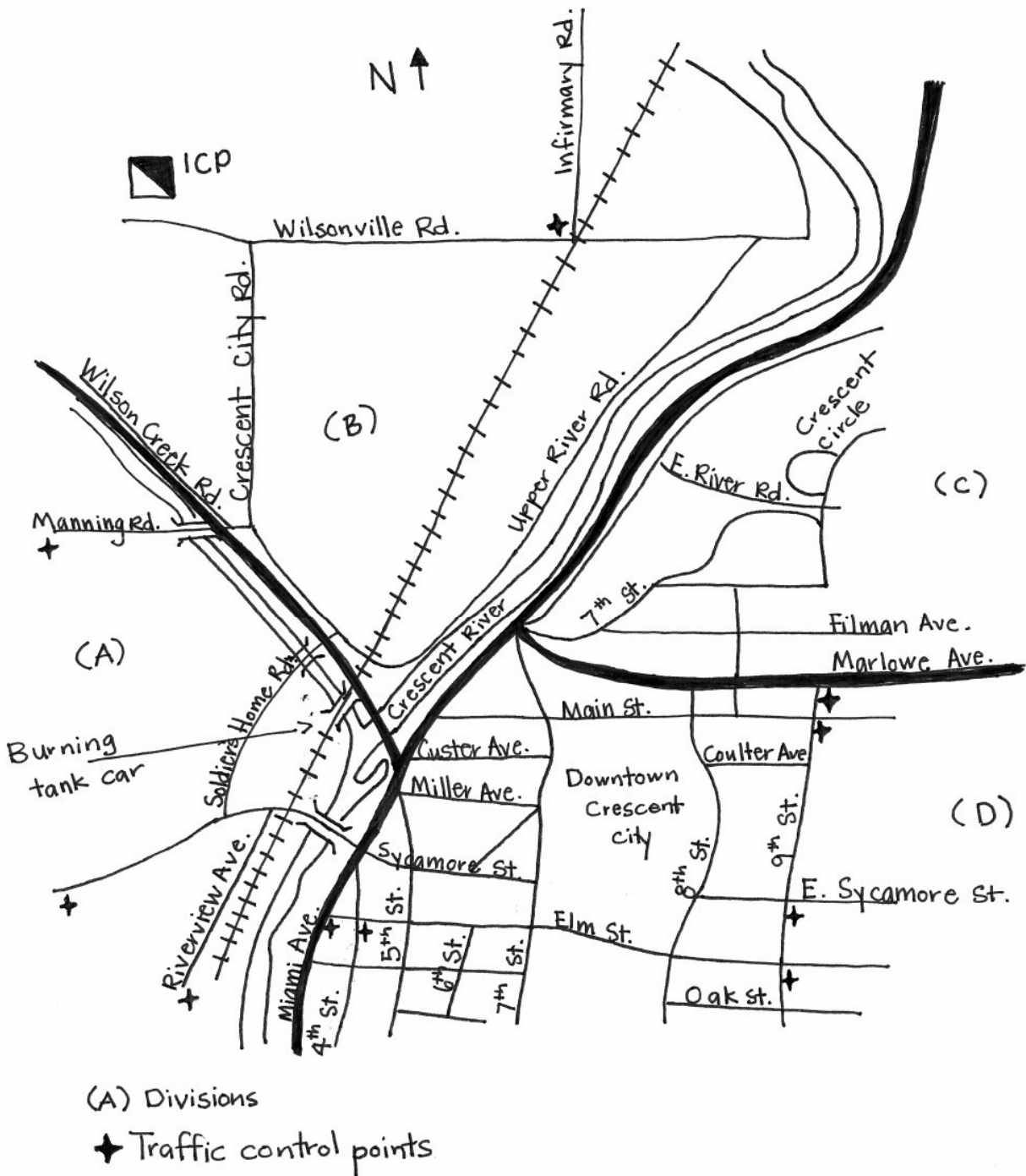
## Technical Specialist Report (Continued)

Strategic/Tactical Option	Analysis
1. Patch phosphorus tanker.	<b>Not recommended.</b> Tear is too extensive, success uncertain, and hazards to responders too great.
2. Foam phosphorus tanker.	<b>Not recommended.</b> Adequate amounts of foam will take 48-72 hours to arrive.
3. Bury tanker in wet sand or dirt.	<b>Not recommended.</b> Car cannot be moved safely without potential of catastrophic breach and release. Car is pre-1970 construction and predates additional safety regulations imposed at that time.
4. Continue current strategy.	<b>Not recommended.</b> Water supply is not adequate to provide enough water to control fire, and does nothing to promote resolution of the incident. In addition, more water will continue to erode the bridge abutment, and increase the contamination in Wilson Creek. Fog stream causes caustic by-products to form, endangering responders and the environment.
5. Conduct controlled burn-off until amount of phosphorus has been reduced to the point where car can be moved safely.	<p><b>Recommended.</b> Rate of burn will depend on surface area exposed to oxygen. At current rate of burn, estimated time to burn off remaining phosphorus is 36-48 hours. Projected weather conditions, negative health effects are possible up to 2 miles downwind. Population in impact area: 3,000.</p> <p><b>Special considerations:</b> City Hall, Police Department, and Fire Station 1/Administration buildings are within the 2-mile zone. Crescent City General Hospital is .25 miles outside the 2-mile zone. Custer Circle Assisted Living Center is within the 2-mile zone. All facilities have the ability to shelter in place.</p>

Incident Map:



Incident Map:



## Unit 5. Planning Process

### Resources From Jurisdiction's Emergency Resource Inventory:

Resource	Kind	Number & Type
Crescent City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Wilsonville Police	Patrol Car	4 marked units: P-1, P-2, P-3, and P-4
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Crescent City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: CCE-1, CCE-2, and CCE-3 2 companies: CCT-1 and CCT-2 1 company: CCR-1 CCHR-1
Other Local Fire Wilsonville	Engine Company Truck Company Rescue Company	5 companies: OF-1, OF-2, OF-3, OF-4, and OF-5 3 companies: OTR-1, OTR-2, and OTR-3 1 company: OHR-1
Crescent City EMS	BLS  ALS Medevac Off-Duty Personnel (full-time and volunteer)	3 units: CCBL-1, CCBL-2, and CCBL-3 2 units: CCALS-1 and CCALS-2 Lifelight 324CC Helicopter 33
Crescent City Public Works	Front-End Loaders Dump Trucks	3 4
Other Local EMS	BLS  ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5  2 units: OALS-1 and OALS-2
Other Local Resources	Crescent City/Liberty County Regional Hazmat Team School Buses Electrical Utility Company Gas Company	 1 12 2 4
Available through mutual aid with adjacent counties and their communities	Engine Company Truck Company Patrol Car County Dump Truck Front-End Loader Bulldozer Crime Scene Investigation County and State Engineer	6 4 12 5 2 2 1 unit 3

### Additional Available Resources:

#### **National Guard:**

80 personnel  
5 five-ton trucks  
1 engineer unit with 8 personnel  
2 heavy front-end loaders  
1 bulldozer

#### **Air Operations:**

2 helicopters and support assets capable of basic medical transport  
3 State Police helicopters, MEDEVAC equipped

#### **State Police:**

15 marked units  
Hazardous Materials Response Team

#### **Incident Communications:**

Crescent City and Liberty County have a shared 800-mHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11

The railroad company does not share a radio frequency or talk group with any of the above.

Crescent City General Hospital is 10 minutes flight time, 45 minutes driving time away from the incident. Operations have kept 1 ALS and 3 BLS ambulances in Staging.

## OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name: Crescent City HazMat																
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources	Engines	Law Enforcement	Fuel Tender Trucks	Ambulances	HazMat Teams					7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
	Containment Group	Maintain temporary dam upstream. Maintain absorbent boom downstream. Skim and contain tallow.	Req. Have Need	2 2 0				1 1 0							ICP Auditorium	0530
	Exposure Group	Provide exposure protection to B/C/D side of ABC Realty. E-1 draft out of temporary dam on Wilson Creek to supply E-2 (B/C sides) and E-3 (D side). Unmanned fog streams. Complete by 1900.	Req. Have Need			1 0 1									ICP Auditorium	0530
	Exclusion Group	Barrier tape exclusion zone as depicted on map. Authorized access pt. at Wilson Creek. E-2/3 companies to complete then reassign to Exposure Group. Complete by 1900.	Req. Have Need	2 2 0											N/A	
	Division A	Control Pts: Riverview Ave., Sycamore St., Manning Rd., Wilsonville Rd., & Infirmary Road. No access without prior command approval.	Req. Have Need		5 5 0										ICP Auditorium	0530
	Division B	Control Pts: Crescent City Rd., Wilsonville Rd., Upper River Rd. No access without prior command approval	Req. Have Need		3 3 0										ICP Auditorium	0530
	Division C	Control Pts: Marlowe Ave., Miami Ave., E. River Rd. No access without prior command approval.	Req. Have Need		3 3 0											
	Division D		Req. Have Need Have Need													
ICS 215	11. Total Resources Required		/										<b>14. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____			
	12. Total Resources Have on Hand		/													
	13. Total Resources Need To Order		/													

## INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:		2. Incident Number:	
3. Date/Time Prepared: Date:                      Time:		4. Operational Period:    Date From:                      Date To: Time From:                      Time To:	
5. Incident Area	6. Hazards/Risks		7. Mitigations
8. Prepared by (Safety Officer): Name: _____		Signature: _____	
Prepared by (Operations Section Chief): Name: _____		Signature: _____	
ICS 215A		Date/Time: _____	



### STUDENT HANDOUT – UNIT 5: CRESCENT CITY HAZMAT SCENARIO – PART 2

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by developing a written Incident Action Plan (IAP) and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
2. Outline the agenda for the operations briefing.
3. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

**Your Notes:**

### STUDENT HANDOUT – UNIT 6: CRESCENT CITY HAZMAT SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

### STUDENT HANDOUT – UNIT 7: CRESCENT CITY HAZMAT SCENARIO

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed transfer of command briefing to be delivered to the Incident Commander who will supervise the cleanup. The incoming Incident Commander is an employee of the contract cleanup company, so your briefing should include any issues associated with a cleanup company contract.
4. Be prepared to present the main points of the Demobilization Plan using a transfer of command briefing format/outline.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

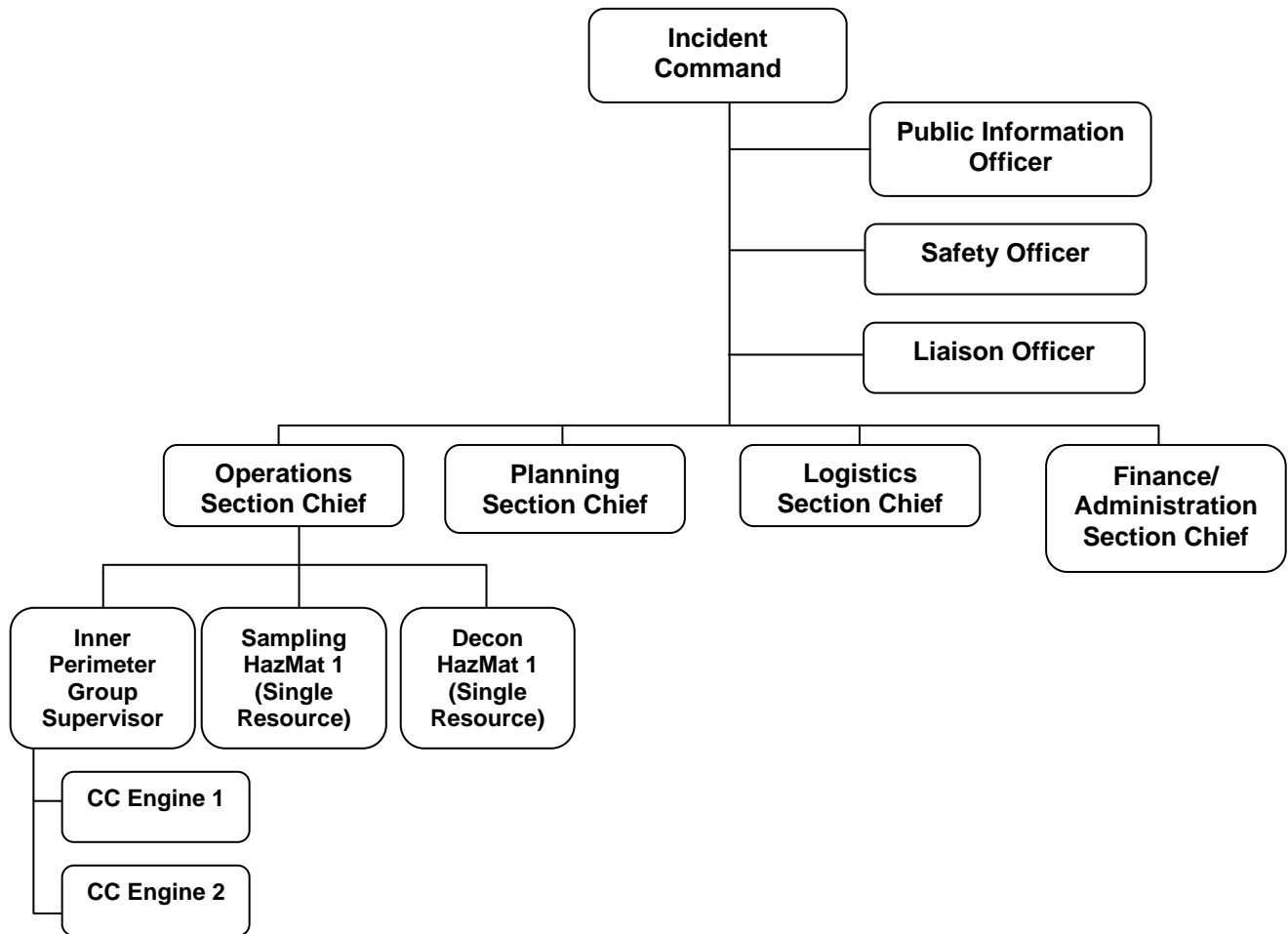
### **Scenario Update:**

- It is now 1200 August 8, nearly 48 hours since the controlled burn-off began.
- Enough phosphorus has burned off that it is now safe to move the tank cars involved in the derailment.
- The outer perimeter has been released.
- Evacuees have been allowed to return and businesses to reopen.
- The National Transportation Safety Board (NTSB) has completed its on-scene investigations.
- Incident Command determines that the incident priorities will now be restructured to focus on debris removal and cleanup rather than response.

### **New Incident Objectives:**

- Provide for responder safety as per department SOP for the duration of the incident.
- Evaluate, and report back, the structural integrity of the rail bed to allow for safe removal of rail cars by 1600 August 8.
- Maintain inner perimeter until exclusion zone is declared safe by HazMat team. Limit access to authorized personnel wearing appropriate Personal Protective Equipment (PPE). (See Safety Message for specific PPE instructions.)
- Conduct soil and water sampling by 1600 on August 8 to determine extent of cleanup required. Water and soil should be sampled to depth and lateral distance indicated by plume model.

**Current Organization Chart:**



**Your Notes:**



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## **UNITS 2-7 EARTHEN DAM SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: EARTHEN DAM FAILURE SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a high-hazard earthen dam that has developed a leak and has the potential to cause severe property damage and endanger human life.

#### **Instructions:**

Work in teams to complete the following activities:

1. Review the scenario, scenario map, resource list, and guidance on emergency levels in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

### Scenario:

Round Creek Watershed Structure No. 15B is located on a tributary of Round Creek in Empire County in the State of Metropolis. The dam was designed for flood control and water supply for the city of Magnolia. USDA Natural Resources Conservation Service (NRCS) was the dam designer. It is owned by the city of Magnolia and is managed by the Round Creek Watershed Management District (RCWMD). The reservoir is referred to locally as Lake Eagle.

The RCWMD is managed by a commissioner and assistant commissioner who employ four full-time and five (5) part-time watershed technicians. The watershed technicians are responsible for the monitoring and maintenance of the water control structures located within the watershed district. The RCWMD has one (1) large portable pump; three (3) dump trucks; one (1) backhoe; and five (5) pickup trucks.

Lake Eagle is partially located within the corporate limits of the town of Magnolia. The watershed structure is located to the west-northwest of Magnolia (see Map). The two main waterways that feed into the watershed structure are Euclatubba Creek and Flat Creek.

Magnolia has a population of approximately 3,500. The police department employs six (6) full-time officers and two (2) part-time officers with six (6) patrol cars. The fire department is comprised of one (1) full-time chief and 22 certified volunteer firefighters with two (2) Type 1 pumpers; one (1) Type 2 engine; one (1) tanker; and one (1) quick response vehicle.

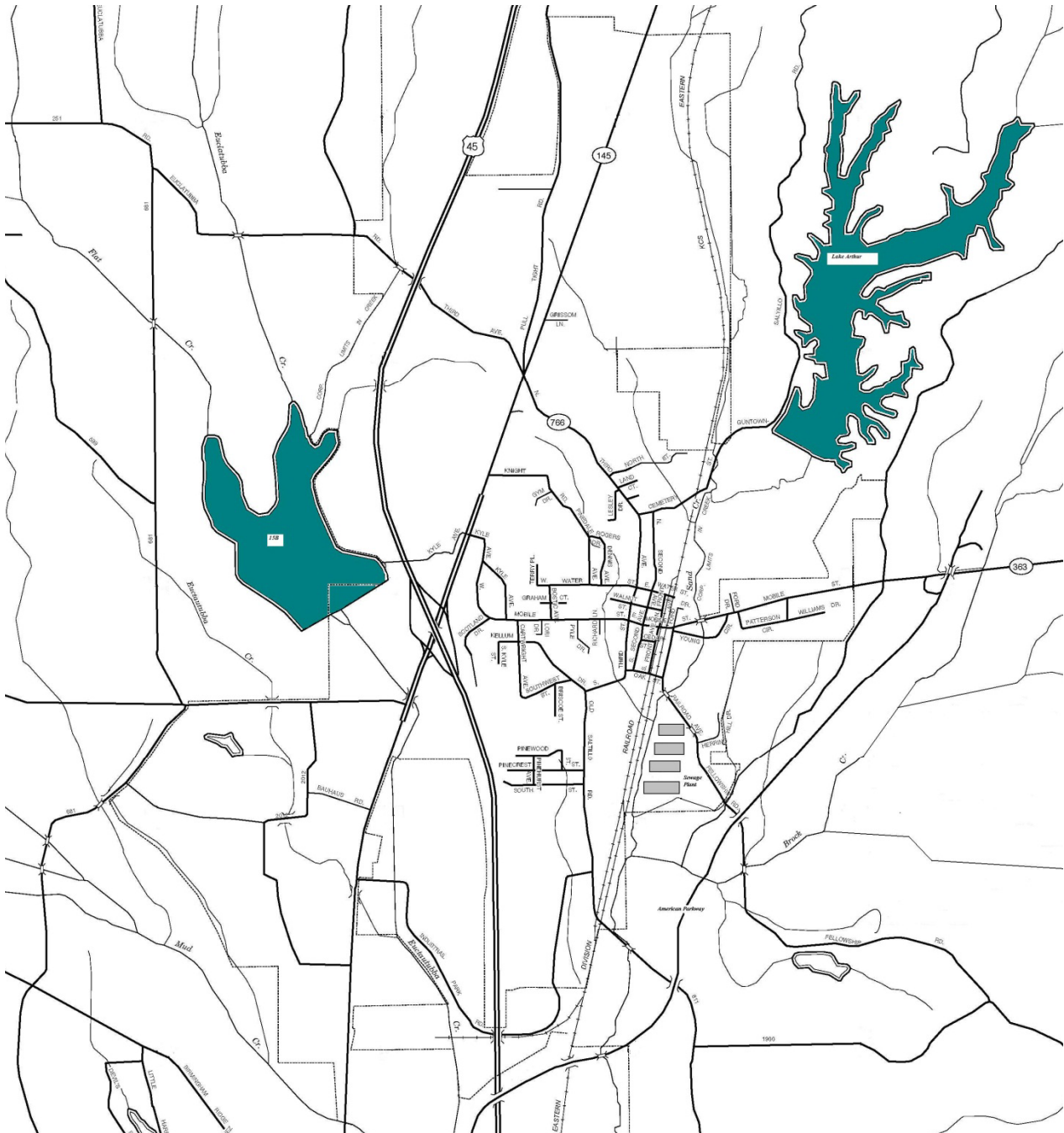
Approximately 3 miles south of the watershed structure is the city of West Bend which has a population of approximately 34,000. West Bend is also located in Empire County. West Bend has a police department with 109 full-time officers and 30 reserve officers with 40 patrol cars and other vehicles. The fire department has 80 full-time certified firefighters with seven (7) Type 1 pumpers; one (1) ladder truck; one (1) rescue unit; and one (1) special response unit. The West Bend Fire Department also has a dive team.

Dam No. 15B is constructed of compacted earth. Construction was completed in 1978. It has a normal surface area of 268 acres. Its height is 39 feet with a length of 3,050 feet. Maximum discharge is 3,290 cubic feet per second. Its maximum storage is 7,242 acre feet. Normal storage is 1,547 acre feet. It drains an area of approximately 8.6 square miles. The dam has a 30-inch reinforced concrete principal spillway with a 90-inch x 100-inch concrete inlet structure that is 20 feet tall. There is an 18-inch diameter slide gate at the base of the inlet structure. The downstream hazard potential is high. The Metropolis Department of Environmental Quality's (DEQ) Dam Safety Division is the State regulatory agency responsible for dam oversight as well as assisting with dam incidents. Neither an Emergency Action Plan nor a Breach Inundation Study has been prepared.

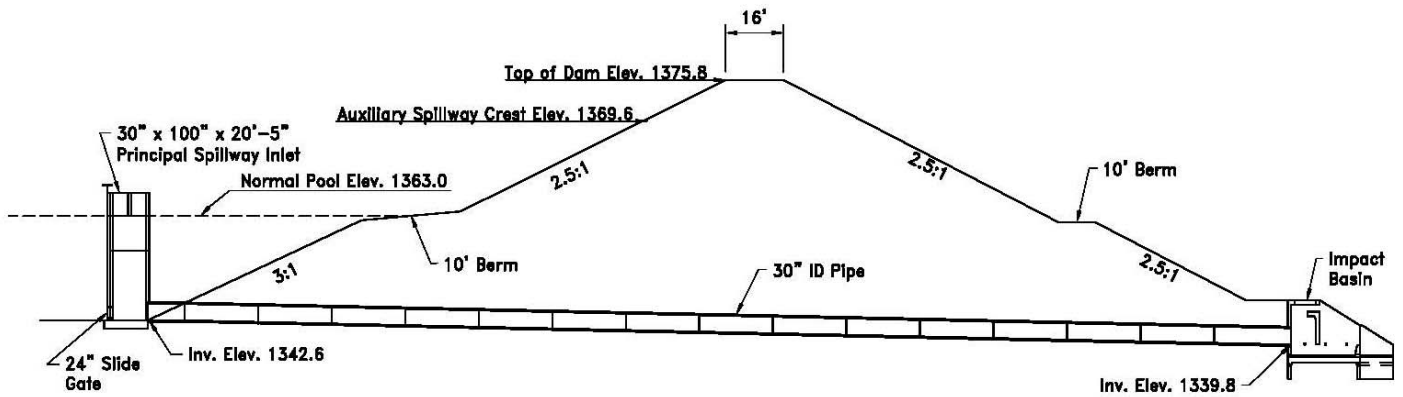
During the month of March, Magnolia and other surrounding areas in the County of Empire have experienced unusually heavy rainfall. Approximately 2 weeks ago, rainfall and associated watershed runoff caused excessive auxiliary spillway flow at Lake Eagle. Since construction of the dam, this was the first time that water had flowed through the auxiliary spillway. RCWMD personnel noticed late on Sunday afternoon that water was starting to seep through an area in the right side of the dam at approximately five (5) GPM and was mostly clear in appearance. Attempts to operate the slide gate on the principal spillway to initiate a water release failed. The RCWMD Commissioner immediately provided a situation report to the NRCS District Conservationist and Empire County Emergency Manager.

## Unit 2. ICS Fundamentals Review

**Map:**



Spillway Profile:



**Figure F.2 – Profile of Principal Spillway**

### **Conditions:**

- The Empire County Emergency Manager has requested the Metropolis Dam Safety Incident Management Team.
- Additional RCWMD personnel have been requested to work on repairing the slide gate on the principal spillway, which will not function.
- Local law enforcement and fire department resources have been notified of the situation.
- At this time, no evacuations of residences or businesses directly below the dam have been requested.
- Empire County's Emergency Operation Center's Public Information Officer is seeking permission to release a press statement about the incident.
- Current weather conditions are sunny to partly cloudy with no precipitation and temperatures in the low fifties.

### **Critical Issues:**

- Implement required safety measures to protect responding personnel and the public.
- Immediately make a determination of what measures can be taken to release water from Lake Eagle to reduce pressure on the earthen dam.

## Unit 2. ICS Fundamentals Review

### Resources:

#### **Round Creek Watershed:**

Dam Maintenance Labor	(2) 2 person crews
Supervisory Personnel	(1) Watershed Assistant Commissioner
Backhoes	(1) wheeled backhoe/front loader
Dump Trucks	(2) single axle dump trucks

#### **NRCS:**

County Personnel	(1) District Conservationist
	(1) Soil Conservation Technician

Area Personnel	(1) NRCS Area Engineer
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#### **Law Enforcement:**

Sheriff Department	(2) patrol units with 2 deputies
Magnolia Police Department	(1) patrol unit with 1 officer

#### **Fire Department:**

Magnolia Fire Department	(2) Type 1 engines and 6 firefighter/EMTs
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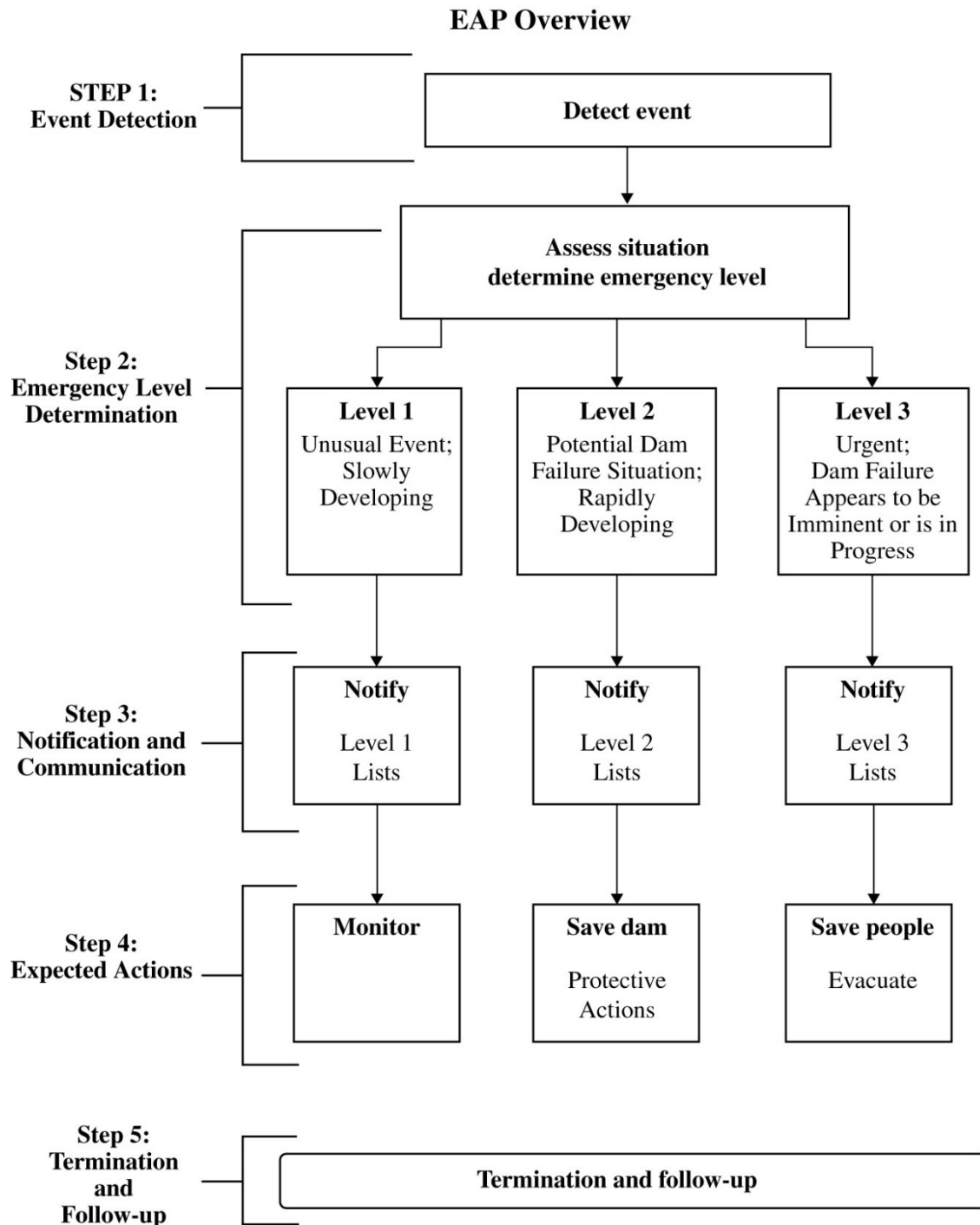
#### **Public Works:**

Empire County	(4) dump trucks
	(2) backhoe/front loaders
	(2) road graders



Guidance for Determining the Emergency Level Associated With Dam Failure:

Step 1: Event Detection



This step describes the detection of an unusual or emergency event and provides information to assist the dam operator in determining the appropriate emergency level. Unusual or emergency events may be detected by:

- Observations at or near the dam by government personnel (local, State, or Federal), landowners, visitors to the dam, or the public.
- Evaluation of instrumentation data.
- Earthquakes felt or reported in the vicinity of the dam.
- Forewarning of conditions that may cause an unusual event or emergency event at the dam (for example, a severe weather or flash flood forecast).

### Step 2: Emergency Level Determination

After an unusual or emergency event is detected or reported, the event is classified into one of the following three emergency levels:

#### **Emergency Level 1 - Non-emergency, unusual event, slowly developing:**

This situation is not normal but has not yet threatened the operation or structural integrity of the dam, but possibly could if it continues to develop. NRCS technical representatives or State dam safety officials should be contacted to investigate the situation and recommend actions to take. The condition of the dam should be closely monitored, especially during storm events, to detect any development of a potential or imminent dam failure situation. The emergency management director should be informed if it is determined that the conditions may possibly develop into a worse condition that may require emergency actions.

#### **Emergency Level 2 - Potential dam failure situation, rapidly developing:**

This situation may eventually lead to dam failure and flash flooding downstream, but there is not an immediate threat of dam failure. The emergency management director should be notified of this emergency situation and placed on alert. The dam operator should closely monitor the condition of the dam and periodically report the status of the situation to the emergency management director. If the dam condition worsens and failure becomes imminent, the emergency management director must be notified immediately of the change in the emergency level to evacuate the people at risk downstream. If time permits, NRCS and State dam safety officials should be contacted to evaluate the situation and recommend remedial actions to prevent failure of the dam. The dam operator should initiate remedial repairs. Time available to employ remedial actions may be hours or days.

This emergency level is also applicable when flow through the earth spillway is expected to result in flooding of downstream areas that could endanger people near the channel. Emergency services should be on alert to initiate evacuations or road closures if the flooding increases.

#### **Emergency Level 3 - Urgent; dam failure appears imminent or is in progress:**

This is an extremely urgent situation when a dam failure is occurring or obviously is about to occur and cannot be prevented. Flash flooding will occur downstream of the dam. This situation is also applicable when flow through the earth spillway is causing downstream flooding of people and roads. The emergency management director should be contacted immediately so emergency services can begin evacuations of all at-risk people and close roads as needed.

## Unit 2. ICS Fundamentals Review

EVENT	SITUATION	EMERGENCY LEVEL*
Earth Spillway Flow	Reservoir water surface elevation at auxiliary spillway crest or spillway is flowing with no active erosion	1
	Spillway flowing with active gully erosion	2
	Spillway flow that could result in flooding of people downstream if the reservoir level continues to rise	2
	Spillway flowing with an advancing head cut that is threatening the control section	3
	Spillway flow that is flooding people downstream	3
Embankment Overtopping	Reservoir level is 1 foot below the top of the dam	2
	Water from the reservoir is flowing over the top of the dam	3
Seepage	New seepage areas in or near the dam	1
	New seepage areas with cloudy discharge or increasing flow rate	2
	Seepage with discharge greater than 10 gallons per minute	3
Sinkholes	Observation of new sinkhole in reservoir area or on embankment	2
	Rapidly enlarging sinkhole	3
Embankment Cracking	New cracks in the embankment greater than ¼-inch wide without seepage	1
	Cracks in the embankment with seepage	2
Embankment Movement	Visual movement/slippage of the embankment slope	1
	Sudden or rapidly proceeding slides of the embankment slopes	3
Instruments	Instrumentation readings beyond predetermined values	1
Earthquake	Measurable earthquake felt or reported on or within 50 miles of the dam	1
	Earthquake resulting in visible damage to the dam or appurtenances	2
	Earthquake resulting in uncontrolled release of water from the dam	3
Security Threat	Verified bomb threat that, if carried out, could result in damage to the dam	2
	Detonated bomb that has resulted in damage to the dam or appurtenances	3
Sabotage/ Vandalism	Damage to dam or appurtenance with no impacts to the functioning of the dam	1
	Modification to the dam or appurtenances that could adversely impact the functioning of the dam	1
	Damage to dam or appurtenances that has resulted in seepage flow	2
	Damage to dam or appurtenances that has resulted in uncontrolled water release	3

- \* Emergency Level 1: Non-emergency unusual event, slowly developing  
 Emergency Level 2: Potential dam failure situation, rapidly developing  
 Emergency Level 3: Urgent; dam failure appears imminent or is in progress

**Your Notes:**

### STUDENT HANDOUT – UNIT 3: EARTHEN DAM FAILURE SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you the opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update, map, and resources list.
2. Complete the following steps:
  - List who would be included in the Unified Command structure and draw an organizational chart.
  - Identify the issues facing the development of the Unified Command structure.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

### Scenario Update:

It is now approximately 0700 on Monday morning. On Sunday afternoon, technicians with the Round Creek Watershed Management District (RCWMD) begin assessing the damage to the dam and attempting to open the slide gate on the principal spillway. Officials from the Natural Resources Conservation Service (NRCS) are involved currently in an advisory capacity.

RCWMD crews began the task of pumping out water from the lake to allow repairs to be made to the slide gate. The pumping process began just after 2100 on Sunday with the reservoir level approximately 12 feet below the top of the dam. The RCWMD Assistant Commissioner stated that a 10-inch pump was brought in that has the ability to pump 3,500 gallons of water per minute. Two other similar pumps are to be brought in by the end of the day on Monday to further assist with water removal.

Weather reports from the National Weather Service indicate that a weather system may move through the area on Thursday that could produce 1-2 inches of rainfall. Current temperatures remain in the low to mid fifties during the day with nighttime lows in the high forties. Currently, there is no precipitation.

The Governor has inquired through State Emergency Management if the National Guard will be needed should the dam fail.

At approximately 1300 on Monday, the water flow from the leak in the dam that was discovered on Sunday afternoon has now increased in flow. The two (2) additional pumps have been located and are about three (3) hours from being delivered. Watershed technicians have still been unable to open the non-functioning spillway release. Discussions between the RCWMD Assistant Commissioner and the West Bend Fire Chief have taken place regarding whether the West Bend Fire Department Dive Team may be able to assist with the opening of the slide gate on the principal spillway structure.

State Highway 145 is south-southeast of the dam and spillway. There is an older (wood pilings) bridge on State Highway 145 that crosses the creek through which the water from the spillway flows. The extra-heavy runoff from the auxiliary spillway two weeks ago resulted in significant erosion in the downstream release channel and caused considerable erosion on the embankment of the State Highway 145 bridge. With the principal spillway continuing to keep a large volume of running water in the creek, the embankment slopes are saturated and beginning to be unstable. Some slides on the slope are occurring. Metropolis Department of Transportation officials have inspected the damage and are very concerned that unless action is taken soon, the roadway and bridge could be in danger of being severely damaged. State Highway 145 is a major roadway in the county.

Several nearby homeowners are starting to ask questions about the situation, and small groups of people are gathering close to the dam to observe the work that is taking place.

**Aerial Photo:**



### Resources:

#### **Round Creek Watershed:**

Dam Maintenance Technicians	(2) 2 person crews
Supervisory Personnel	(1) Watershed Assistant Commissioner
Backhoes	(1) wheeled backhoe/front loader
Dump Trucks	(2) single axle dump trucks
Pumps	(3) diesel powered heavy duty trash pumps
Wood Timber for Shoring	(1) 12' x 15' trailer loaded with heavy wood timber
Fuel Truck	(1) fuel truck with operator

#### **Metropolis Dam Safety Division of DEQ:**

State Personnel	(1) Engineer
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#### **NRCS:**

County Personnel	(1) District Conservationist
	(1) Soil Conservation Technician
	(1) NRCS Area Engineer
	(1) NRCS State Office Engineering Specialist

#### **Law Enforcement:**

Sheriff Department	(2) patrol units with 2 deputies
Magnolia Police Department	(1) patrol unit with one (1) officer
Metropolis State Police	(2) patrol units with 2 State troopers

#### **State Department of Transportation:**

Road Supervisor	(1) with pickup truck
Maintenance Workers	(4) 2-person crews
Programmable Road Signs	(2) mobile programmable road signs
Dump Trucks	(8) single axle dump trucks
Backhoe	(2) wheeled backhoe/frontend loaders
Excavator	(1) tracked hydraulic excavator with transport
Bulldozer	(2) bulldozers (e.g., JD 650)

#### **County Public Works:**

- (4) Dump trucks
- (2) wheeled backhoe/frontend loaders
- (1) road grader
- (1) crane with pile driver

#### **Fire Department:**

Magnolia Fire Department	(2) Type 1 engines and 8 firefighters/EMTs
West Bend Fire Department	(2) Type 1 engines with 6 firefighters/EMTs
	(1) special response unit and 4-person Dive Team

#### **Emergency Medical Services:**

Empire County Rescue Squad	(2) Type 2 ambulances with 4 paramedics
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#### **Local Resources Alerted:**

American Red Cross  
Salvation Army  
Magnolia High School



### STUDENT HANDOUT – UNIT 4: EARTHEN DAM FAILURE SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

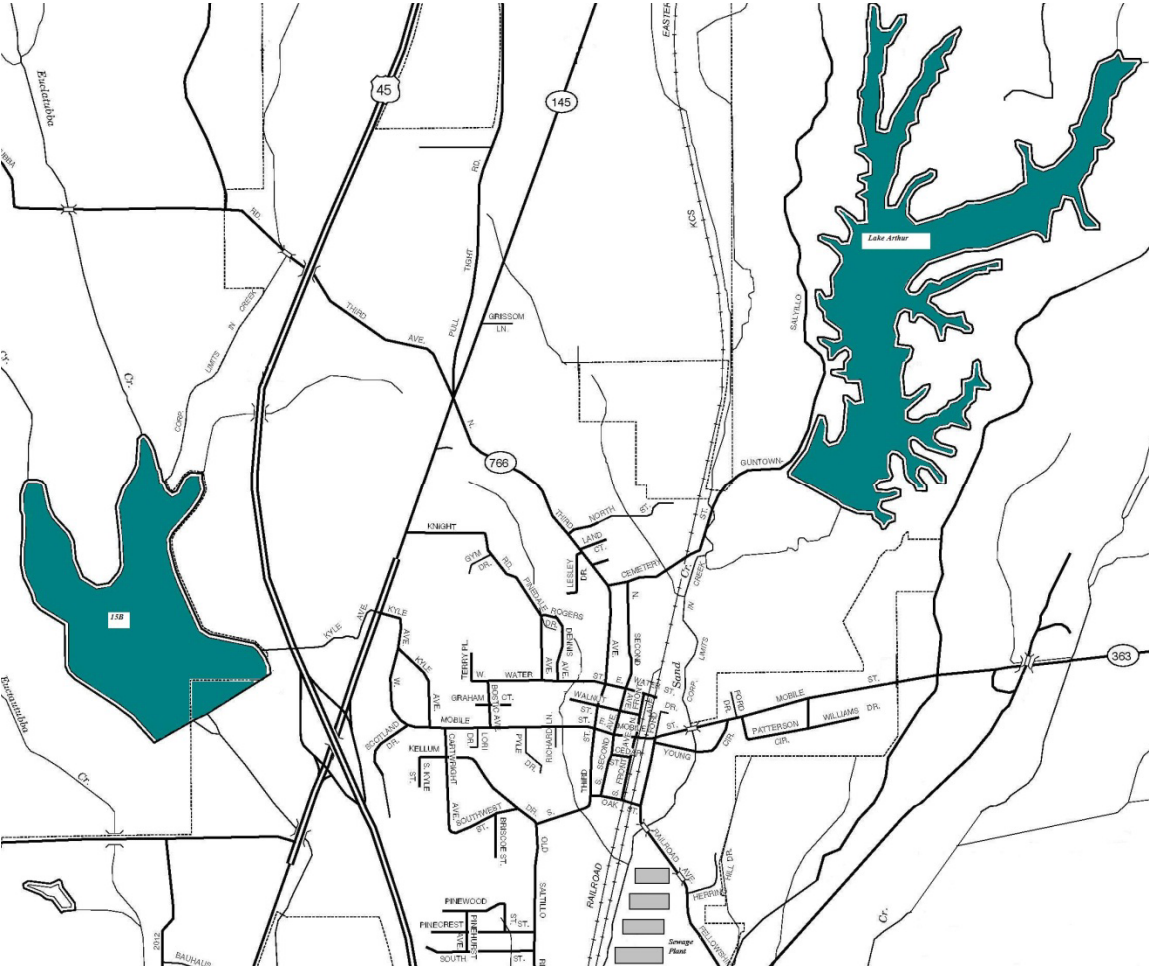
- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
2. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
3. By position, identify issues related to the incident.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Earthen Dam Failure	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 3-6-20XX    Time: 0900
<b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
<b>6. Prepared by:</b> Name: Jerry W. Giant    Position/Title: Incident Commander    Signature: _____		
ICS 201, Page 1		Date/Time: _____

# INCIDENT BRIEFING (ICS 201)

[illegible]

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Earthen Dam Failure	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 3-6-20XX    Time: 0900
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**9. Current Organization** (fill in additional organization as appropriate):

Safety Officer:	
Liaison Officer or Agency Rep:	
Public Information Officer:	

Incident Commander(s)
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Planning	Operations	Logistics	Finance/Admin.

Evacuation & Perimeter Control Group	Bridge Group	Spillway Group	Dam Repair Group

<b>6. Prepared by:</b> Name: Jerry W. Giant	Position/Title: Incident Commander    Signature: _____
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ICS 201, Page 3	Date/Time: _____
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## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> Earthen Dam Failure		<b>2. Incident Number</b>		<b>3. Date/Time Initiated:</b> Date: 3-6-20XX Time: 0900	
<b>10. Resource Summary:</b>					
Resource	Resource Identifier	Date/ Time Ordered	ETA	Arrived	Notes (location/assignment/status)
Dam Maintenance Technicians	(2) 2 person crews			x	Dam
Supervisory Personnel	(1) Watershed Assistant Commissioner			x	Dam
Backhoes	(1) wheeled backhoe/front loader			x	Dam
Dump Trucks	(2) single axle dump trucks			x	Dam
Pumps	(3) diesel powered heavy duty trash pumps			x	Dam
Wood Timber for Shoring	(1) 12' x 15' trailer loaded with heavy wood timber			x	Bridge
Fuel Truck	(1) Fuel truck with operator			x	Staging
Sheriff Department	(2) patrol units with 2 deputies			x	Highway 45/145
Magnolia Police Department	(1) patrol unit with one (1) officer			x	Highway 45/145
Metropolis State Police	(2) patrol units with 2 State troopers			x	Highway 45/145
Magnolia Fire Department	(2) Type 1 engines and 8 firefighters/EMTs			x	Dam
West Bend Fire Department	(2) Type 1 engines with 6 firefighters/EMTs; (1) special response unit and a 4-person Dive Team			x	Dam
Road Supervisor	(1) with pickup truck			x	Bridge
Maintenance Workers	(4) 2-person crews			xx	Bridge
Programmable Road Signs	(2) mobile programmable road signs			x	Bridge/Road 145/45
Dump Trucks	(8) single axle dump trucks			x	Dam & bridge
Backhoe	(2) wheeled backhoe/frontend loaders			x	Bridge/Dam 1 each
Excavator	(1) tracked hydraulic excavator with transport			x	Bridge
Bulldozer	(2) bulldozers (e.g., JD 650)			x	Bridge/Dam 1 each
<b>6. Prepared by:</b> Name: Jerry W. Giant      Position/Title: Incident Commander      Signature: _____					
<b>ICS 201, Page 4</b>		Date/Time: _____			

**Your Notes:**

### STUDENT HANDOUT – UNIT 5: EARTHEN DAM FAILURE SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update, scenario objectives, and resource list.
2. Discuss the strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing. Select a spokesperson to present your IAP as a concise 5- to 10-minute operational briefing. Be prepared to present in 60 minutes.

### Scenario Update:

It is now 0900 on Tuesday morning. Technicians with the Round Creek Watershed Management District (RCWMD) were only able to get one additional pump into service late Monday night. They plan to continue working to bring the third pump into service during the day on Tuesday.

Weather conditions continue to be favorable. However, the National Weather Service is still predicting that additional rainfall of 1-2 inches is expected Thursday afternoon or Thursday night.

There is another water containment structure in Empire County known as Lake Arthur that is located approximately 1.5 miles northeast of Magnolia. Lake Arthur is 330 acres in size and construction was completed in 1954. The lake is owned and managed by the Metropolis Game and Fish Commission and its primary purpose is recreation. The spillway from the lake drains into Sand Creek.

The Metropolis Fish and Game Commission released a considerable amount of water during the heavy rainfall two weeks ago to reduce the pressure on the lake's dam. This release of water apparently may have contributed to the recent damage that was noticed at the sewage treatment plant operated by the Town of Magnolia. Magnolia Department of Public Works' Sewage Treatment Commission has indicated that two of the plant's lagoons are starting to leak through their dikes, with runoff going into Sand Creek. They are requesting technical assistance from the Natural Resources Conservation Service (NRCS) to properly assess the problem.

At approximately 1030, RCWMD Commissioner Joe Randle reports that the leak in the dam has not slowed and that the West Bend Dive Team was not successful in their efforts to hook a chain to the frozen slide gate and winch it open. Although the pumps are not removing enough water to lower the level sufficiently to open the slide gate, the decision is made to keep the pumps working.

At approximately 1430, the water flow significantly increases. The flow from the leak is now estimated to be at 15 GPM and is cloudy in appearance.

Several television stations have sent crews to the area to interview responders and neighboring property owners about the issue.



### **Incident Objectives:**

Incident objectives include:

- Implement required safety measures to protect responding personnel and the public.
- Implement evacuation and temporary shelter plan to provide housing for all displaced residents in case of flooding.
- Evacuate and relocate retirement home residents before the onset of flooding.
- Prevent breach of dikes surrounding sewage treatment lagoons.
- Provide timely and accurate information to the public through the Joint Information Center.

### **Strategies/Tactics:**

Happy Valley Assisted Living Home is located southeast of Lake Eagle. The facility has an emergency action plan (EAP) that states that all residents will be relocated to their sister facility in West Bend, Metropolis. The plan calls for the use of private buses for ambulatory residents and the use of a private ambulance service to move non-ambulatory patients. In certain cases, the EAP states that assistance will be requested from the Fire Department and local school district.

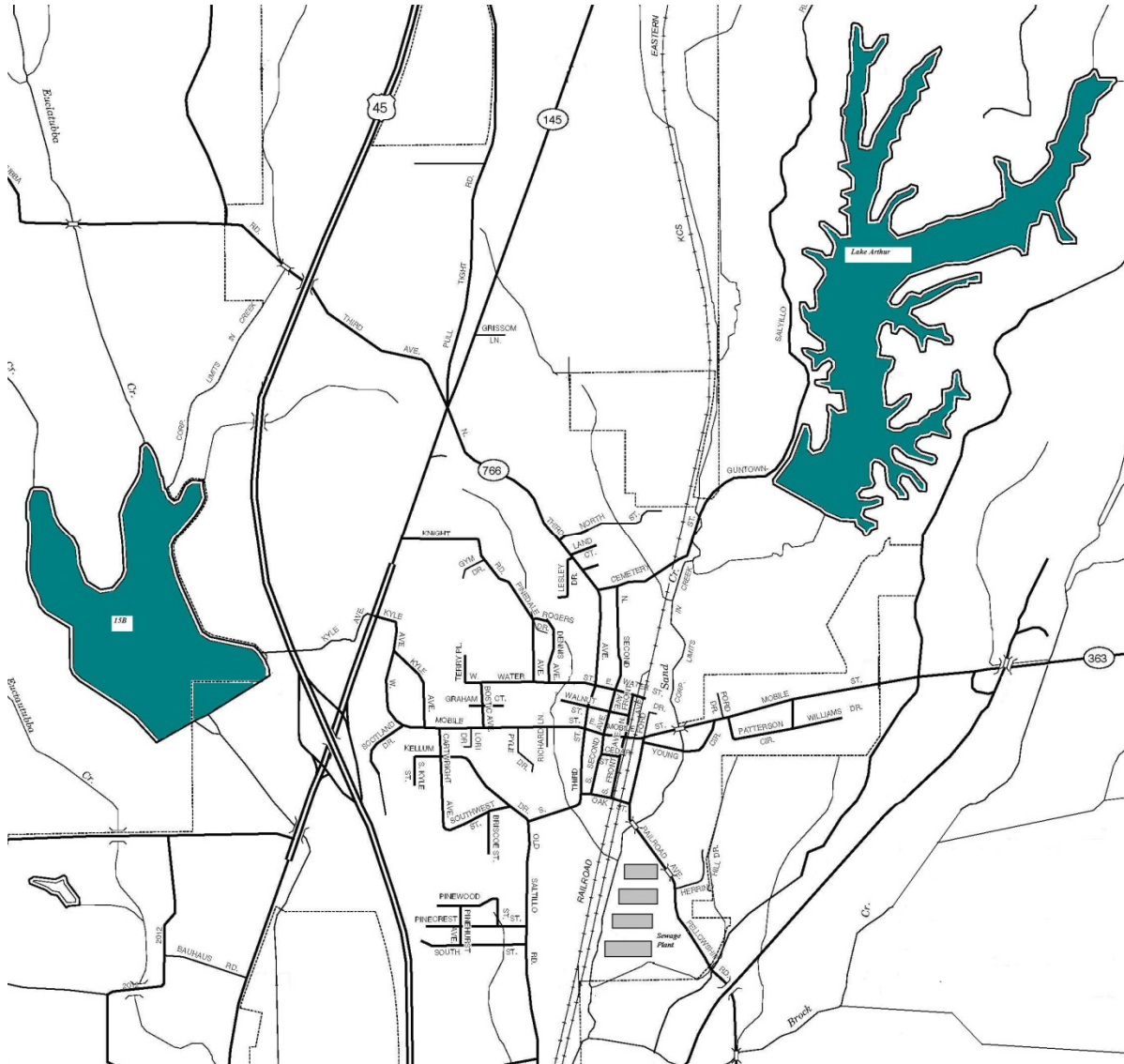
The American Red Cross has established a shelter at the Magnolia High School. In collaboration with the Salvation Army and local churches, they will manage the shelter and provide food and other essentials for displaced residents.

The Magnolia Sewage Commission will monitor and work to protect the dikes on the town's sewage treatment lagoons. Metropolis Department of Transportation officials will continue to monitor and improve the structural integrity of the roadway and bridge on State Highway 145.

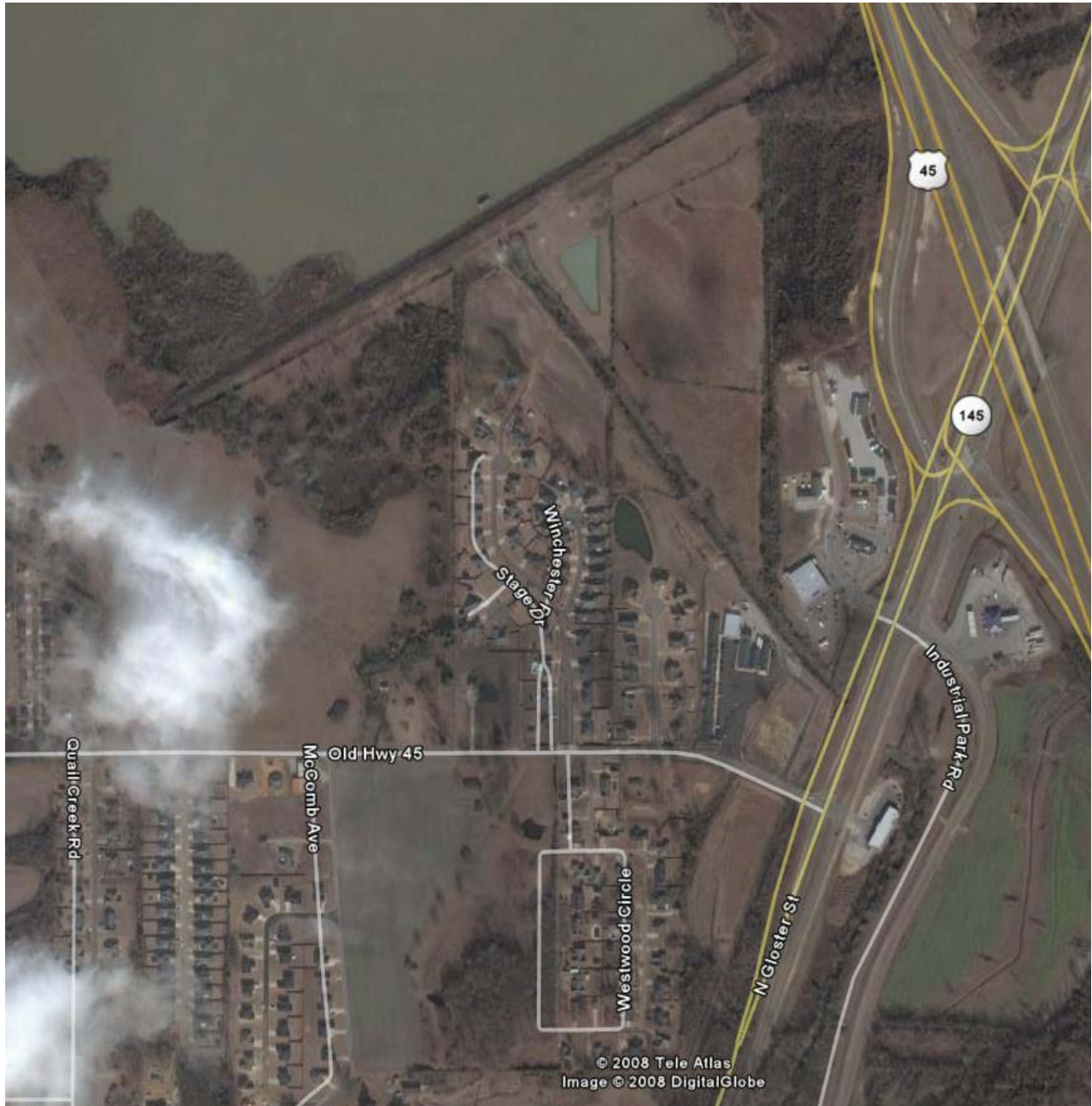
Sandbags will be provided to homeowners at no charge by the Magnolia Public Works Department.

## Unit 5. Planning Process

**Map:**



Aerial Photo:



### Resources:

#### **Round Creek Watershed:**

Dam Maintenance Technicians	(2) 2-person crews
Supervisory Personnel	(1) Watershed Assistant Commissioner
Backhoes	(1) wheeled backhoe/front loader
Dump Trucks	(2) single axle dump trucks
Pumps	(3) diesel powered heavy duty trash pumps
Wood Timber for Shoring	(1) 12' x 15' trailer loaded with heavy wood timber
Fuel Truck	(1) fuel truck with operator

#### **Metropolis Dam Safety Division of DEQ:**

State Personnel	(1) Engineer
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#### **NRCS:**

County Personnel	(1) District Conservationist
	(1) Soil Conservation Technician
	(1) NRCS Area Engineer
	(1) NRCS State Office Engineering Specialist

#### **Law Enforcement:**

Sheriff Department	(3) patrol units with 3 deputies
	(1) Mobile Command Unit
Magnolia Police Department	(1) patrol unit with one (1) officer
Metropolis State Police	(2) patrol units with 2 State troopers

#### **State Department of Transportation:**

Road Supervisor	(1) with pickup truck
Technical Assistance	(2) Civil Engineers from State Office
Maintenance Workers	(4) 2-person crews
Programmable Road Signs	(2) mobile programmable road signs
Dump Trucks	(8) single axle dump trucks
Backhoe	(2) wheeled backhoe/frontend loaders
Excavator	(2) tracked hydraulic excavator with transport
Bulldozer	(2) bulldozers (e.g., JD 650)

#### **County Public Works:**

(10) Employees/Equipment Operators
(4) Dump trucks
(2) wheeled backhoe/frontend loaders
(1) road grader
(1) crane with pile driver

### **Resources:** (Continued)

#### **Fire Department:**

Magnolia Fire Department  
West Bend Fire Department

(2) Type 1 engines and 8 firefighters/EMTs  
(2) Type 1 engines with 6 firefighters/EMTs  
(1) special response unit and a 4-person Dive Team

#### **Emergency Medical Services:**

Empire County Rescue Squad

(2) Type 2 ambulances with 4 paramedics  
(1) EMS Supervisor

#### **Local Resources Alerted:**

American Red Cross  
Salvation Army  
Hospital  
Magnolia High School

**Your Notes:**

### STUDENT HANDOUT – UNIT 6: EARTHEN DAM FAILURE SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**



### STUDENT HANDOUT – UNIT 7: EARTHEN DAM FAILURE SCENARIO

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in all the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed transfer of command briefing to be delivered to the Incident Commander who will supervise the recovery efforts.
4. Be prepared to present the main points of the Demobilization Plan using a transfer of command briefing format/outline.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

### **Scenario Update:**

It has been two weeks since the initial incident occurred and the slide gate has been repaired so that it can be opened to lower the water level. The pressure on the dam has been relieved but the water level is sufficient to support the City's water requirements. Further inspections and testing are underway to determine the best method of repairing the weakened dam structure. Home and business owners have been allowed to return.

### **New Incident Objectives:**

- Implement required safety measures to protect responding personnel and the public.
- Develop a plan to turn the dam back over to the City of Magnolia and the Round Creek Watershed Management District with the consideration of continued assistance from NRCS.
- Maintain monitoring of the leak.
- Develop and implement a Demobilization Plan to ensure that surplus personnel and equipment are released in a timely manner.

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## **UNITS 2-7 EMERALD FLOOD SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: EMERALD CITY FLOOD SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a flood that has the potential to cause severe property damage and endanger human life.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario, scenario map, and resource list on your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

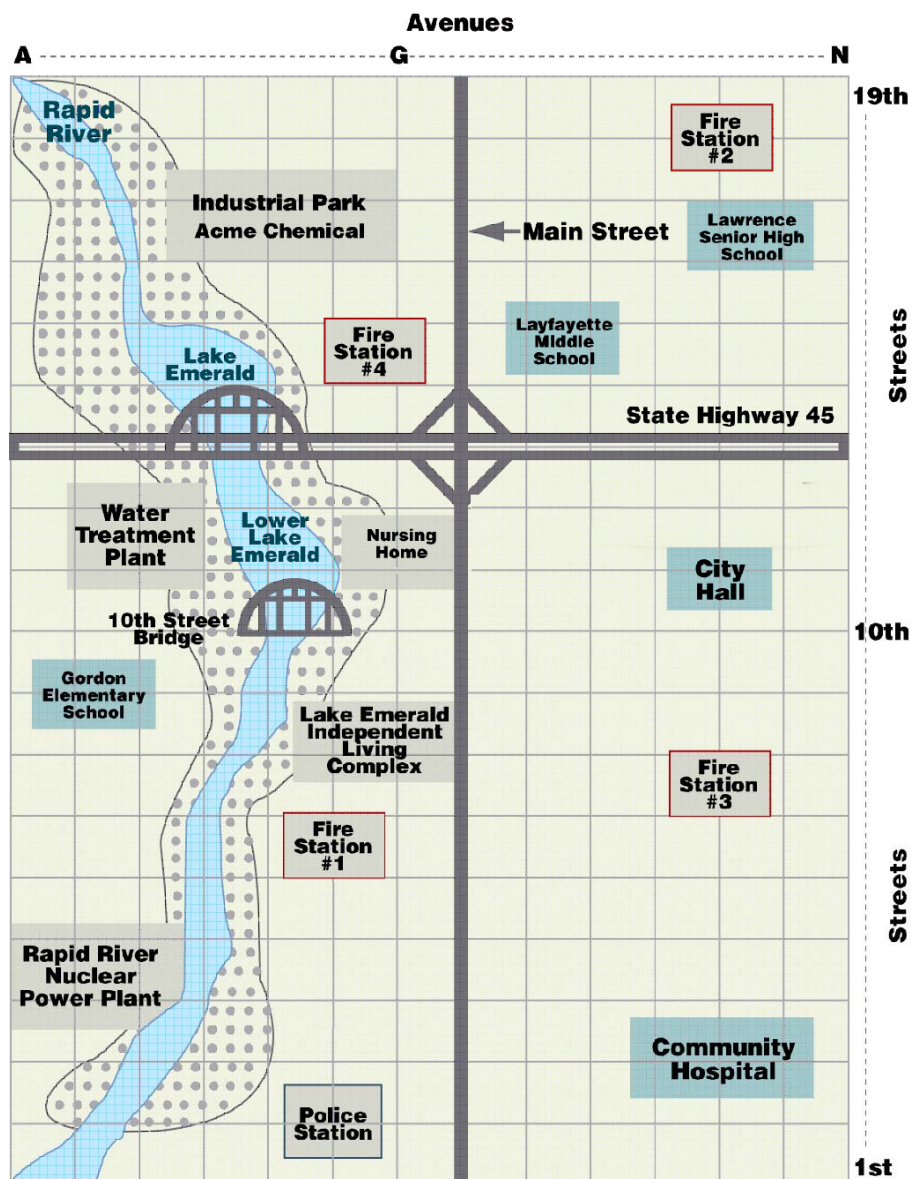
## Unit 2. ICS Fundamentals Review

### Scenario:

For the past three days, it has been raining heavily in Emerald City, averaging 1.3 inches of rain each 24-hour period. Emerald City is located on the banks of the Rapid River and along Lake Emerald. The city has a history of being susceptible to floods and tornadoes.

In an effort to avoid some of the damage and loss of life caused by previous incidents, the newly elected mayor of Emerald City has taken an active interest in planning for and responding to these disasters. The mayor has asked you to prepare a staffing plan for the response to anticipated flooding, in the event that the rains do not abate.

### Map:



### STUDENT HANDOUT – UNIT 3: EMERALD CITY FLOOD SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you the opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update and resources list.
2. Complete the following steps:
  - List who would be included in the Unified Command structure and draw an organizational chart.
  - Identify the issues facing the development of the Unified Command structure.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

### **Scenario Update:**

At 1200 on August 4th, Emerald City Emergency Management is preparing for a response to a possible flood situation in the northwest quadrant of the city. It has now been raining heavily for the past 7 days, averaging 1.3 inches of rain each 24-hour period.

Residents are starting to ask questions about the rising river and lake levels and wondering if they will need to leave their homes.

### **Resources:**

#### **Law Enforcement:**

Sheriff Department	(10) patrol units with 2 deputies
Metropolis State Police	(2) patrol units with 2 State troopers

#### **State Department of Transportation:**

Road Supervisor	(1) with pickup truck
Maintenance Workers	(4) 2-person crews
Programmable Road Signs	(2) mobile programmable road signs
Dump Trucks	(8) single-axle dump trucks
Backhoe	(2) wheeled backhoe/frontend loaders
Excavator	(1) tracked hydraulic excavator with transport
Bulldozer	(2) bulldozers (e.g., JD 650)

#### **Fire Department:**

Fire Station #1	(2) Type 1 engines and 8 firefighters/EMTs
Fire Stations #2 and #3	(2) Type 1 engines with 6 firefighters/EMTs
Fire Station #4	(1) Special Response Unit and a 4-person Dive Team

#### **Emergency Medical Services:**

Emerald City Rescue Squad	(2) Type 2 ambulances with 4 paramedics
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#### **Local Resources Alerted:**

American Red Cross  
Salvation Army

### **Critical Issues:**

- Provide for the safety of affected residents through warning, evacuation, and sheltering.
- Monitor critical infrastructure for damage from rising floodwaters.
- Ensure that timely and accurate public information is disseminated.
- Continue to provide basic services such as clean water, electricity, and telephone service.
- Ensure the safety of all responders, citizens, and the media.



### STUDENT HANDOUT – UNIT 4: EMERALD CITY FLOOD SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Complete the missing element within ICS Form 201.
5. By position, identify issues related to the incident.
6. Select a spokesperson and be prepared to share your work in 30 minutes.

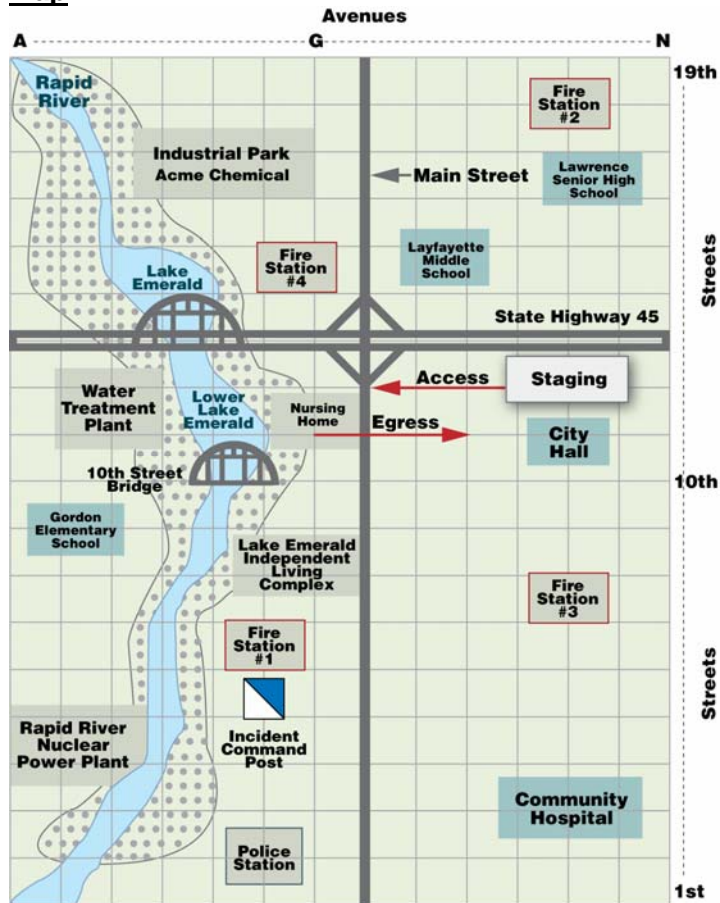
### **Scenario Update:**

The National Weather Service has just informed the County Emergency Management Office that the flooding is expected to crest at 1800 today. It is expected that this flood crest will cause flooding as indicated on the projected floodplain map.

Residents in the area north of the Tenth Street Bridge from Main Street on the east to Avenue A on the west are being asked to evacuate their homes in anticipation that the rising floodwaters may cut off access to and egress from their homes. Basement flooding to the first-floor level is anticipated. This evacuation area extends north to 19th Street. County Emergency Management is in contact with business owners in the industrial park to determine if any of their stored chemicals will be affected by the flooding, causing possible contamination downstream.

## Unit 4. Incident/Event Assessment and Incident Objectives

### Map:



### Activities:

- The County Emergency Management Office has activated the Emergency Operations Center (EOC).
- The Incident Command Post (ICP), located at Fire Station #1 at Avenue F and 6th Street, requested an All-Hazard Incident Management Team (IMT) from the State.
- The Staging Area was established at Avenue I and 12th Street.
- The EOC has contacted the school bus service for buses and requested that the American Red Cross open a shelter for evacuees.
- The Department of Public Works has begun sandbagging and continues to monitor river levels.
- The EOC Manager has briefed the mayor and police chief. The police chief is concerned about the location of the ICP. Working with the Incident Commander, it was determined that a full Command Staff and General Staff are required by the next operations period.
- The next operational period will begin at 1800 hours.

**Incident Briefing (ICS 201)**

<b>1. Incident Name:</b> Emerald City Flood	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 8-4-20XX      Time: 1200
<b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment): <i>Sketch the incident scene. Indicate the location of ICS facilities and other key structures.</i>		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
<b>6. Prepared by:</b> Name: IC Ralph Wilkins    Position/Title: _____ Signature: _____		
ICS 201, Page 1		Date/Time: _____

## Incident Briefing (ICS 201)

[illegible]

## Incident Briefing (ICS 201)

<b>1. Incident Name:</b> Emerald City Flood	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 8-4-20XX      Time: 1200
<b>9. Current Organization</b> (fill in additional organization as appropriate):		
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <b>Incident Commander(s)</b>              Ralph Wilkins           </div> <div style="display: flex; width: 100%;"> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <b>Operations</b>              BC John Simonson           </div> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <b>Safety Officer</b>              Lt. Carl Miller           </div> </div> <div style="display: flex; justify-content: space-around; width: 100%; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 22%;"> <b>River Level Monitor Group</b> </div> <div style="border: 1px solid black; padding: 5px; width: 22%;"> <b>Evacuation Group</b> </div> <div style="border: 1px solid black; padding: 5px; width: 22%;"> <b>Sandbagging Group</b> </div> <div style="border: 1px solid black; padding: 5px; width: 22%;"> <b>Shelter Group</b> </div> </div> </div>		
<b>6. Prepared by:</b> Name: IC Ralph Wilkins    Position/Title: _____ Signature: _____		
<b>ICS 201, Page 3</b> Date/Time: _____		

### Incident Briefing (ICS 201)

<b>1. Incident Name:</b> Emerald City Flood		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 8-4-20XX      Time: 1200	
<b>10. Resource Summary:</b>					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
Police/marked vehicles (8)	EC-10, EC-12, EC-22, EC-2, EC-3, EC-4, EC-5, EC-6			X	Routine Patrol
HazMat Team	CC/LC HazMat 1			X	Staging
School Buses (10)			1500	<input type="checkbox"/>	
Engines (3)	ECFR Engines 3, 2, & 4			X	Evacuation Group
Trucks (2)	ECFR Truck 10 & 11			X	Evacuation Group
Front Loaders (2)				X	Sandbagging Group
Pickup trucks (4)				X	River Level Monitoring Group
Dump trucks (4)				X	Sandbagging Group
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
<b>6. Prepared by:</b> Name: IC Ralph Wilkins    Position/Title: _____ Signature: _____					
<b>ICS 201, Page 4</b>			Date/Time: _____		

## Unit 4. Incident/Event Assessment and Incident Objectives

### Assignments

Assigned Position	Issues Identified
Incident Commander	
Safety Officer	
Public Information Officer	
Liaison Officer (if assigned)	
Operations Section Chief	
Planning Section Chief	
Logistics Section Chief	
Finance/Administration Section Chief	



### STUDENT HANDOUT – UNIT 5: EMERALD CITY FLOOD SCENARIO – PART 1

#### **Purpose:**

The purpose of this activity is to select tactics for the next operational period and complete a Safety Analysis form.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the following information in your handouts:
  - Scenario Update
  - Incident Maps
  - Resources
2. Complete the ICS Form 215 for Evacuation Division using the available information. Be sure to locate the Incident Briefing, ICS Form 201, developed in the previous unit.
3. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. When you complete the worksheets, let the instructors know. The instructors will review the forms and provide feedback. After receiving feedback, proceed to the next part of the activity.
5. You have 1 hour for this activity.

### **Scenario Update:**

The National Weather Service reports indicate continued rain for the Emerald City area and areas north of the city. The Rapid River is predicted to crest at 12 feet above flood level around 2100 hours this evening.

Public Works crews monitoring the flood levels report increased debris piling up on the 10th Street Bridge, and State highway engineers on the scene are recommending closing the bridge to all traffic due to its weakened condition. The Evacuation Group is reporting that homeowners north of 10th Street are beginning to move their families out of the area. The American Red Cross has opened two shelters, one at the Lawrence Senior High School and one at the Lafayette Middle School.

The Lake Emerald Nursing Home is attempting to move 55 patients from their skilled nursing care facility and is asking for assistance from Emerald City Emergency Medical Services, the Fire Department, and the Emerald City School Bus Company. Acme Chemical, located on Avenue G at 16th Street, is reporting first-floor flooding of their chemical processing plant. They are not reporting any chemical release but are closely monitoring their facility.

Resources are beginning to arrive at the Staging Area in the parking lot behind City Hall at Avenue L and 11th Street.

Several media trucks have arrived in the area to film the incident and ongoing operations. While the media are being staged at City Hall, the Staging Area Manager reports that press personnel are beginning to congregate in the Staging Area to film the resources located there.

Calls are coming from concerned citizens wondering about the safety of the municipal drinking water.

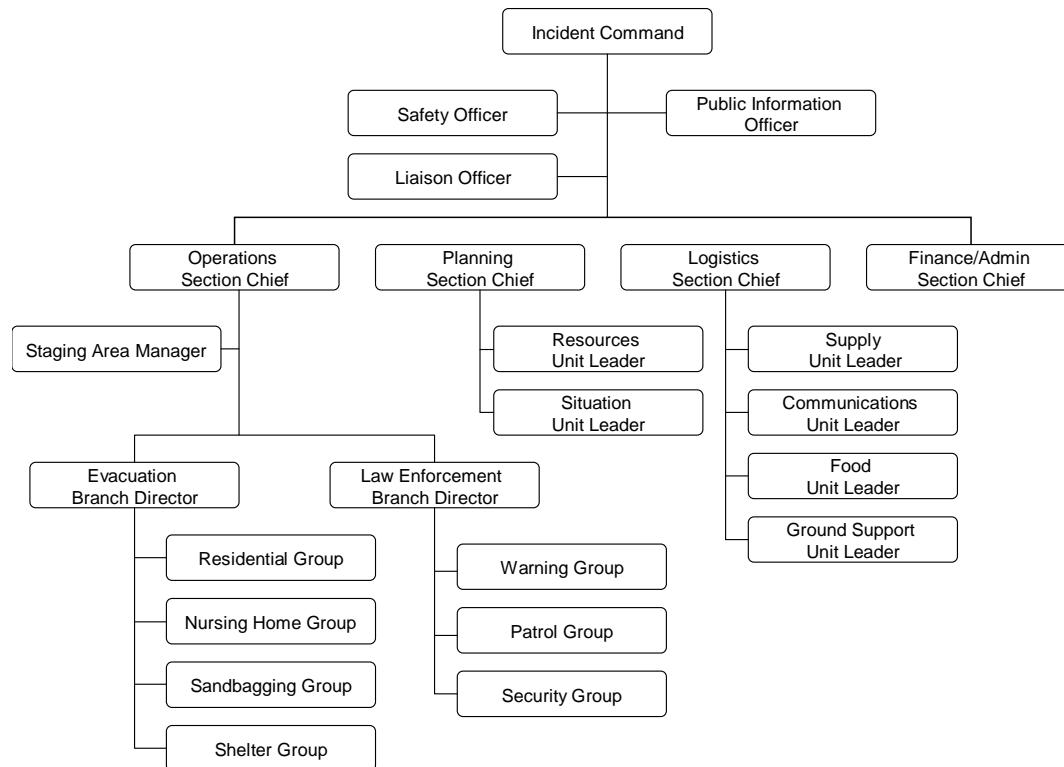
After receiving the report from the National Weather Service, Command determines that additional resources are needed for evacuation, sheltering, sandbagging, water level and chemical monitoring, traffic control, and scene security. Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command has determined that the operational period will be 12 hours.

The next operational period will begin at 1800 tonight and end at 0600 August 5.

### **Critical Issues:**

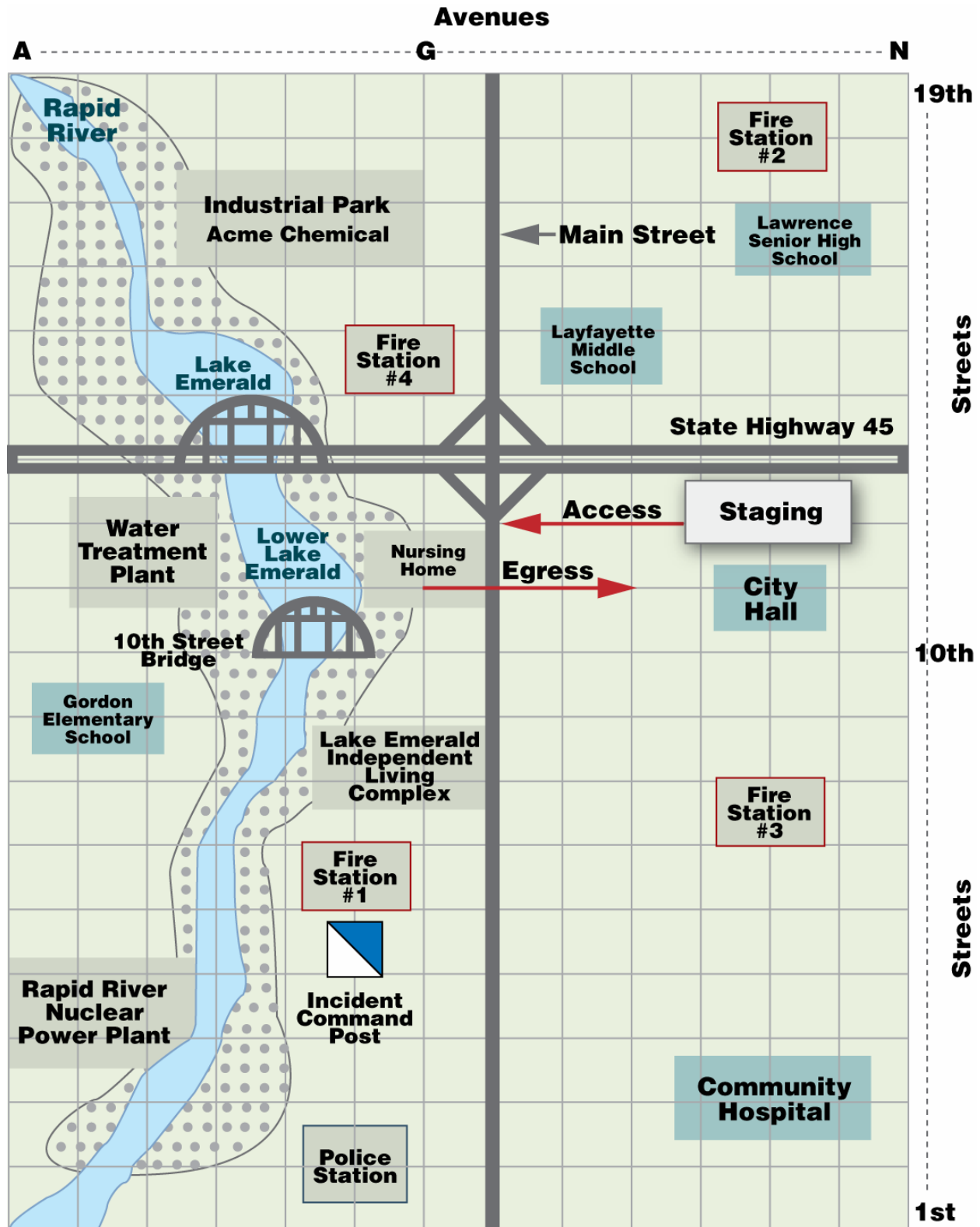
- Implement required safety measures to protect responding personnel and the public.
- Take measures to ensure the evacuation of all households in the projected flood area before the beginning of the next operational period.
- Implement temporary shelter plan to provide housing for all displaced residents prior to flooding.
- Evacuate and relocate nursing home residents before the onset of flooding.
- Monitor water intakes at the water treatment plant for chemical contamination until notified to cease operations.
- Provide timely and accurate weather and safety information to the public through the Joint Information Center.

### Organizational Structure for the Next Operational Period:



## Unit 5. Planning Process

### Incident Map:



## Unit 5. Planning Process

### Strategies/Tactics:

The nursing home has an emergency plan that calls for relocating patients to the Community Hospital. This plan utilizes the Emerald City Emergency Medical Services, the Fire Department, and the School Bus Company to transport patients from the nursing home to the hospital. The American Red Cross, in collaboration with the Salvation Army, will manage the shelters and providing food for displaced residents.

The Public Works Department, along with the Health Department, will monitor the water intake at the Water Treatment Plant for signs of chemical contamination. Additional crews will monitor water levels at strategic points in the flood area, including but not limited to Gordon Elementary School, the Rapid River Nuclear Power Plant, Fire Station #1, and the Police Station. The city engineer, along with representatives from the State Highway Department, will monitor the structural integrity of the 10th Street Bridge. Public Works crews will place sandbags to protect the water treatment plant. Individual homeowners will be able to get free sandbags and sand from the Public Works Department by calling the Public Works Department's 24-hour number.

### Resources Ordered After Initial Assessment:

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Police/marked vehicles (8)	EC-10, EC-12, EC-22, EC-2, EC-3, EC-4, EC-5, EC-6		X	Routine patrol
Mutual Aid Police Units (10)		2000		
HazMat Team	CC/LC Hazmat 1		X	Staging
State HazMat Team		2300		
State All-Hazards Incident Management Team (Type 3)		0600		
School Buses (10)		1500		
Engines (3)	ECFR Engines 3, 2, & 4		X	Residential Division
Trucks (2)	ECFR Truck 10 & 11		X	Nursing Home Division
Front Loaders (2)			X	Sandbagging Group, City gravel pit
Pickup trucks (4)			X	Sandbagging Group, City gravel pit
Dump trucks (4)			X	Sandbagging Group, City gravel pit
Pickup trucks (2)			X	10 <sup>th</sup> Street Bridge Monitoring Team
American Red Cross Canteen		1800		

**Your Notes:**

### STUDENT HANDOUT – UNIT 5: EMERALD CITY FLOOD SCENARIO – PART 2

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by developing a written Incident Action Plan (IAP) and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
2. Outline the agenda for the operations briefing.
3. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

**Your Notes:**



### STUDENT HANDOUT – UNIT 6: EMERALD CITY FLOOD SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

### **STUDENT HANDOUT – UNIT 7: EMERALD CITY FLOOD SCENARIO**

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed transfer of command briefing to be delivered to the Incident Commander who will supervise the recovery efforts.
4. Be prepared to present the main points of the Demobilization Plan using a transfer of command briefing format/outline.
5. Select a spokesperson and be prepared to present your work in 45 minutes.

### **Scenario Update:**

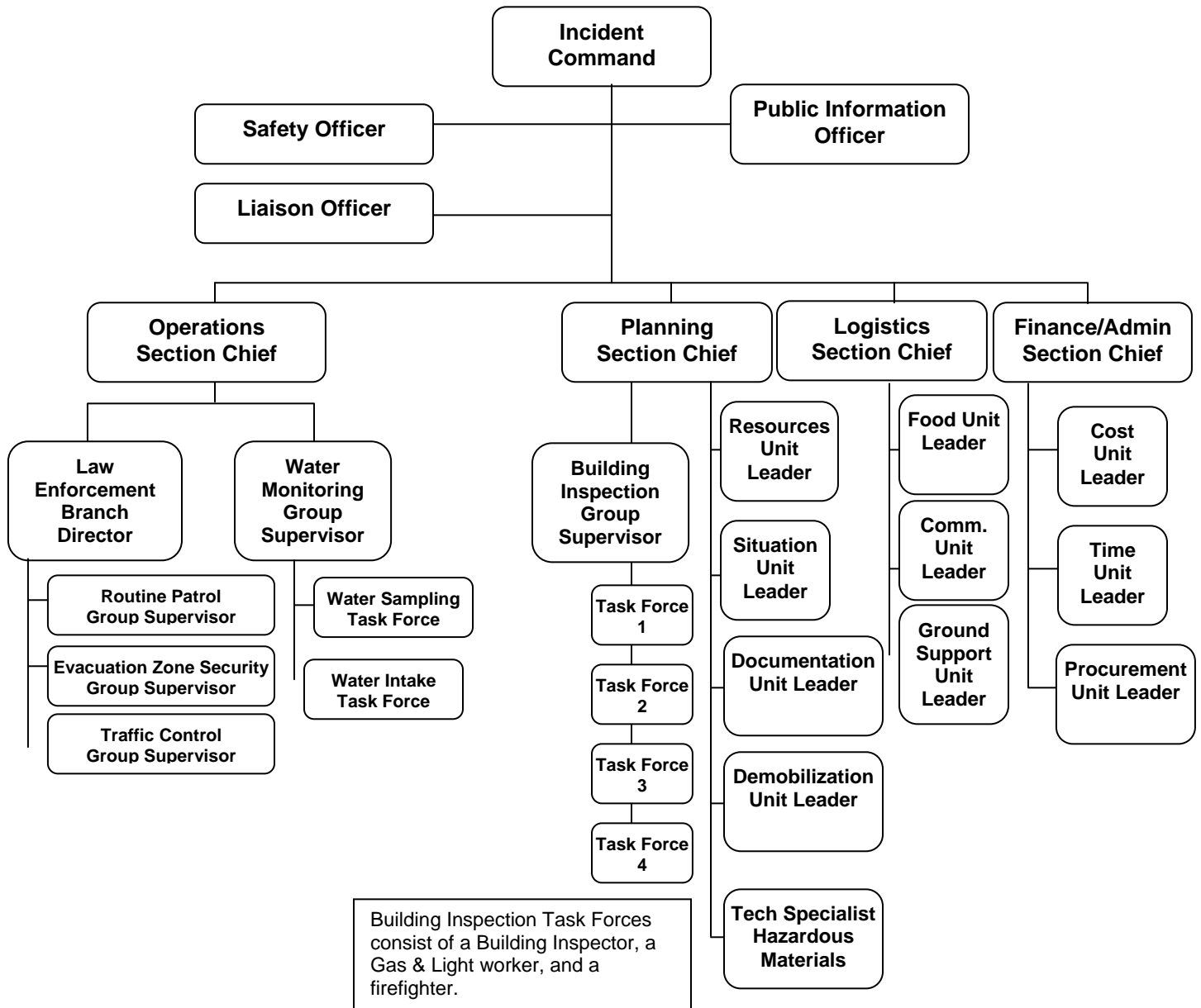
- It is now August 7th, at 0700 hours, 2 days after the river has crested. The river levels are steadily receding and residential property owners are anxious and attempting to return to their properties in the area north of the 10th Street Bridge.
- City officials have asked the City Building Inspection Department to inspect evacuated homes for safety and structural integrity before allowing residents to move back in.
- Crews from the Emerald City Gas & Light Company are assisting City Building Inspection crews.
- The 10th Street Bridge remains closed to traffic pending a complete inspection by State highway engineers. The State Highway Department is doing a thorough inspection of the 10th Street Bridge. Drinking water qualities are being monitored and cleanup and damage assessment activities are beginning.
- The American Red Cross and Salvation Army report very few evacuees remain in their shelters and will be closing their shelters on August 8th. They will continue to provide meals for disaster workers and displaced residents.
- Representatives from State Emergency Management are beginning the damage assessment process to determine whether there is a need to request a Presidential disaster declaration for Emerald City.
- Emerald City Health Department personnel, along with representatives from the County and the State Health Departments, are monitoring the water intakes and the city drinking water for any signs of contamination. Nothing significant has been noted so far. The County Health Department is also monitoring private wells in the area north of the city as requested by the landowners.
- The Lake Emerald Nursing Home reports that water has receded from their building and they are beginning cleanup procedures. They expect to finish their cleanup, including mandatory inspections by the State Health Department, within a week to 10 days.
- Because the activities are shifting from response to recovery, the mayor of Emerald City has asked the IC to prepare to demobilize and transfer command of the incident to a Unified Command consisting of Emergency Management, the Emerald City Health Department, and the Emerald City Department of Public Works.
- The newly formed Unified Command will focus on restoring essential services, providing a safe re-entry for displaced residents, and completing a thorough damage assessment.
- The transfer of command will take place at 1800 hours on August 7th.

### **New Incident Objectives:**

Incident Command determined that the incident priorities will now be restructured to focus on restoration of services, re-entry, and recovery rather than response. The incident objectives include:

- Publish information regarding hazards and how to avoid them for the returning evacuees by 0700 on August 8th.
- Conduct water sampling to determine the extent of chemical contamination. The target completion for all samples is within 48 hours.
- Begin conducting inspections by 0700 on August 8th to ensure the structural integrity and safety of buildings affected by the flood. All inspections must be completed before evacuees are allowed to return home.
- Develop and implement a Demobilization Plan to ensure that surplus personnel and equipment are released in a timely manner.

### **Current Organizational Chart:**



**Your Notes:**

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## **UNITS 2-7 HOSPITAL SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: HOSPITAL SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a hospital scenario.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario and scenario map in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart that supports the objectives and manages resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

### Scenario:

On a Tuesday morning at 10:30 a.m., an armed man walked into the lobby of the First Main Bank on 15th Street, approached the teller, and gave him a note demanding money. The clerk, following bank procedures, followed the gunman's orders and began to put money into a bag as demanded. While doing this, the teller surreptitiously activated the silent alarm. When the money bag was turned over to the armed man, he turned and began walking out of the bank only to be greeted by the sound of sirens converging on the bank.

Panicking, the gunman ducked into an alley and began running north in an attempt to elude police. As he ran along S. Street, the sound of sirens grew ever closer. Again in an attempt to avoid being seen, he ducked into the Emergency Department entrance to Faith Hospital located at S. and 14th Streets. Upon entering the ER the gunman grabbed the triage nurse and pulled her down the hall and into Exam Room 4. ER staff pursued the man to the exam room until he showed a gun and threatened to shoot the triage nurse. ER staff backed away and called police and hospital security.

Upon arrival, hospital security began closing hallway fire doors in an attempt to keep the gunman confined to the ER. Police units working with hospital security have established positions in the three hallways leading away from the ER to prevent the gunman from leaving the ER and entering the main areas of the hospital. ER staff is diverting ambulances to other hospitals and have begun to triage the remaining patients in the ER to determine which patients may need immediate transfer to another facility.

Police units have created a perimeter around the entrance to the ER and are requesting a SWAT team and negotiator to be dispatched to the hospital. Because of the gunman's location in Exam Room 4, no one is able to get in or out of the ER without being seen.

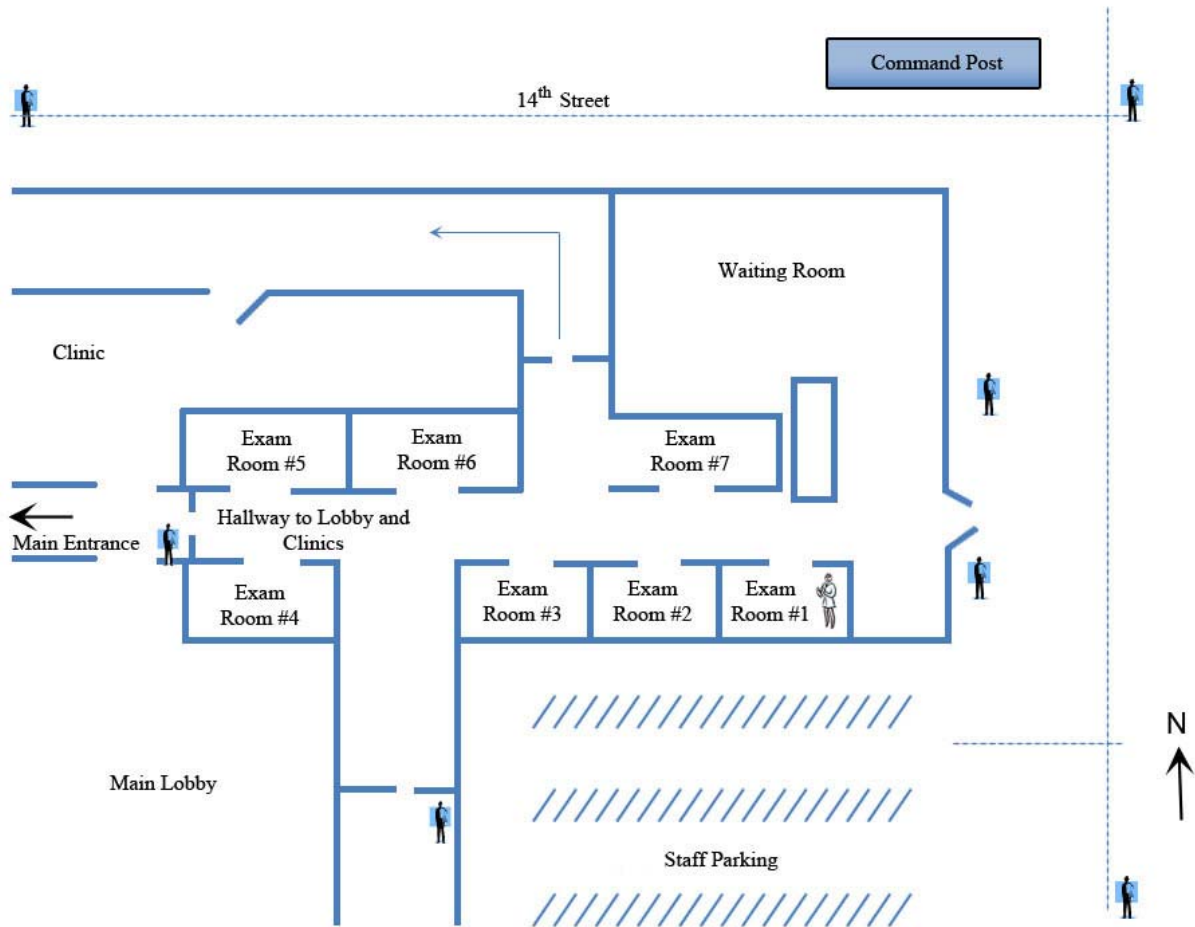
Currently there are 12 police officers on the scene. The shift supervisor, Sgt. Jones, has assumed command of the officers on the outside perimeter and the hallway checkpoints.

Faith Hospital is a four-story, 110-bed facility, with another 100 beds available in other hospitals if needed. There is an eight-bed combined medical/surgical intensive care unit. The hospital is an ACS certified Level II Trauma Center with one Trauma Suite located in the ER.

The hospital has a total of 40 doctors on staff with 2 on each night. There are 41 nurses, 23 on the day shift, 11 on the evening shift, and 7 on the night shift. In addition, there are an additional 17 part-time nurses on an on-call basis. The ER staffs a board-certified emergency physician on each shift along with three nurses. The senior management of the hospital is as follows:

- Harold Boyer, Administrator, 374-0690 x210
- Max A. Curry, M.D., Chief of Staff, 374-4842
- Jayne Herrington, Disaster Coordinator, 374-0690 x224 or x225
- Bill Tisdale, M.D., Chief ER Physician, 374-0690 x233
- Bill Newsom, R.N., Chief ER Nurse, 374-0690 x233

Map:



**Your Notes:**

### STUDENT HANDOUT – UNIT 3: HOSPITAL SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update and resource list in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

### Unit 3. Unified Command

#### Scenario Update:

Deputy Chief Johnson, Central City Police, has responded to the scene and received a briefing from the Sergeant, who then transfers command to the Deputy Chief. Hospital administrative and supervisory staff has been apprised of the situation by the ER physician and are currently meeting in the boardroom to formulate plans. Deputy Chief Johnson and his aide have made their way to the boardroom on the fourth floor via the main hospital entrance on 14th Street to discuss possible ways to mitigate the situation.

**Resources** (in addition to hospital staff listed in Unit 2):

Resource	Kind	Number & Type
Central City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Central City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Central City EMS	BLS ALS Medevac Off-Duty Personnel (full-time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Central City Public Works	Front-End Loaders Dump Trucks	3 4
Other Local EMS	BLS  ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5 2 units: OALS-1 and OALS-2

#### **Critical Issues Facing Hospital Staff and Law Enforcement:**

- Safety of all patients and staff in the ER
- Safety of patients and visitors in the hospital
- Apprehension of the suspect
- Protect the public from the dangers of a hostage situation
- Prevent panic and confusion among hospital staff
- Continue to provide medical care to hospital patients
- Evacuate patients as medically and tactically appropriate
- Divert patients away from the hospital
- Provide public information and warnings as appropriate
- Cancel or postpone any non-essential procedures to decrease hospital and clinic population

### STUDENT HANDOUT – UNIT 4: HOSPITAL SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Complete a hospital ICS chart on the ICS Form 201.
5. Complete the missing element within ICS Form 201.
6. By position, identify issues related to the incident.

You will have 30 minutes for this activity.

### **Scenario Update:**

Reports from the ER indicate that the staff is being allowed to continue patient care in Exam Rooms 2, 3, 6, and 7.

The gunman has demanded the evacuation of Exam Room 5 due to lack of visibility. The most critical patients have been moved to the remaining exam rooms.

At this time the SWAT team is setting up their positions and the negotiator is trying to establish communications with the gunman.

Reports from the ER indicate that at least two of the more critical patients may need to be transferred out of the ER soon. One patient is bleeding internally from wounds caused by a knife fight and the other patient is showing signs of a severe myocardial infarction.

The gunman is unwilling at this time to allow patients or staff to leave the ER. The ER physician is in telephone communication with the board room and is voicing his concerns for the safety of the staff and patients in the ER.



## Unit 4. Incident/Event Assessment and Incident Objectives

	<b>1. Incident Name</b> ER HOSTAGE SITUATION	<b>2. Date</b>	<b>3. Time</b>
<b>4. Map Sketch</b>			
<b>5. Current Organization</b>			
<div style="display: flex; justify-content: center; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">             Unified Command              Sgt. Jones              Dr. Bill Tisdale           </div> <div style="display: flex; justify-content: space-between; width: 100%;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">             Safety Officer              PO Carl Miller           </div> </div> <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">             Law Enforcement              PO John Simonson           </div> <div style="border: 1px solid black; padding: 5px; text-align: center;">             Patient Care              Bill Newsom           </div> </div> <div style="display: flex; justify-content: space-between; width: 100%; margin-top: 10px;"> <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; padding: 5px; text-align: center; width: 30%;">             Perimeter Group              7 officers           </div> <div style="border: 1px solid black; padding: 5px; text-align: center; width: 30%;">             SWAT Team           </div> <div style="border: 1px solid black; padding: 5px; text-align: center; width: 30%;">             Interior Perimeter              3 officers           </div> </div> <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; padding: 5px; text-align: center; width: 45%;">             ER Staff           </div> <div style="border: 1px solid black; padding: 5px; text-align: center; width: 45%;">             Hospital              Administration           </div> </div> </div> </div>			
Page 1 of 2	<b>6. Prepared by (Name and Position)</b> IC Sam Jones		

## 6. Resource Summary

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
6 police vehicles	M-1, M-2, M-3, and M-4, M-5 and M-6		X	Outer perimeter and hallways around the ER
6 Sheriff's vehicles	O-1, O-2, O-3, O-4, O-5, and O-6		X	Outer perimeter
SWAT Team	SWAT Team	11:00		
EMS	MALS-1 and MALS-2		X	Staging

## 7. Summary of Current Actions

***Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.***

**Situation:** Incident Command Post (ICP) located at the corner of S. and 14<sup>th</sup> Streets requested a SWAT Team. Contacted Central City EMS for ambulances to standby in staging. The emergency room suite has been closed down with hospital security guards and Central City Police. The Liberty County emergency management office has activated the Emergency Operations Center. Hospital Administrator Harold Boyer has briefed the mayor and police chief indicating we will need a full Command and General Staff. Chief Howard is concerned about the location of the ICP. The next operational period will begin at 1800 hours.

Page 2 of 2	
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### STUDENT HANDOUT – UNIT 5: HOSPITAL SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the following scenario update and the scenario materials in the previous units.
2. Complete the ICS Form 215 for hospital staff and resources.
3. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
5. Outline the agenda for the operations briefing.
6. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

### **Scenario Update:**

It is now 1230 hours. Negotiators are in communication with the gunman and are working through his demands, which include safe passage out of the hospital and a getaway car for him and his hostage. TV and newspaper media are arriving at the security perimeter and are looking for a press release before their afternoon deadline. The families of many of the ER staff are calling to ask about their loved ones on the ER staff.

Because of the number of patients and staff in the ER, negotiators are indicating that this may be a prolonged standoff. Plans are being formulated to deploy the SWAT team into the ER, if necessary, but due to the large number of civilian personnel in the ER, this will be considered only as a last choice.

The clinic and lobby have been locked down and staff members are diverting clinic patients and visitors to neighboring hospitals and clinics. Many of the patients are ambulatory, but some will need transportation. The SWAT team commander is asking you to evacuate the hospital lab and x-ray areas as well as all treatment rooms and offices on the main floor. Security guards and police officers are guarding the stairwells, and the elevators have been disabled and guarded.

### **Recommendations:**

- Evacuate the main floor of the hospital.
- Move patients that can't be safely transported to upper floors.
- Postpone all elective surgical procedures and notify patients with appointments in the hospital today.
- Screen and evacuate visitors through the west entrance to the hospital.
- Notify incoming staff and provide instructions on where to report when arriving for their shift.

The next operational period will begin at 1800 tonight and end at 0600.

### **Critical Issues Facing Hospital Staff and Law Enforcement:**

- Safety of all patients and staff in the ER
- Apprehension of the suspect
- Continue to provide medical care to hospital patients
- Evacuate patients as medically and tactically appropriate

**Resources Ordered After Initial Assessment**

<b>6. Resources Summary</b>				
<b>Resources Ordered</b>	<b>Resource Identification</b>	<b>ETA</b>	<b>On Scene</b>	<b>Location/Assignment</b>
6 police vehicles	M-1, M-2, M-3, and M-4, M-5, and M-6		<b>X</b>	Outer perimeter and hallways around the ER
6 Sheriff's vehicles	O-1, O-2, O-3, O-4, O-5, and O-6		<b>X</b>	Outer perimeter
SWAT Team	SWAT Team 1		<b>X</b>	ICP
5 20-passenger buses			<b>X</b>	Staging
Engines (3)	ME 1,2,3		<b>X</b>	Staging
EMS	MBLS-1, MBLS-2, and MBLS-3		<b>X</b>	Staging
EMS	MALS-1 and MALS-2		<b>X</b>	Staging

**Resources**

<b>Resource</b>	<b>Kind</b>	<b>Number &amp; Type</b>
Central City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Central City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Central City EMS	BLS ALS Medevac Off-Duty Personnel (full-time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Central City Public Works	Front-End Loaders Dump Trucks	3 4

## Unit 5. Planning Process

Resource	Kind	Number & Type
Other Local EMS	BLS ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5 2 units: OALS-1 and OALS-2
<b>Hospital Staff</b>		
40 staff physicians		
23 day shift nurses		
11 evening shift nurses		
7 night shift nurses		
17 part-time nurses		
25 security guards		
100 maintenance specialists		

### Additional Available Resources

#### State Police:

15 marked units

Hazardous Materials Response Team

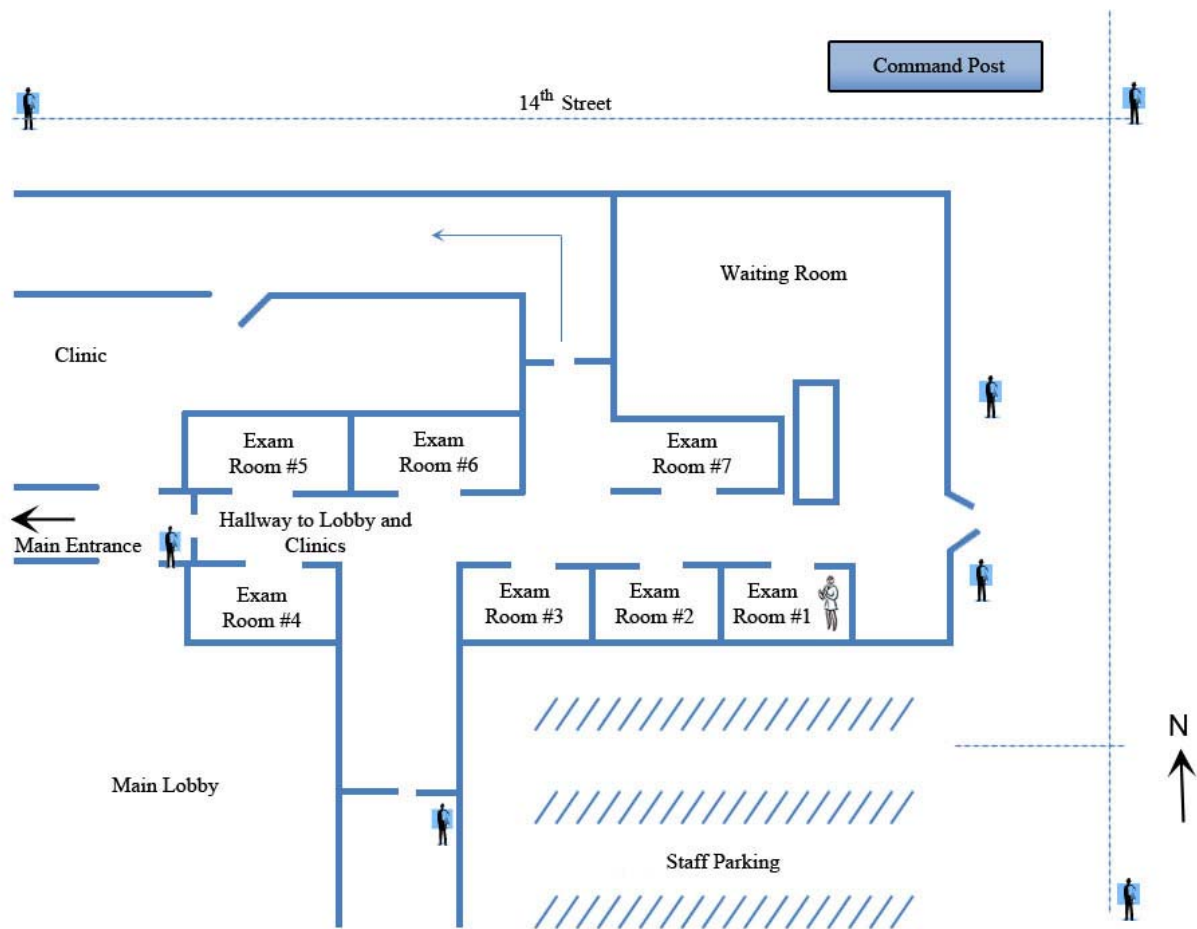
### Incident Communications

Central City and Liberty County have a shared 800-mHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11

## Unit 5. Planning Process

### Map:



**Your Notes:**



### STUDENT HANDOUT – UNIT 6: HOSPITAL SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

### STUDENT HANDOUT – UNIT 7: HOSPITAL SCENARIO

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the mayor of Central City and the hospital board of directors.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

### **Scenario Update:**

It has been 12 hours since the hostage situation began. SWAT negotiators were able to convince the perpetrator to release the triage nurse he was holding hostage, and after continued negotiations, he surrendered peacefully to law enforcement officers.

The outer perimeter has been released and visitors and employees have access to the hospital with the exception of the ER suite. Central City Police have closed off the ER suite while they continue their investigation.

Now the hospital staff must focus on continuing medical care for patients who are still in the hospital as well as providing emotional and psychological support for staff. Patients that were transported to other hospitals are being returned as medically appropriate.

Unified Command determines that the incident priorities will now be restructured to focus on resuming normal operations.

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## **UNITS 2-7 PET FOOD SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: PET FOOD RECALL SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a pet food recall.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario, resource list, and scenario map in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

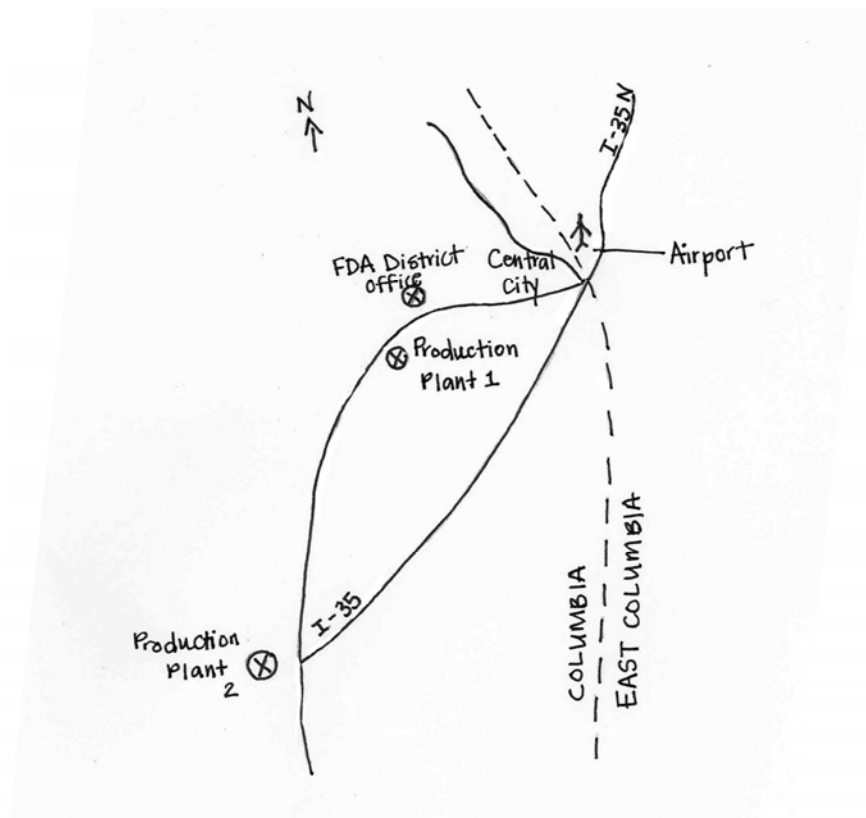
**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

### Scenario:

The Food and Drug Administration has learned of a problem with pet food manufactured by a company that has two plants. The problem arose after the company reported that several cats and dogs had become very ill and some had died after consuming their food products with gravy additives. The company markets its products under 100 different brand names and distributes it in all 50 States. The actual source of contamination is unknown.

The report is received at the FDA's Central City District Office. The company that manufactures the pet food has its largest factory within the Central City office's jurisdiction. The District Director notifies the FDA Regional Office and also contacts the Columbia State Department of Agriculture. In addition, the FDA Office of Emergency Operations (OEO) has been notified. OEO notifies the Office of Regional Operations (ORO), the Office of Enforcement (OE), and the Center for Veterinary Medicine (CVM).

### Map:





### STUDENT HANDOUT – UNIT 3: PET FOOD RECALL SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update and resource list in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

### **Scenario Update:**

After the initial assessment of the situation by the Central City District Office, a conference call was coordinated by the Emergency Operations Center (EOC) with FDA Headquarters, the Center for Veterinary Medicine (CVM), the five Regional Offices, and the other 19 District Directors to evaluate the information that had been gathered. The group determined that the incident had the potential to be far reaching and complex. Upper management agreed with the strategy that had been employed to begin to track down the source of the contamination, account for all the pet food that had been manufactured and/or shipped, and complete an analysis of the pet food.

### STUDENT HANDOUT – UNIT 4: PET FOOD RECALL SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Select a spokesperson to present your work in 30 minutes.

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> FDA Pet Food Recall	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: September 17    Time: 0900
<b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
<b>6. Prepared by:</b> Fritz Cahill <b>Position/Title:</b> Incident Commander <b>Signature:</b> _____		
<b>ICS 201, Page 1</b>		<b>Date/Time:</b> _____

# INCIDENT BRIEFING (ICS 201)

[illegible]

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> FDA Pet Food Recall	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: September 17    Time: 0900
<b>9. Current Organization</b> (fill in additional organization as appropriate):		
<pre> graph TD     IC[Incident Commander(s)] --- POI[Public Information Officer]     IC --- Ops[Operations]     IC --- SO[Safety Officer]     Ops --- RG[Recall Group]     Ops --- TG[Traceback Group]     Ops --- SG[Sampling Group]     Ops --- IIG[Info &amp; Intelligence Group]     Ops --- IG[Inspection Group]       </pre>		
<b>6. Prepared by:</b> Fritz Cahill <b>Position/Title:</b> Incident Commander <b>Signature:</b> _____		
<b>ICS 201, Page 3</b>		<b>Date/Time:</b> _____

# INCIDENT BRIEFING (ICS 201)

1. Incident Name: FDA Pet Food Recall		2. Incident Number:		3. Date/Time Initiated: Date: September 17    Time: 0900	
10. Resource Summary:					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
Additional FDA Investigators (25)			3/19	<input type="checkbox"/>	Track shipment locations and product
Field Office District Director				X	Assume Command and Liaison
Sampling CSOs (2)			3/19	<input type="checkbox"/>	Coordinate the field sampling efforts and the lab analysis work
Compliant Team (1)	Leader plus 4		3/19	<input type="checkbox"/>	Incident Command Post and complete complaint reports
Laboratory Liaison (1)			3/19	<input type="checkbox"/>	TBD
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
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				<input type="checkbox"/>	
6. Prepared by: Fritz Cahill                  Position/Title: Incident Commander                  Signature: _____					
ICS 201, Page 4		Date/Time: _____			

**Your Notes:**



### STUDENT HANDOUT – UNIT 5: PET FOOD RECALL SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update, incident objectives, and current organization in your handouts.
2. Review the hazard analysis and identify potential safety concerns and mitigation measures.
3. Identify strategies and tactics. Then select a course of action.
4. Based on the selected course of action, review the current resources and identify resource requirements to implement the tactics.
5. Complete the Operational Planning Worksheet (ICS Form 215).
6. Prepare an agenda for briefing based on your completed ICS Form 215. Select a spokesperson to present your completed ICS Form 215 as a concise 5- to 10-minute briefing. Be prepared to present in 60 minutes.

### **Scenario Update:**

All 20 District Offices and the 5 Regional Offices are dedicating personnel to take consumer complaints and conduct inspections and investigations. Employees have been mobilized to assist with the collection of pet food samples and prepare consumer complaint reports.

FDA Field Laboratories and the FDA Forensic Chemistry Center are continuing to provide analysis of the pet food and its ingredients. The FDA is in collaboration on investigative and analytical efforts with regulatory counterparts in the agricultural and health agencies of all 50 States.

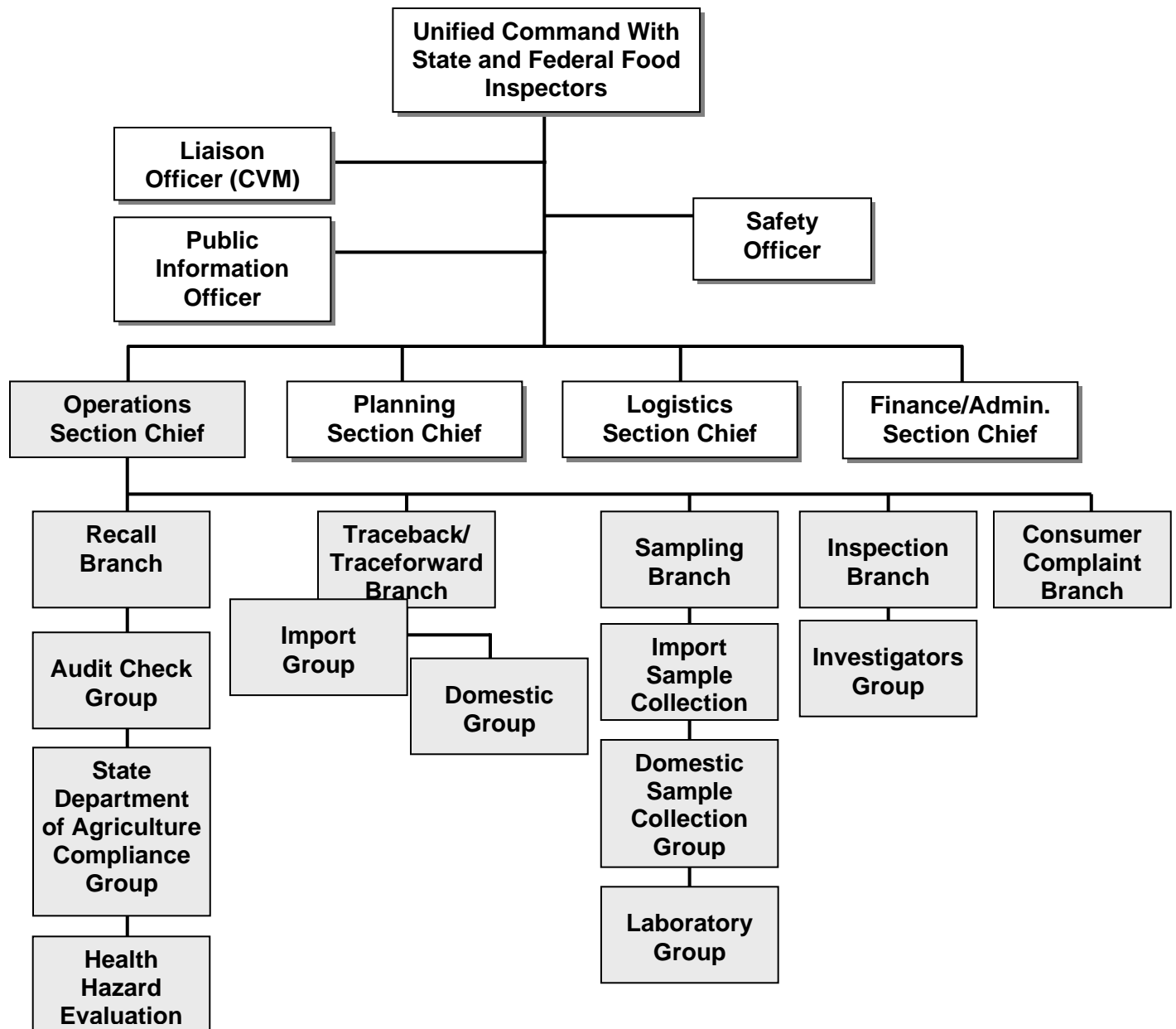
The FDA's EOC is now staffed 24 hours a day, and the overall management of the situation has been transitioned to that facility. An information center has been assembled to deal with media contacts and maintain an up-to-date Web site for information on the situation.

Some pet food ingredients are known to have been imported and are suspected of contributing to this case of contamination.

### **Incident Objectives:**

1. Implement required safety measures to protect responding personnel and the public.
2. Identify all manufacturing facilities that need inspection by 1800.
3. Complete pet food sampling plan by 1800.
4. Complete public information plan and issue press releases by 1500 with phone numbers to the consumer complaint hotlines.

**Organizational Structure for the Next Operational Period:**



**Resources Ordered After Initial Assessment:**

<b>6. Resources Summary</b>				
<b>Resources Ordered</b>	<b>Resource Identification</b>	<b>ETA</b>	<b>On Scene</b>	<b>Location/Assignment</b>
100 Inspectors		3/22		FDA District Office
15 Sampling Crews		3/22		Assigned to each district
200 Information & consumer complaint contacts		3/21		Emergency Operations Center at each District Office
5 Lab Teams		3/22		TBD

**Resources:**

<b>Resource</b>	<b>Kind</b>	<b>Number &amp; Type</b>
Incident Management Team (IMT)	FDA	1, Type III
Inspectors	FDA, State Ag. Dept.	120 per district
Investigators	FDA Local law enforcement	10 2 representatives
Sampling Crews	FDA	5-person crews, assigned C-1 through C-15
Public Information Officers	Qualified through agency approval or NIMS	50, minimum Type III
ORA Support		15

**Additional Available Resources:**

- State food inspection and product safety department personnel
- USDA Food Service Inspection Service personnel
- National Incident Management Organization (NIMO) teams to assist with the organization and management of the overall incident
- University of California at Davis Emergency Veterinary Assistance program
- State Veterinary Department personnel

### Hazard Analysis:

The contaminated pet food has been traced to one manufacturer that distributes products under 100 different brand names. The source of the contamination has not been identified, but it has been confirmed as the cause of severe illness and death in many cats and dogs.

A common practice of pet food manufacturers is to sell the scrap and excess food to agricultural firms that raise chicken and beef for human consumption. This could lead to the contaminant being introduced into the human food chain.

**Note:** This information would be inserted on the ICS Form 215A.

Strategic/Tactical Option	Analysis

**Your Notes:**

### STUDENT HANDOUT – UNIT 6: PET FOOD RECALL SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**



### STUDENT HANDOUT – UNIT 7: PET FOOD RECALL SCENARIO

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the Commissioner of FDA and the Secretary of Health and Human Services and any other senior elected or appointed officials.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

### **Scenario Update:**

It has been 6 weeks since the pet food recall began. The source of the contaminant has been identified, production of the affected pet food has stopped, and the pet food with the contaminant has been removed from the market. The recall of the pet food and the elimination of the contaminant from the food have been determined to be successful.

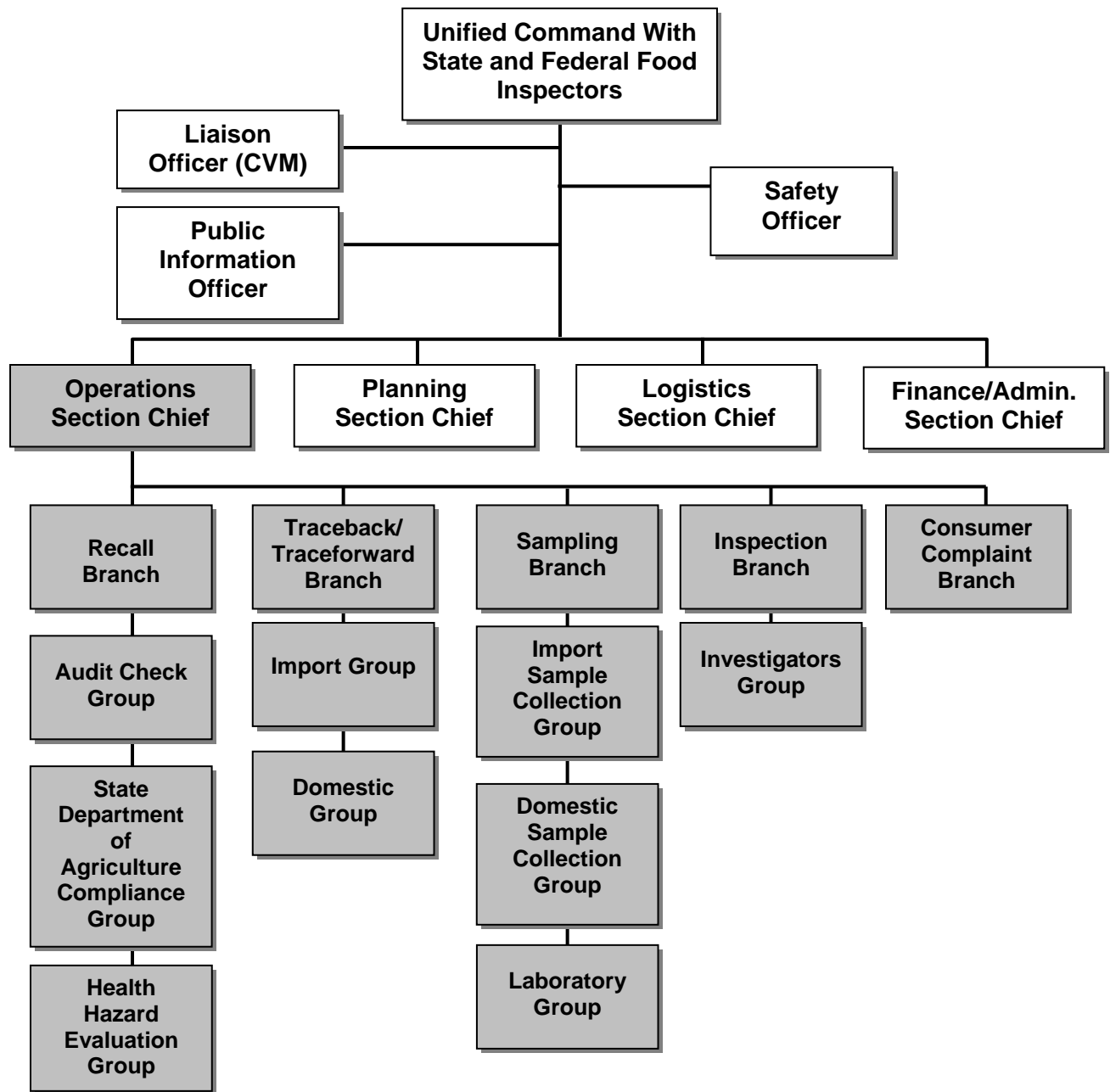
The Incident Command organization feels that the incident objectives can now be changed and the focus can shift to terminating the incident.

Incident Command determines that the incident priorities will now be restructured to focus on debris removal and cleanup rather than response.

### **Current Incident Objectives:**

1. Implement required safety measures to protect responding personnel and the public.
2. Develop a timeline for terminating the incident. The target date for the completion of the timeline is 48 hours.
3. Develop and implement a plan for conducting random sampling of pet food products to ensure the safety of the ingredients. Implementation of the plan shall begin within 5 business days.
4. Develop plan to transition to an oversight program. The plan shall be developed within 48 hours.
5. Develop and implement a Demobilization Plan to ensure that surplus personnel and equipment are released in a timely manner.

**Current Organization:**



**Your Notes:**

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## **UNITS 2-7 SCHOOL FIRE SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: SCHOOL FIRE SCENARIO

#### Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a school fire.

#### Instructions:

Work in teams to complete the following activity:

1. Review the scenario, resource list, and scenario map in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart that supports the objectives and manages resources. Your organization should maintain effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this Course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

**Scenario:****School Information**

Central City Junior High School, located at AA and 19<sup>th</sup> Street in the heart of Central City, is one of the oldest schools in Central City. Built in the 1950's, this two-story brick building served as a high school for the first 20 years until the U.S. Grant High School at T and 14<sup>th</sup> Streets was built to accommodate a growing student body. At that time, Central City High School became Central City Junior High School. Central City Junior High has a capacity of 850 students. At this time, student enrollment is near capacity.

Mr. James Brickheart is the Principal and is assisted by two Assistant Principals, Mr. Arthur McManus and Ms. Alicia Walters. The school has a faculty of 34 State-certified teachers, a school nurse, a social worker, a counselor, and 28 miscellaneous staff including secretaries, dieticians, and custodial staff. Central City Police has authorized one Police Liaison Officer for the school and that position is currently held by SGT Marcus Williams. Mr. Brickheart has authorized Ms. Walters to liaison with the Central City Emergency Management Director, Katherine Gulbright, in the development of an emergency plan for the school that is National Incident Management System compliant and involves all of the key agencies in the community. The plan is complete and has been signed by all key stakeholders. Ms. Walters and Ms. Gulbright are planning a series of exercises with the community to test the plan and have coordinated a training program for key staff to familiarize them with the Incident Command System.

**Resources**

Central City is the county seat, and with a population of 149,000 it is also the largest municipality in Liberty County. The Central City Police Department (CCPD) is located at X and 20<sup>th</sup> Streets. CCPD consists of 183 personnel dedicated to public safety and service. Of these, 129 are State-certified sworn officers divided into three 8-hour shifts per day. There are eight officers assigned to the Drug Abuse Resistance Education (DARE) program as school resource officers.

The Central City Fire Department, consisting of 11 station houses, provides fire protection, hazardous materials response, an incident management team, and basic EMS to Central City.

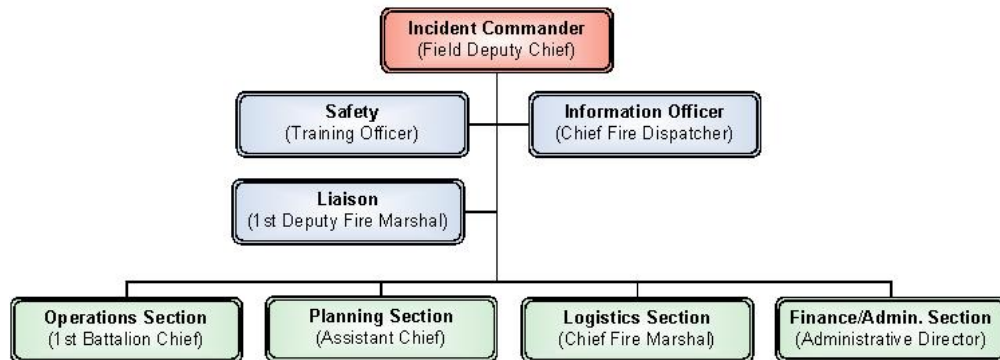
Normal staffing for the Fire Department is as follows:

Field Firefighting Personnel	Per Shift	Min/Day	Total
<b>Chiefs</b>			
Deputy Chiefs	1	1	3
Battalion Chiefs	2	2	6
<b>Captains</b>	<b>16</b>	<b>16</b>	<b>48</b>
Relief Captains (as needed)	2	0	6
<b>Fire Fighters</b>	<b>60</b>	<b>60</b>	<b>180</b>
Relief Firefighters	7	0	21
<b>Total</b>	<b>88</b>	<b>79</b>	<b>264</b>



## Unit 2. ICS Fundamentals Review

If activated, the Central City Fire Department Incident Management Team will organize according to the chart below.



Central City's Emergency Medical Services ambulance units respond to all emergency medical requests within the city limits and to certain adjoining Liberty County areas that do not have an EMS system in place. EMS services come under the direction of the Liberty County Health Department with the EMS director in command. The EMS director's office is located at the Nelson Center, FF and 11th Streets, in Central City. The Nelson Center also contains the offices of the Liberty County Public Health Department, the Liberty County Department of Human Services, and the Liberty County Medical Examiner's office.

EMTs and paramedics work 24-hour shifts, utilizing the same work schedule as the Central City Fire Department. The base hospital is Central City Hospital in Central City. The medical director is Dr. Louis Anacker. Dr. Anacker has been an active participant in the school emergency planning process.

### Central City EMS Unit Assignments Daily Staffing

EMS units share housing with Central City Fire Department, thus their numbering system reflects which firehouse they are assigned to. Daily staffing is listed below.

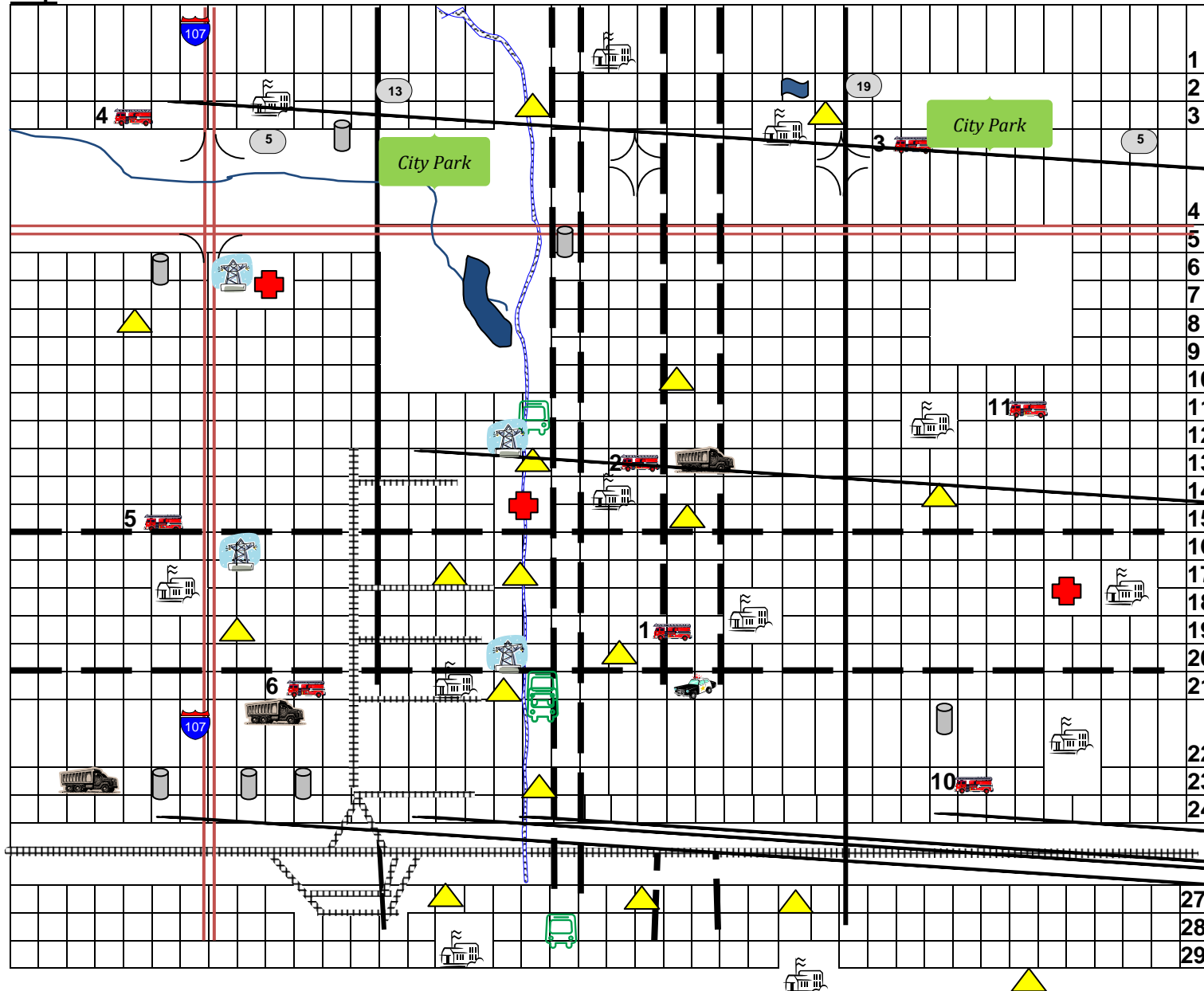
Ambulance Unit #	Ambulance Type	Staffing
1	Non-Transporting Vehicle	1 EMS Supervisor (24 hours daily)
2,4,7,9,11	ALS	2 paramedics (EMT-P)
3,5,6,8,10	BLS	2 EMTs

## Unit 2. ICS Fundamentals Review

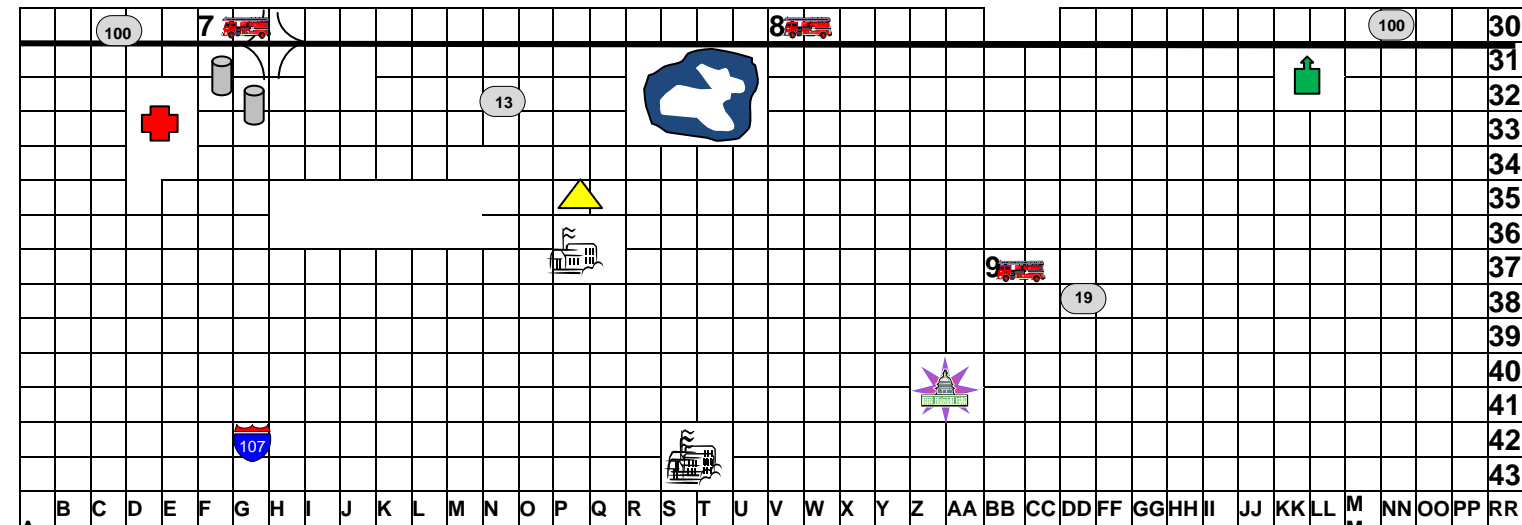
The following school bus companies are located in Liberty County.





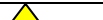










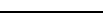

Bus Barn Location	Phone	# of Buses	Capacity
Central City			
T & 14th Streets	436-4636	100	60
Apple Valley			
I-102 & SR 5	332-7120	40	60
Bayport			
Marine Blvd.	447-3190	10	50
Fisherville			
I-107 & 32 <sup>nd</sup> Street	452-2327	20	65
		3	15
Harvest Junction			
T & 10th Streets	863-5550	25	60
		3	20
		3	16
Kingston			
SR 26 & SR 69	545-2029	25	65
Contact	Phone	# of Buses	Capacity
Apple County School District			
School Bus Coordinator, Crows Point	988-3661	70	60
		10	20
Granite County School District			
School Bus Coordinator, Jamestown	233-8774	120	60
		20	20
Green County School District - North			
School Bus Coordinator, Zurich	393-4206	100	60
		10	15
Green County School District - South			
School Bus Coordinator, Monroe	337-9745	100	60
		10	15
Kane County School District			
School Bus Coordinator, Clifton	345-0708	150	60
Mineral County School District			
School Bus Coordinator, Bradley	626-7968	150	60
		10	15
		10	20
Stramford County School District			
School Bus Coordinator	335-7512	100	60
Tower Beach			
School Bus Coordinator	365-9215	40	60
		30	15

Map:



## Unit 2. ICS Fundamentals Review



	Police Station		Fire Station		Hospital		Schools
	Shelter		DPW Yard		Electric Power Station		Radio/TV Stations
	National Guard Armory		Fuel Storage Facility		Food Warehouse		EOC
	Bus Stop/Transportation		Railroad		Highway		Interstate
	Major Arterials		Water Reservoir				

### The Situation

It is a Monday in mid-November, just two days before the Thanksgiving holiday is scheduled to begin. The weather forecast for this week should bring cold weather with the possibility of light snow. The current temperature is 34 degrees with a light rain, and the wind is blowing from the northwest at 18 miles per hour.

At 10:15 a.m., the science area of Central City Junior High School is rocked by an explosion. In less than a minute, the fire alarm sounds. Teachers and students begin an orderly evacuation of the school, but students and teachers know that this time it is not a drill. Students closest to the science lab are starting to panic and begin pushing to get out of the school.

School policy forbids prohibits the wearing of outdoor coats and hats in the classroom. Consequently, students and staff are evacuating into the cold and wet environment where their clothes quickly become soaked. Many of the students are beginning to gather at the primary assembly point at the corner of AA and 20<sup>th</sup> Streets. Ms. Walters has activated the school emergency plan and is in contact with Mr. Brickheart, Mr. McManus, and SGT Williams.

**Your Notes:**

### STUDENT HANDOUT – UNIT 3: SCHOOL FIRE SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update and critical issues in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

### **Scenario Update:**

It is now 10:25 a.m. and both fire and police units have arrived. The police have set up a cordon around the school as the firefighters begin to extinguish a fire that has erupted in the area of the explosion. Firefighters have also requested additional trucks to organize a search and rescue operation for the 32 students and 2 teachers who were in adjacent labs at the time of the explosion and are still believed to be missing. Firefighters are having difficulty extinguishing the fire because it is being fed by the natural gas jets in the lab. There is currently some concern about the amount and type of hazardous materials that may have been stored in the lab. The bus company has been notified. Media trucks are arriving along with parents who heard about the incident on TV. Parents are arriving and looking for their children.

Students and staff in the assembly area are cold and wet and in need of shelter. Staff is attempting to do a head count to ensure that everyone is accounted for.

The temperature is forecast to drop through the day, with the rain changing over to freezing rain by mid-afternoon.

### **Critical Issues:**

- Students and staff will need shelter before the onset of hypothermia. Many of the students are attempting to leave the assembly area due to the cold, wet conditions and are calling their parents on their cell phones.
- Parents are arriving and looking for their children. Some are leaving with their children making accountability difficult for school staff. It is still unknown if all students and staff are accounted for.
- The winds out of the northwest are sending a smoke plume toward the assembly area and it is still unknown what chemicals may be involved in the fire and may be creating a toxic smoke plume.
- Media are arriving and asking for interviews and updates on the situation.
- Despite police attempts to establish a perimeter, traffic on 20<sup>th</sup> Street and on Avenue Z is very congested due to the response vehicles and the growing crowd of onlookers. Responding police, fire, and EMS vehicles are having a difficult time traversing the congested streets.



### STUDENT HANDOUT – UNIT 4: SCHOOL FIRE SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
2. Develop incident objectives for the next operational period and revise the organization as needed. Document the objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
3. Complete an ICS chart on the ICS Form 201.
4. Complete the missing objectives within ICS Form 201.
5. By position, identify issues related to the incident.
6. Select a spokesperson and be prepared to present your work in 30 minutes.

## Unit 4. Incident/Event Assessment and Incident Objectives

[illegible]

## Unit 4. Incident/Event Assessment and Incident Objectives

## 6. Resource Summary

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
30, 60-seat Central City School Buses		11:30		Reunification Area/Shelter
3, 20-seat Harvest Junction buses		12:30		Staging
10, 60-seat Apple Valley buses		12:45		Staging
ALS EMS	M2, M4, & M7		X	Triage & Treatment
BLS	A3, A5, & A6		X	Transport
CCFD Hazmat	E1, T1, S1		X	17 <sup>th</sup> & BB
CCFD	E2, T2, S2, E8,T8 & S8		X	Interior firefighting operations
CCFD	E11, T11, S11, E4, T4, & S4	11:00		Staging
CC Police Department	10 units		X	Perimeter
Liberty County Health Department	Director and four nurses	11:00		Reunification Area/Shelter

## 7. Summary of Current Actions

***Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.***

**Situation:** Fire units are on scene and conducting interior search and rescue for the 32 missing students and simultaneous fire suppression. The police have set up a perimeter around the school. The fire department is asking for extra alarms to augment their operations. Firefighters are having difficulty extinguishing the fire because it is being fed by the natural gas jets in the lab. Staff is attempting to account for students. Liberty County Health Department has been requested to open shelters to be used for reunifications areas as well as to prevent hypothermia. The temperature is forecast to drop through the day, with the rain changing over to freezing rain by mid-afternoon. Despite the police perimeter, crowds are beginning to form around the school. Parents are arriving and are frantically searching for their children. Media trucks are arriving and looking for places to park and set up.

Shelter/Reunification Areas have been set up at W and 27<sup>th</sup> Streets, and S and 17<sup>th</sup> Streets. Staff are walking the students to these shelters, each approximately eight blocks from the school to await the buses.

Page 2 of 2	
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**Your Notes:**

### STUDENT HANDOUT – UNIT 5: SCHOOL FIRE SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update and resource list in your handouts.
2. Complete the ICS Form 215 for resources.
3. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
5. Outline the agenda for the operations briefing.
6. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

### Scenario Update:

It is now 12:30 p.m. After checking with the bus company, you find out that it is impossible to arrange for bus transportation before 1:00 p.m. or 2:00 p.m. Some buses may not be available until later than that. Even though shelters have been opened, several students have begun exhibiting symptoms of hypothermia due to the wet clothing.

Several students have begun to wander away from the shelters. Others have realized that their friends are missing and are crying and trying to console each other. A crowd of onlookers has begun to gather.

Media representatives are arriving en masse. All are requesting interviews with the principal, the superintendent, teachers, students, and staff members. Several have approached students who are visibly upset in an attempt to interview them.

Parents are also arriving. Some are extremely upset because they know their students have classes in the lab area but do not know if their children are safe. Staff is still trying to account for the whereabouts of all the students.

The fire has been extinguished. Some firefighters are in the building ensuring that the fire remains out. Others are continuing search and recovery operations. At least 17 sets of remains have been located, and extrication is underway. Search and recovery teams have reported that the remains are burned beyond recognition.

Several students and one teacher survived the explosion and fire but are suffering from burns and smoke inhalation and have been transported to local hospitals. Rescue efforts are underway. Ambulances have been called to the scene for transport and rescuers are trying to identify the survivors.

There is a roof collapse in the area where the explosion occurred. The science wing of the school also suffered heavy smoke and water damage, including the area below the labs.

Several students have had to be transported to local medical centers for treatment of hypothermia.

Staff is working with the hospital to locate additional students. The school nurse reports that several students are in need of medications including some diabetics and she will need help in locating them.

It is apparent that shelters will be needed for several more hours to continue the reunification efforts. Mr. Brickheart has asked Ms. Walters and SGT Williams to work with the CCFD Incident Management Team to put together an Incident Action Plan for an operational period beginning at 5:00 p.m., and to continue through the night to complete reunification efforts. They are to provide for counseling services on Tuesday to include the following schools: J.D. Lerew Junior High School, St. Xavier Junior High School, and King Junior High School in Apple Valley, and ensure that all staff and students have been accounted for and/or received medical attention or emotional counseling, if needed.

The next operational period will begin at 1700 tonight and end at 0600.

**Critical Issues:**

- Complete search and rescue operations.
- Reunite students with parents or guardians.
- Divert students from Central City Junior High to the other two middle schools in Central City until Central City Junior High is again habitable.

**Resources Ordered After Initial Assessment**

<b>6. Resources Summary</b>				
<b>Resources Ordered</b>	<b>Resource Identification</b>	<b>ETA</b>	<b>On Scene</b>	<b>Location/Assignment</b>
30, 60-seat Central City School Buses		11:30		Reunification Area/Shelter
3, 20-seat Harvest Junction buses		12:30		Staging
10, 60-seat Apple Valley buses		12:45		Staging
ALS EMS	M2, M4, & M7		X	Triage & Treatment
BLS	A3, A5, & A6		X	Transport
CCFD Hazmat	E1, T1, S1		X	17 <sup>th</sup> & BB
CCFD	E2, T2, S2, E8, T8 & S8		X	Interior firefighting operations
CCFD	E11, T11, S11, E4, T4, & S4	11:00		Staging
CC Police Department	10 units		X	Perimeter
Liberty County Health Department	Director and four nurses	11:00		Reunification Area/Shelter
Liberty County Mobile Command Post			X	Reunification Area/Shelter
Central City FD Incident Management Team				Fire Station #1

### Additional Available Resources

#### Central City Department of Public Works:

80 personnel  
5 five-ton trucks  
2 heavy front-end loaders  
1 bulldozer  
1 heavy duty crane

#### Air Operations:

2 helicopters and support assets capable of basic medical transport  
3 State Police helicopters, MEDEVAC equipped

#### State Police:

15 marked units  
Hazardous Materials Response Team

### Incident Communications

Central City and Liberty County have a shared 800-mHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11



### STUDENT HANDOUT – UNIT 6: SCHOOL FIRE SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

### **STUDENT HANDOUT – UNIT 7: SCHOOL FIRE SCENARIO**

#### **Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in all of the previous School Fire activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Central City and the Principal of Central City Junior High.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

### Scenario Update:

It is now 12:00 noon on Tuesday. Search and rescue efforts have been completed. The Central City building inspectors are inspecting the two-story brick structure to assess the structural integrity. Grief counseling is being provided in the remaining two Central City middle schools and in neighboring Apple Valley.

At this time, all students and staff have been accounted for. There was a final death total of 15. Twenty-three students suffered minor injuries and two students and three faculty remain in serious condition in the burn ward. Plans are underway to divert students into the two remaining middle schools after the Thanksgiving holiday break.

Long-term recovery plans are being developed in cooperation with local clergy and the Liberty County Health Department. Several local hospitals have volunteered mental health staff to assist with this.

An After-Action Review will be scheduled in the near future. Ms. Gulbright, Central City Emergency Management Director, has agreed to facilitate the After-Action Review and will prepare a Corrective Action Plan with Ms. Walters for review by Mr. Brickheart and the Liberty County School Board.

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## **UNITS 2-7 WILD FIRE SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: WILDFIRE SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving wildfires.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario, resource list, and scenario map in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

## Unit 2. ICS Fundamentals Review

### Scenario:

After an early snowmelt, the residents of Liberty County have been enjoying unseasonably warm and dry weather for the past 2 weeks. Because of the warm dry weather, the vegetation is very dry and fire conditions for all of Liberty County and neighboring counties have been at “High” for over a week.

In the early morning hours of September 31<sup>st</sup>, a thunderstorm with heavy lightning passed over the county, igniting several brush fires. The fires were reported to be in an area approximately one-half mile south of Kingston and one mile north of Jasper, east of Hwy 69 and south of the interchange with Interstate 102.

The fires are in the Kingston Fire District. Fire crews from Kingston were dispatched to the fires and requested mutual aid from Jasper. A total of four engines, two water tenders, two brush trucks and an ambulance were dispatched. The fires are currently in a wooded area and are being fought by the two neighboring departments.

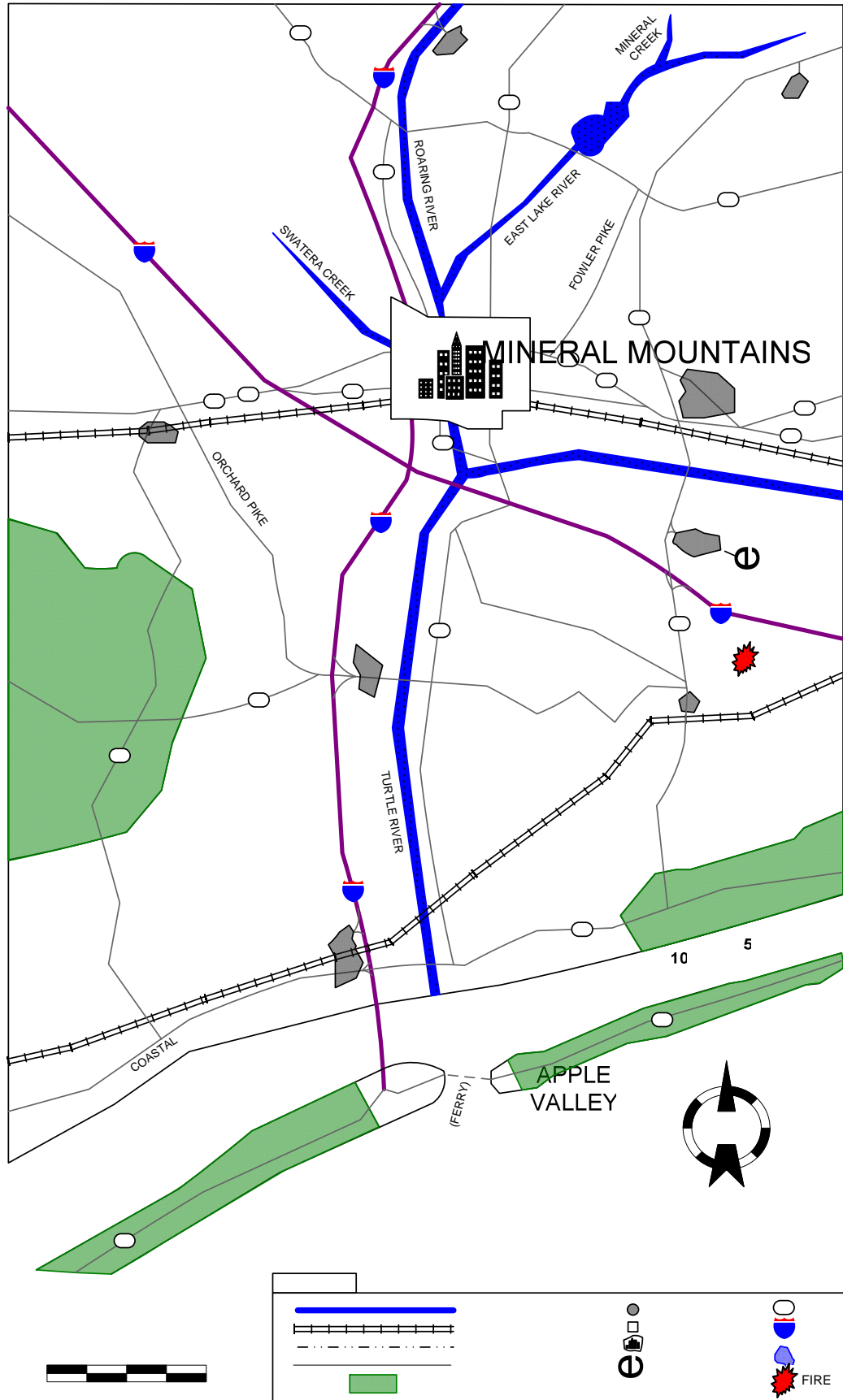
The weather forecast for today includes temperatures predicted to be in the high 70's to mid-80's with winds out of the southwest at 6 to 10 miles per hour. Smoke from the fires has begun to drift toward Interstate 102, causing some early morning traffic to slow down. In some cases bystanders are parking to watch the fires, further slowing traffic on the Interstate. Fire units have requested law enforcement units for traffic control.

### Available Resources:

Jasper Units On Scene		
Engine 81	1250 GPM	Triple Combination Pumper
Engine 181 (Reserve)		
Brush 81	1250 GPM	Triple Combination Pumper
Tender 41		2,000 gallons
Squad 41		
Kingston Units On Scene		
Engine 41	1500 GPM	Triple Combination Pumper
Squirt 41	1250 GPM	Triple Combination Pumper
Brush 41		
Ambulance K2 - BLS		
Harvest Junction Tender 32		2,000 gallons
Columbia State Police Units On Scene		
SP 2T 23		Trooper
SP 2T 24		Trooper
SP 2S 20		Sergeant



Map:



**Your Notes:**

### STUDENT HANDOUT – UNIT 3: WILDFIRE SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update, resource list, and critical issues in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

**Scenario Update:**

It is now 0830. The outside temperature has risen to 76° with a forecast in the high 70's to low 80's. The wind has shifted and is now out of the southwest at 15 mph. High winds and dry fuel are pushing the fire to the northeast in the direction of Kingston. Fire crews have been unable to contain the fire and it is now threatening houses on the outskirts of Kingston. Additional fire units are being requested from Liberty and Green Counties.

Traffic on Interstate 102 and Hwy 69 has slowed due to the smoke and law enforcement units are working to keep traffic moving and attempting to establish alternate routes.

The Mayor of Kingston is considering an evacuation of the southwest portion of Kingston. Liberty County Emergency Management is requesting the American Red Cross to open shelters to the south and west of the fire area and to coordinate with the local Salvation Army to provide food and water for the responders.

**Resources:** (in addition to those listed in Unit 2)

Resource	Kind	Number & Type
Central City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
Central City Fire/Rescue	Engine Company	3 companies: ME-1, ME-2, and ME-3
	Truck Company	2 companies: MT-1 and MT-2 1 company: MR-1
Central City EMS	BLS	2 units: MBLS-1, and MBLS-2
	ALS	2 units: MALS-1 and MALS-2
Central City Public Works	Front-End Loaders	3
	Dump Trucks	4

**Critical Issues:**

- Deploy sufficient fire units to contain and control the fire before it reaches Kingston.
- Safely maintain traffic flow on Hwy 69 and Interstate 102.
- Evacuate and shelter residents of Kingston in the affected area.
- Protect the houses on the outskirts of Kingston that may be in the path of the fire.
- Ensure safe fire ground operations throughout the duration of the fire.

### STUDENT HANDOUT – UNIT 4: WILDFIRE SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise organization as needed. Document your objectives on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Select a spokesperson and be prepared to present your work in 30 minutes.

### Scenario Update:

Wind speeds have increased and fire crews are unable to slow the progress of the fire. Fire crews are reorganizing in an attempt to protect homes in Kingston. The rapid increase in size may also threaten the airport, which is located just east of Kingston on Aviation Road. Besides the airplanes on the ground, the airport stores large quantities of aviation fuel in above-ground storage tanks on the airport property. Additional fire crews have been ordered, along with additional law enforcement for traffic control and to assist with evacuation in Kingston.

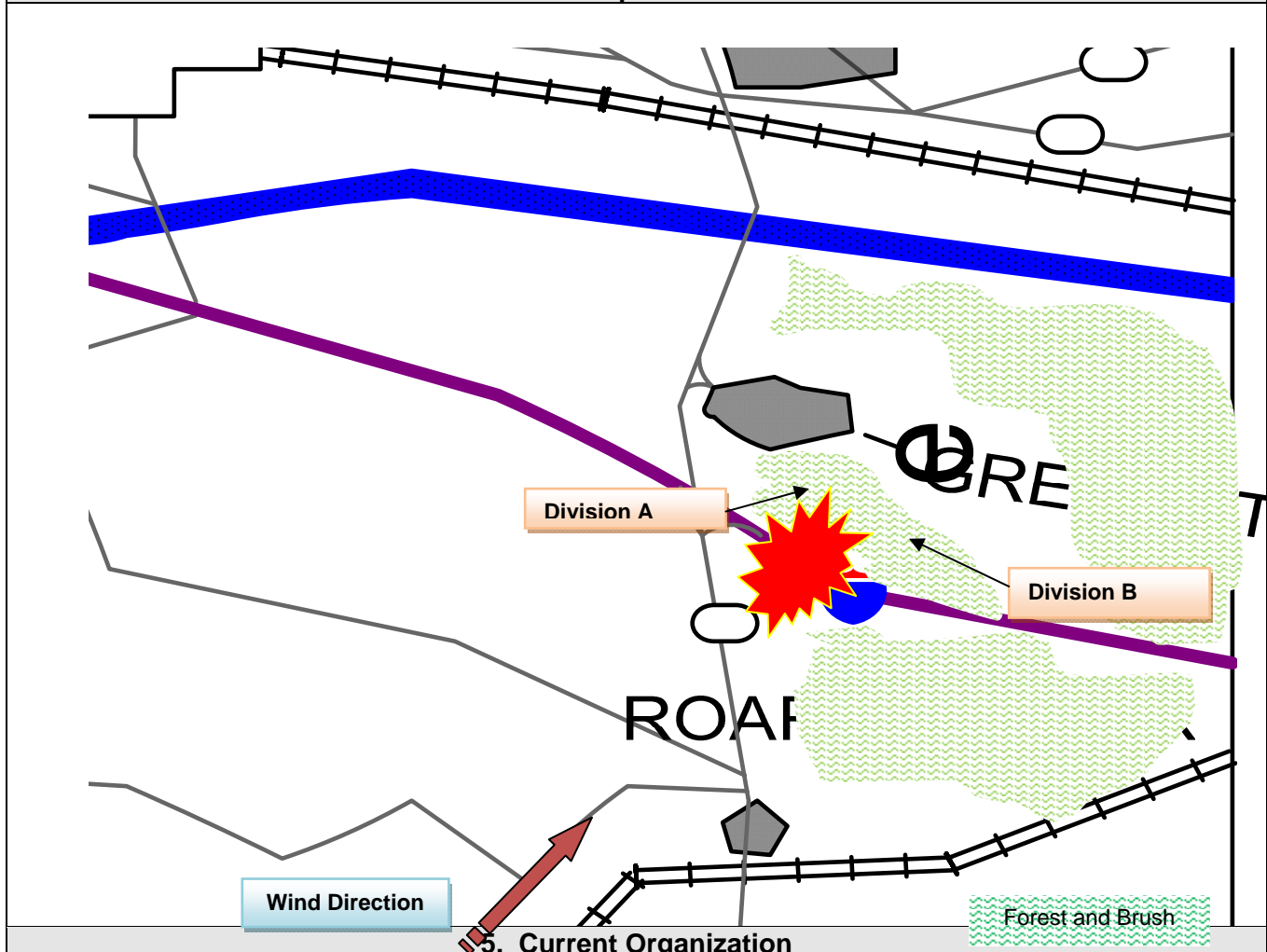
Several neighbors in the area of the fire origin reported seeing what looked like a possible drinking party in the woods with a campfire the night before the fire. Law enforcement is investigating.

Liberty County and the American Red Cross are opening shelters for those who may be displaced by the fire. The Unified Command is preparing for a much needed shift change later this evening and are ordering additional resources in the event of a prolonged incident.

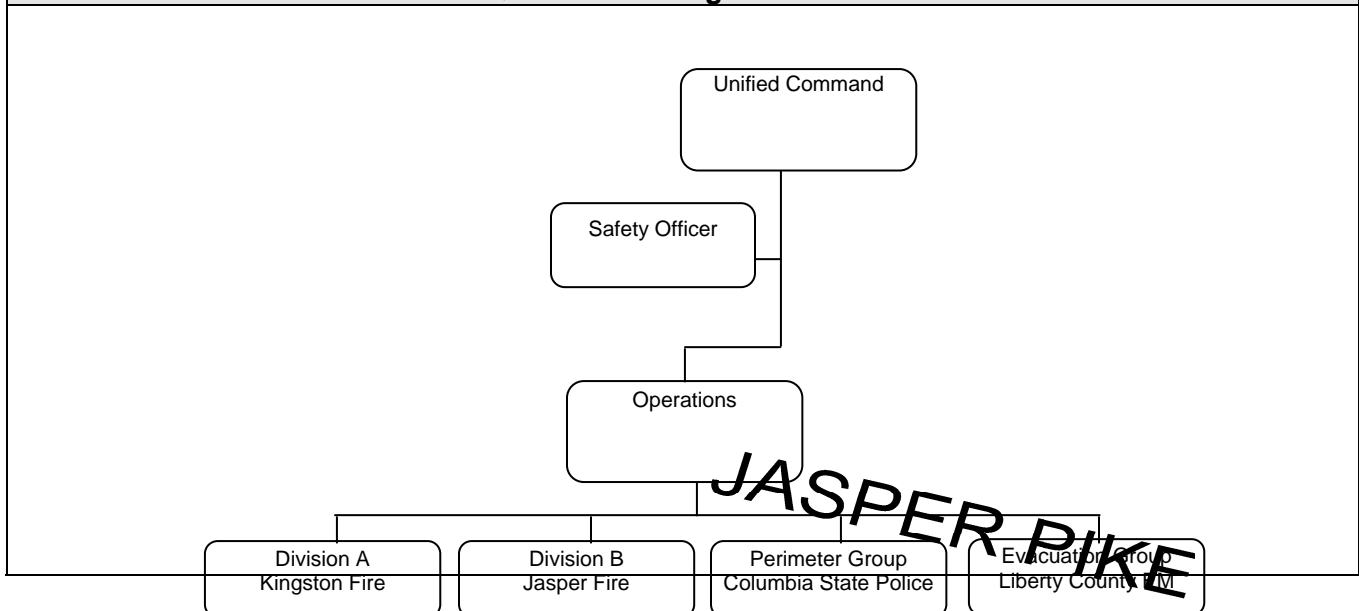
## Unit 4. Incident/Event Assessment and Incident Objectives

<b>INCIDENT BRIEFING</b>	1. Incident Name ROARING RIVER WILDFIRE	2. Date April 1st	3. Time 08:30
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### 4. Map Sketch



### 5. Current Organization



## Unit 4. Incident/Event Assessment and Incident Objectives

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Jasper Engine 181	JA E 181		X	Division A
Jasper Brush 81	JA B 81		X	Division A
Jasper Engine 81	JA E 81		X	Division A
Jasper Squad 41	JA S 41		X	Division A
Engine 41	KI E 41		X	Division B
Squirt 41	KI S 41		X	Division B
Brush 41	KI B 41		X	Division B
Ambulance K2 - BLS	K2		X	Division B
Columbia State Police	SP 2T 23		X	Perimeter Group
Columbia State Police	SP 2T 24		X	Perimeter Group
Columbia State Police	SP 2S 20		X	Perimeter Group
Central City Police	M-1, M-2, M-3, and M-4	09:00		TBD
Liberty County Sheriff	O-1, O-2, O-3, O-4, O-5, and O-6		X	Perimeter Group
Central City Fire/Rescue	ME-1, ME-2 ME-3 MT-1 and MT-2 MR-1	08:45		TBD
Central City EMS	MBLS-1, MBLS-2 MALS-1, MALS-2	09:00		TBD
Central City Public Works	3 front end loader	09:30		TBD
Central City Public Works	4 dump trucks	09:30		TBD
Central City Fire Dept Incident Management Team		11:00		

### 7. Summary of Current Actions

***Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.***

#### **Situation:**

Division A, Jasper FD has been tasked with protecting homes in the Kingston area. Division B, Kingston FD will attempt to contain the fire and keep it from spreading to the Kingston Airport. If the fire gets past Kingston and jumps the Roaring River, it would quickly spread through the dry forest land toward Harvest Junction. Evacuation efforts in Kingston are ongoing. Additional fire units have been ordered. Unified Command has requested assistance from State Forestry and the Central City Incident Management Team. American Red Cross and Salvation Army have been requested to provide shelters for displaced residents and to provide meals for the responders. Law enforcement is attempting to keep traffic moving and provide alternate routes. The railroad has been notified of this incident. Central City Department of Public Works has been notified and will supply heavy equipment and operators as needed.



### STUDENT HANDOUT – UNIT 5: WILDFIRE SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Complete the ICS Form 215 for resources.
2. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
3. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
4. Outline the agenda for the operations briefing.
5. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

### **Scenario Update:**

It's 1330 on April 1<sup>st</sup>. The fire has reached the southern edge of Kingston and has ignited numerous homes. Jasper Fire, Division A has been reinforced with several Engine companies from Central City and is attempting to extinguish structure fires in Kingston. Division B is being assisted by Airport Fire, which is supplying an Engine and a Tender. In addition, Airport Fire has staged Crash Trucks 12A and 12B along with Foam 12 near the fuel storage tanks to protect them from impingement.

Unified Command has requested additional fire units from Gold Mine and Big Rock, on the Roaring River Reservation, the State Forestry Division, and Central City. Mutual aid units from Apple Valley, Deep River, and Fisherville have been put on standby for future deployment. The Central City Incident Management Team has arrived.

Additional Central City Police units have arrived and are assisting the Columbia State Police in controlling traffic and providing alternate routes. Central City Police, Liberty County Sheriff's Department, and Columbia State Police have formed a strike team of detectives to investigate possible causes for the fire.

Liberty County Emergency Management, working with the American Red Cross and Salvation Army, is continuing with shelter activities and is opening additional shelters in anticipation of an even larger evacuation area. Liberty County has activated its Emergency Operations Center and is requesting an Incident Action Plan be developed for the operational period of 1800 to 0600.

The weather forecast for tonight is for temperatures in the low 60's, with winds out of the southwest at 3 to 5 miles per hour. Tomorrow's forecast calls for 80° temperatures with strong winds expected to be 20 mph with gusts to 25.

The next operational period will begin at 1800 tonight and end at 0600.

### **Critical Issues:**

- Extinguish structure fires in the City of Kingston.
- Protect the fuel storage tanks at the Kingston Airport from impingement.
- Continue the investigation into the probable origin of the fire.
- Ensure the safety of the public, the responders, and the media.
- Construct the fire breaks necessary to gain control of the fire.

### **Additional Available Resources:**

#### **National Guard:**

80 personnel

5 five-ton trucks

1 engineer unit with 8 personnel

## Unit 5. Planning Process

2 heavy front-end loaders  
1 bulldozer

### **Air Operations:**

2 helicopters and support assets capable of basic medical transport  
3 State Police helicopters, MEDEVAC equipped

### **State Police:**

15 marked units  
Hazardous Materials Response Team

### **Incident Communications:**

Central City and Liberty County have a shared 800-mHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11

**Your Notes:**

### STUDENT HANDOUT – UNIT 6: WILDFIRE SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

**STUDENT HANDOUT – UNIT 7: WILDFIRE SCENARIO**

**Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

**Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in all of the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Kingston and the appropriate CEO or agency administrators.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

### **Scenario Update:**

Weather conditions on the morning of April 3<sup>rd</sup> were favorable and the fire units were able to contain the blaze by 1530. Mop-up operations are ongoing with mutual-aid units, and demobilization plans are in effect. Fourteen homes were destroyed in the City of Kingston, and although more than 2,300 people were evacuated from their homes; there were no reported fatalities and only minor injuries were treated at local hospitals. The majority of medical problems reported involved smoke-related breathing difficulties.

Fire units and other resources from the State of Columbia, Green County, Liberty County and the Roaring River Indian Reservation were involved in suppressing this fire. Law enforcement units from Columbia State Police, Liberty County Sheriff's Department, and Central City provided traffic control and alternate routes. The investigation into the cause of the fire is ongoing.

Liberty County Emergency Management reports that all of the shelters have been closed and the EOC is returning to normal operations pending an After-Action Review by the participants.



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## **UNITS 2-7 WINTER STORM SCENARIOS**

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### STUDENT HANDOUT – UNIT 2: WINTER STORM SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a winter snowstorm.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario, resource list, and scenario map in your handouts.
2. Complete the following steps:
  - Identify who would assume leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

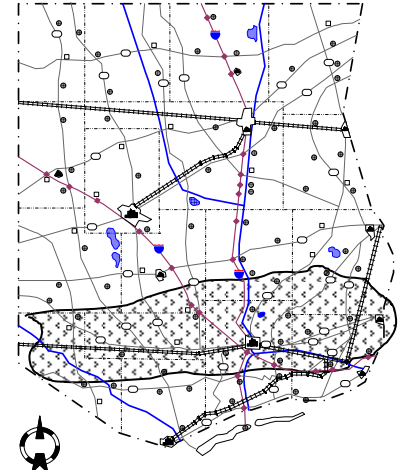
### Scenario:

It is Sunday, December 21<sup>st</sup> in Central City. Families are doing last-minute Christmas shopping and preparing for the upcoming holiday. Inclement weather conditions over the last week have provided Central City and all of Liberty County with snow cover. County work crews, especially in the northern part of the county, are gearing down from the previous storm that brought 8 inches of snow to the area.

The National Weather Service has just issued another winter storm warning for the State of Columbia including all of Liberty County for Tuesday, Wednesday, and the early morning hours on Thursday the 25<sup>th</sup>. The NWS weather warning predicts heavy snow north of a line from Annville to Monroe with the heaviest accumulation expected south of State Highway 12. The warning will take effect at approximately 0600 on the 23<sup>rd</sup> and extends until noon on the 25<sup>th</sup>. Early predictions indicate the possibility of freezing rain on Monday afternoon turning to snow in the evening hours of Monday the 22<sup>nd</sup> with the possibility of 6 to 10 inches of snow falling on Tuesday and Wednesday.

Because Christmas falls on a Thursday this year it is anticipated that there will be a significant increase in highway traffic on Tuesday all day and Wednesday morning as families travel to enjoy the long holiday weekend.

The Mayor of Central City has asked you to prepare objectives a staffing plan for the expected storm to include an ICS organization chart to support the objectives. An organizational chart for the Central City DPW is below.



### **Central City Department of Public Works Street Maintenance Division**

The Street Maintenance Division provides for the following in Central City:

- Sweeping and cleaning of city streets
- Emptying of street litter containers
- Collection of trash and debris from city parks
- Collection of solid waste from residents and businesses in Central City
- Maintenance and repair of the storm water drainage system
- Maintenance and repair of asphalt and concrete pavements
- Pollution control
- Painting and marking of city streets
- Installation and repair of signs and traffic signals
- Installation and repair of fencing and guard rails
- Removal of snow from city streets

Central City is divided into two maintenance districts. The Corporation Yard at K and 23<sup>rd</sup> Streets is responsible for the area located west of the Roaring River and the Corporation Yard at X and 13<sup>th</sup> Streets is responsible for the area located east of the Roaring River.

The topography of Central City is such that there is a decided slope toward the Roaring River from the west and from the east. Storm water collection lines servicing the City run east and west along the even numerical streets, ultimately discharging into the Roaring River. Storm drains range in size from 12 to 48 inches in diameter.

### Central City Department of Public Works Water and Sewer Division

**Water Supply:** Central City requires 40 million gallons of water per day under normal conditions. The Central City Water and Sewer Division, supervised by an assistant public works director, is under the direction of the Central City Public Works Department. The water supply is from a raw water intake located in the Roaring River and three large wells within the city limits. All surface water is treated by one 40 mgd plant located at S and 3rd Streets. The wells, located at LL and 20th, M and 34th, and FF and 4th Streets, are used only in an emergency and at peak production. Each well has a daily capacity of 650,000 gallons per day which can be pumped directly into the distribution system after onsite chlorination. All pumps are operated by electric power.

**Water Storage:** Storage consists of two 10-million gallon ground storage tanks and four one-million gallon elevated storage tanks. The 10-million gallon tanks are located at M and 34th and LL and 15th Streets. The elevated storage tanks are located at K and 15th, N and 30th, KK and 26th, and DD and 2nd streets. Central City has no access to any outside source of water; however, its treatment plant is modern, and is supplied by overhead lines of short lengths from 12MV distribution lines.

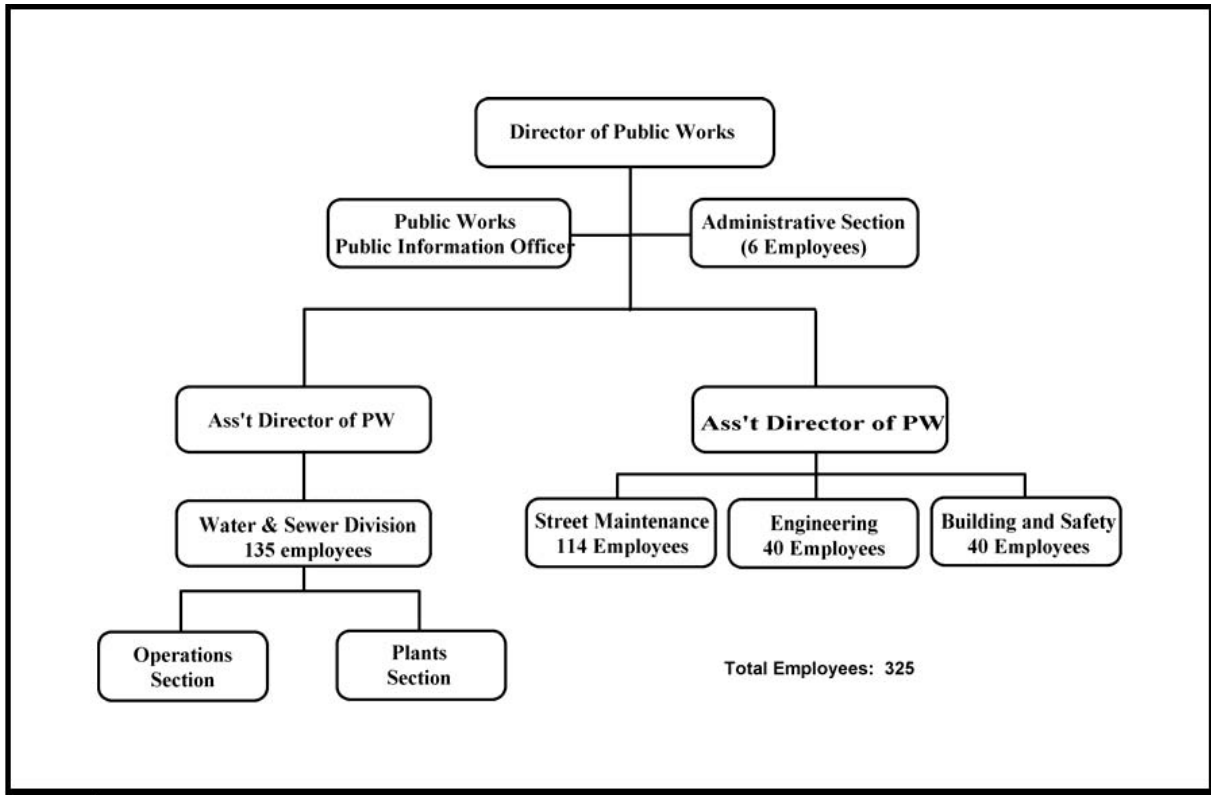
**Water Distribution:** There is at least a 6-inch water main in every street. Only 12-foot and larger mains are shown on the water map. Hydrants are spaced 400 feet apart, valved, and have a minimum fire flow of 2,500 gpm. Valves are on all legs of a node 10 inches and smaller. Valves are spaced 2,000 feet on 12 inches, 4,000 feet on 16 inches, 5,500 on 24 inches, and 8,000 feet apart on 38-inch pipe. Minimum pressure at any hydrant is 40 psi.

**Sewerage Treatment and Collection:** The Central City sewerage system has two major collection interceptors, one on each side of the river, which follow the Roaring River south to a 50-mgd advanced tertiary treatment plant. The plant has activated sludge, phosphate removal, UV disinfectant, and fluidized bed incinerator for sludge treatment with disposal of ash to the landfill.

The effluent discharges to the Roaring River. There is a stringent retreatment program for industrial and commercial customers. The 50-mgd plant is located along the Roaring River just north of I-102.

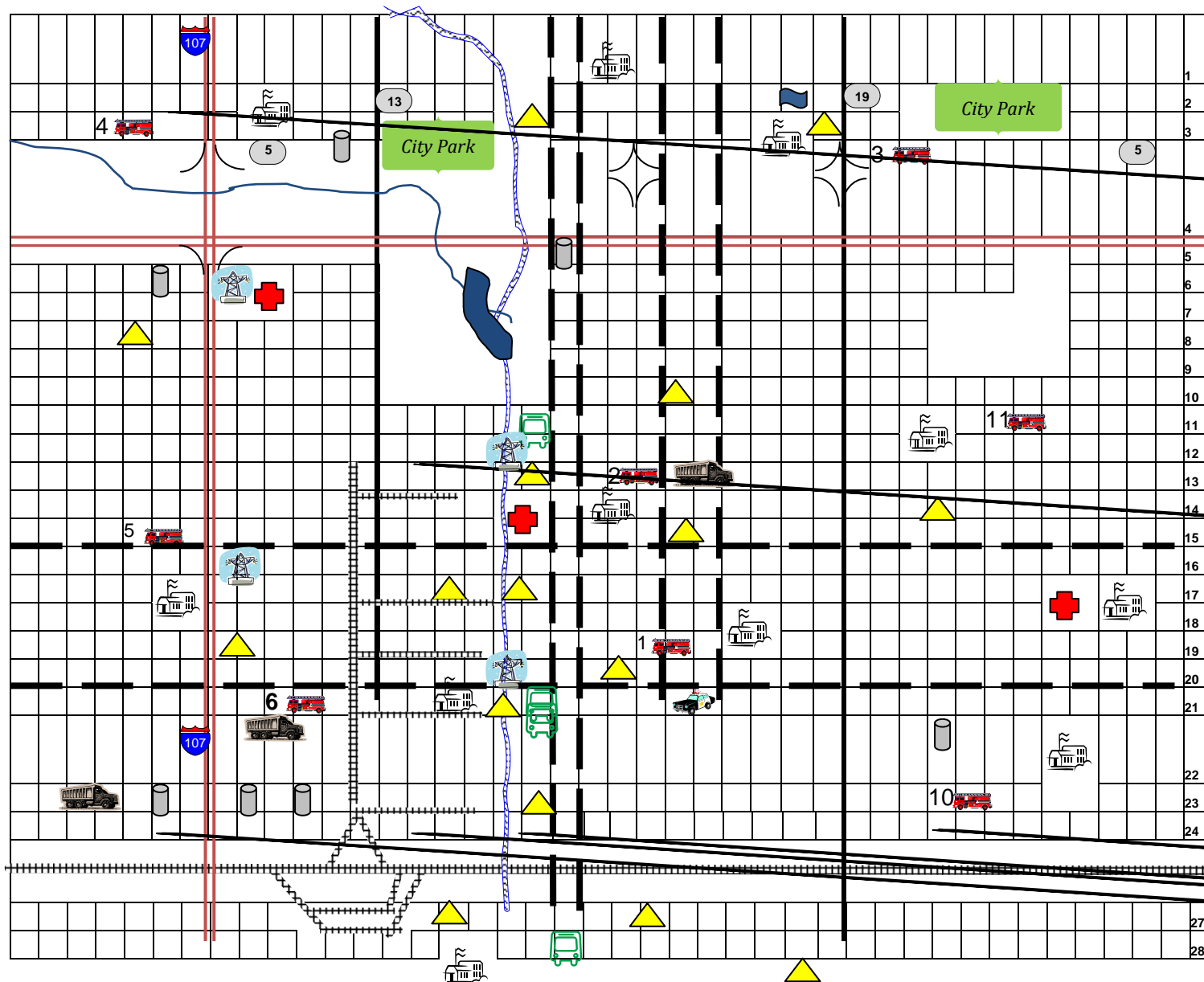
**Administration:** The Water and Sewer Division has 68,000 service connections to serve the residents and businesses of Central City. Water meter sizes range from  $\frac{3}{4}$  inch to 12 inches, and backflow prevention is required for all commercial, institutional, and industrial customers. Sewer connection sizes range from 4 inches to 18 inches.

Under the Assistant Director of Public Works, the division is broken down into two main sections, Operations and Plants. The Plants section is responsible for the operation and maintenance of all water and sewer plants, intake structures, and 21 waste water pumping stations. The Plants section also maintains the SCADA system that monitors all of the major facilities of the department. The Operations section is responsible for all other functions, distribution, collection, engineering, meter reading and billing/customer service. The Operations section operates out of the maintenance yard number 1, located at X and 13th Streets, Central City.

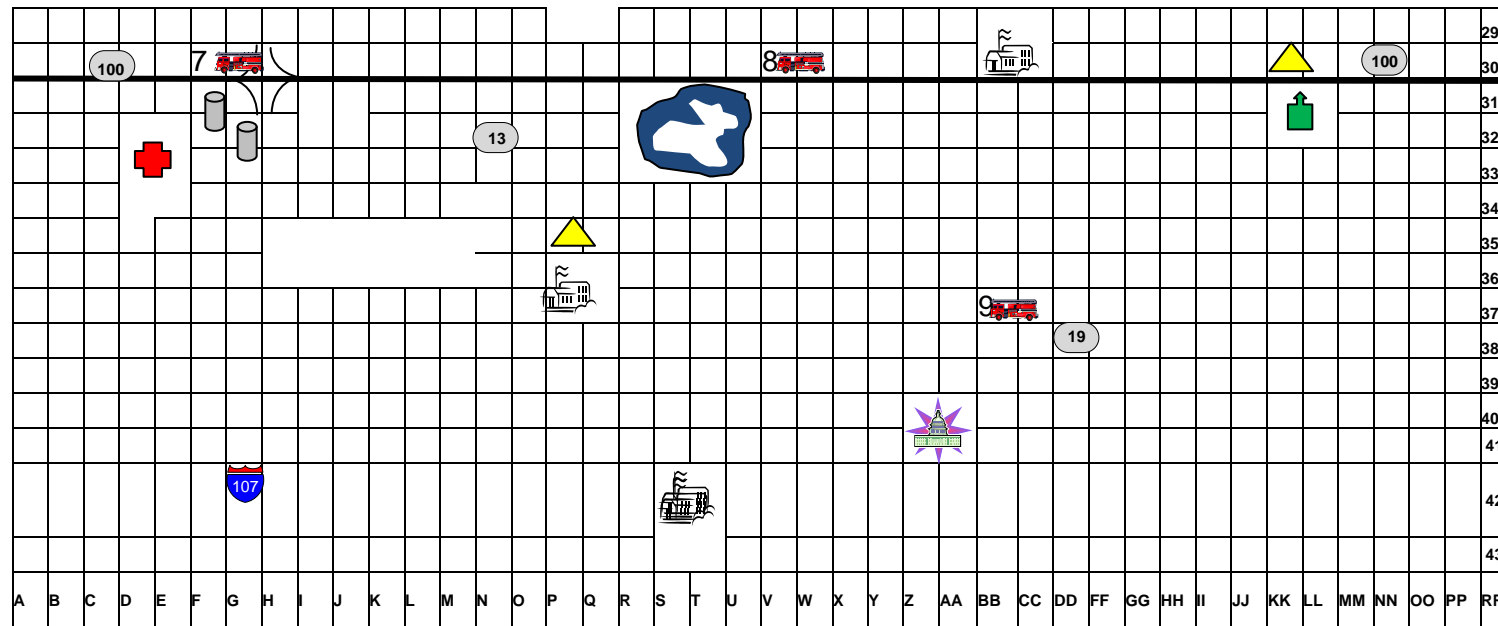


## Unit 2. ICS Fundamentals Review

### Map:



## Unit 2. ICS Fundamentals Review



	Police Station		Fire Station		Hospital		Schools
	Shelter		DPW Yard		Electric Power Station		Radio/TV Stations
	National Guard Armory		Fuel Storage Facility		Feed Warehouse		EOC
	Bus Stop/Transportation		Railroad		Highway		Interstate
	Major Arterials		Water Reservoir				



## Unit 2. ICS Fundamentals Review

<b>Central City Department of Public Works Street Maintenance Division</b> Corporation Yard #1 Location: X & 13th Streets	
Sedan Supervisor 1 3/4 t pickup w/ compressor Supervisor 1 3/4 t pickup Supervisor 1 4 yd. dump w/ compressor Drainage 3 4 yd. dump Drainage 3 Camel truck Drainage 2 4 yd. insulated box dump Street repair 3 Tractor w/lowboy Transportation 1 8 yd. dump w/ compressor Paving, utility 2 8 yd. dump Paving, utility 1 25 yd. tractor-trailer Solid waste transfer 1 Flatbed w/lift gate Utility 1 Cat D-8 dozer Excavation & grading 1 Motor grader Utility 1 Motor grader Utility 1 Power sweeper Street cleaning 1 Power sweeper Street cleaning 1 Power sweeper Street cleaning 1 4 yd. self-loading dump Utility 1 4 yd. self-loading dump Utility 1 Backhoe Excavation 1 Backhoe Excavation 1 Rubber tired dragline Levee & ditch maintenance 1 Truck crane, 1/2 yd. bucket Utility 1 1/2t pickup Complaint, inspection 1 1/2t pickup Complaint, inspection 1 1/2t pickup Complaint, inspection 1 1/2t pickup Complaint, inspection 1 Packer truck Solid waste collection 3 Packer truck Solid waste collection 3 Packer truck Solid waste collection 3 Packer truck Solid waste collection 3 3000 gal. tank truck Flushing 1 G-660 Gradall Large conduit repair 2 8 yd. dump Large conduit repair 1 8 yd. dump Large conduit repair 1 Snow blower Snow removal 1	Fuel 5,000 gallons of diesel 12,000 gallons of gas Barricades 100 Crowd Control Barricades 25 Sandbags 1,000 Traffic Signal Controllers 6 Signal Poles 15 Portable Light Sets 2 Portable Radios 6 Portable Toilets 2 Traffic Delineators 150 Concrete Pipe 300 feet of various sizes Sand 5 cubic yards Temporary Paving Material 10 cubic yards Base Rock 50 cubic yards Bags of Cement 250 Sheets of Plywood 200 Manholes Frames and Covers 50 Inlet Grates 25 Manhole Concrete Rings and Cones 50 Lumber 100 sections of 2" x 4" 25 sections of 2" x 6" 50 sections of 2" x 8" 25 sections of 2" x 12" Chain Link Fence 5 rolls of 6' high / 50' in length Guard Rail Sections 25 Tire Chains Available for all equipment Snow Plow Units Available for all trucks Radar Lights 50 Hard Hats 40 Shoring Sets 10

<b>Central City Department of Public Works Street Maintenance Division</b> Corporation Yard #2 Location: K & 23rd Streets (Even Numbers Only)	
Sedan Supervisor 1 3/4 t pickup Supervisor 1 3/4 t pickup Supervisor 1 4 yd. dump w/ compressor Drainage 3 4 yd. dump w/A frame Drainage, utility 2 Camel truck Drainage 2 Camel truck Drainage 2 4 yd. insulated box dump Street repair 3 8 yd. dump w/ compressor Paving, utility 2 8 yd. dump Paving, utility 1 8 yd. dump Paving, utility 1 Flatbed Utility 2 Motor grader Utility, ditch work 1 Motor grader Utility, ditch work 1 Motor grader Utility, ditch work 1 Power sweeper Street cleaning 1 Power sweeper Street cleaning 1 Power sweeper Street cleaning 1 4 yd. self-loading dump Utility 1 4 yd. self-loading dump Utility 1 4 yd. self-loading dump Utility 1 Backhoe Excavation 1 Dragline, 1 1/2 yd., track Excavation, debris & removal 2 10T roller Paving 1 10T roller Paving 1 10T roller Paving 1 1/2t pickup Complaint, inspection 1 1/2t pickup Complaint, inspection 1 1/2t pickup Complaint, inspection 1 1/2t pickup Litter control 1 1/2t pickup Litter control 1 1/2t pickup Litter control 1 Packer truck Solid waste collection 3 Packer truck Solid waste collection 3 Packer truck Solid waste collection 3 Packer truck Solid water collection 3 Packer truck Solid waste collection 3 250gpm pump on trailer Pumping 0 250gpm pump on trailer Pumping 0 250gpm pump on trailer Pumping 0 250gpm pump on trailer Pumping 0 250gpm pump on trailer Pumping 0 Aerial truck Traffic signal maintenance 2 Aerial truck Traffic signal maintenance 2 Snow blower Snow removal 1	Fuel 5,000 gallons of diesel 12,000 gallons of gasoline Barricades 100 Crowd Control Barricades 25 Sandbags 1,000 Traffic Signal Controllers 6 Signal Poles 15 Portable Light Sets 1 Portable Radios 6 Portable Toilets 2 Traffic Delineators 175 Concrete Pipe 300 feet of various sizes Sand 5 cubic yards Temporary Paving Material 10 cubic yards Base Rock 50 cubic yards Bags of Cement 250 Sheets of Plywood 200 Manholes Frames and Covers 50 Inlet Grates 25 Manhole Concrete Rings and Cones 6 Lumber 100 sections of 2" x 4" 25 sections of 2" x 6" 50 sections of 2" x 8" 25 sections of 2" x 12" Chain Link Fence 5 rolls of 6' high/50' in length Guard Rail Sections 25 Tire Chains Available for all equipment Snow Plow Units Available for all trucks Hard Hats 30 Flashlights 30 Shoring Sets 20 Rubber boots 10 pair Gloves 40 pair Disposable respirators (dust, vapor, HEPA) 20 Duct tape 5 rolls Goggles 10 pair Combustible gas meter 1 Confined space entry harness kit 1 Barricade tape 5,100' rolls

### STUDENT HANDOUT – UNIT 3: WINTER STORM SCENARIO

#### **Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update and resource list in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

**Scenario Update:**

It is now Monday evening around 2000 hours. It has been a cold and rainy day. The National Weather Service (NWS) reports that in the path of the storm temperatures are currently in the low 30's, and snow has been falling for the past 4 hours with accumulations of up to 1.5 inches reported. Gusting winds of 25 to 45 mph coming out of the southwest have brought wind chill estimates down to -15°.

Central City has begun sanding and salting operations due to the icy road conditions. Reports from 911 dispatchers indicate that major roads in the city are ice covered and slippery. Traffic volume on I-107, Hwy 13, Hwy 100, and Hwy 19 has begun to increase as people travel to their holiday destinations.

Because of the icy road conditions, many truck stops and waysides are beginning to fill with semi-trucks. Many of the ramps also have trucks parked on them, apparently choosing to wait out the storm. Local hotels and motels are beginning to fill with travelers who are either visiting the city or wish to wait out the storm. The shopping malls are crowded with holiday shoppers hoping to take advantage of last-minute deals and complete their shopping before the storm gets worse.

The mayor has asked you to work with other city agencies to provide for public safety during this storm, with special emphasis on clearing major arteries for traffic and emergency vehicles and maintaining access to hospitals, fire stations, EMS buildings, and police precincts.

**Resources:** (in addition to those listed in Unit 2)

Resource	Kind	Number & Type
Central City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Central City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Central City EMS	BLS ALS Medevac Off-Duty Personnel (full time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Central City Public Works	Front-End Loaders 8 yd Dump Trucks w/plows Motor Grader ¾ Ton Pickup w/plows ½ Ton Pickup w/plows Snow Blowers	3 5 5 4 10 2
Other Local EMS	BLS  ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5  2 units: OALS-1 and OALS-2

### Critical Issues:

- Keep major arteries cleared of snow and ice and passable for traffic
- Ensure access to hospitals, fire stations, police precincts and EMS stations
- Provide for life safety issues for travelers and residents
- Maintain key lifeline functions, i.e., water, sewer, electric utilities, etc.
- Provide for adequate relief shifts for city workers
- Plan for and provide any additional resources that may be needed to maintain city streets and utilities

**Your Notes:**

### STUDENT HANDOUT – UNIT 4: WINTER STORM SCENARIO

#### **Purpose:**

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the scenario update in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise organization as needed. Document your objectives on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Select a spokesperson and be prepared to present your work in 30 minutes.

### Scenario Update:

It is Tuesday the 23rd at approximately 1200 hours. NWS reports snow has been falling since 0300 hours and there are accumulations of up to 3 to 6 inches already, with the heaviest accumulation occurring in an area north of a line from Annville to Monroe and south of State Highway 12. Within this area the snow continues to fall at a rate of 1.5 inches per hour with southwesterly winds at 20-30 mph. The storm appears to be stalled over this area, slowly moving to the northeast at approximately 5 mph.

911 call centers are receiving reports of icy conditions, minor accidents, and congestion on the major streets. Motorists and patrol officers are calling in asking for tow trucks to assist with stranded vehicles. High winds along with ice buildup on trees and power lines are causing power lines and poles to fall, resulting in sporadic power failures in the city.

911 centers are reporting a greatly increased call volume, although there are few calls for accidents involving property damage. 911 is receiving numerous calls for tow trucks including assistance for a semi that has jack-knifed in the northbound lanes of I-107 near the 16th Street interchange, and several stranded motorists on Hwy 19 north of the city.

911 has received numerous calls for assistance from motorists complaining of being stuck in the southbound lanes of Hwy 19, between 8th and 1st streets.

Central City Officers are reporting worsening road conditions and are having great difficulty in responding to the increased calls for assistance. County 911 operators report that they are being inundated with calls from people reporting slide-offs or minor accidents and people reporting loss of electrical power due to the storm. Hotels and motels in Menomonee are now full to capacity and are turning people away.

DPW personnel are fatigued and looking for a relief shift. Many personnel are reporting that their families are out of power due to the downed power lines and they are concerned about the safety of their families.



## Unit 4. Incident/Event Assessment and Incident Objectives

<b>1. Incident name</b> Winter Storm	<b>2. Incident Number</b> 1	<b>3. Date/Time Initiated</b> Date 22-Dec Time
<b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, oversight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
<p>The National Weather Service has just issued another winter storm warning for the State of Columbia including all of Liberty County for Tuesday, Wednesday and the early morning hours on Thursday the 25th. The NWS weather warning predicts heavy snow north of a line from Annnville to Monroe with the heaviest accumulation expected south of State Highway 12. The warning will take effect at approximately 0600 on the 23rd and extends until noon on the 25th. Early predictions indicate the possibility of freezing rain on Monday afternoon turning to snow in the evening hours of Monday, the 22nd, with the possibility of 6 to 10 inches falling on Tuesday and Wednesday. Currently maintaining all equipment at the optional readiness. Personnel have been rescheduled to accommodate potential 16-hour shifts to keep all roads cleared. Personnel have been advised to be on standby through December 26th. Sand and salt inventories completed and additional supplies have been ordered. Private haulers and plowers have been put on alert. Meetings and briefings are scheduled with Law Enforcement, Fire Department, and EMS.</p>		
<b>6. Prepared by:</b> Name <b>Joe Jones</b> Position/Title <b>OPS</b> Signature <b>12/22/20XX</b> ICS 201, Page 1		

## Unit 4. Incident/Event Assessment and Incident Objectives

[illegible]

## Unit 4. Incident/Event Assessment and Incident Objectives

1. Incident name Winter Storm	2. Incident Number 1	3. Date/Time Initiated Date 12/22/20XX Time
9. Current Organization (fill in organization as appropriate)		
<pre> graph TD     UC[Unified Command] --- S[Safety]     UC --- PI[Public Information]     UC --- Ops[Operations]     UC --- Log[Logistics]     UC --- Plan[Planning]     Ops --- LE[Law Enforcement]     Ops --- Fire[Fire]     Ops --- EMS[EMS]     Log --- FU[Food Unit]     Log --- CU[Comm Unit]     Log --- Supply[Supply]     Plan --- Doc[Documentation]     Plan --- SU[Situation Unit]         </pre>		
6. Prepared by: Name	Joe Jones	Position/Title OPS
Signature		Date/Time 12/22/20XX

## Unit 4. Incident/Event Assessment and Incident Objectives

<b>1. Incident name</b>		<b>2. Incident Number</b>		<b>3. Date/Time Initiated</b>	
Winter Storm		1		Date	12/22/20XX
<b>10. Resource Summary</b>					
<b>Resource</b>	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
Front End Loader					Yard #1 X & 13th St
Front End Loader					Yard #2 K & 23rd St
Front End Loader					Yard #2 K & 23rd St
8 yd dump w/plow					Yard #2 K & 23rd St
8 yd dump w/plow					Yard #2 K & 23rd St
8 yd dump w/plow					Yard #2 K & 23rd St
8 yd dump w/plow					Yard #2 K & 23rd St
8 yd dump w/plow					Yard #1 X & 13th St
8 yd dump w/plow					Yard #1 X & 13th St
8 yd dump w/plow					Yard #1 X & 13th St
8 yd dump w/plow					Yard #1 X & 13th St
8 yd dump w/plow					Yard #1 X & 13th St
Motor Grader					Yard #1 X & 13th St
Motor Grader					Yard #1 X & 13th St
Motor Grader					Yard #2 K & 23rd St
Motor Grader					Yard #2 K & 23rd St
Motor Grader					Yard #2 K & 23rd St
3/4 ton pickup w/plow					Yard #1 X & 13th St
1/2 ton pickup w/plow					Yard #2 K & 23rd St
Snow blowers					Yard #2 K & 23rd St
<b>6. Prepared by: Name</b>		<b>Position/Title</b>		<b>OPS</b>	<b>Signature</b>
Joe Jones					
<b>ICS 201, Page 4</b>		<b>Date/Time</b>		<b>12/22/20XX</b>	

### STUDENT HANDOUT – UNIT 5: WINTER STORM SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Complete the ICS Form 215 for resources.
2. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
3. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
4. Outline the agenda for the operations briefing.
5. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

### Scenario Update:

It is now approximately 1400 hours on Tuesday. 911 has received a call from a motorist reporting a multiple-vehicle crash involving at least three semi-trucks and several cars near the southwest off-ramp on I-5 at the I-107 interchange. The caller thinks there are multiple injuries with a possible entrapment, but due to weather conditions causing poor visibility, is unable to determine the full extent of the situation. The caller reports that the accident is completely blocking the westbound lanes and there are numerous cars and trucks stuck behind the accident. This information, along with the numerous other calls concerning this incident, has been forwarded to the Central City Police.

The snow continues to fall, with accumulations of up to 10 inches. Snowplow operators, Patrol Officers, and fire crews are reporting that streets are snow covered, slippery, and nearly impassable. Numerous requests for assistance are being received by all 911 centers, and dispatchers continue to be inundated with calls. Nursing home administrators are concerned about the possibility of power outages and are calling to ask if assistance will be available in the event of a forced evacuation. Up to 450 homes are currently without electricity.

DPW personnel are asking to leave work early to return to their homes to check on families. Fire crews have reported that the intersection of X and 31st Streets, near Station 8, is very wet and icy and it appears that there is the possibility of a water main break at that location.

The Mayor of Central City will be holding a news conference at 1400 hours today and would like a brief on the most up-to-date information.

The next operational period will begin at 1800 tonight and end at 0600. Incident objectives for the next operational period include:

- Maintaining all primary and secondary streets in passable driving condition.
- Continuing to provide all lifeline service to the community.
- Providing for the safety and well-being of DPW personnel families.
- Executing all operations without injury to DPW personnel or people in Central City.
- Maintaining access to all hospitals, fire stations, police precincts, public transportation, and EMS garages during and after the storm.

## Unit 5. Planning Process

### Resources:

Resource	Kind	Number & Type
Central City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Central City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Central City EMS	BLS  ALS Medivac Off-Duty Personnel (full time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Other Local EMS	BLS  ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5 2 units: OALS-1 and OALS-2

(For DPW resources, see resource list from Unit 2.)

### Additional Available Resources:

<b>National Guard:</b> 80 personnel 5 five-ton trucks 1 engineer unit with 8 personnel 2 heavy front-end loaders 1 bulldozer	<b>Incident Communications</b> Central City and Liberty County have a shared 800-mHz radio system. Talk Groups include: <ul style="list-style-type: none"> <li>Fire: Talk Groups 1, 2, 3</li> <li>Law Enforcement: Talk Groups 4, 5, 6</li> <li>EMS: Talk Groups 7, 8</li> <li>Regional Mutual Aid: Talk Groups 9, 10</li> <li>State Mutual Aid: Talk Group 11</li> </ul>
<b>State Police:</b> 15 marked units Hazardous Materials Response Team	<b>Air Operations:</b> 2 Black Hawk helicopters and support assets capable of basic medical transport 3 State Police helicopters, MEDEVAC equipped

**Your Notes:**



### STUDENT HANDOUT – UNIT 6: WINTER STORM SCENARIO

#### **Purpose:**

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### **Instructions:**

Work in teams to complete the following activity:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Describe how resources will be ordered (single point or multipoint) for this incident, from what sources resources will be acquired, and how long they will need to be deployed.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

**Your Notes:**

**STUDENT HANDOUT – UNIT 7: WINTER STORM SCENARIO****Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

**Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in all of the previous Winter Storm activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Central City.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

### **Scenario Update:**

It is 1200 hours on Wednesday, December 24th. NWS has lifted the winter weather advisory for the Central City area. Most of the snowfall dissipated during the previous evening and work crews were able to clear the major streets and have begun final clearing on the secondary streets. Power company crews have worked steadily for the last 24 hours and have restored power to nearly all of the affected homes.

Reports from other parts of the county indicate that neighboring jurisdictions, although equally hard hit by the storm, are also doing final clearing, plowing, and salting and are beginning to stand down their personnel for the holiday.