



**FEMA**



# ICS-400: Advanced ICS

Command and General Staff - Complex Incidents

Activity Materials

October 2013



**FEMA**



**Objective:** Review key instructional points for ICS-300.

**Instructions:**

1. You will be assigned to one of six groups. Each group will select a leader.
2. Each group will be given a list of assigned issues. During the next 75 minutes, each group will develop a **10- to 15-minute presentation** that:
  - Is based on the scenario.
  - Addresses all assigned questions.
  - Uses chart paper to create visual displays and bullet items summarizing key points.
  - Allows **ALL** group members to have a role during the presentation.
3. Use the review materials in your Student Manuals to help formulate your presentations.
4. After 75 minutes, each group will make its presentation to the class.

**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:**

Your group is part of a group preparing to manage a 4th of July celebration that includes the following:

- **July 3rd - July 5th:** The Fire Department's annual 3-day carnival will begin each day at 10:00 a.m., and end each evening with a concert and fireworks. In conjunction with the carnival, the 4-H Club is sponsoring a craft fair and livestock show.
- **July 4th:** A parade honoring a returning war hero is scheduled to begin at 9:30 a.m., ending in a noon rally. The rally will include speeches from your U.S. Senator, the Governor, and Department of Defense officials. Press reports have indicated that the Senator is about to announce her intent to run for President in the fall primaries.

The carnival and rally will be held on the County Fairgrounds. The mile-long parade route begins at the County Courthouse. The county is in the middle of a heat wave that is forecasted to continue. Large crowds are projected. National media outlets are beginning to arrive. The FBI has issued a general advisory warning of possible terrorism directed at disrupting holiday celebrations.

**Assignments:**

Group	Assigned Questions
<b>Group 1</b>	<ul style="list-style-type: none"> <li>What are the three most likely factors/scenarios that might cause the incident type to increase in complexity?</li> <li>Select one of the above “what-if” factors/scenarios. Now assume that this factor/scenario has occurred and that a transfer of command is needed. What are the five important steps for effectively assuming command of an incident?</li> </ul>
<b>Group 2</b>	<ul style="list-style-type: none"> <li>How might the role of Command be defined in this scenario? Should it be limited to public safety and security only, or should it also include management of all activities associated with the 3-day event? What are the issues associated with each choice?</li> <li>What are the primary responsibilities of the Safety Officer for this event?</li> <li>What are the primary responsibilities of the Liaison Officer for this event? What Agency Representatives may be present? What are the roles of the Agency Representatives?</li> <li>What are the primary responsibilities of the Public Information Officer for this event?</li> </ul>
<b>Group 3</b>	<ul style="list-style-type: none"> <li>What are the primary responsibilities of the Operations Section Chief for this event?</li> <li>What tactical resources are likely to be needed to manage this event?</li> <li>How will span of control be managed? Will Branches, Divisions, and/or Groups be added?</li> <li>What is a possible organizational structure for the Operations Section? (Draw a chart.)</li> </ul>
<b>Group 4</b>	<ul style="list-style-type: none"> <li><b><u>Planning:</u></b> What are the primary responsibilities of the Planning Section Chief for this event? What are the greatest challenges facing the Planning Section? What types of Technical Specialists may be included in the Planning Section?</li> <li><b><u>Logistics:</u></b> What are the primary responsibilities of the Logistics Section Chief for this event? What are the greatest challenges facing the Logistics Section?</li> <li><b><u>Finance/Administration:</u></b> What are the primary responsibilities of the Finance/Administration Section Chief for this event? What are the greatest challenges facing the Finance/Administration Section?</li> </ul>

**Assignments:** (Continued)

Group	Assigned Questions
<b>Group 5</b>	<ul style="list-style-type: none"><li>▪ Who is responsible for the planning process?</li><li>▪ What types of policies, guidelines, or agreements must be considered in managing this event?</li><li>▪ How long will the first operational period be?</li><li>▪ What are the initial objectives for the event's first operational period? (Write SMART objectives!)</li><li>▪ Once the formal planning process begins, what are the major steps/meetings conducted?</li><li>▪ What ICS forms will be completed? What are the purposes of each form?</li></ul>
<b>Group 6</b>	<ul style="list-style-type: none"><li>▪ What are the advantages of using Unified Command for this event?</li><li>▪ Which jurisdictions/agencies will be included in the Unified Command structure?</li><li>▪ What are the essential elements of Unified Command and how will they be used to manage this event?</li><li>▪ What are the top three challenges associated with using Unified Command for this event? What strategies will be used to address these challenges?</li></ul>

**Objective:** Create an incident complex structure for a simulated incident.

**Instructions:**

1. Working in groups, review the scenario. As a group, answer the following questions:
  - How will the organization be structured? (Draw the major components.)
    - Will Single or Unified Command be used?
    - Would splitting the Operations function be an advantage?
    - Would splitting the Logistics function be an advantage?
    - How will incident action planning be done?
  - What are the top three management challenges you would face and how would you address them?
2. Choose a spokesperson. Be prepared to present your recommendations and justifications to the class in 60 minutes.

Monitor the time. After 60 minutes, call time.

**Scenario:**

A major portion of the county has been affected by sudden severe weather. Three incidents are reported within a 10-square mile area. They are being managed as individual incidents.

- **Incident 1:** Damage to a hospital requiring evacuation, search and rescue, and relocation of 50 patients.
- **Incident 2:** Severe damage to a 50-unit mobile home park. Six residents are reported trapped inside two overturned mobile homes; other residents are unaccounted for.
- **Incident 3:** Partial collapse of a roof in an open supermarket. People trapped and injured inside. Numerous volunteers are rushing to the scene to help.

**Your Notes:**



**Objective:** Design an Area Command organization and process for a simulated incident.

**Instructions:**

1. Working as a group, review the scenario and map in your handouts.
2. Complete the following steps:
  - Develop an Area Command organizational chart and staffing requirements.
  - Describe Area Command facility and support needs.
  - Develop guidance and procedures to be given to Incident Commanders.
  - Establish resource priorities.
  - Develop a list of questions you would like to ask agency officials at the next briefing.
3. Select a spokesperson and be prepared to present your work in 60 minutes.

**Scenario:**

The Murkey River flows south through the Granite Mountain foothills and then through Prosperous Valley. Severe weather followed by flooding caused by the emergency release of water at a weakened upstream dam has caused several major incidents along the east bank of the river in Jackson County. More rain and wind is expected during the next several days.

- The county jail and juvenile detention facility has suffered extensive damage. All electrical power and water are out. Population is 450 adult males, 175 females, and 250 male juveniles. Relocation may be required. Only cold meals and limited water are available. A county sheriff's captain is the Incident Commander.
- A 10-block area of Baytown has had extensive flooding. Search and rescue and evacuations are underway. There is no electrical power and the water and sewer systems have been damaged. An incident complex has been established to cover several incidents in this area. The Baytown Police Department has designated an Incident Commander from the department.
- A southbound train was derailed over the Murkey River due to a section of track being undermined. Several cars are overturned. A tank car with an unknown chemical is on its side in the river and leaking. This incident is operating under a Unified Command consisting now of the county fire and sheriff.
- In Fryville, a gas leak ignited, causing a fire in a major grocery chain warehouse. Several people have been injured and there is a danger of fire spreading to adjacent buildings. Water pressure is low. The Fryville Volunteer Fire Department Chief is the Incident Commander.

There is currently a major problem with allocating limited resources among these incidents. Many volunteers have come forward, and the Incident Commanders and the County EOC are looking for ways to organize and use them effectively. Several news media representatives are on the scene at the various incidents.

### Outstanding Resource Orders

#### **Baytown Complex:**

20 law enforcement officers with patrol vehicles	2 Type I Swiftwater/Flood Search and Dive Rescue Teams
5 Type III BLS Ambulances	Finance/Administration SC
2 Truck companies (Type I trucks)	Cost UL
	Time UL

#### **Jail/Juvenile Center:**

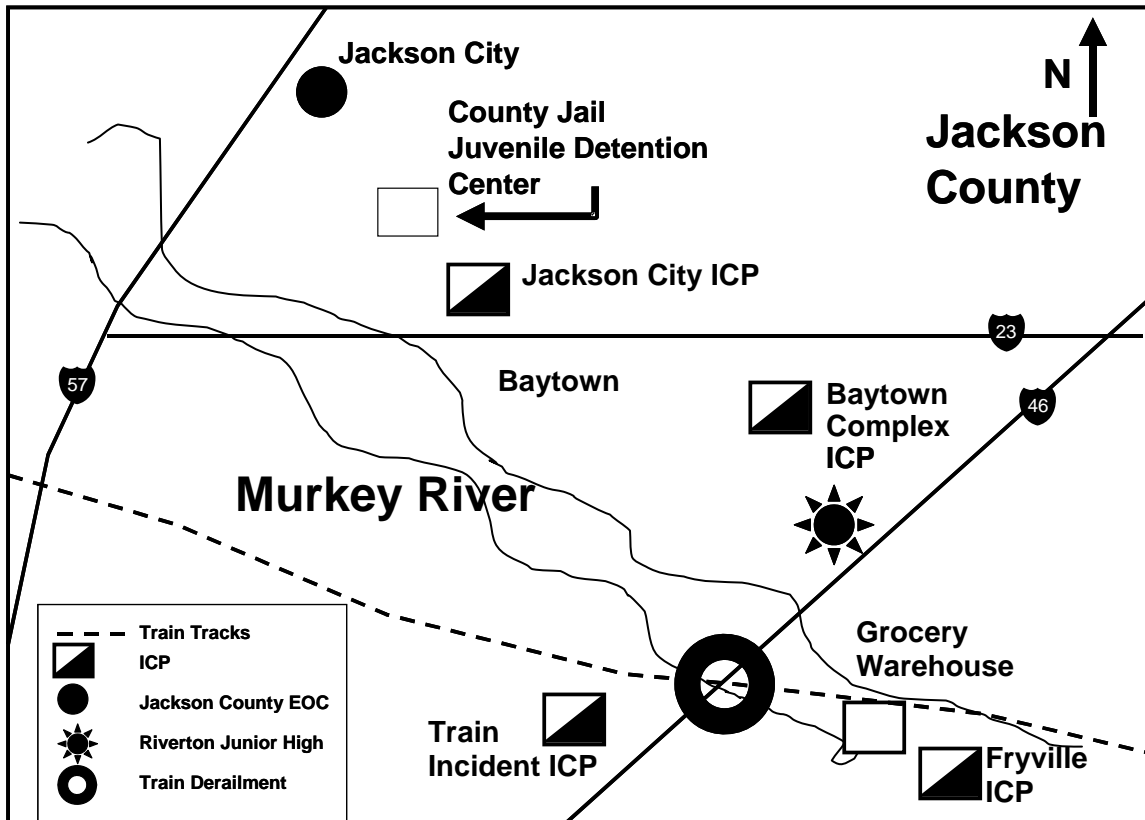
20 law enforcement officers with patrol vehicles	Planning SC
Generator capable of providing backup for facility	Resources UL
	Situation UL
	Information/Intelligence UL
	Documentation UL
	Logistics SC
	Supply UL
	Food UL
	Ground Support UL

#### **Train Derailment:**

1 Type I Hazmat Entry Team	Finance/Administration SC
4 Engine companies (Type I engines)	Planning SC
10 law enforcement officers with patrol vehicles	Resources UL
1 Supervisor for law enforcement	Situation UL
	Logistics SC
	Supply UL
	Communications UL
	Ground Support UL

#### **Fryville:**

10 law enforcement officers with patrol vehicles	Planning SC
1 Supervisor for law enforcement	Resource UL
4 Engine companies (Type I engines)	Situation UL
4 Type I Water Tenders	Logistics SC
	Supply UL
	Communications UL
	Ground Support UL

Scenario Map

**Objective:** Demonstrate the ability to utilize the full range of ICS command, control, and coordination options to organize a disaster.

**Instructions:**

1. You will be assigned to one of the following four groups:
  - Group #1: Central City Complex
  - Group #2: Turtle River Area Command
  - Group #3: Liberty County EOC
  - Group #4: Columbia State EOC (MAC Group)
2. Review the scenario on the following page.
3. Review your group's problem statement.
4. Develop strategies for dealing with each problem statement.
5. Use the ICS Form 213, General Message, to communicate among organizational elements.
6. Select a spokesperson and be prepared to present your strategies in 1 hour.

**Important Note:** Some of your strategies will depend on the input or actions of other groups. You should plan to contact the other groups in the appropriate fashion to negotiate a strategy.

**Central City Complex  
Problem Statement**

1. Your IMT will develop written IAPs for each shift (as per the Liberty County EOP), but you have inadequate planning resources. You have placed an order that included Resource, Situation, and Documentation Unit Leaders, but so far your complex has not ranked high enough to have your requests filled.
2. Your IMT needs additional assistance in debris removal. The Liberty County Office of Unemployment has offered a pool of unskilled labor. The Team is concerned about hiring untrained people for the operation.
3. Many residents have been displaced by the storm. The shelters in Central City are at capacity, but more evacuees need assistance. The City would like to open additional shelters. According to the County SOP, the City must request additional shelters through the County EOC.
4. The West Branch Director is developing the response to the City Walk, a popular restaurant and nightclub that extends 5 blocks along the west bank of the Roaring River in the business district. The complex has sustained heavy structural damage from both wind and water. The Director is uncertain about whether or not the buildings are safe to enter. No one on his staff has the expertise to make this determination. He has held off searching these buildings until he can make a determination as to whether his personnel can enter safely.
5. The Central City Police Department has been assigned to evacuate residential areas but lacks sufficient resources.
6. Communications and access have been cut off to the 10-block area adjacent to the river north of the River Walk. You have requested a helicopter to survey the area for anyone needing rescue. You must compete for helicopter time with all other incidents in the county.
7. Your IMT placed the order for two technical rescue teams 4 hours ago. The West Branch needs these for search and rescue ASAP.

**Scenario:**

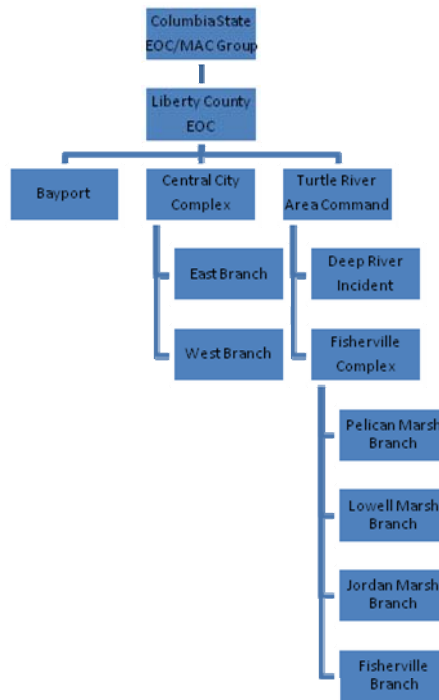
On October 17, the State of Columbia was struck by Hurricane Gordon, a category 2 hurricane. Seven counties were hard hit (Stramford, Granite, Redstone, Liberty, Green, Mineral, and Kane Counties), with the most damage occurring in Liberty County.

Hurricane Gordon came ashore between the islands of Masland and Gish, and the eye tracked over Bayport, Fisherville, Deep River, and Central City. The hurricane track then took a slight turn to the east roughly following Highway 19 to Brooksville before losing strength and being downgraded to a tropical storm. Forty-eight (48) hours have passed, and basic services are beginning to be restored in Liberty County. Some of the areas in the county now have basic water and power, and attention is turning to long-term damage assessment, debris removal, and other efforts to restore the local economy.

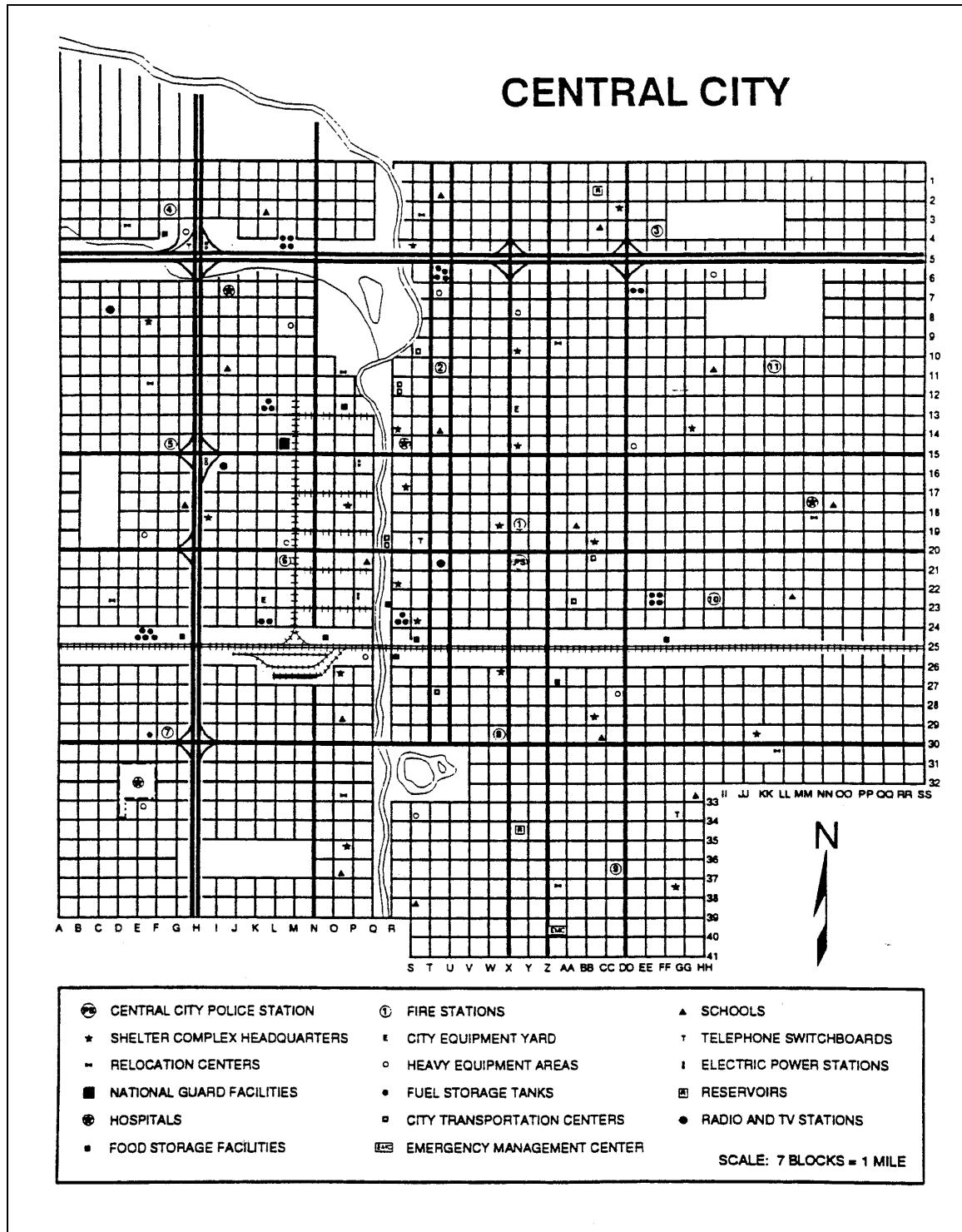
**Liberty County:** Liberty County suffered a direct hit from Gordon, as the hurricane passed between Masland and Gish Islands. The communities of Bayport, Fisherville, and Deep River suffered severe wind damage and flooding. Coastal and upstream flooding was caused by the 8- to 12-foot storm surge and torrential rains. Central City received severe wind damage and river flooding due to 14 inches of rain within a 36-hour period.

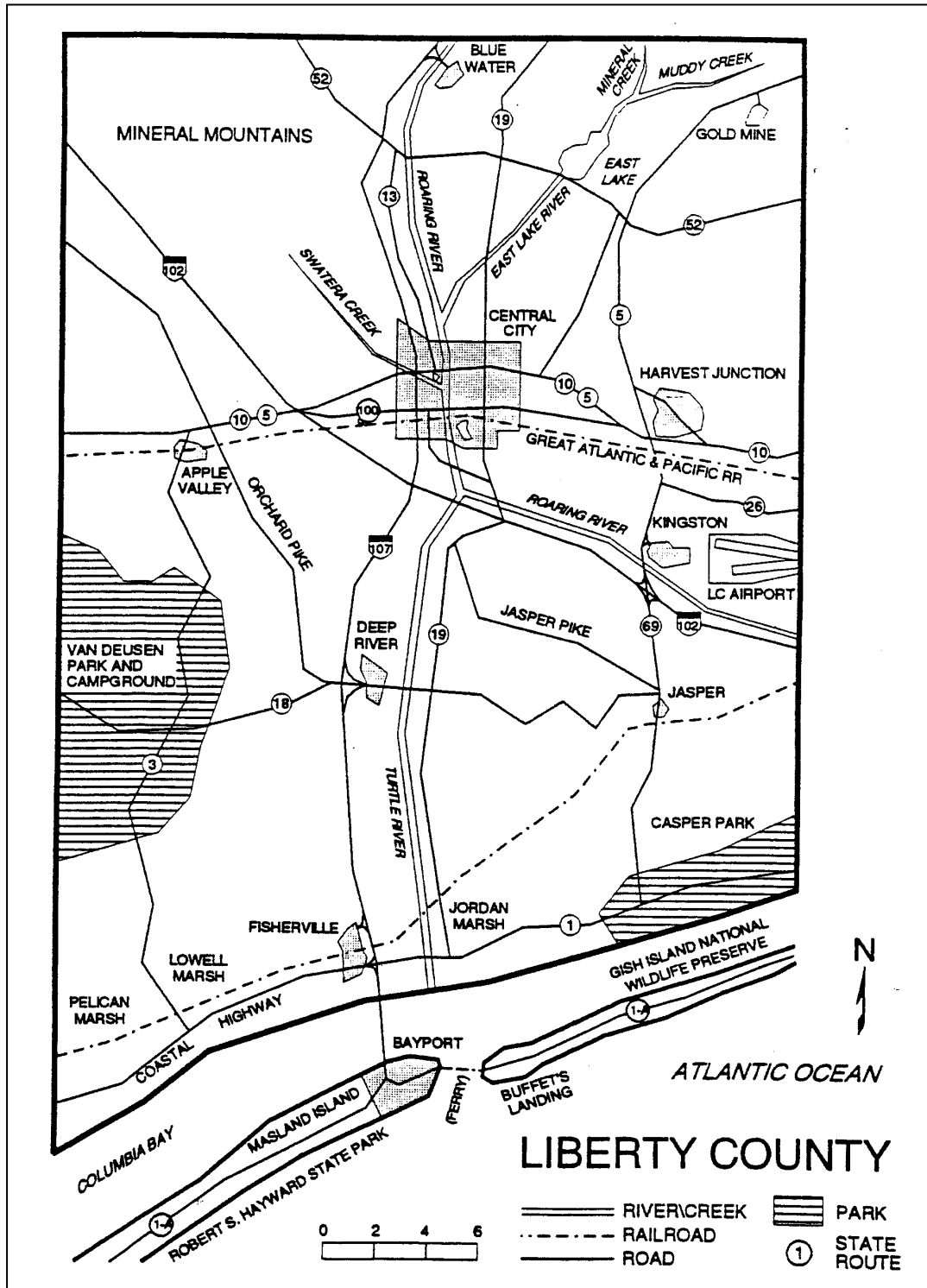
Many roads within Liberty County have been washed out or are currently impassable due to downed trees and power lines. The Kingston Airport experienced severe damage to its main terminal and support facilities. The Columbia Bay Bridge between Bayport and Fisherville has been closed. Rail transportation within Liberty County has been suspended until inspections can be completed. The Central City Hospital is operating on its backup generator.

**State of Columbia:** The State Emergency Operations Center (EOC) has been activated to address county EOC needs between Stramford, Granite, Redstone, Liberty, Green, Mineral, and Kane Counties.











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**Turtle River Area Command  
Problem Statement**

1. You have 10 public works dozers staged in case they are needed at the Fisherville Complex. It does not look like there is an extensive amount of debris in the roadways in Fisherville. You received a call from the Incident Commander (IC) of the Central City Complex (a personal friend) wanting to know if he can have the dozers to clear debris in the East Branch.
2. Despite your request for written IAPs and standardized situation reports, with the exception of the Deep River Incident, you have received nothing. Your ICs all indicate they are hampered by lack of planning support, but Liberty County has not moved your incidents up in the priority list for resources.
3. Weather conditions often limit flight time to several hours just after sunrise and just before sunset. Much of the area is accessible only by air. Requests for helicopter support outstrip available aircraft and flight time.
4. The Liberty County Department of Unemployment has approached you about hiring a number of unskilled workers from their unemployment rolls. While the Fisherville Complex and Deep River Incident could use the additional assistance in clearing debris (building materials and trees), the ICs are concerned about hiring untrained people for the operation.
5. You have learned that the Fisherville Complex has given the Deep River Incident 20 Liberty County Sheriff's Deputies to help with door-to-door searches.
6. You get a call from the Liberty County EOC with an ETA for a strike team of dump trucks for Fisherville. Neither you nor the county has a record of such a request, and Fisherville is not your highest priority for dump trucks. You discover that the IC from the Fisherville Complex has been talking directly to a personal friend on the public works desk in the Columbia State EOC.
7. The State Department of Health is concerned about mosquitoes breeding in Pelican, Lowell, and Jordan Marshes. The State suffered a major outbreak of West Nile virus last year, and is concerned about a recurrence. Department scientists would like to field test a new mosquito abatement treatment. Their laboratory tests indicate the treatment is nontoxic to other plants and animals, but it has never been tested outside a lab. There is a 36-hour window of opportunity when mosquitoes are susceptible to the treatment. The Department needs 8 hours lead time to deploy—they need a decision by 0800 tomorrow.

**Scenario:**

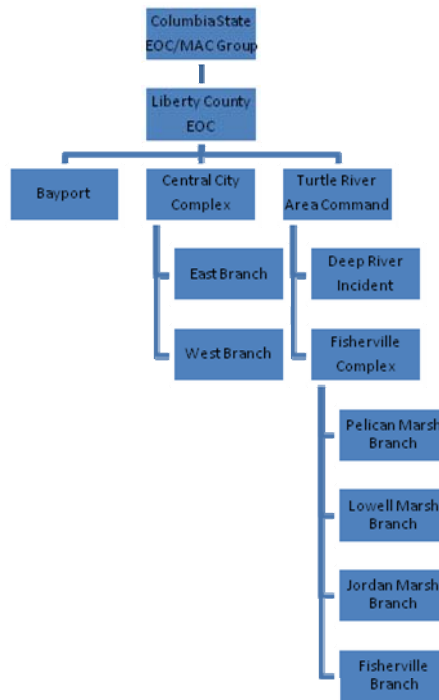
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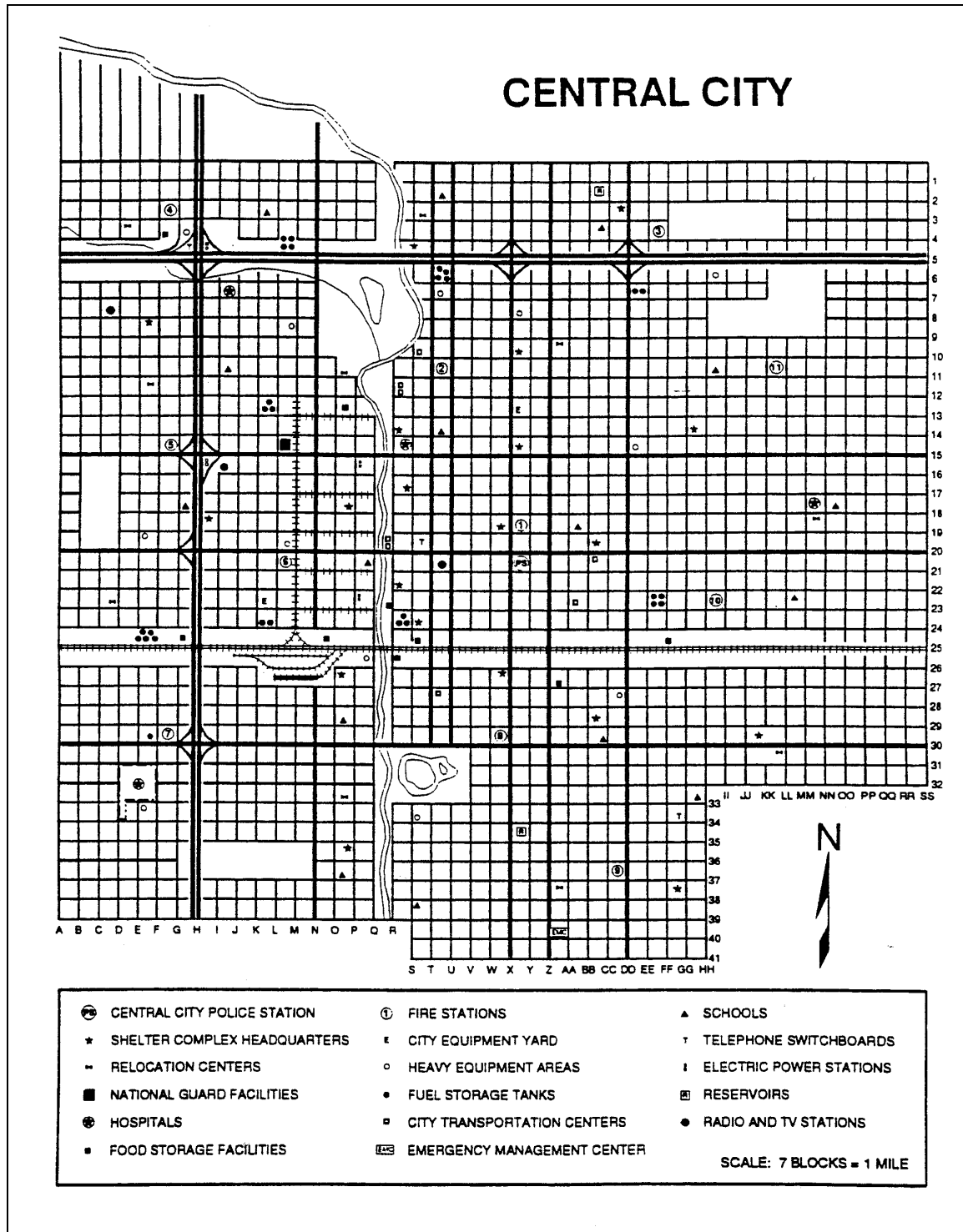
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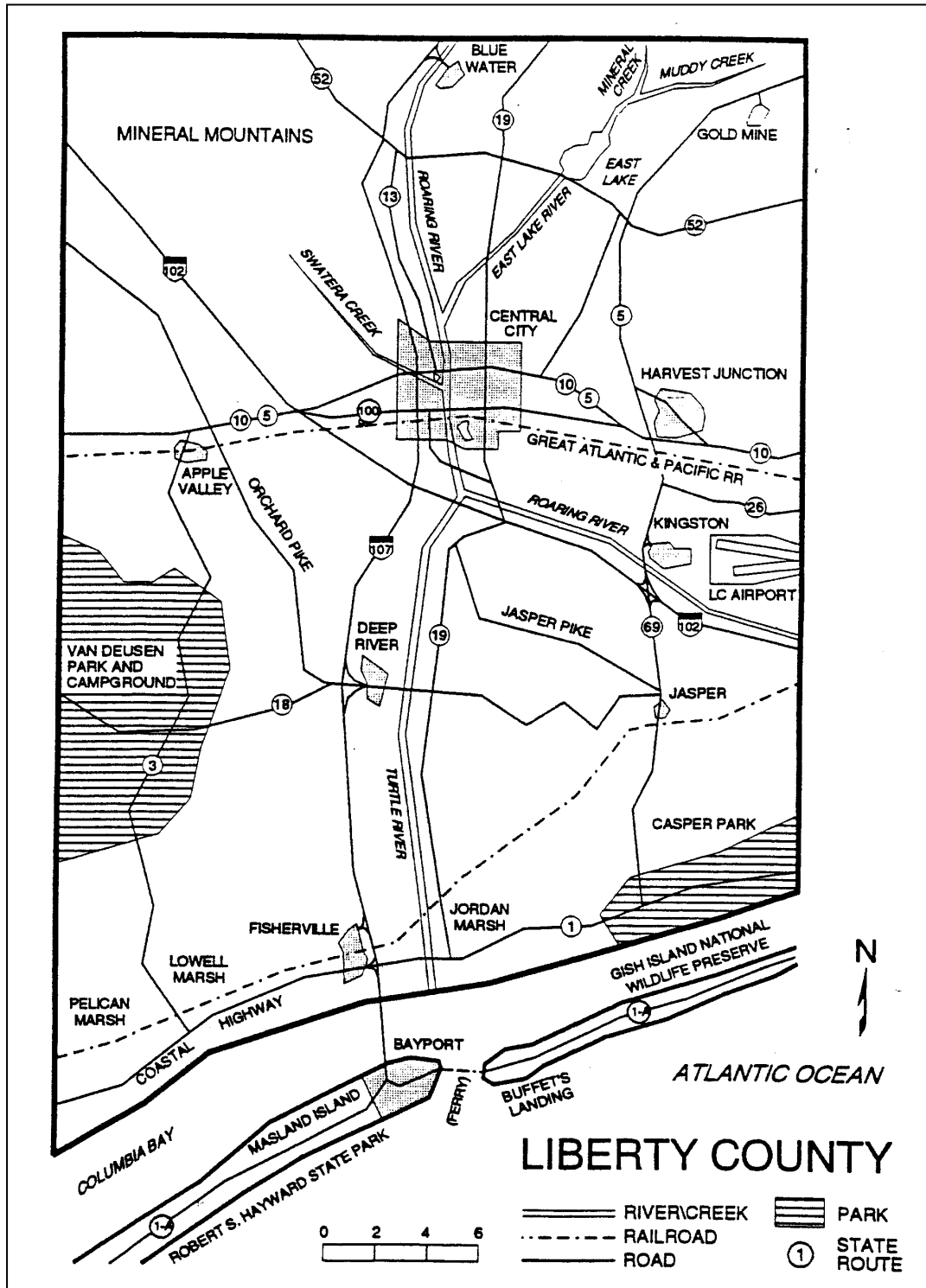
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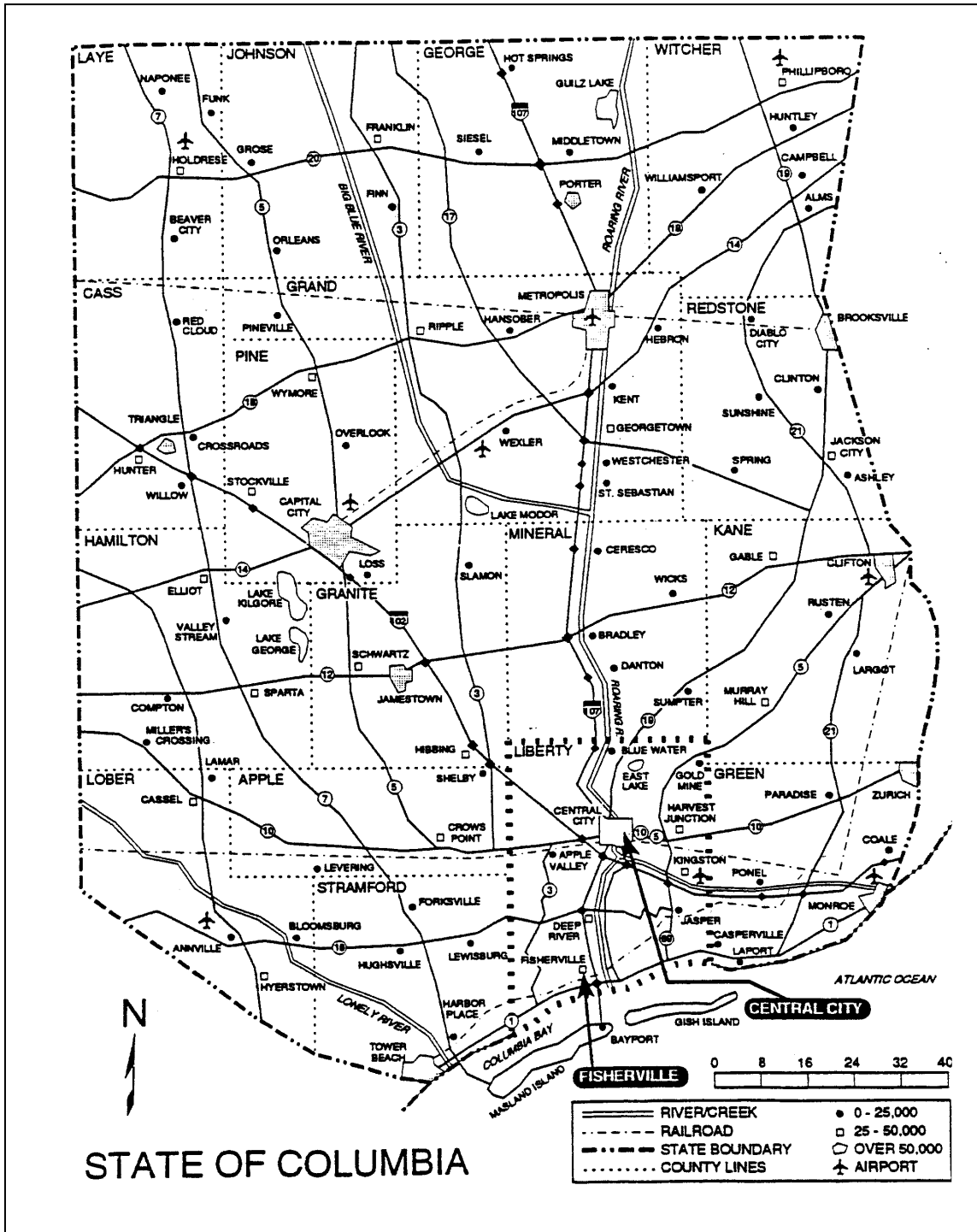
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**Liberty County EOC  
Problem Statement**

1. Because there are no services in Bayport, the county has ordered a mandatory evacuation. Liberty County Sheriff's Deputies evacuating people who rode out the storm in Bayport report two families are refusing to leave. There are five children under the age of 10 involved. Deputies want to know if they can remove them by force.
2. The superintendent of public schools for Liberty School District wants to know when the shelters will be closed in three high schools and a junior high in Central City. The shelters currently have approximately 2,000 evacuees among them. He emphasizes the importance of returning the children to normal schedules as soon as possible, and says if participants lose more than 10 days in any one school year, they may have to repeat the year. Today is the third day of school closure.
3. The County Unemployment Office calls with a list of 40 unemployed workers who are currently in the shelters. They want the County EOC to assign them to help clear debris from roadways. These are unskilled laborers, and the County Risk Manager is warning of potential liability if the county uses them. The Unemployment Office will provide hardhats and gloves, but no other PPE. Both the Central City Complex and Turtle River Area Command have outstanding requests for debris removal assistance.
4. The State has assigned one National Guard helicopter to the county. The Central City Complex and the Turtle River Area Command have both asked for the helicopter. Because of weather, it has been averaging 6 hours of usable flight time per day.

**Scenario:**

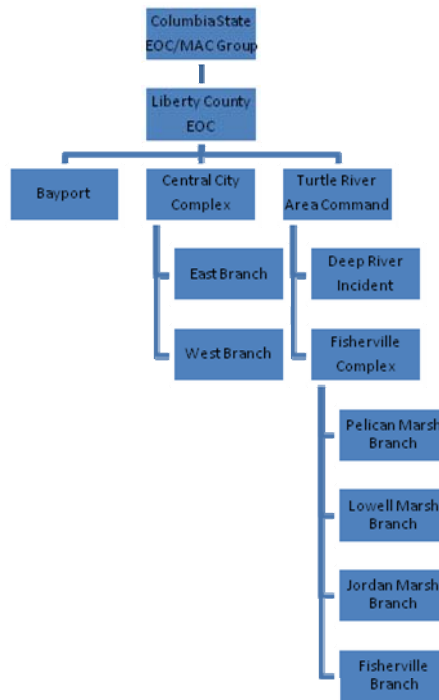
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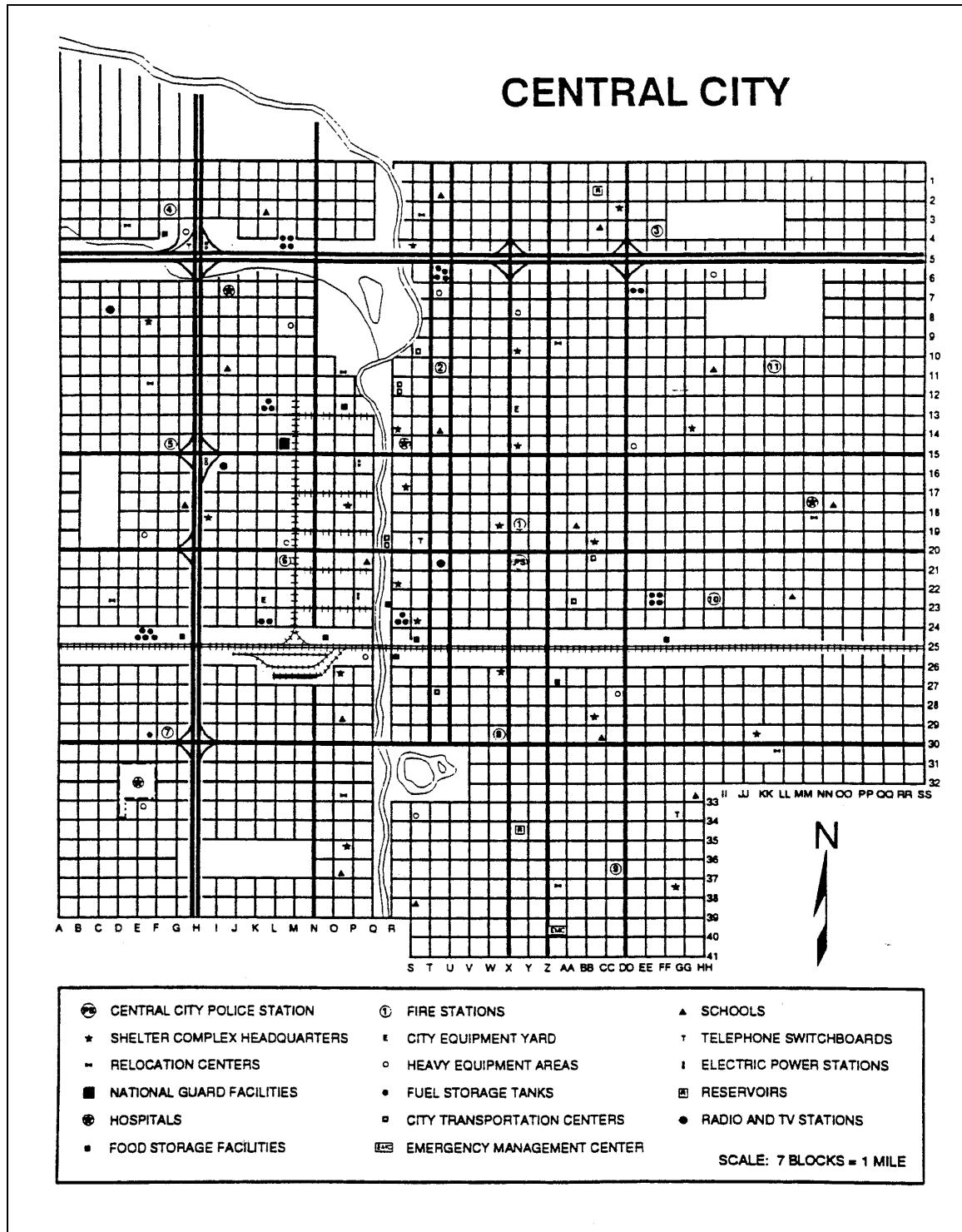
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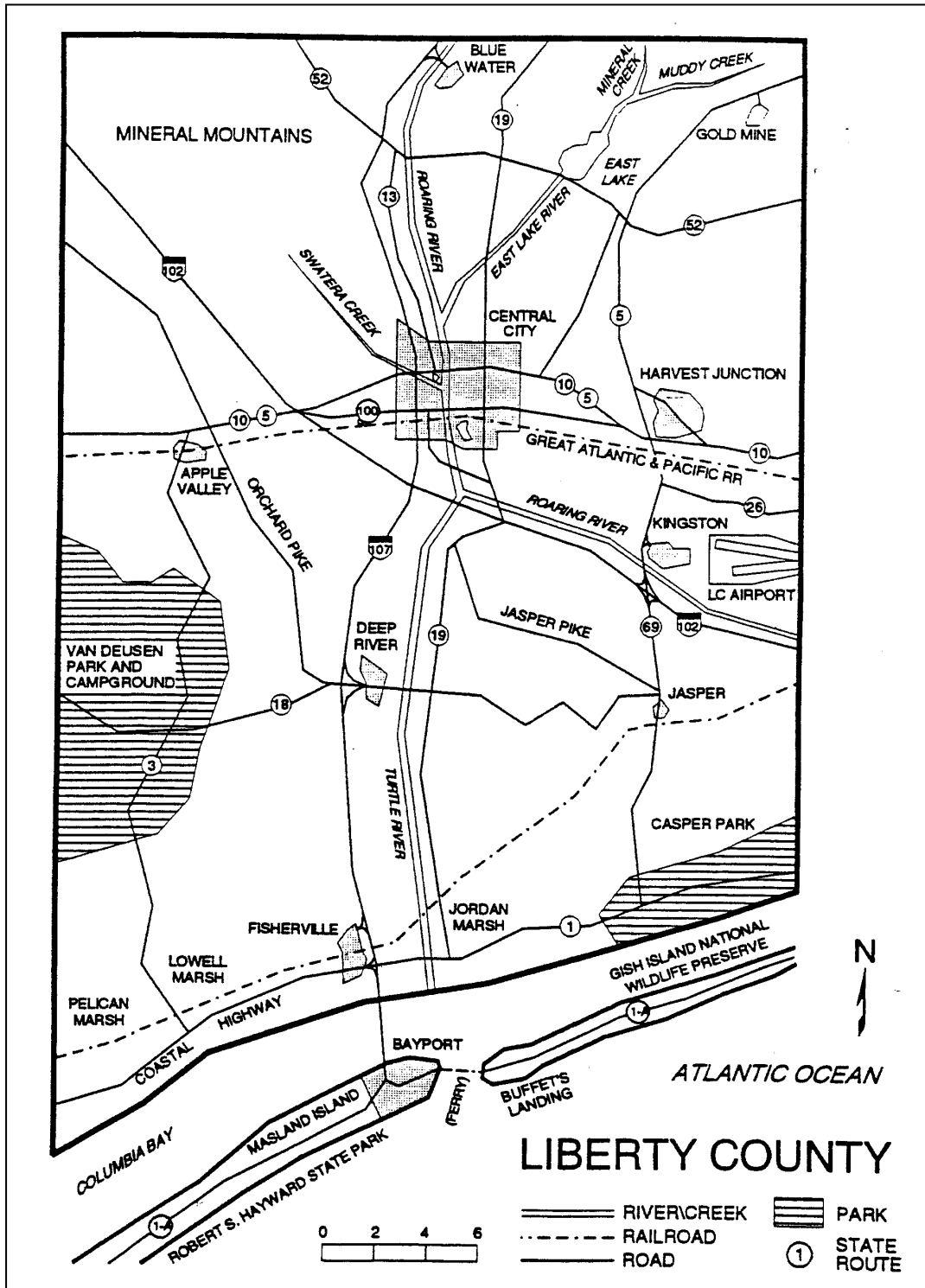
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**Columbia State EOC (MAC Group)  
Problem Statement**

1. Both the USDA and the State Department of Agriculture are inclined to allow the Turtle River Area Command to test its experimental mosquito treatment. U.S. Fish and Wildlife Service and the State Fish and Game Department are vehemently opposed to anything that poses a risk to rare native birds that live in the marshes. The birds are at risk of extinction, and have already been severely stressed by the hurricane.
2. Incidents frustrated with lack of resources have begun to conduct “back door” negotiations with each other.
3. Your EOC Coordinator is having difficulty getting up-to-date incident information in a timely fashion. In turn, this is affecting the MAC Group’s decisionmaking capability.
4. Unemployment for unskilled labor is high in the State. The hurricane has presented a windfall employment situation, and the Governor is eager to capitalize on it. He has requested the MAC Group to ensure the hiring of as many local unemployed workers as possible.
5. The JFO has called concerning an order for two Type 3 USAR Task Forces. Apparently the adjacent State has also received a similar order through the EMAC and placed it with the JFO. The JFO wants to know if this is a duplicate order, or if the Central City Complex really needs four teams.

**Scenario:**

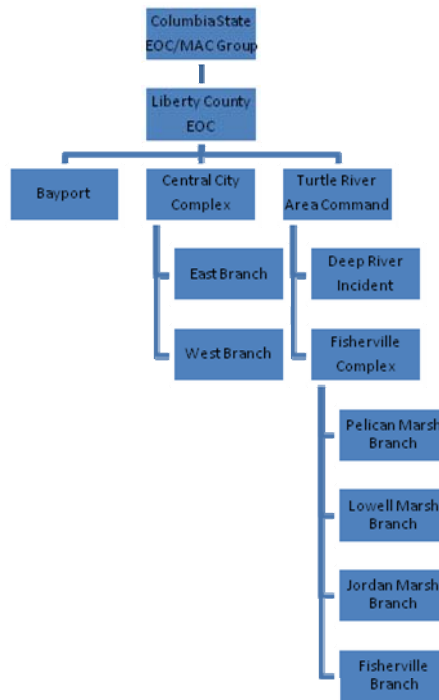
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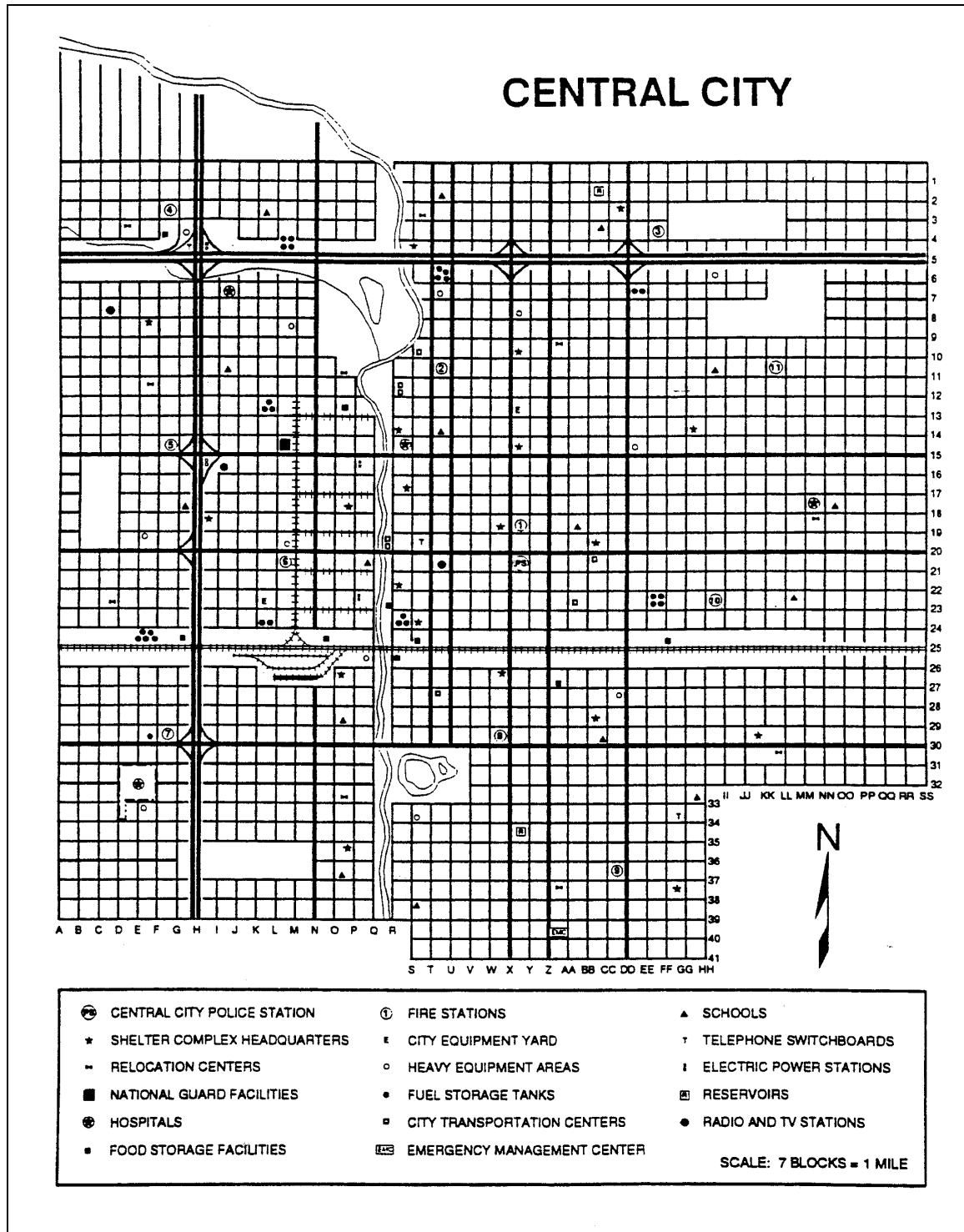
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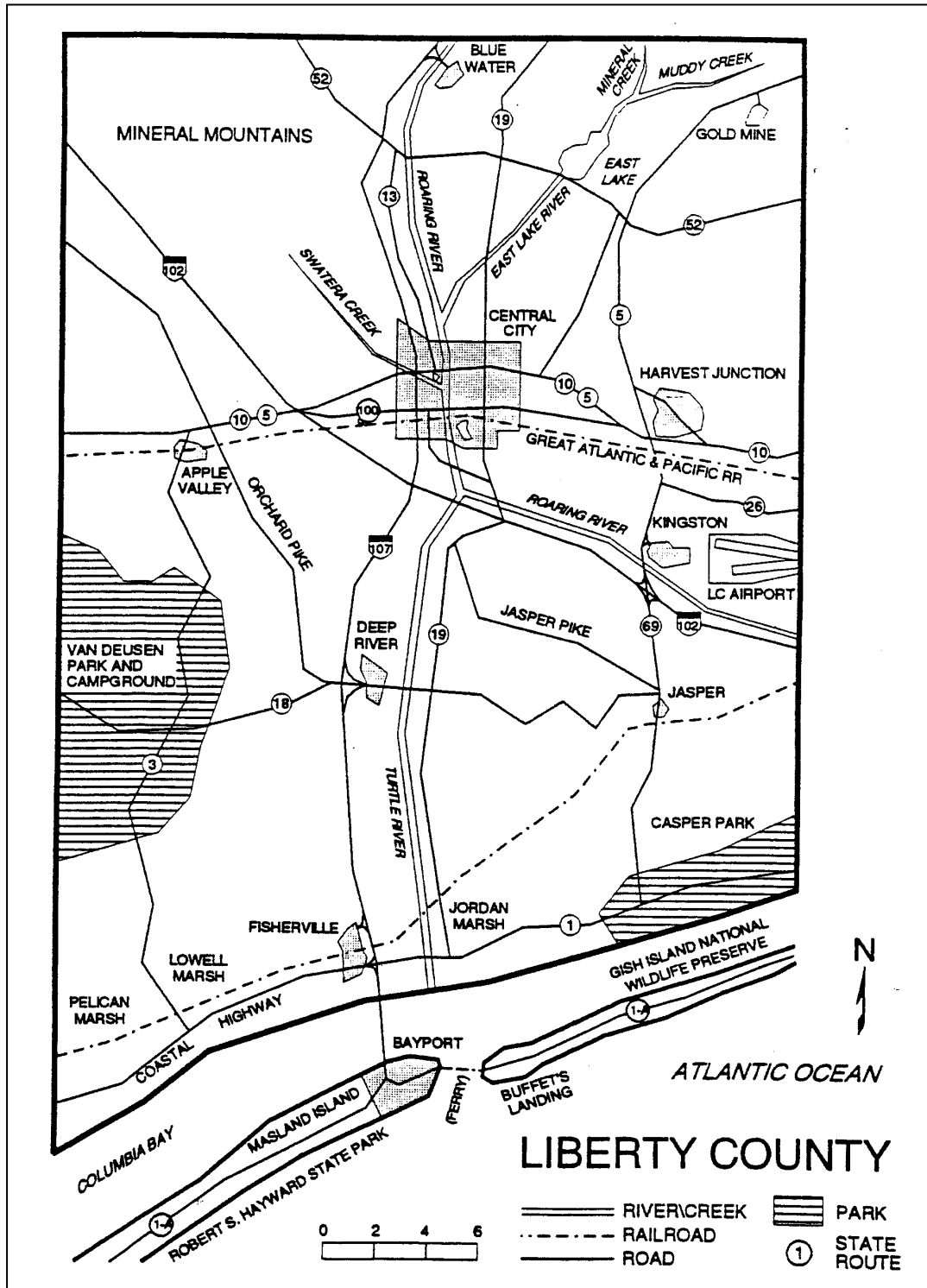
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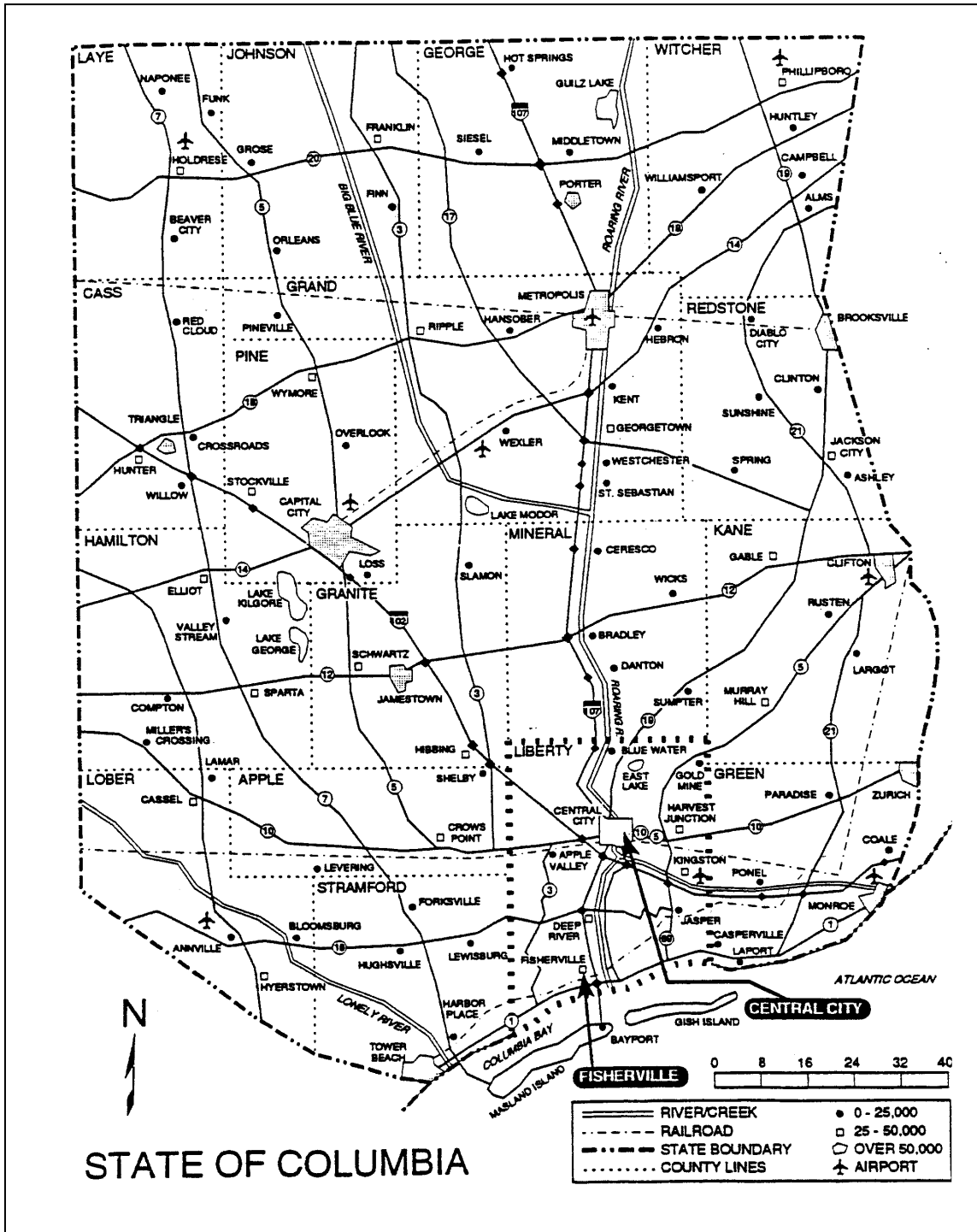
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