
Applied Activity Materials

**E/L/G 0300 INTERMEDIATE INCIDENT COMMAND SYSTEM FOR EXPANDING INCIDENTS,
ICS 300**

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NOTE: The following scenarios, while still valuable learning tools, have not been fully updated in the 2018 update of ICS 300: Avian Influenza, Coqui Frog, Hospital, and Pet Food Recall. If an instructor plans to use the above scenarios in training, he or she should look at the scenario information and make changes to match the format of the updated ICS 300 Applied Activities above. This should include a review of the materials for consistency and the creation of additional ICS Forms for the scenario.

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CENTRAL CITY HAZMAT SCENARIO

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To apply key Unified Command principles.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following:
 - Scenario
 - Scenario Update
 - Current Resources
 - Scenario map
2. Complete the following steps:
 - a. Who has a stake in the incident?
 - b. Who are the assisting and cooperating agencies?
 - c. Is this a Single or Unified Command managed incident?
 - d. If Single Command, who is the Incident Commander and why?
 - e. If Unified Command, who are the members and why?
3. Draw an Organization Chart for your Incident Command or Unified Command.
4. Identify challenges and safety issues.
5. Record your results on chart paper that can be seen by the entire class.
6. Select a spokesperson and be prepared to present in 30 minutes.
7. Emphasize that the spokesperson should be able to explain the rationale for the group's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one group to present which command structure and make up of that command structure.
2. Ask the other groups if they had different responses. Compare the similarities and differences among the groups. There is no one correct answer.
3. Next, ask a different group to present challenges and strategies. Ask other groups if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

Scenario:

On August 4, at 0835, 10 cars of a southbound freight train derailed on the outskirts of Central 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 Great Atlantic and Pacific Railroad bridge over Roaring River 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.

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 Central City Junior High—AA and 19th Street.

The EOC has briefed the Central City 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.

Current Resources:**Law Enforcement:**

Central City Police Department

Assistant Chief "CC 2"
 PIO "CC 5"
 Watch Commander Lieutenant "CL 20"
 Watch Commander Sergeant "CL 240"
 Traffic 10 Supervisor "CCT 10"
 Patrol with one officer "CC 241"
 Patrol with one officer "CC 242"
 Patrol with one officer "CC 243"
 Motor Unit with one officer "CM 241"
 Motor Unit with one officer "CM 242"
 Parking 1 with one officer "CP 1"
 Parking 2 with one officer "CP 2"
 Type I Helicopter "SP Air 1"

Columbia State Police

Fire Department:

Central City Fire Department

Operations Chief "Chief 2"
 Medical Services Officer "Safety 32"
 District Chief 1 "DC 1"
 Battalion Chief 8 "BC 8"
 Type I Engine 1 with 5 personnel "E1"
 HazMat 1 with 5 personnel "HazMat 1"
 Decon Squad with 2 personnel "Squad 1"
 RIT Squad with 3 personnel "RIT 1"
 Reserve Foam with 1 personnel "RF4"
 Type I Engine 6 with 5 personnel "E6"
 Type I Engine 7 with 5 personnel "E7"
 Type I Engine 8 with 5 personnel "E8"
 Air Unit with 1 personnel "Air 6"

Emergency Medical Services:

Central City EMS

EMS Supervisor "EMS 100"
 ALS Type I with 2 Paramedic "M 1"
 ALS Type II with 2 Paramedic "M 7"
 BLS Type IV with 2 EMTs "A 6"
 BLS Type IV with 2 EMTs "A 8"
 MCI Type I (100 pts.) with 1 EMT "MCSV 1"

Emergency Management:

EM Director

Public Information Officer

Central City Coordinator

Liberty County Public Health:

Environmental Health

Mary Smith "EM1"

Beth Price "EM 2"

John Walls "EM5"

Registered Environmental Health Specialist

Great Atlantic and Pacific Railroad:

RR Transport Safety Specialist

Map:

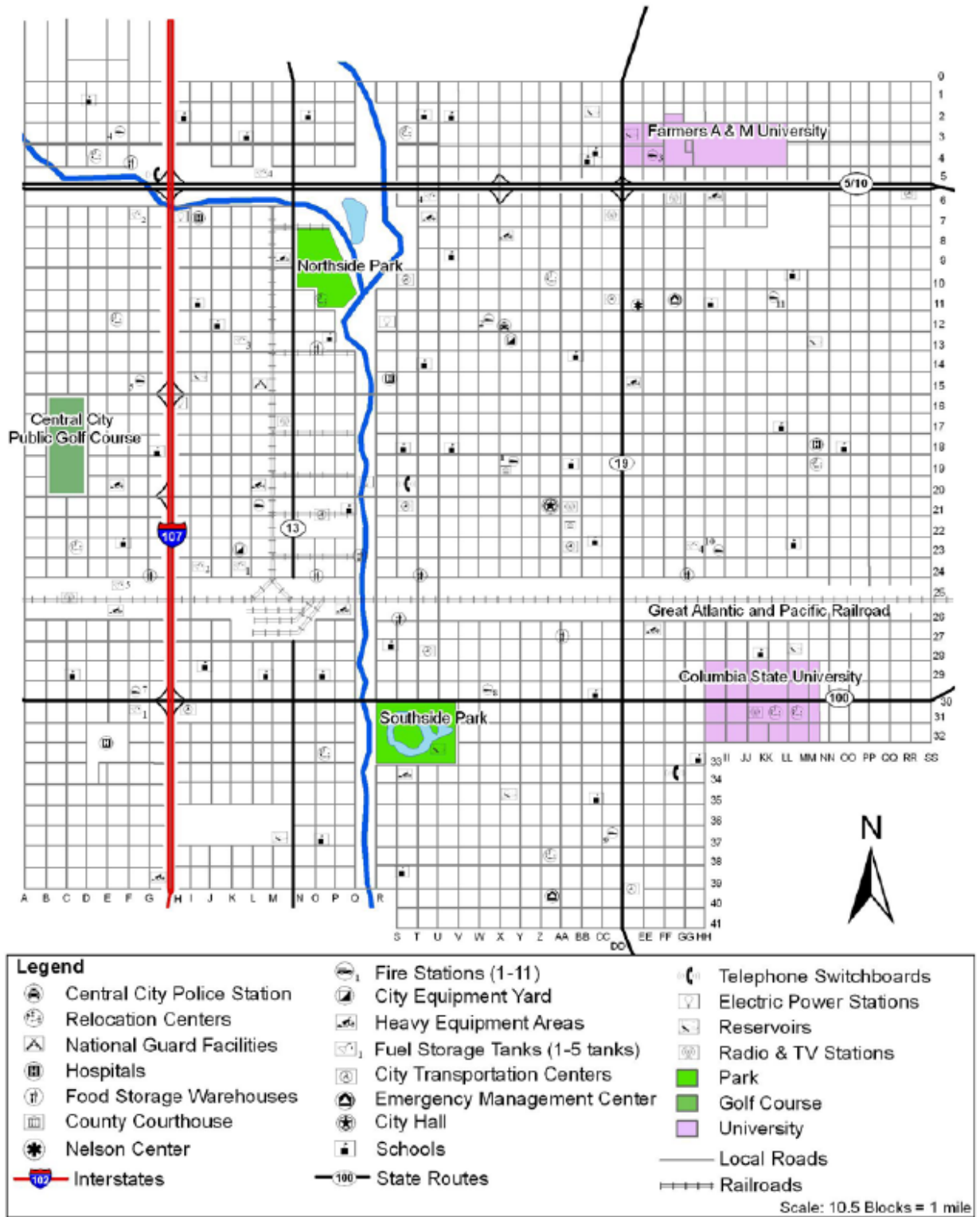
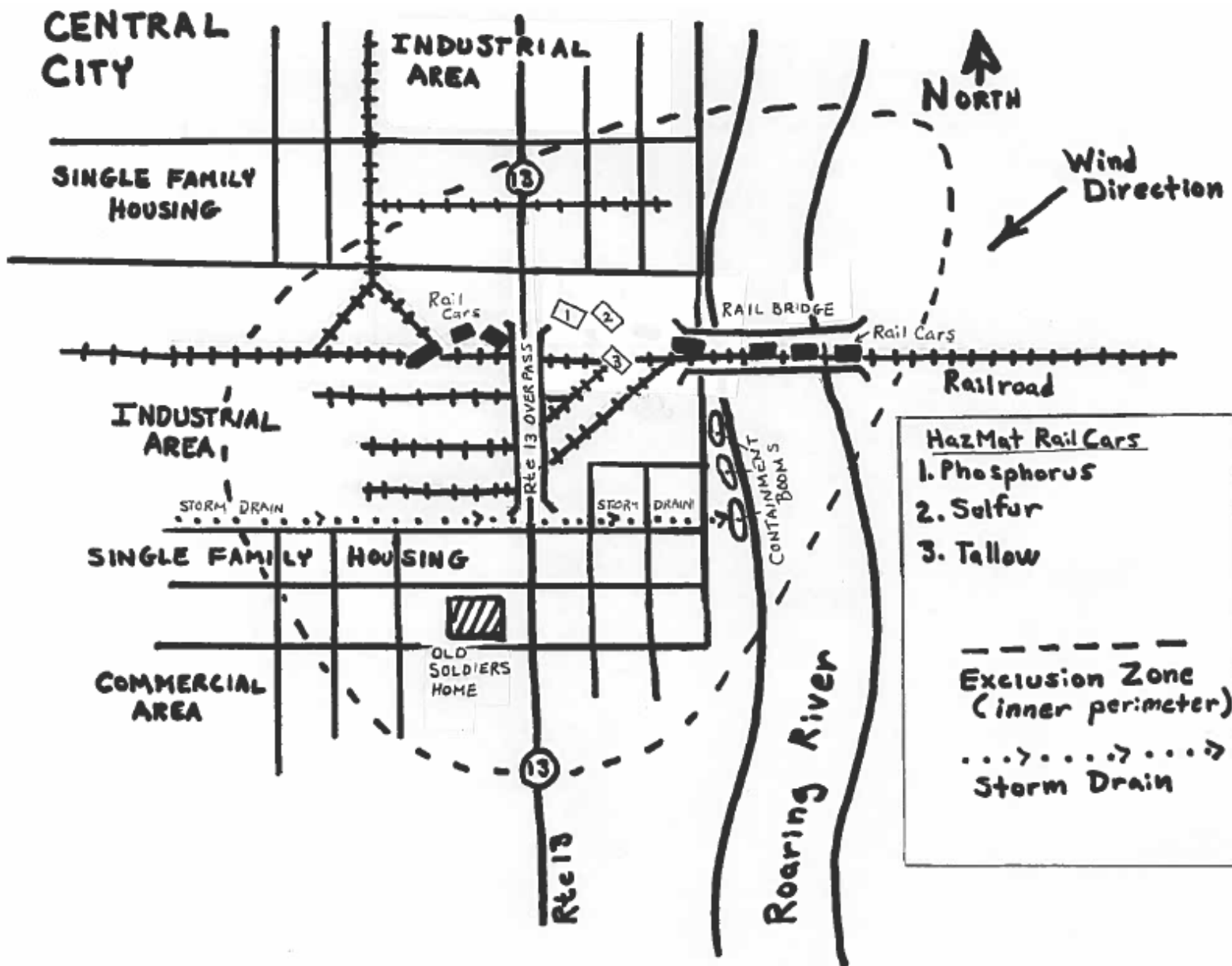


Figure Z.6. Central City Map

Your Notes:



Your Notes:

CENTRAL CITY HAZMAT SCENARIO

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To organize groups into Incident Management Groups; review and complete ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the scenario update.
2. Given a partially completed ICS Form 201 and the scenario information, complete the missing elements on the ICS Form 201.
3. Determine what Command and General positions will be staffed, depict on an organizational chart and be prepared to describe and explain.
4. Using the initial objectives from the ICS Form 201, develop incident objectives for the next Operational Period.
5. Document your objectives and organization on chart paper. Make sure your objectives are SMART!
6. Select a spokesperson and be prepared to describe and explain the rationale for your objectives and organization in 30 minutes.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the groups to hang the chart paper with their incident objectives and Command and General staff organization.
2. Select a group to present their incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201.
3. Compare the group's proposed incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201 to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the group spokesperson to present the reasons why the group chose a different objective or organizational structure. Continue this process until all the potential objectives have been discussed.
4. Optional (may significantly prolong the time required for the activity).

Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.

5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.
7. Optional - Identify individuals from the class with significant experience in an ICS position and ask them to comment on additional considerations based on their experience.

Scenario Update:

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

Central City Engine E-1, E-6, E-7 and E-8 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 non-ambulatory 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.

Your Notes:

INCIDENT BRIEFING (ICS FORM 201)

Partially Completed ICS Form 201 for Student Activity – Refer to
ICS_300_AAM_CCHS_ICs_Form_201_STUDENT.pdf

Completed ICS Form 201 for Instructor Reference - Refer to
ICS_300_AAM_CCHS_ICs_Form_201.pdf

Your Notes:

CENTRAL CITY HAZMAT SCENARIO

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To select tactics and conduct safety analysis for the next Operational Period resulting in the completion of ICS Forms 215 and 215A. Students may use the tactics meeting agenda as a template when conducting their group discussions.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following in your handouts:

- Scenario Update
- Operations Section Organizational Chart for the next Operational Period
- Updated Incident Objectives for next Operational Period
- Technical Specialist Report
- Updated Incident Maps
- Resources List
- Partially completed ICS Form 215
- Blank ICS Form 215A

2. Complete the ICS Form 215 using the available information.

Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the incident. Four Divisions have been established and additional law enforcement resources identified.

3. Based on the tactics selected on the ICS Form 215, complete the Safety Analysis (ICS Form 215A).

4. Be prepared to present in 60 minutes.

Debrief:

Monitor the time. After 60 minutes, or when each group completes the ICS Form 215 and ICS Form 215A, review the work and provide individual feedback to the group members.

Allow the groups to work at their own pace. However, if one group is slower, provide assistance to keep the activity moving within the overall timeframes allocated.

Debrief should take 30 minutes in total.

Your Notes:

Scenario Update:

It is now 1200. Your Incident Management Team (IMT) has formally assumed command of the Central 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 Roaring 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 Roaring River.)
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.

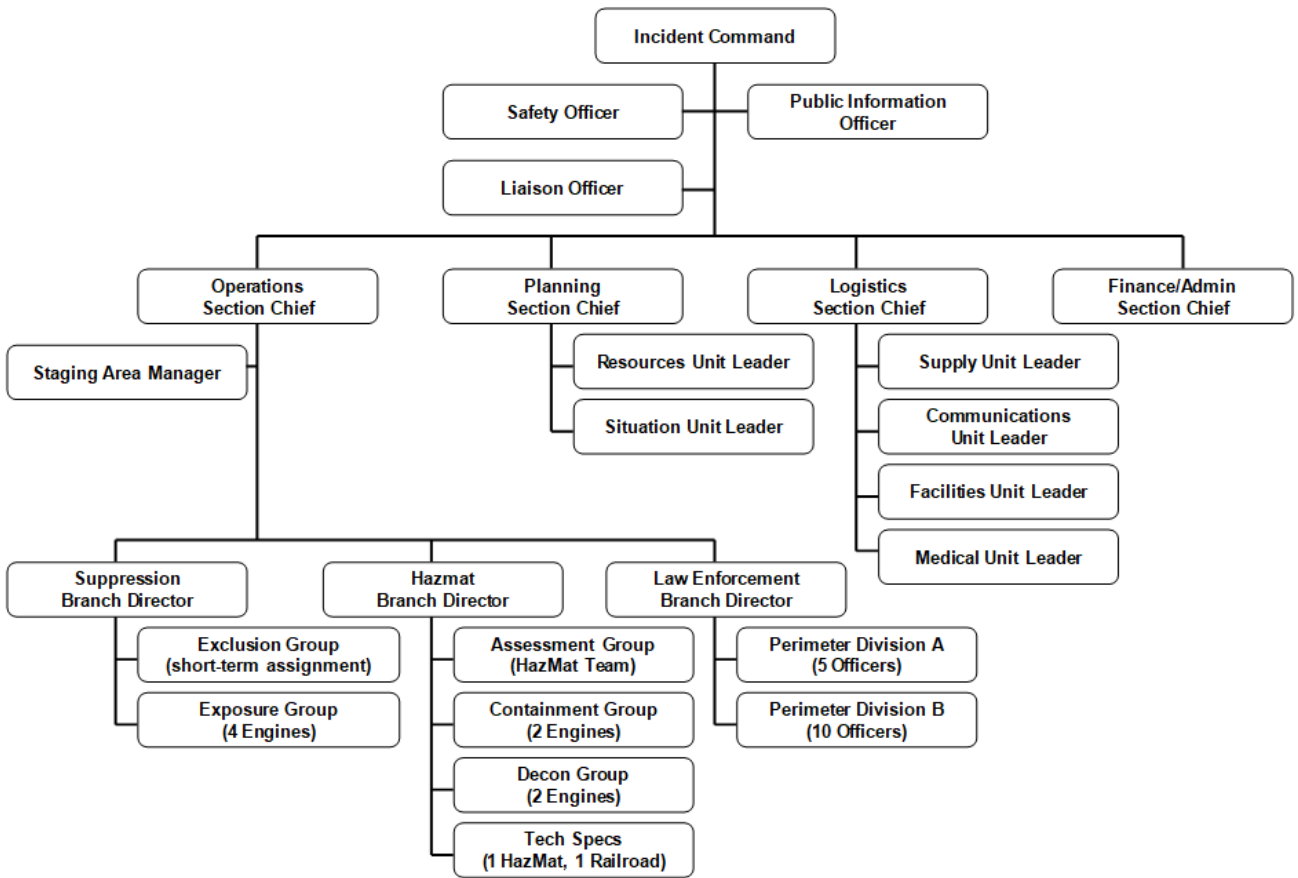
In his final closeout with your team, Initial Incident Commander Ralph Wilkins points out that at 1800 all evacuations should be complete, and the tactical complexity of the incident will be reduced to maintaining the perimeter, containment of runoff, and monitoring the burnoff. To this point, exposure 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. Use barrier tape to mark the exclusion zone (inner perimeter) by 1900.
4. Maintain current hazmat containment until cleanup has been completed.
5. Provide exposure protection by 1900.
6. Maintain capability for medical response until cleanup has been completed.

Your Notes:

Current Organizational Chart:



Your Notes:

INCIDENT OBJECTIVES (ICS FORM 202)

Updated Incident Objectives for Next Operational Period:

Refer to ICS_300_AAM_CCHS_ICs_Form_202.pdf

ICS Form 202 Incident Objectives

Purpose. The Incident Objectives (ICS Form 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. The ICS Form 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS Form 202. If additional IC signatures are used, attach a blank page.

Distribution. The ICS Form 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS Form 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS Form 202 and repaginate as needed.

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.

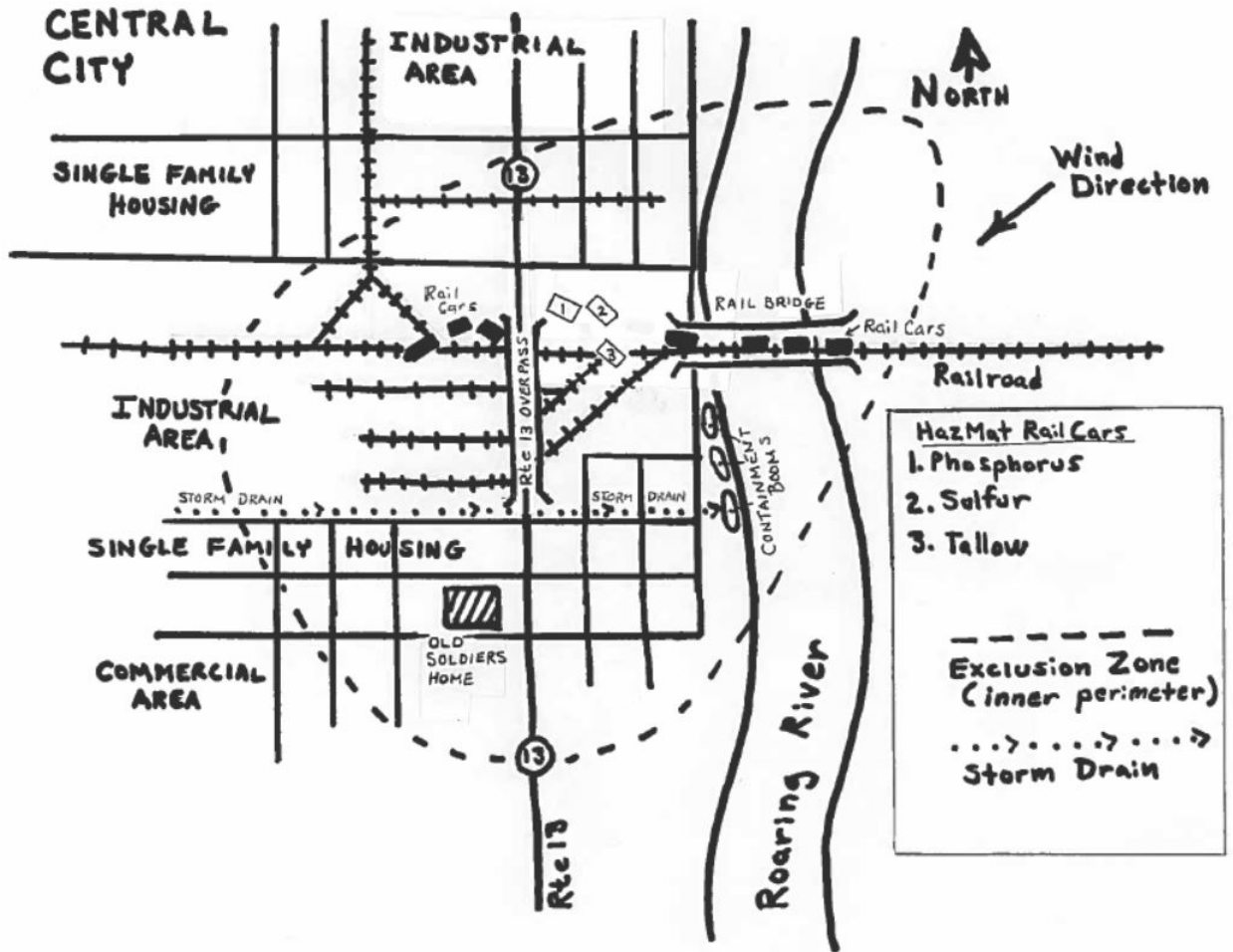
Weather: No significant change in the next 24 to 36 hours.

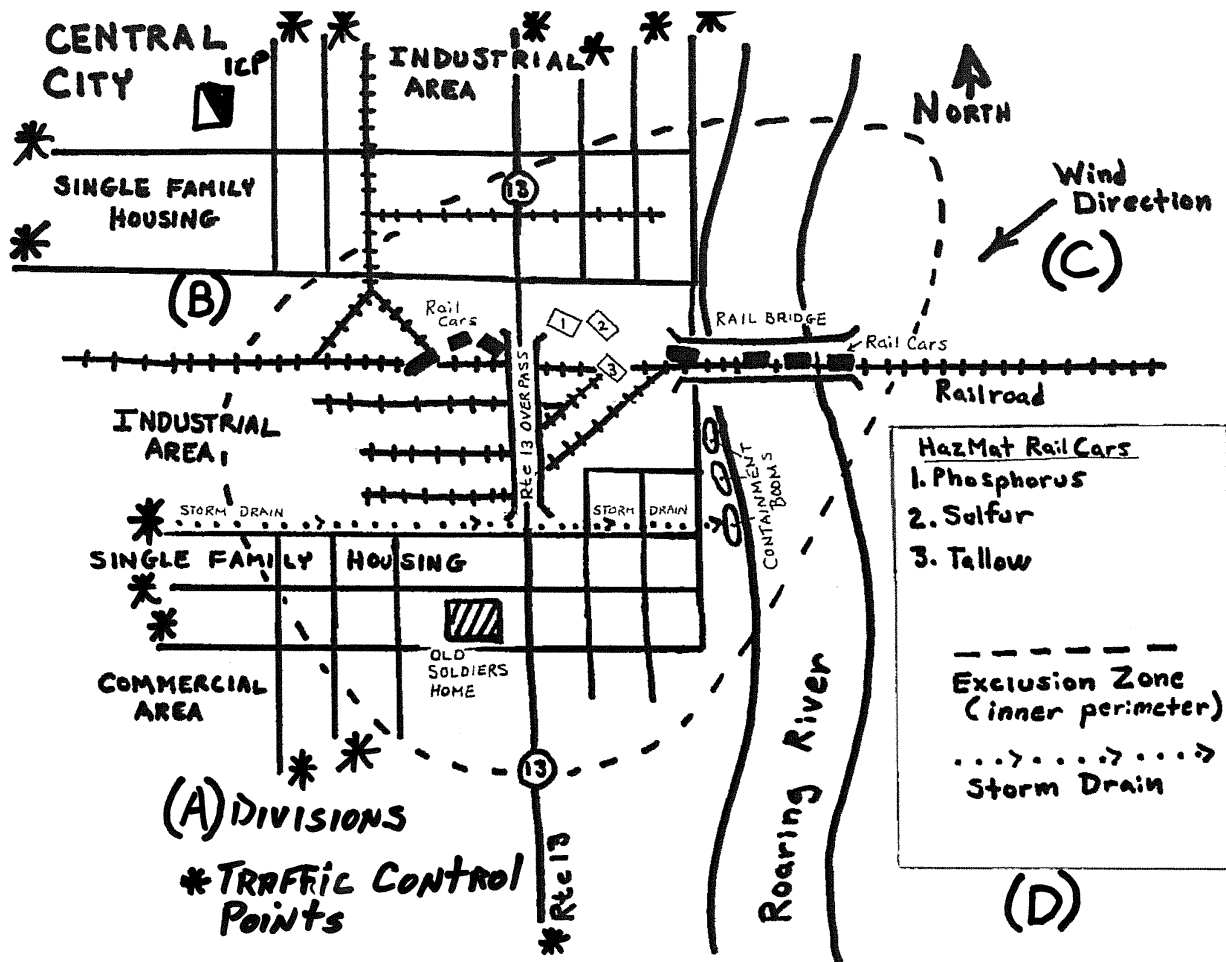
Technical Specialist Report (Continued)

Strategic/Tactical Option	Analysis
1. Patch phosphorus tanker.	Not recommended. Tear is too extensive, success uncertain, and hazards to responders too great.
2. Foam phosphorus tanker.	Not recommended. Adequate amounts of foam will take 48-72 hours to arrive.
3. Bury tanker in wet sand or dirt.	Not recommended. 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.	Not recommended. 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>Recommended. 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>Special considerations: City Hall, Police Department, and Fire Station 1/Administration buildings are within the 2-mile zone. Central 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>

Your Notes:

Updated Incident Maps:





Resources List:

Jurisdiction’s Emergency Resource Inventory:

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
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
Central City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: CCE-1, CCE-6, CCE 7, and CCE-8 Air 6
Other Local Fire	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
Central City EMS	BLS ALS Medevac Off-Duty Personnel (full-time and volunteer)	2 units: A 6, A 8 2 units: M1, M7 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
Other Local Resources	Central City/Liberty County Regional Hazmat Team School Buses Electrical Utility Company Gas Company	1 12 2 4
Available through mutual aid with adjacent counties	Engine Company Truck Company Patrol Car County Dump Truck	6 4 12 5

and their communities	Front-End Loader	2
	Bulldozer	2
	Crime Scene Investigation	1 unit
	County and State Engineer	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:

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

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

Central 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 FORM 215)

Partially Completed ICS Form 215:

Refer to ICS_300_AAM_CCHS_IC_S_Form_215.pdf

Blank ICS Form 215A:

Refer to ICS_300_AAM_CCHS_IC_S_Form_215A.pdf

Your Notes:

CENTRAL CITY HAZMAT SCENARIO

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To complete the planning cycle by developing a written IAP, developing the Operations Briefing agenda, and conducting an Operations Briefing for a simulated incident.

This activity is divided into two components. In Part 1, students will prepare an Incident Action Plan (IAP). In Part 2, students will develop the Operations Briefing agenda and then outbrief the IAP (developed in Part 1) in an Operations Briefing.

Instructions for Part 1:

Ask the students to work in groups to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, 206, 207 and 208.
2. Be prepared to finish in 45 minutes.

Instructions for Part 2:

Ask the students to work in groups to complete the following activity:

1. Outline the agenda for the Operations Briefing.
2. Select a spokesperson to present your IAP as a concise 5- to 10-minute Operations Briefing. Be prepared to present in 15 minutes.
3. Provide students with blank copies of the ICS Forms located in the Appendix.

Instructor Note: Evaluate each group's completion of the planning cycle through their development of a written IAP and conducting their Operations Briefing for their assigned Applied Activity Scenario.

Provide students with blank copies of appropriate ICS Forms and remind students of the time constraints. The instructional team will need to circulate the classroom to keep groups on task and providing assistance as needed. Remember this activity is the students first real exposure to the IAP process.

Debrief for Part 1:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 1: 45-minute prep time.
 - a. Review each group's completed Incident Action Plan (IAP), using at a minimum ICS Forms 202, 203, 204(s), 205, 206, and 208. The ICS Form 207 is optional. Provide each group constructive feedback on their finished IAP.

Evaluation of IAP Required ICS Forms:

Use the following as a checklist to review each group's completed IAP.

Incident Objectives (ICS Form 202)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides clear, concise SMART statements of objectives in priority order
- Provides clear command emphasis (tactical priorities or weather forecast). Example: Be aware of a specific danger/hazard.
- Provides general situational awareness like weather forecast, incident conditions, and/or general safety message approved by the Safety Officer and in alignment with the Safety Message/Plan (ICS Form 208). Checked if Site Safety Plan is required and plan location provided.
- Identifies/checks all accompanying IAP attachments. Crosscheck documents are all checked and present.
- Confirm prepared by signature and approved by IC signature.

Organization Assignment List (ICS Form 203)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Confirm Incident Command and Command Staff are listed as appropriate for the incident operational period.
- Confirm Agency/Organization Representatives are listed as appropriate for the incident operational period.
- Confirm Planning Section Staff are listed as appropriate for the incident operational period.
- Confirm Logistics Section/Support Branch/Service Branch Staff are listed as appropriate for the incident operational period.
- Confirm Operations Section/Branch/Air Operations Branch Staff are listed as appropriate for the incident operational period.
- Confirm Finance/Administration Staff are listed as appropriate for the incident operational period.
- Confirm prepared by signature.

Unit Assignment List (ICS Form 204(s))

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides Branch, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.
- Identifies Operations personnel names and contact information to include unit identifier, leader's name, and total number of assigned persons. Must include leader in the total.
- Provides special notes or directions specific to assigned resource like drop off/pick up location, special equipment/supplies needed, resource briefings, and transportation needs.
- Provides a work assignment through tactical objectives to be achieved.
- Provides special instructions appropriate for the incident operational period. Keyed in on any safety problems or specific precautions to be exercised.
- Provides specific communications information.
- Confirm prepared by signature and approved by IC signature.

Communications List (ICS Forms 205 or 205A)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides communications methods assigned to personnel by their assigned ICS position as appropriate for the incident operational period.
- Confirm prepared by signature.

Medical Plan (ICS Form 206)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides information on Medical Aid Stations.
- Provides information on air and ground EMS transportation.
- Provides information on hospitals that could serve this incident.
- Provides any special emergency instructions for use by incident personnel to include procedures for how to report medical emergencies.
- Confirm prepared by signature and approved by Safety Officer signature.

Incident Organization Chart (ICS Form 207)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Completed incident organization chart consistent with the provided Organization Assignment List (ICS Form 203).
- Confirm prepared by signature.

Safety Message/Plan (ICS Form 208)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides a clear, concise safety message that is consistent with the key command emphasis/decisions/directions found on the Incident Objectives (ICS Form 202).
- Includes known safety hazards and specific precautions to be observed and consistent with the Unit Assignment List (ICS Form 204(s)).
- Check if Site Safety Plan is required and plan location provided.
- Confirm prepared by signature.

Debrief for Part 2:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 2: 15-minute prep time.
 - a. Review each group's completed Operations Briefing Agenda.
 - b. Provide constructive feedback on each group's 5 to 10-minute Operations Briefing presentation of their completed IAP.

Evaluation of Operations Briefing Agenda and Briefing:

Use the following as a checklist to review each group's completed Operations Briefing Agenda and provide constructive feedback on each group's Operations Briefing presentation (concise 5 to 10 minute) of their IAP. Refer students to Handout 5-1: Preparing for the Planning Meeting and Handout 5-2 Sample Planning Meeting Agenda.

- Planning Section Chief** – “Introduction” Brings briefing to order, covers ground rules, and refers to agenda.
- Incident Commander/Unified Command** – Provides opening remarks.
- Situation Unit Leader** and any needed **Technical Specialists** covers current situation, weather, and incident Projections
- Planning Section Chief** - Covers Incident Objectives and priorities for the group.
- Operations Section Chief** - Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Operations Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics Section Chief** - Validates that Communications, Medical, Transportation Unit, and Supply Units concur with and capable of supporting the proposed plan.
- Finance/Administration Section Chief** - Indicates fiscal constraints and verifies the proposed plan fits with financial constraints.
- Public Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- Liaison Officer** - Confirms interagency issues are being addressed.
- Other Staff** or **Technical Specialists** as needed.
- Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.

- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting

CENTRAL CITY HAZMAT SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To describe how resources are ordered and to identify the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to work in groups to complete the following activity, given your scenario:

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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. Emphasize that there is NO one correct solution.
2. Ask the group spokesperson to present its group solutions.
3. Discuss the similarities and differences among the group responses and rationales for their answers.

Your Notes:

CENTRAL CITY HAZMAT SCENARIO

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery **Instructor Notes**

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the information you developed in the previous activities, the scenario update and the 5 elements of a Demobilization Plan.
2. Write 5 considerations for demobilization for your scenario on an easel chart.
3. Based on your scenario, are there any unique demobilization release priorities?
4. Select a spokesperson and be prepared to present your work in 15 minutes.

Debrief:

1. Ask one group to present their list.
2. Ask the remainder of the class to provide feedback.
3. Provide any additional feedback based on the list below.

Demobilization Considerations:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

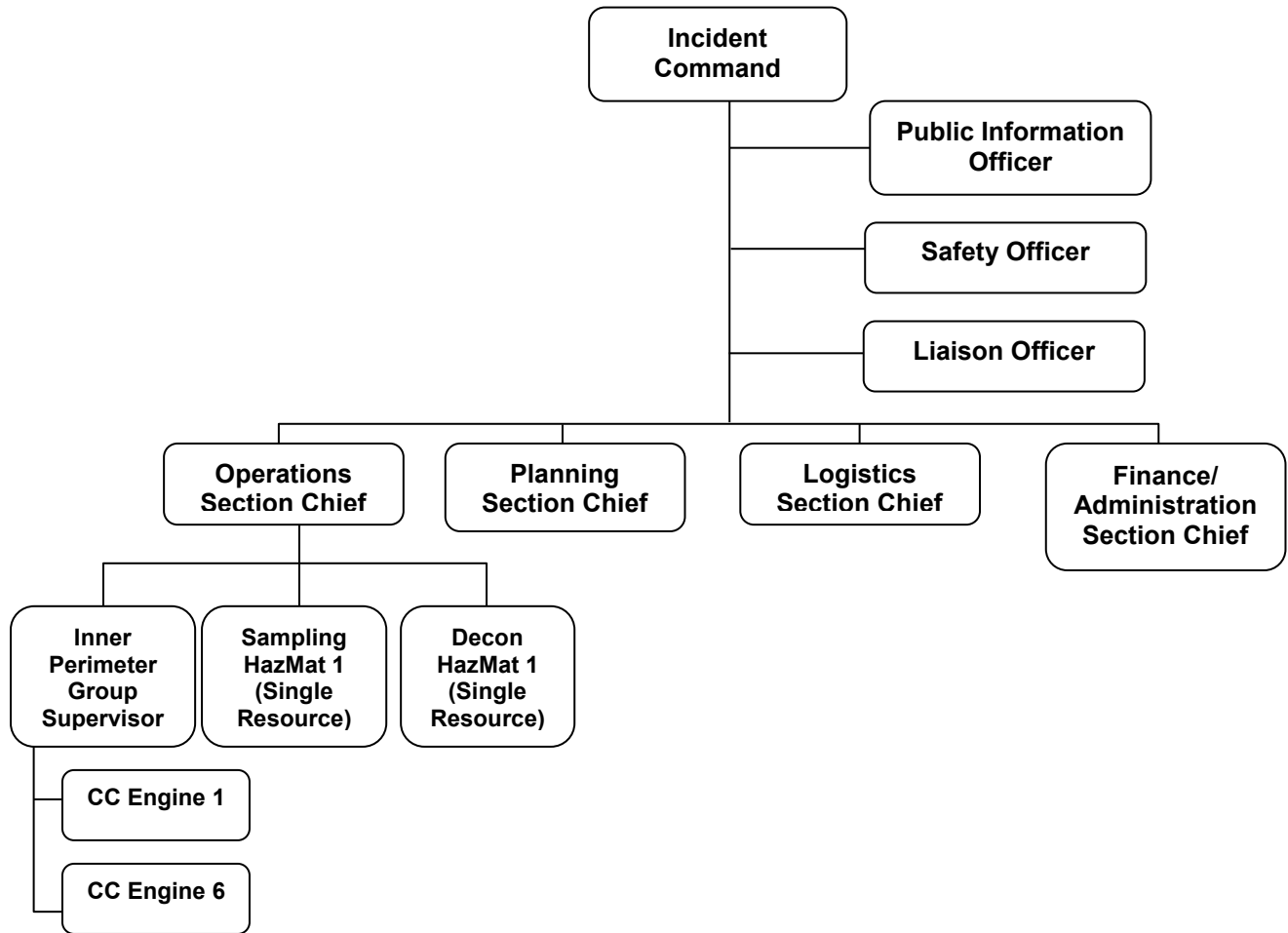
Scenario Update:

- 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:

BASKETBALL GAME SCENARIO

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To apply key Unified Command principles.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following:
 - Scenario
 - Resources
 - Problem
 - Scenario Update
 - Critical Issues
2. Complete the following steps:
 - a. Who has a stake in the incident?
 - b. Who are the assisting and cooperating agencies?
 - c. Is this a Single or Unified Command managed incident?
 - d. If Single Command, who is the Incident Commander and why?
 - e. If Unified Command, who are the members and why?
3. Draw an Organization Chart for your Incident Command or Unified Command.
4. Identify challenges and safety issues.
5. Record your results on chart paper that can be seen by the entire class.
6. Select a spokesperson and be prepared to present in 30 minutes.
7. Emphasize that the spokesperson should be able to explain the rationale for the group's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one group to present which command structure and make up of that command structure.
2. Ask the other groups if they had different responses. Compare the similarities and differences among the groups. There is no one correct answer.
3. Next, ask a different group to present challenges and strategies. Ask other groups if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

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 28th Street on the north and 32nd 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 8th at the Phillips Field House located at 30th 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 20th 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 30th, which leaves a little over a week to prepare a plan for the championship game.

Scenario Update:

Central City is under a winter weather warning for the weekend of April 8th. The National Weather Service (NWS) is predicting blizzard like conditions for Friday evening, April 7th, 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.

Q.3.1. Columbia State University Map

1 - JC Miller Hall	11 - Bryan Hall	21 - Smith Hall	31 - Wille Nelson Auditorium	41 - Alpha Delta Pi	51 - Delta Gamma
2 - Student Union	12 - Meyer Hall	22 - Mager Hall	32 - McDonald Stadium	42 - Theta Chi	52 - Hillel House
3 - Alden	13 - Chamberlin Hall	23 - Barbee Hall	33 - Phillips Field House	43 - Sigma Chi	53 - Howard Hall
4 - Memorial Auditorium	14 - Martin Hall	24 - Vogel Hall	34 - Wake House Maintenance	44 - Sigma Sigma Sigma	54 - Williams Hall
5 - Casper Hall	15 - Yount Hall	25 - Fowler Communications	35 - Baker Hall	45 - Sigma Nu	55 - Fluman Hall
6 - Bunsan Hall	16 - Laye Hall	26 - Chapel	36 - Tudor Hall	46 - Phi Kappa Psi	56 - Schwartz Hall
7 - Robert Hall	17 - Van Deusen Hall	27 - Barrymore Hall	37 - Alpha Chi Re	47 - Lambda Chi Alpha	57 - War Memorial
8 - Brown Hall	18 - Meehan Hall	28 - Walters Hall	38 - Hogan Hall	48 - Chi Omega	58 - Gravin Medical Tower
9 - Monty Hall	19 - Petrak Hall	29 - Harris Hall	39 - Phi Delta Theta	49 - Phi Mu	59 - Ground Maintenance
10 - Young Hall	20 - Cassidy Hall	30 - Cleeze Hall	40 - Delta Delta Delta	50 - Delta Tau Delta	



Legend

Building Stories

	1		2		3		4		6		8
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Figure Q.1. Columbia State University Map

BASKETBALL GAME SCENARIO

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To organize groups into Incident Management Groups; review and complete ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the scenario and additional resources.
2. Given a partially completed ICS Form 201 and the scenario information, complete the missing elements on the ICS Form 201.
3. Determine what Command and General positions will be staffed and depict on an organizational chart and be prepared to describe and explain.
4. Using the initial objectives from the ICS Form 201, develop incident objectives for the next Operational Period.
5. Document your objectives and organization on chart paper. Make sure your objectives are SMART!
6. Select a spokesperson and be prepared to describe and explain the rationale for your objectives and organization in 30 minutes.

Incident Briefing (ICS Form 201)

Partially Completed ICS Form 201 for Student Activity – Refer to ICS_300_AAM_BBS_ICs_Form_201_STUDENT.pdf

Completed ICS Form 201 for Instructor Reference - Refer to ICS_300_AAM_BBS_ICs_Form_201.pdf

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the groups to hang the chart paper with their incident objectives and Command and General staff organization.
2. Select a group to present their incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201.
3. Compare the group's proposed incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201 to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the group spokesperson to present the reasons why the group chose a different objective or organizational structure. Continue this process until all the potential objectives have been discussed.
4. Optional (may significantly prolong the time required for the activity).
Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.
7. Optional - Identify individuals from the class with significant experience in an ICS position and ask them to comment on additional considerations based on their experience.

Answer Key – For Instructors**Good Objectives for Warhawk / Bulldog Basketball Scenario**

Objective 1 - Incident command will be established, and all communications will be confirmed by 1200 hours at the Mobile Command Post at 30th Street and LL Street.

Objective 2 - Central City Police and University Police will establish and maintain perimeters at designated locations on the campus for incoming game attendees by 1600 hours.

Objective 2 - Central City PD and University Police will maintain a perimeter to separate protesters from game attendees between 29th and 30th Streets adjacent to LL Street by 1600 hours.

Objective 3 – By 1600 hours Columbia State Police and Central City Utilities will have barricades in place and have designated corridors established into and out of parking lots for the basketball venue.

Objective 4 – By 1600 hours Special Investigations and SWAT will establish a physical presence on at designated locations to provide visibility, scene monitoring and communications with the ICP for the duration of the event.

Your Notes:

BASKETBALL GAME SCENARIO

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To select tactics and conduct safety analysis for the next Operational Period resulting in the completion of ICS Forms 215 and 215A. Students may use the tactics meeting agenda as a template when conducting their group discussions.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following in your handouts:

- Scenario Update
- Critical Issues
- Resources
- Partially completed ICS Form 215
- Blank ICS Form 215A

2. Complete the ICS Form 215 using the available information.

Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the incident.

3. Based on the tactics selected on the ICS Form 215, complete the Safety Analysis (ICS Form 215A).

4. Be prepared to present in 60 minutes.

Debrief:

Monitor the time. After 60 minutes, or when each group completes the ICS Form 215 and ICS Form 215A, review the work and provide individual feedback to the group members.

Allow the groups to work at their own pace. However, if one group is slower, provide assistance to keep the activity moving within the overall timeframes allocated.

Debrief should take 30 minutes in total.

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 ALS	2 units 2 units
Central City Public Works	Front-End Loaders Dump Trucks with plows	3 4
Columbia University Police	Patrol Car	16
Central City Mobile Command Post		1
Central City Police	Intelligence Unit	2 supervisors 4 detectives

Additional Available Resources

Columbia State Police

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

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
Total Staff		202	165	37

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
Chiefs			
Deputy Chiefs	1	1	3
Battalion Chiefs	2	2	6
Captains	16	16	48
Relief Captains (as needed)	2	0	6
Fire Fighters	60	60	180
Relief Firefighters	7	0	21
Total	88	79	264

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	Officer	1
		Firefighter	5
Air Cascade Unit	1	Firefighter	1
Battalions	2	Battalion	2
Deputy Chief Office		Deputy Chief	1
		Firefighter	1

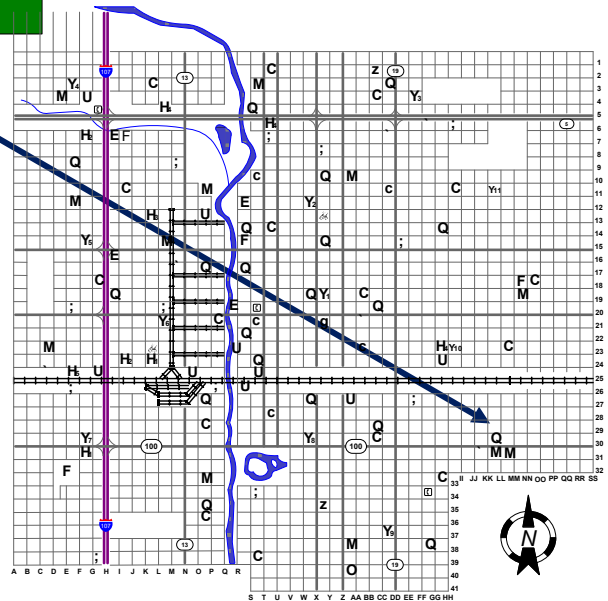
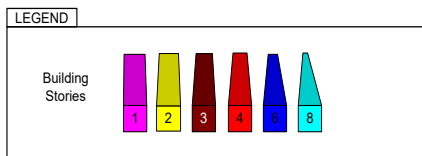
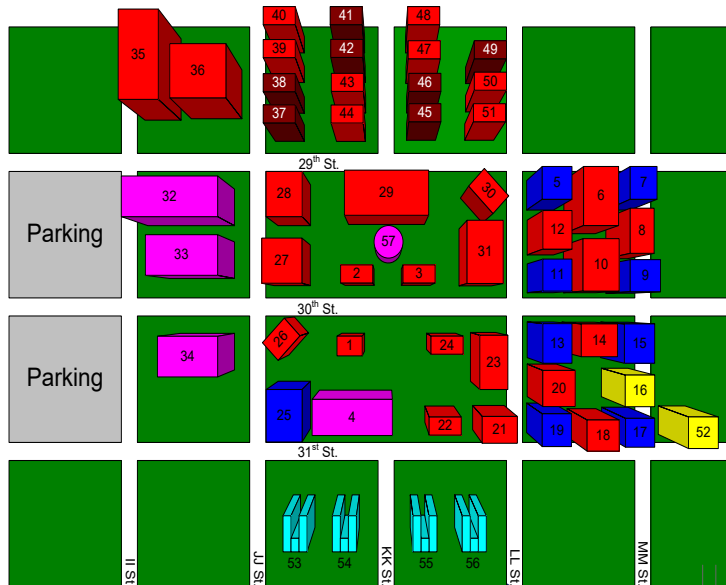
Central City EMS Units

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	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
57	War Memorial



LEGEND

g CENTRAL CITY POLICE STATION	Y FIRE STATIONS (1-11)	C SCHOOLS
S SHELTER COMPLEX HEADQUARTERS	Q CITY EQUIPMENT YARD	E TELEPHONE SWITCHBOARDS
R RELOCATION CENTERS	H HEAVY EQUIPMENT AREAS	U ELECTRIC POWER STATIONS
M NATIONAL GUARD FACILITIES	F FUEL STORAGE TANKS (1-5)	Z RESERVOIRS
F HOSPITALS	C CITY TRANSPORTATION CENTERS	z RADIO & TV STATIONS
U FOOD STORAGE FACILITIES	O EMERGENCY MANAGEMENT CENTER	

SCALE: 7 BLOCKS = 1 MILE

Central City University Campus Buildings

Location on Map	Name	Stories	Department or Use
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

OPERATIONAL PLANNING WORKSHEET (ICS FORM 215)

Partially Completed ICS Form 215:

Refer to ICS_300_AAM_BBS_ICs_Form_215.pdf

Blank ICS Form 215A:

Refer to ICS_300_AAM_BBS_ICs_Form_215A.pdf

Your Notes:

BASKETBALL GAME SCENARIO

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To complete the planning cycle by developing a written IAP, developing the Operations Briefing agenda, and conducting an Operations Briefing for a simulated incident.

This activity is divided into two components. In Part 1, students will prepare an Incident Action Plan (IAP). In Part 2, students will develop the Operations Briefing agenda and then outbrief the IAP (developed in Part 1) in an Operations Briefing.

Instructions for Part 1:

Ask the students to work in groups to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, 206, 207, and 208.
2. Be prepared to finish in 45 minutes.

Instructions for Part 2:

Ask the students to work in groups to complete the following activity:

1. Outline the agenda for the Operations Briefing.
2. Select a spokesperson to present your IAP as a concise 5- to 10-minute Operations Briefing. Be prepared to present in 15 minutes.
3. Provide students with blank copies of the ICS Forms located in the Appendix.

Instructor Note: Evaluate each group's completion of the planning cycle through their development of a written IAP and conducting their Operations Briefing for their assigned Applied Activity Scenario.

Provide students with blank copies of appropriate ICS Forms and remind students of the time constraints. The instructional team will need to circulate the classroom to keep groups on task and providing assistance as needed. Remember this activity is the students first real exposure to the IAP process.

Debrief for Part 1:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 1: 45-minute prep time.
 - a. Review each group's completed Incident Action Plan (IAP), using at a minimum ICS Forms 202, 203, 204(s), 205, 206, and 208. The ICS Form 207 is optional. Provide each group constructive feedback on their finished IAP.

Evaluation of IAP Required ICS Forms:

Use the following as a checklist to review each group's completed IAP.

Incident Objectives (ICS Form 202)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides clear, concise SMART statements of objectives in priority order
- Provides clear command emphasis (tactical priorities or weather forecast). Example: Be aware of a specific danger/hazard.
- Provides general situational awareness like weather forecast, incident conditions, and/or general safety message approved by the Safety Officer and in alignment with the Safety Message/Plan (ICS Form 208). Checked if Site Safety Plan is required and plan location provided.
- Identifies/checks all accompanying IAP attachments. Crosscheck documents are all checked and present.
- Confirm prepared by signature and approved by IC signature.

Organization Assignment List (ICS Form 203)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Confirm Incident Command and Command Staff are listed as appropriate for the incident operational period.
- Confirm Agency/Organization Representatives are listed as appropriate for the incident operational period.
- Confirm Planning Section Staff are listed as appropriate for the incident operational period.
- Confirm Logistics Section/Support Branch/Service Branch Staff are listed as appropriate for the incident operational period.
- Confirm Operations Section/Branch/Air Operations Branch Staff are listed as appropriate for the incident operational period.
- Confirm Finance/Administration Staff are listed as appropriate for the incident operational period.
- Confirm prepared by signature.

Unit Assignment List (ICS Form 204(s))

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides Branch, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.
- Identifies Operations personnel names and contact information to include unit identifier, leader's name, and total number of assigned persons. Must include leader in the total.
- Provides special notes or directions specific to assigned resource like drop off/pick up location, special equipment/supplies needed, resource briefings, and transportation needs.
- Provides a work assignment through tactical objectives to be achieved.
- Provides special instructions appropriate for the incident operational period. Keyed in on any safety problems or specific precautions to be exercised.
- Provides specific communications information.
- Confirm prepared by signature and approved by IC signature.

Communications List (ICS Forms 205 or 205A)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides communications methods assigned to personnel by their assigned ICS position as appropriate for the incident operational period.
- Confirm prepared by signature.

Medical Plan (ICS Form 206)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides information on Medical Aid Stations.
- Provides information on air and ground EMS transportation.
- Provides information on hospitals that could serve this incident.
- Provides any special emergency instructions for use by incident personnel to include procedures for how to report medical emergencies.
- Confirm prepared by signature and approved by Safety Officer signature.

Incident Organization Chart (ICS Form 207)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Completed incident organization chart consistent with the provided Organization Assignment List (ICS Form 203).
- Confirm prepared by signature.

Safety Message/Plan (ICS Form 208)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides a clear, concise safety message that is consistent with the key command emphasis/decisions/directions found on the Incident Objectives (ICS Form 202).
- Includes known safety hazards and specific precautions to be observed and consistent with the Unit Assignment List (ICS Form 204(s)).
- Check if Site Safety Plan is required and plan location provided.
- Confirm prepared by signature.

Debrief for Part 2:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 2: 15-minute prep time.
 - a. Review each group's completed Operations Briefing Agenda.
 - b. Provide constructive feedback on each group's 5 to 10-minute Operations Briefing presentation of their completed IAP.

Evaluation of Operations Briefing Agenda and Briefing:

Use the following as a checklist to review each group's completed Operations Briefing Agenda and provide constructive feedback on each group's Operations Briefing presentation (concise 5 to 10 minute) of their IAP. Refer students to Handout 5-1: Preparing for the Planning Meeting and Handout 5-2 Sample Planning Meeting Agenda.

- Planning Section Chief** – “Introduction” Brings briefing to order, covers ground rules, and refers to agenda.
- Incident Commander/Unified Command** – Provides opening remarks.
- Situation Unit Leader** and any needed **Technical Specialists** covers current situation, weather, and incident Projections
- Planning Section Chief** - Covers Incident Objectives and priorities for the group.
- Operations Section Chief** - Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Operations Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics Section Chief** - Validates that Communications, Medical, Transportation Unit, and Supply Units concur with and capable of supporting the proposed plan.
- Finance/Administration Section Chief** - Indicates fiscal constraints and verifies the proposed plan fits with financial constraints.
- Public Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- Liaison Officer** - Confirms interagency issues are being addressed.
- Other Staff** or **Technical Specialists** as needed.
- Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.

- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting

BASKETBALL GAME SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To describe how resources are ordered and to identify the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to work in groups to complete the following activity, given your scenario:

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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. Emphasize that there is NO one correct solution.
2. Ask the group spokesperson to present its group solutions.
3. Discuss the similarities and differences among the group responses and rationales for their answers.

Your Notes:

BASKETBALL GAME SCENARIO

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the information you developed in the previous activities, the scenario update, and the 5 elements of a Demobilization Plan.
2. Write 5 considerations for demobilization for your scenario on an easel chart.
3. Based on your scenario, are there any unique demobilization release priorities?
4. Select a spokesperson and be prepared to present your work in 15 minutes.

Debrief:

1. Ask one group to present their list.
2. Ask the remainder of the class to provide feedback.
3. Provide any additional feedback based on the list below.

Demobilization Considerations:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

Scenario Update:

Friday evening, April 7th, 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.

SCHOOL FIRE SCENARIO

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To apply key Unified Command principles.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following:
 - Scenario
 - Resources
 - Central City EMS Unit Assignments Daily Staffing
 - Map
 - The Situation
 - Scenario Update
 - Critical Issues
2. Complete the following steps:
 - a. Who has a stake in the incident?
 - b. Who are the assisting and cooperating agencies?
 - c. Is this a Single or Unified Command managed incident?
 - d. If Single Command, who is the Incident Commander and why?
 - e. If Unified Command, who are the members and why?
3. Draw an Organization Chart for your Incident Command or Unified Command.
4. Identify challenges and safety issues.
5. Record your results on chart paper that can be seen by the entire class.
6. Select a spokesperson and be prepared to present in 30 minutes.
7. Emphasize that the spokesperson should be able to explain the rationale for the group's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one group to present which command structure and make up of that command structure.
2. Ask the other groups if they had different responses. Compare the similarities and differences among the groups. There is no one correct answer.
3. Next, ask a different group to present challenges and strategies. Ask other groups if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

Scenario: Background Information

School Information

Central City Junior High School, located at AA and 19th 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 14th 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. Central City has three public safety entities: Police, Fire and EMS.

The Central City Police Department (CCPD) is located at X and 20th 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.

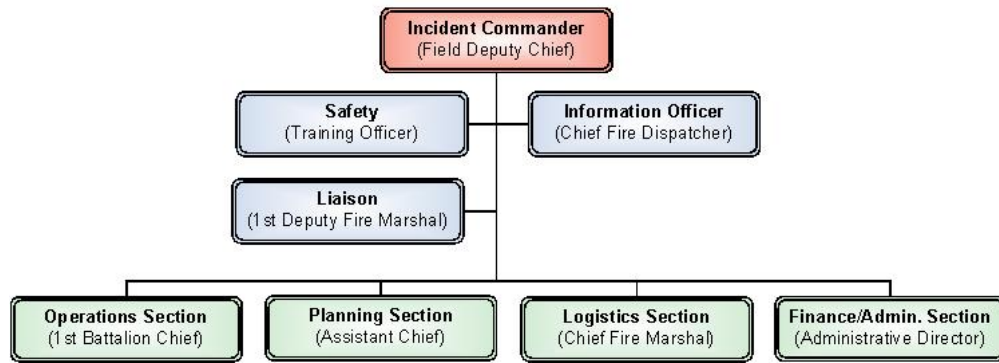
Police Department Unit#	Vehicle Type	Staffing
P1,P2	Field Supervisor	1 SGT
P3,P4,P5,P6,P7,P8,P9,P10,P11,P12	Patrol Vehicle	1 Police Officer
P13,P14,P15,P16,P17,P18,P19,P20	Patrol Vehicle	1 Police Officer (DARE)

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:

Fire Department Unit #	Vehicle Type	Staffing
B1, B2	Command	1 Battalion Chief (24
E1,E2,E3,E4.E5,E6,E7,E8,E9,E10,E11	Engine Company	3 Personnel (24 Hours)
T1,T2,T4,T8,T11	Truck Company	4 Personnel (24 Hours)
S1,S2,S4,S8,S11	Squad Company	4 Personnel (24 Hours)
HM1	Haz Mat Response	9 Personnel (24 Hours)

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 student 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
EMS1	Non-Transporting	1 EMS Supervisor (24 Hours)
M2,M4,M7,M9,M11	ALS	2 paramedics (EMT-P, 24
A3,A5,A6,A8,A10	BLS	2 EMTs (24 Hours)

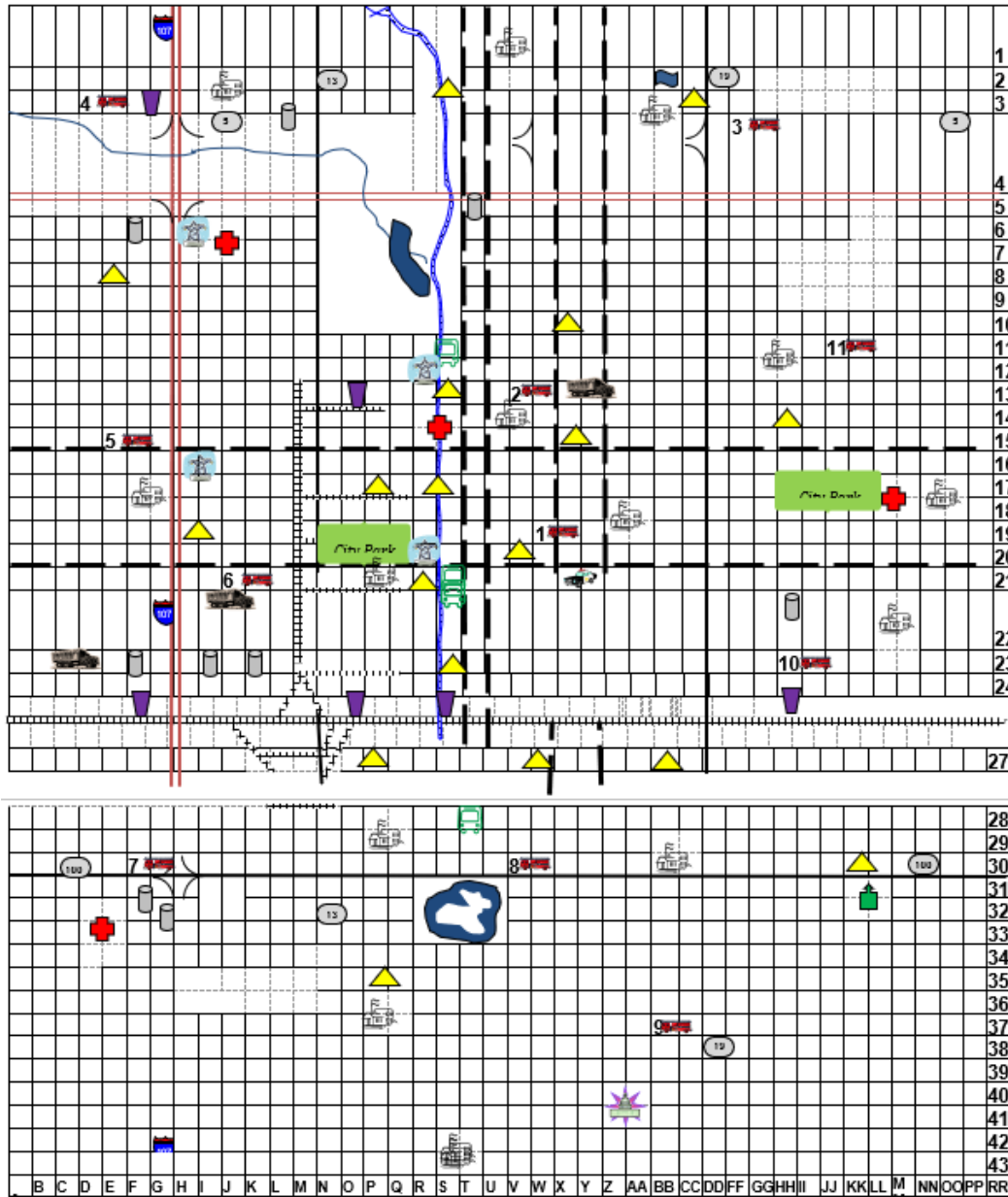
The following Private bus companies are located in Liberty County:

Bus Company	# of Buses	Capacity
Central City	100	60
Apple Valley	40	60
Bayport	10	50
Fisherville	20	65
	3	15
Harvest Junction	25	60
	3	20
	3	16
Kingston	25	65

The following School bus companies are located in Liberty County:

Bus Company	# of Buses	Capacity
Apple County	70	60
	10	20
Granite County	120	60
	20	20
Green County – North	100	60
	10	15
Green County – South	100	60
	10	15
Kane County	150	60
Mineral County	150	60
	10	15
	10	20
Stramford County	100	60
Tower Beach	40	60
	30	15

Map:



	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 20th Streets. Ms. Walters has activated the school emergency plan and is in contact with Mr. Brickheart, Mr. McManus, and SGT Williams.

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 20th 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.

SCHOOL FIRE SCENARIO

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To organize groups into Incident Management Groups; review and complete ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Given a partially completed ICS Form 201 and the scenario information, complete the missing elements on the ICS Form 201.
2. Determine what Command and General positions will be staffed and depict on an organizational chart and be prepared to describe and explain.
3. Using the initial objectives from the ICS Form 201, develop incident objectives for the next Operational Period.
4. Document your objectives and organization on chart paper. Make sure your objectives are SMART!
5. Select a spokesperson and be prepared to describe and explain the rationale for your objectives and organization in 30 minutes.

Incident Briefing (ICS Form 201)

Partially Completed ICS Form 201 for Student Activity – Refer to ICS_300_AAM_SFS_ICs_Form_201_STUDENT.pdf

Completed ICS Form 201 for Instructor Reference - Refer to ICS_300_AAM_SFS_ICs_Form_201.pdf

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the groups to hang the chart paper with their incident objectives and Command and General staff organization.
2. Select a group to present their incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201.
3. Compare the group's proposed incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201 to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the group spokesperson to present the reasons why the group chose a different objective or organizational structure. Continue this process until all the potential objectives have been discussed.
4. Optional (may significantly prolong the time required for the activity).
Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.
7. Optional - Identify individuals from the class with significant experience in an ICS position and ask them to comment on additional considerations based on their experience.

New Incident Objectives:

- Provide Scene Safety and Security for First Responders, School Student and Staff
- Provide Treatment of Injured Teachers and Students
- Control the Fire in the Laboratory and Evaluate Toxic Plume
- Conduct Search and Rescue Operations for Missing Teachers and Students
- Evacuate Teachers and Students to Shelters while Maintaining Accountability
- Provide a Unified Media Message for Stakeholders

Your Notes:

SCHOOL FIRE SCENARIO

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To select tactics and conduct safety analysis for the next Operational Period resulting in the completion of ICS Forms 215 and 215A. Students may use the tactics meeting agenda as a template when conducting their group discussions.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following in your handouts:
 - Scenario Update
 - Critical Issues
 - Resources Ordered after Initial Assessment
 - Additional Available Resources
 - Partially completed ICS Form 215
 - Blank ICS Form 215A
2. Complete the ICS Form 215 using the available information.

Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the incident.
3. Based on the tactics selected on the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. Be prepared to present in 60 minutes.

Operational Planning Worksheet (ICS Form 215)

Partially Completed ICS Form 215 for Student Activity – Refer to
ICS_300_AAM_SFS_ICs_Form_215_STUDENT.pdf

Incident Action Plan Safety Analysis (ICS Form 215A)

Blank ICS Form 215A for Instructor Reference - Refer to
ICS_300_AAM_SFS_ICs_Form_215A.pdf

Debrief:

Monitor the time. After 60 minutes, or when each group completes the ICS Form 215 and ICS Form 215A, review the work and provide individual feedback to the group members.

Allow the groups to work at their own pace. However, if one group is slower, provide assistance to keep the activity moving within the overall timeframes allocated.

Debrief should take 30 minutes in total.

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 altogether. 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:

Refer to ICS_300_AAM_SFS_Updated_ICs_Form_201.pdf

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

Your Notes:

SCHOOL FIRE SCENARIO

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To complete the planning cycle by developing a written IAP, developing the Operations Briefing agenda, and conducting an Operations Briefing for a simulated incident.

This activity is divided into two components. In Part 1, students will prepare an Incident Action Plan (IAP). In Part 2, students will develop the Operations Briefing agenda and then outbrief the IAP (developed in Part 1) in an Operations Briefing.

Instructions for Part 1:

Ask the students to work in groups to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, 206, 207, and 208.
2. Be prepared to finish in 45 minutes.

Instructions for Part 2:

Ask the students to work in groups to complete the following activity:

1. Outline the agenda for the Operations Briefing.
2. Select a spokesperson to present your IAP as a concise 5- to 10-minute Operations Briefing. Be prepared to present in 15 minutes.
3. Provide students with blank copies of the ICS Forms located in the Appendix.

Instructor Note: Evaluate each group's completion of the planning cycle through their development of a written IAP and conducting their Operations Briefing for their assigned Applied Activity Scenario.

Provide students with blank copies of appropriate ICS Forms and remind students of the time constraints. The instructional team will need to circulate the classroom to keep groups on task and providing assistance as needed. Remember this activity is the students first real exposure to the IAP process.

Debrief for Part 1:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 1: 45-minute prep time.
 - a. Review each group's completed Incident Action Plan (IAP), using at a minimum ICS Forms 202, 203, 204(s), 205, 206, and 208. The ICS Form 207 is optional. Provide each group constructive feedback on their finished IAP.

Evaluation of IAP Required ICS Forms:

Use the following as a checklist to review each group's completed IAP.

Incident Objectives (ICS Form 202)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides clear, concise SMART statements of objectives in priority order
- Provides clear command emphasis (tactical priorities or weather forecast). Example: Be aware of a specific danger/hazard.
- Provides general situational awareness like weather forecast, incident conditions, and/or general safety message approved by the Safety Officer and in alignment with the Safety Message/Plan (ICS Form 208). Checked if Site Safety Plan is required and plan location provided.
- Identifies/checks all accompanying IAP attachments. Crosscheck documents are all checked and present.
- Confirm prepared by signature and approved by IC signature.

Organization Assignment List (ICS Form 203)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Confirm Incident Command and Command Staff are listed as appropriate for the incident operational period.
- Confirm Agency/Organization Representatives are listed as appropriate for the incident operational period.
- Confirm Planning Section Staff are listed as appropriate for the incident operational period.
- Confirm Logistics Section/Support Branch/Service Branch Staff are listed as appropriate for the incident operational period.
- Confirm Operations Section/Branch/Air Operations Branch Staff are listed as appropriate for the incident operational period.
- Confirm Finance/Administration Staff are listed as appropriate for the incident operational period.
- Confirm prepared by signature.

Unit Assignment List (ICS Form 204(s))

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides Branch, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.
- Identifies Operations personnel names and contact information to include unit identifier, leader's name, and total number of assigned persons. Must include leader in the total.
- Provides special notes or directions specific to assigned resource like drop off/pick up location, special equipment/supplies needed, resource briefings, and transportation needs.
- Provides a work assignment through tactical objectives to be achieved.
- Provides special instructions appropriate for the incident operational period. Keyed in on any safety problems or specific precautions to be exercised.
- Provides specific communications information.
- Confirm prepared by signature and approved by IC signature.

Communications List (ICS Forms 205 or 205A)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides communications methods assigned to personnel by their assigned ICS position as appropriate for the incident operational period.
- Confirm prepared by signature.

Medical Plan (ICS Form 206)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides information on Medical Aid Stations.
- Provides information on air and ground EMS transportation.
- Provides information on hospitals that could serve this incident.
- Provides any special emergency instructions for use by incident personnel to include procedures for how to report medical emergencies.
- Confirm prepared by signature and approved by Safety Officer signature.

Incident Organization Chart (ICS Form 207)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Completed incident organization chart consistent with the provided Organization Assignment List (ICS Form 203).
- Confirm prepared by signature.

Safety Message/Plan (ICS Form 208)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides a clear, concise safety message that is consistent with the key command emphasis/decisions/directions found on the Incident Objectives (ICS Form 202).
- Includes known safety hazards and specific precautions to be observed and consistent with the Unit Assignment List (ICS Form 204(s)).
- Check if Site Safety Plan is required and plan location provided.
- Confirm prepared by signature.

Debrief for Part 2:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 2: 15-minute prep time.
 - a. Review each group's completed Operations Briefing Agenda.
 - b. Provide constructive feedback on each group's 5 to 10-minute Operations Briefing presentation of their completed IAP.

Evaluation of Operations Briefing Agenda and Briefing:

Use the following as a checklist to review each group's completed Operations Briefing Agenda and provide constructive feedback on each group's Operations Briefing presentation (concise 5 to 10 minute) of their IAP. Refer students to Handout 5-1: Preparing for the Planning Meeting and Handout 5-2 Sample Planning Meeting Agenda.

- Planning Section Chief** – “Introduction” Brings briefing to order, covers ground rules, and refers to agenda.
- Incident Commander/Unified Command** – Provides opening remarks.
- Situation Unit Leader** and any needed **Technical Specialists** covers current situation, weather, and incident Projections
- Planning Section Chief** - Covers Incident Objectives and priorities for the group.
- Operations Section Chief** - Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Operations Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics Section Chief** - Validates that Communications, Medical, Transportation Unit, and Supply Units concur with and capable of supporting the proposed plan.
- Finance/Administration Section Chief** - Indicates fiscal constraints and verifies the proposed plan fits with financial constraints.
- Public Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- Liaison Officer** - Confirms interagency issues are being addressed.
- Other Staff** or **Technical Specialists** as needed.
- Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.

- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting

SCHOOL FIRE SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To describe how resources are ordered and to identify the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to work in groups to complete the following activity, given your scenario:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
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.
2. Identify the top challenges and strategies for managing resources during this incident.
3. Describe the method for evaluating resource effectiveness.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. Emphasize that there is NO one correct solution.
2. Ask the group spokesperson to present its group solutions.
3. Discuss the similarities and differences among the group responses and rationales for their answers.

SCHOOL FIRE SCENARIO

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the information you developed in the previous activities, the scenario update, and the 5 elements of a Demobilization Plan.
2. Write 5 considerations for demobilization for your scenario on an easel chart.
3. Based on your scenario, are there any unique demobilization release priorities?
4. 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
5. Select a spokesperson and be prepared to present your work in 15 minutes.

Debrief:

1. Ask one group to present their list.
2. Ask the remainder of the class to provide feedback.
3. Provide any additional feedback based on the list below.

Demobilization Considerations:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

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.

ROARING RIVER WILDFIRE SCENARIO

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To apply key Unified Command principles.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following:
 - Scenario
 - Available Resources
 - Map
 - Scenario Update
 - Critical Issues
2. Complete the following steps:
 - a. Who has a stake in the incident?
 - b. Who are the assisting and cooperating agencies?
 - c. Is this a Single or Unified Command managed incident?
 - d. If Single Command, who is the Incident Commander and why?
 - e. If Unified Command, who are the members and why?
3. Draw an Organization Chart for your Incident Command or Unified Command.
4. Identify challenges and safety issues.
5. Record your results on chart paper that can be seen by the entire class.
6. Select a spokesperson and be prepared to present in 30 minutes.
7. Emphasize that the spokesperson should be able to explain the rationale for the group's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one group to present which command structure and make up of that command structure.
2. Ask the other groups if they had different responses. Compare the similarities and differences among the groups. There is no one correct answer.
3. Next, ask a different group to present challenges and strategies. Ask other groups if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

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 31st, 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.

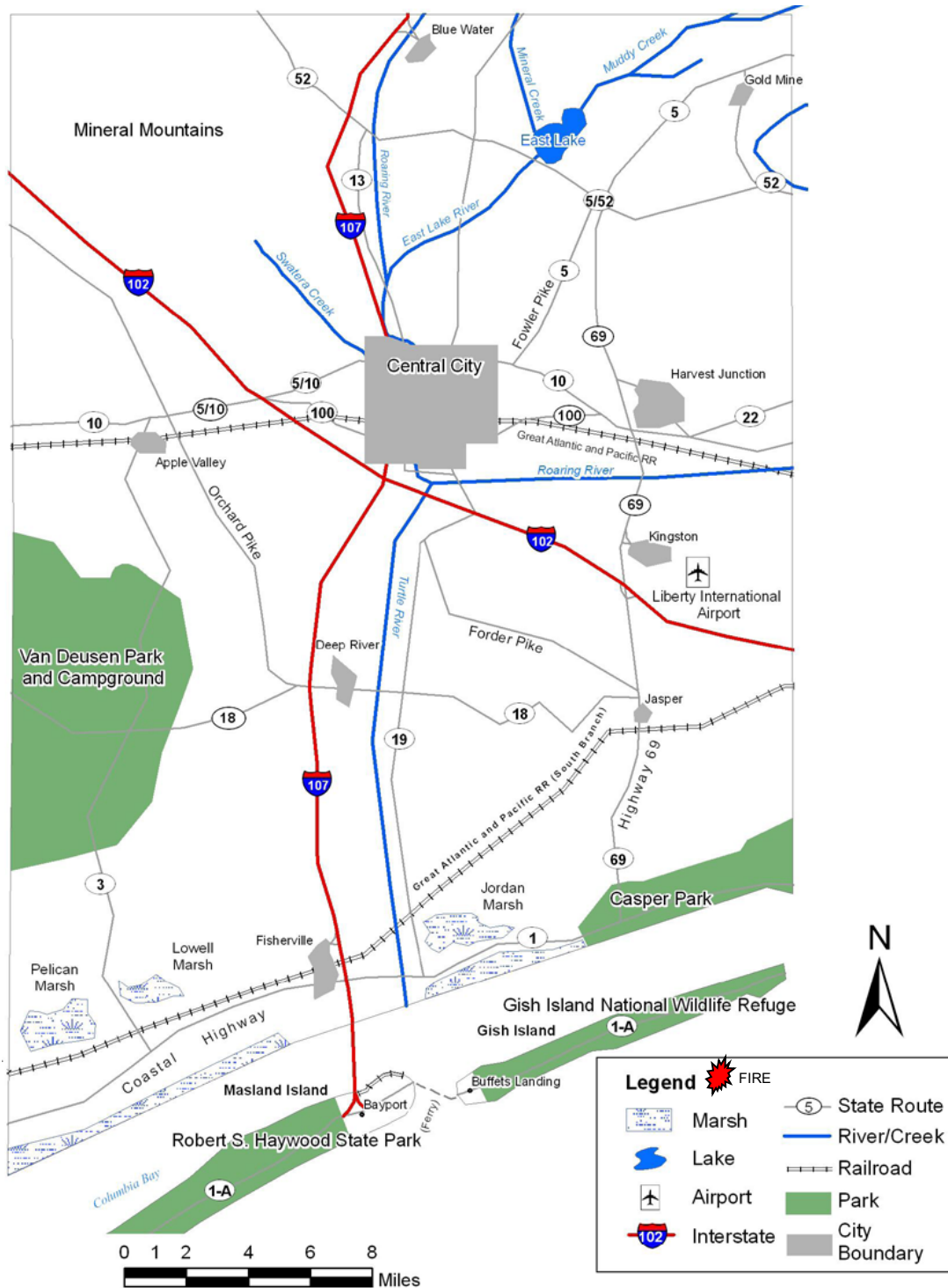
The fires are in the Kingston Fire District. Fire crews from Kingston were dispatched to the fires and requested mutual aid from Jasper. A total of four engines, two water tenders, two brush trucks and an ambulance were dispatched. The fires are currently in a wooded area and are being fought by the 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	Triple Combination Pumper
Engine 181 (Reserve)		
Brush 81	1250	Triple Combination Pumper
Tender 41		2,000 gallons
Squad 41		
Kingston Units On Scene		
Engine 41	1500	Triple Combination Pumper
Squirt 41	1250	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:



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 above)

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.

Your Notes:

ROARING RIVER WILDFIRE SCENARIO

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To organize groups into Incident Management Groups; review and complete ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Given a partially completed ICS Form 201 and the scenario information, complete the missing elements on the ICS Form 201.
2. Determine what Command and General positions will be staffed and depict on an organizational chart and be prepared to describe and explain.
3. Using the initial objectives from the ICS Form 201, develop incident objectives for the next Operational Period.
4. Document your objectives and organization on chart paper. Make sure your objectives are SMART!
5. Select a spokesperson and be prepared to describe and explain the rationale for your objectives and organization in 30 minutes.

INCIDENT BRIEFING (ICS FORM 201)

Partially Completed ICS Form 201 for Student Activity – Refer to ICS_300_AAM_RRWS_ICs_Form_201_STUDENT.pdf

Completed ICS Form 201 for Instructor Reference - Refer to ICS_300_AAM_RRWS_ICs_Form_201.pdf

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the groups to hang the chart paper with their incident objectives and Command and General staff organization.
2. Select a group to present their incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201.
3. Compare the group's proposed incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201 to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the group spokesperson to present the reasons why the group chose a different objective or organizational structure. Continue this process until all the potential objectives have been discussed.
4. Optional (may significantly prolong the time required for the activity).
Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.
7. Optional - Identify individuals from the class with significant experience in an ICS position and ask them to comment on additional considerations based on their experience.

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.

Good Objectives for Day Shift October 1

- Utilize Risk Management to provide for safety of emergency responders and public throughout the duration of the incident.
- Keep fire south of Kingston, and South of Kingston Airport throughout day and night shift October 1 and October 2.
- Contain Fire by end of Day Shift October 3.
- County Sheriff to evaluate and implement evacuation of effected areas of Kingston by 1600 on October 1.
- Utilize available resources for structure protection in Kingston and Airport during October 1 and October 2 day and night shifts.
- Have State Patrol provide traffic control on Hwy 69. DOT will close I-102 and prepare for possible road closures on Hwy 69. Have DOT establish alternative routes.
- Keep public informed via radio and social media throughout life of Incident.
- Type 3 Incident Management Team to assume command by 1800 Oct.1
- Have DEQ monitor smoke impacts throughout duration of incident.
- Order State Fire Marshals Incident Management Team for deployment no later than night Shift October 1.

ROARING RIVER WILDFIRE SCENARIO

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To select tactics and conduct safety analysis for the next Operational Period resulting in the completion of ICS Forms 215 and 215A. Students may use the tactics meeting agenda as a template when conducting their group discussions.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following in your handouts:

- Scenario Update
- Critical Issues
- Additional Available Resources
- Incident Communications
- Operations Organization Chart
- Partially completed ICS Form 215
- Blank ICS Form 215A

2. Complete the ICS Form 215 using the available information.

Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the incident.

3. Based on the tactics selected on the ICS Form 215, complete the Safety Analysis (ICS Form 215A).

4. Be prepared to present in 60 minutes.

Debrief:

Monitor the time. After 60 minutes, or when each group completes the ICS Form 215 and ICS Form 215A, review the work and provide individual feedback to the group members.

Allow the groups to work at their own pace. However, if one group is slower, provide assistance to keep the activity moving within the overall timeframes allocated.

Debrief should take 30 minutes in total.

Your Notes:

Scenario Update:

It's 1330 on April 1st. 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
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

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS FORM 215A)

Partially Completed ICS Form 215

Refer to ICS_300_AAM_RRWS_ICs_Form_215.pdf

Blank ICS Form 215A:

Refer to ICS_300_AAM_RRWS_ICs_Form_215A.pdf

Your Notes:

ROARING RIVER WILDFIRE SCENARIO

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To complete the planning cycle by developing a written IAP, developing the Operations Briefing agenda, and conducting an Operations Briefing for a simulated incident.

This activity is divided into two components. In Part 1, students will prepare an Incident Action Plan (IAP). In Part 2, students will develop the Operations Briefing agenda and then outbrief the IAP (developed in Part 1) in an Operations Briefing.

Instructions for Part 1:

Ask the students to work in groups to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, 206, 207, and 208.
2. Be prepared to finish in 45 minutes.

Instructions for Part 2:

Ask the students to work in groups to complete the following activity:

1. Outline the agenda for the Operations Briefing.
2. Select a spokesperson to present your IAP as a concise 5- to 10-minute Operations Briefing. Be prepared to present in 15 minutes.
3. Provide students with blank copies of the ICS Forms located in the Appendix.

Instructor Note: Evaluate each group's completion of the planning cycle through their development of a written IAP and conducting their Operations Briefing for their assigned Applied Activity Scenario.

Provide students with blank copies of appropriate ICS Forms and remind students of the time constraints. The instructional team will need to circulate the classroom to keep groups on task and providing assistance as needed. Remember this activity is the students first real exposure to the IAP process.

Debrief for Part 1:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 1: 45-minute prep time.
 - a. Review each group's completed Incident Action Plan (IAP), using at a minimum ICS Forms 202, 203, 204(s), 205, 206, and 208. The ICS Form 207 is optional. Provide each group constructive feedback on their finished IAP.

Evaluation of IAP Required ICS Forms:

Use the following as a checklist to review each group's completed IAP.

Incident Objectives (ICS Form 202)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides clear, concise SMART statements of objectives in priority order
- Provides clear command emphasis (tactical priorities or weather forecast). Example: Be aware of a specific danger/hazard.
- Provides general situational awareness like weather forecast, incident conditions, and/or general safety message approved by the Safety Officer and in alignment with the Safety Message/Plan (ICS Form 208). Checked if Site Safety Plan is required and plan location provided.
- Identifies/checks all accompanying IAP attachments. Crosscheck documents are all checked and present.
- Confirm prepared by signature and approved by IC signature.

Organization Assignment List (ICS Form 203)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Confirm Incident Command and Command Staff are listed as appropriate for the incident operational period.
- Confirm Agency/Organization Representatives are listed as appropriate for the incident operational period.
- Confirm Planning Section Staff are listed as appropriate for the incident operational period.
- Confirm Logistics Section/Support Branch/Service Branch Staff are listed as appropriate for the incident operational period.
- Confirm Operations Section/Branch/Air Operations Branch Staff are listed as appropriate for the incident operational period.
- Confirm Finance/Administration Staff are listed as appropriate for the incident operational period.
- Confirm prepared by signature.

Unit Assignment List (ICS Form 204(s))

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides Branch, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.
- Identifies Operations personnel names and contact information to include unit identifier, leader's name, and total number of assigned persons. Must include leader in the total.
- Provides special notes or directions specific to assigned resource like drop off/pick up location, special equipment/supplies needed, resource briefings, and transportation needs.
- Provides a work assignment through tactical objectives to be achieved.
- Provides special instructions appropriate for the incident operational period. Keyed in on any safety problems or specific precautions to be exercised.
- Provides specific communications information.
- Confirm prepared by signature and approved by IC signature.

Communications List (ICS Form 205 or 205A)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides communications methods assigned to personnel by their assigned ICS position as appropriate for the incident operational period.
- Confirm prepared by signature.

Medical Plan (ICS Form 206)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides information on Medical Aid Stations.
- Provides information on air and ground EMS transportation.
- Provides information on hospitals that could serve this incident.
- Provides any special emergency instructions for use by incident personnel to include procedures for how to report medical emergencies.
- Confirm prepared by signature and approved by Safety Officer signature.

Incident Organization Chart (ICS Form 207)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Completed incident organization chart consistent with the provided Organization Assignment List (ICS Form 203 Form).
- Confirm prepared by signature.

Safety Message/Plan (ICS Form 208)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides a clear, concise safety message that is consistent with the key command emphasis/decisions/directions found on the Incident Objectives (ICS Form 202).
- Includes known safety hazards and specific precautions to be observed and consistent with the Unit Assignment List (ICS Form 204(s)).
- Check if Site Safety Plan is required and plan location provided.
- Confirm prepared by signature.

Debrief for Part 2:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 2: 15-minute prep time.
 - a. Review each group's completed Operations Briefing Agenda.
 - b. Provide constructive feedback on each group's 5 to 10-minute Operations Briefing presentation of their completed IAP.

Evaluation of Operations Briefing Agenda and Briefing:

Use the following as a checklist to review each group's completed Operations Briefing Agenda and provide constructive feedback on each group's Operations Briefing presentation (concise 5 to 10 minute) of their IAP. Refer students to Handout 5-1: Preparing for the Planning Meeting and Handout 5-2 Sample Planning Meeting Agenda.

- Planning Section Chief** – “Introduction” Brings briefing to order, covers ground rules, and refers to agenda.
- Incident Commander/Unified Command** – Provides opening remarks.
- Situation Unit Leader** and any needed **Technical Specialists** covers current situation, weather, and incident Projections
- Planning Section Chief** - Covers Incident Objectives and priorities for the group.
- Operations Section Chief** - Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Operations Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics Section Chief** - Validates that Communications, Medical, Transportation Unit, and Supply Units concur with and capable of supporting the proposed plan.
- Finance/Administration Section Chief** - Indicates fiscal constraints and verifies the proposed plan fits with financial constraints.
- Public Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- Liaison Officer** - Confirms interagency issues are being addressed.
- Other Staff** or **Technical Specialists** as needed.
- Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.

- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting

ROARING RIVER WILDFIRE SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To describe how resources are ordered and to identify the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to work in groups to complete the following activity, given your scenario:

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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. Emphasize that there is NO one correct solution.
2. Ask the group spokesperson to present its group solutions.
3. Discuss the similarities and differences among the group responses and rationales for their answers.

Your Notes:

ROARING RIVER WILDFIRE SCENARIO

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery **Instructor Notes**

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the information you developed in the previous activities, the scenario update, and the 5 elements of a Demobilization Plan.
2. Write 5 considerations for demobilization for your scenario on an easel chart.
3. Based on your scenario, are there any unique demobilization release priorities?
4. Select a spokesperson and be prepared to present your work in 15 minutes.

Debrief:

1. Ask one group to present their list.
2. Ask the remainder of the class to provide feedback.
3. Provide any additional feedback based on the list below.

Demobilization Considerations:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

Scenario Update:

Weather conditions on the morning of April 3rd 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 students.

EXTREME WEATHER SCENARIO

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To apply key Unified Command principles.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following:
 - Scenario
 - Central City Department of Public Works Street Maintenance Division
 - Central City Department of Public Works Water and Sewer Division
 - Public Works Organization Chart
 - Map
 - Resources for Yard #1 and Yard #2
 - Scenario Update
 - Additional Resources
 - Critical Issues
2. Complete the following steps:
 - a. Who has a stake in the incident?
 - b. Who are the assisting and cooperating agencies?
 - c. Is this a Single or Unified Command managed incident?
 - d. If Single Command, who is the Incident Commander and why?
 - e. If Unified Command, who are the members and why?
3. Draw an Organization Chart for your Incident Command or Unified Command.
4. Identify challenges and safety issues.
5. Record your results on chart paper that can be seen by the entire class.
6. Select a spokesperson and be prepared to present in 30 minutes.
7. Emphasize that the spokesperson should be able to explain the rationale for the group's decisions.

Debrief:

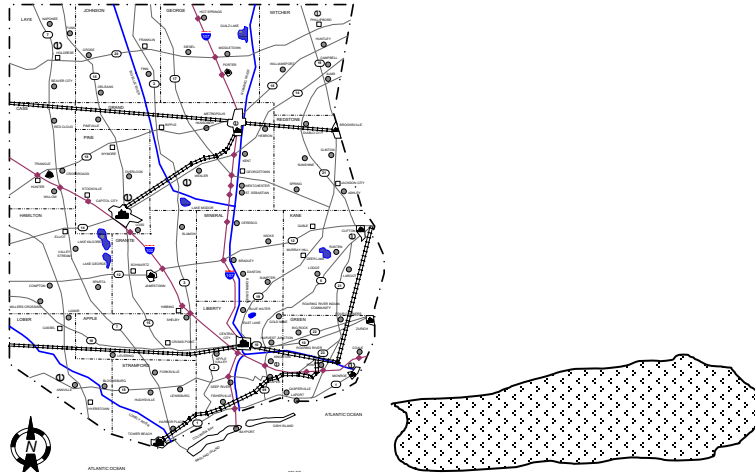
Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one group to present which command structure and make up of that command structure.
2. Ask the other groups if they had different responses. Compare the similarities and differences among the groups. There is no one correct answer.
3. Next, ask a different group to present challenges and strategies. Ask other groups if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

Scenario:

It is Sunday, December 21st 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 25th. 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 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 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 23rd Streets is responsible for the area located west of the Roaring River and the Corporation Yard at X and 13th 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 million gallons per day (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 gallons per minute (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 feet on 24 inches, and 8,000 feet apart on 38-inch pipe. Minimum pressure at any hydrant is 40 psi.

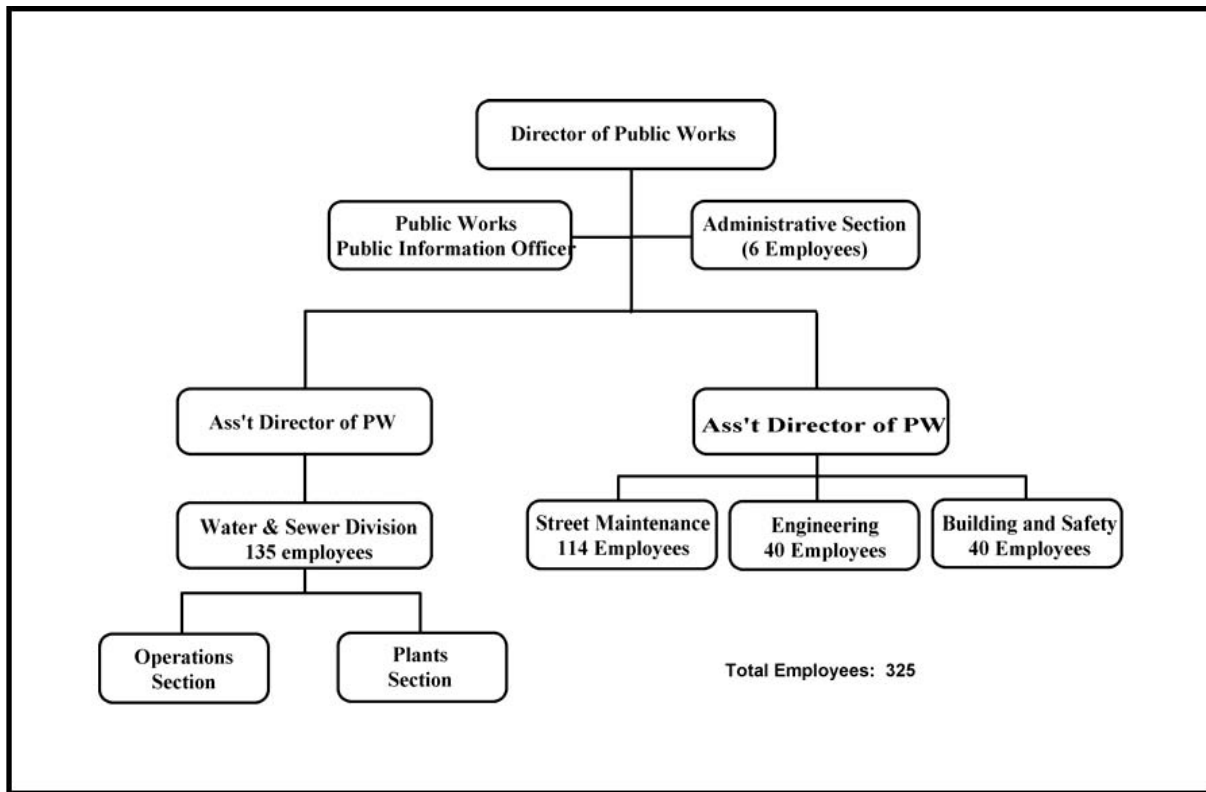
Sewerage Treatment and Collection: The Central City sewerage system has two major collection interceptors, one on each side of the river, which follow the Roaring River south to a 50-mgd advanced tertiary treatment plant. The plant has activated

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.

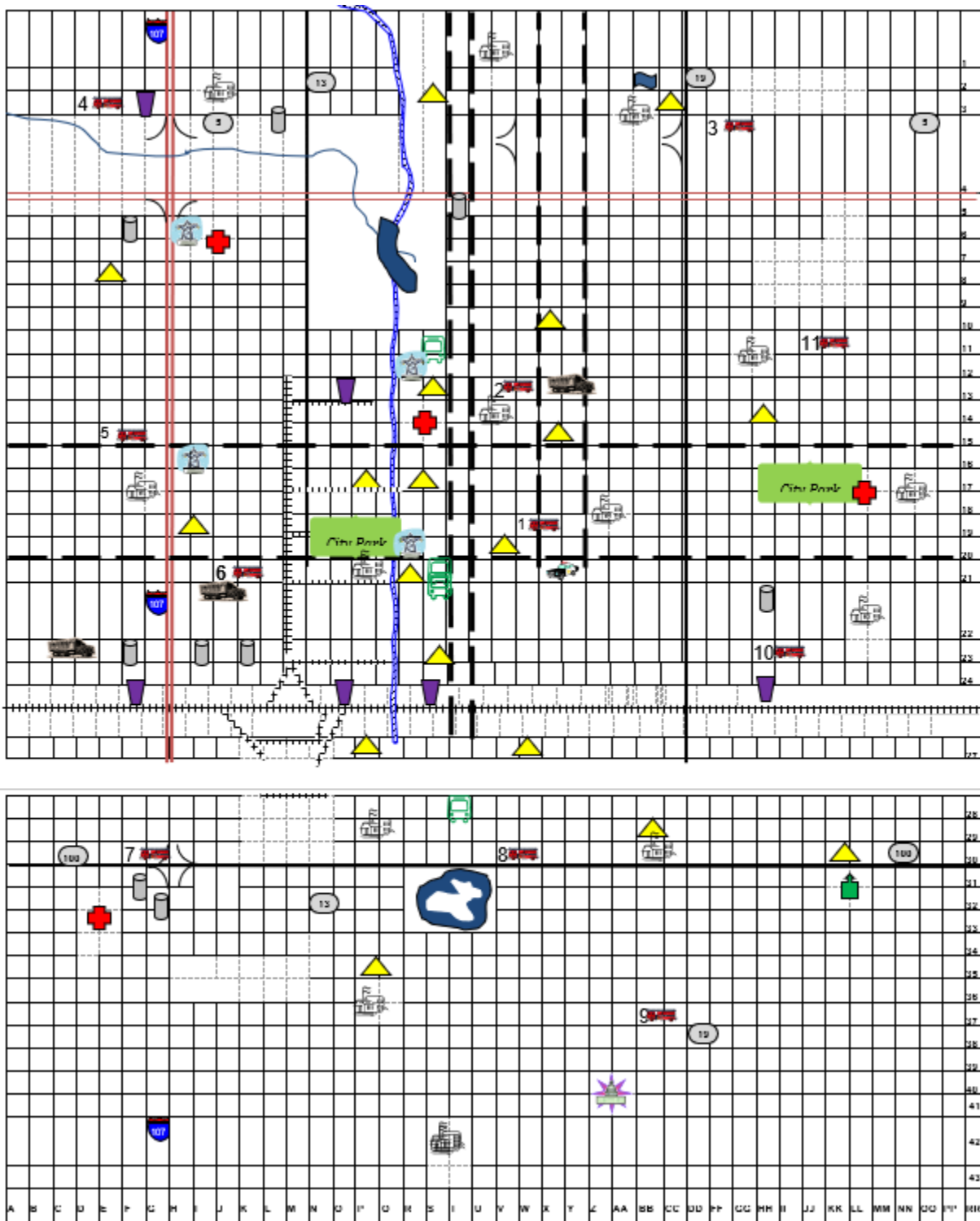
Administration: The Water and Sewer Division has 68,000 service connections to serve the residents and businesses of Central City. Water meter sizes range from 3/4 inch to 12 inches, and backflow prevention is required for all commercial, institutional, and industrial customers. Sewer connection sizes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




















Your Notes:

Map:





	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				

Resources for Yard #1 and Yard #2:

Central City Department of Public Works Street Maintenance Division 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

Central City Department of Public Works Street Maintenance Division 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

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 above)

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 (vehicle)	3 - FEL-1, FEL-2, FEL-3 5 - DT-1, DT-2, DT-3, DT-4, DT-5 5 - MG-1, MG-2, MG-3, MG-4, MG-5 4 - PU-1, PU-2, PU-3, PU-4 10 - PU-5, PU-6, PU-7, PU-8, PU-9, PU-10, PU-11, PU-12, PU-13, PU-44 2 - SB-1, SB-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 roads clear of snow
- Open access to facilities
- Provide for life safety
- Maintain utilities
- Provide relief shifts
- Request equipment as needed

EXTREME WEATHER SCENARIO

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To organize groups into Incident Management Groups; review and complete ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the scenario update.
2. Given a partially completed ICS Form 201 and the scenario information, complete the missing elements on the ICS Form 201.
3. Determine what Command and General positions will be staffed and depict on an organizational chart and be prepared to describe and explain.
4. Using the initial objectives from the ICS Form 201, develop incident objectives for the next Operational Period.
5. Document your objectives and organization on chart paper. Make sure your objectives are SMART!
6. Select a spokesperson and be prepared to describe and explain the rationale for your objectives and organization in 30 minutes.

Incident Briefing (ICS Form 201)

Partially Completed ICS Form 201 for Student Activity - Refer to ICS_300_AAM_EWS_ICs_Form_201_STUDENT.pdf

Completed ICS Form 201 for Instructor Reference - Refer to ICS_300_AAM_EWS_ICs_Form_201.pdf

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the groups to hang the chart paper with their incident objectives and Command and General staff organization.
2. Select a group to present their incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201.
3. Compare the group's proposed incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201 to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the group spokesperson to present the reasons why the group chose a different objective or organizational structure. Continue this process until all the potential objectives have been discussed.
4. Optional (may significantly prolong the time required for the activity).
Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.
7. Optional - Identify individuals from the class with significant experience in an ICS position and ask them to comment on additional considerations based on their experience.

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.

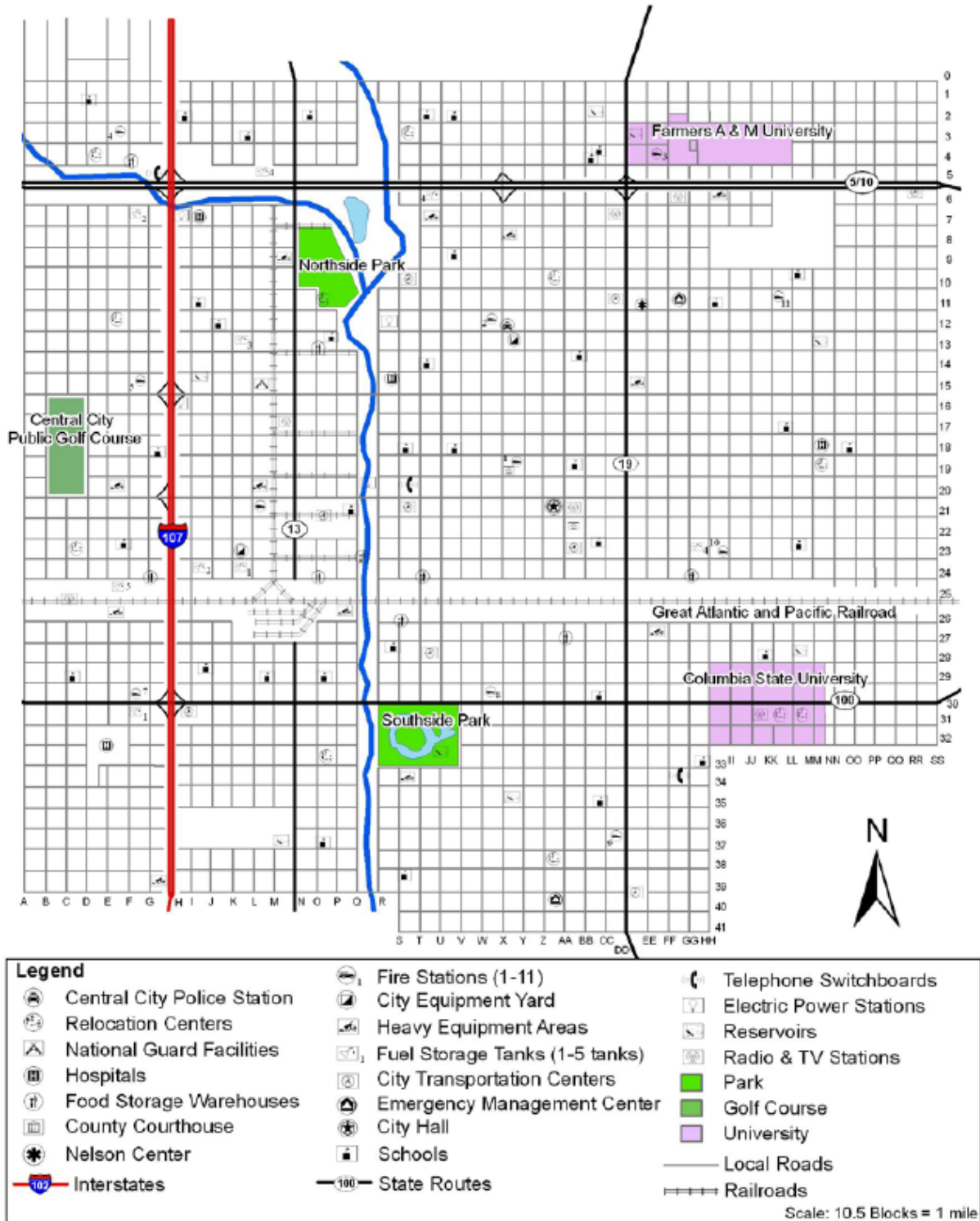
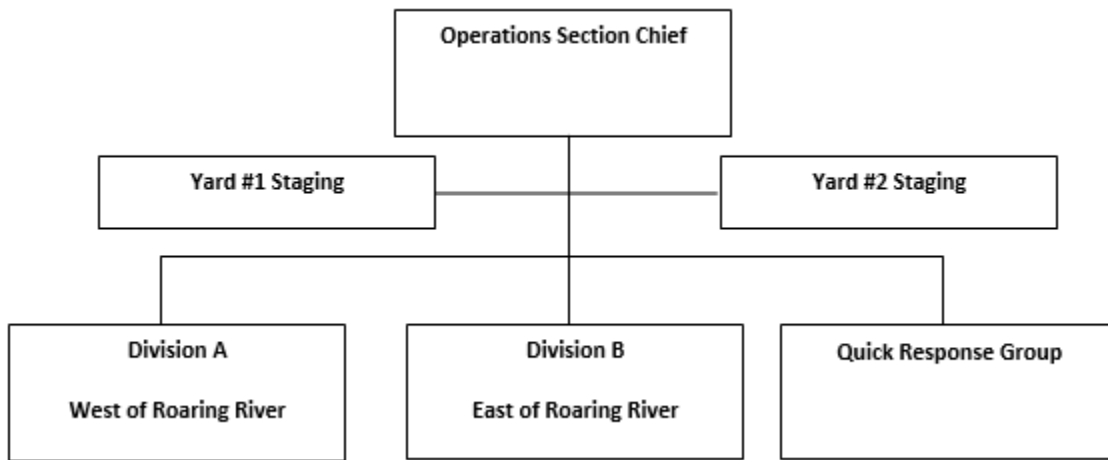


Figure Z.6. Central City Map

New Objectives:

- 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

Operations Organizational Chart



Your Notes:

EXTREME WEATHER SCENARIO

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To select tactics and conduct safety analysis for the next Operational Period resulting in the completion of ICS Forms 215 and 215A. Students may use the tactics meeting agenda as a template when conducting their group discussions.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following in your handouts:
 - Scenario Update
 - Resources List
 - Operations Section Organizational Chart for the next Operational Period
 - Partially completed ICS Form 215
 - Blank ICS Form 215A
2. Complete the ICS Form 215 using the available information.

Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the incident. Four Divisions have been established and additional law enforcement resources identified.

3. Based on the tactics selected on the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. Be prepared to present in 60 minutes.

Debrief:

1. Monitor the time. After 60 minutes, or when each group completes the ICS Form 215 and ICS Form 215A, review the work and provide individual feedback to the group members.

Allow the groups to work at their own pace. However, if one group is slower, provide assistance to keep the activity moving within the overall timeframes allocated.
2. Debrief should take 30 minutes in total.

Your Notes:

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 for life safety issues for travelers and residents- 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.
- Plan for and provide any additional resources that may be needed to maintain city streets and utilities

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 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 (vehicle)	3 - FEL-1, FEL-2, FEL-3 5 - DT-1, DT-2, DT-3, DT-4, DT-5 5 - MG-1, MG-2, MG-3, MG-4, MG-5 4 - PU-1, PU-2, PU-3, PU-4 10 - PU-5, PU-6, PU-7, PU-8, PU-9, PU-10, PU-11, PU-12, PU-13, PU-44 2 - SB-1, SB-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

Additional Available Resources:

<p>National Guard: 80 personnel 5 five-ton trucks 1 engineer unit with 8 personnel 2 heavy front-end loaders (NG FEL #1, NF FEL #2) 1 bulldozer (NG BD #1)</p>	<p>Incident Communications Central City and Liberty County have a shared 800-mHz radio system. Talk Groups include:</p> <ul style="list-style-type: none"> ▪ 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
<p>State Police: 15 marked units Hazardous Materials Response Team</p>	<p>Air Operations: 2 Black Hawk helicopters and support assets capable of basic medical transport 3 State Police helicopters, MEDEVAC equipped</p>

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS FORM 215A)

Partially Completed ICS Form 215

Refer to ICS_300_AAM_EWS_ICs_Form_215.pdf

Blank ICS Form 215A:

Refer to ICS_300_AAM_EWS_ICs_Form_215A.pdf

EXTREME WEATHER SCENARIO

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To complete the planning cycle by developing a written IAP, developing the Operations Briefing agenda, and conducting an Operations Briefing for a simulated incident.

This activity is divided into two components. In Part 1, students will prepare an Incident Action Plan (IAP). In Part 2, students will develop the Operations Briefing agenda and then outbrief the IAP (developed in Part 1) in an Operations Briefing.

Instructions for Part 1:

Ask the students to work in groups to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, 206 207, and 208.
2. Be prepared to finish in 45 minutes.

Instructions for Part 2:

Ask the students to work in groups to complete the following activity:

1. Outline the agenda for the Operations Briefing.
2. Select a spokesperson to present your IAP as a concise 5- to 10-minute Operations Briefing. Be prepared to present in 15 minutes.
3. Provide students with blank copies of the ICS Forms located in the Appendix.

Instructor Note: Evaluate each group's completion of the planning cycle through their development of a written IAP and conducting their Operations Briefing for their assigned Applied Activity Scenario.

Provide students with blank copies of appropriate ICS Forms and remind students of the time constraints. The instructional team will need to circulate the classroom to keep groups on task and providing assistance as needed. Remember this activity is the students first real exposure to the IAP process.

Debrief for Part 1:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 1: 45-minute prep time.
 - a. Review each group's completed Incident Action Plan (IAP), using at a minimum ICS Forms 202, 203, 204(s), 205, 206, and 208. The ICS Form 207 is optional. Provide each group constructive feedback on their finished IAP.

Evaluation of IAP Required ICS Forms:

Use the following as a checklist to review each group's completed IAP.

Incident Objectives (ICS Form 202)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides clear, concise SMART statements of objectives in priority order
- Provides clear command emphasis (tactical priorities or weather forecast). Example: Be aware of a specific danger/hazard.
- Provides general situational awareness like weather forecast, incident conditions, and/or general safety message approved by the Safety Officer and in alignment with the Safety Message/Plan (ICS Form 208). Checked if Site Safety Plan is required and plan location provided.
- Identifies/checks all accompanying IAP attachments. Crosscheck documents are all checked and present.
- Confirm prepared by signature and approved by IC signature.

Organization Assignment List (ICS Form 203)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Confirm Incident Command and Command Staff are listed as appropriate for the incident operational period.
- Confirm Agency/Organization Representatives are listed as appropriate for the incident operational period.
- Confirm Planning Section Staff are listed as appropriate for the incident operational period.
- Confirm Logistics Section/Support Branch/Service Branch Staff are listed as appropriate for the incident operational period.
- Confirm Operations Section/Branch/Air Operations Branch Staff are listed as appropriate for the incident operational period.
- Confirm Finance/Administration Staff are listed as appropriate for the incident operational period.
- Confirm prepared by signature.

Unit Assignment List (ICS Form 204(s))

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides Branch, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.
- Identifies Operations personnel names and contact information to include unit identifier, leader's name, and total number of assigned persons. Must include leader in the total.
- Provides special notes or directions specific to assigned resource like drop off/pick up location, special equipment/supplies needed, resource briefings, and transportation needs.
- Provides a work assignment through tactical objectives to be achieved.
- Provides special instructions appropriate for the incident operational period. Keyed in on any safety problems or specific precautions to be exercised.
- Provides specific communications information.
- Confirm prepared by signature and approved by IC signature.

Communications List (ICS Forms 205 or 205A)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides communications methods assigned to personnel by their assigned ICS position as appropriate for the incident operational period.
- Confirm prepared by signature.

Medical Plan (ICS Form 206)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides information on Medical Aid Stations.
- Provides information on air and ground EMS transportation.
- Provides information on hospitals that could serve this incident.
- Provides any special emergency instructions for use by incident personnel to include procedures for how to report medical emergencies.
- Confirm prepared by signature and approved by Safety Officer signature.

Incident Organization Chart (ICS Form 207)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Completed incident organization chart consistent with the provided Organization Assignment List (ICS Form 203).
- Confirm prepared by signature.

Safety Message/Plan (ICS Form 208)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides a clear, concise safety message that is consistent with the key command emphasis/decisions/directions found on the Incident Objectives (ICS Form 202).
- Includes known safety hazards and specific precautions to be observed and consistent with the Unit Assignment List (ICS Form 204(s)).
- Check if Site Safety Plan is required and plan location provided.
- Confirm prepared by signature.

Debrief for Part 2:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 2: 15-minute prep time.
 - a. Review each group's completed Operations Briefing Agenda.
 - b. Provide constructive feedback on each group's 5 to 10-minute Operations Briefing presentation of their completed IAP.

Evaluation of Operations Briefing Agenda and Briefing:

Use the following as a checklist to review each group's completed Operations Briefing Agenda and provide constructive feedback on each group's Operations Briefing presentation (concise 5 to 10 minute) of their IAP. Refer students to Handout 5-1: Preparing for the Planning Meeting and Handout 5-2 Sample Planning Meeting Agenda.

- Planning Section Chief** – “Introduction” Brings briefing to order, covers ground rules, and refers to agenda.
- Incident Commander/Unified Command** – Provides opening remarks.
- Situation Unit Leader** and any needed **Technical Specialists** covers current situation, weather, and incident Projections
- Planning Section Chief** - Covers Incident Objectives and priorities for the group.
- Operations Section Chief** - Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Operations Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics Section Chief** - Validates that Communications, Medical, Transportation Unit, and Supply Units concur with and capable of supporting the proposed plan.
- Finance/Administration Section Chief** - Indicates fiscal constraints and verifies the proposed plan fits with financial constraints.
- Public Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- Liaison Officer** - Confirms interagency issues are being addressed.
- Other Staff** or **Technical Specialists** as needed.
- Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.

- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting

EXTREME WEATHER SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To describe how resources are ordered and to identify the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to work in groups to complete the following activity, given your scenario:

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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. Emphasize that there is NO one correct solution.
2. Ask the group spokesperson to present its group solutions.
3. Discuss the similarities and differences among the group responses and rationales for their answers.

Your Notes:

EXTREME WEATHER SCENARIO

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery **Instructor Notes**

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the information you developed in the previous activities, the scenario update and the 5 elements of a Demobilization Plan.
2. Write 5 considerations for demobilization for your scenario on an easel chart.
3. Based on your scenario, are there any unique demobilization release priorities?
4. Select a spokesperson and be prepared to present your work in 15 minutes.

Debrief:

1. Ask one group to present their list.
2. Ask the remainder of the class to provide feedback.
3. Provide any additional feedback based on the list below.

Demobilization Considerations:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

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.

EAST LAKE DAM FAILURE SCENARIO

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To apply key Unified Command principles.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following:
 - Scenario
 - Maps
 - Spillway Profile: Conditions and Critical Issues
 - Current Resources
 - Guidance for Determining the Emergency Level Associated with Dam Failure Staffing
2. Complete the following steps:
 - a. Who has a stake in the incident?
 - b. Who are the assisting and cooperating agencies?
 - c. Is this a Single or Unified Command managed incident?
 - d. If Single Command, who is the Incident Commander and why?
 - e. If Unified Command, who are the members and why?
3. Draw an Organization Chart for your Incident Command or Unified Command.
4. Identify challenges and safety issues.
5. Record your results on chart paper that can be seen by the entire class.
6. Select a spokesperson and be prepared to present in 30 minutes.
7. Emphasize that the spokesperson should be able to explain the rationale for the group's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one group to present which command structure and make up of that command structure.
2. Ask the other groups if they had different responses. Compare the similarities and differences among the groups. There is no one correct answer.
3. Next, ask a different group to present challenges and strategies. Ask other groups if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

Scenario:

East Lake Dam is located 10 miles northeast of Central City in Liberty County. East Lake Dam provides water to Gold Mine, Blue Water, and the Mineral County Communities of Sumpter, Danton, and Bradley. Along with water supply, East Lake Dam provides hydropower, flood control, and water quality benefits to the surrounding communities.



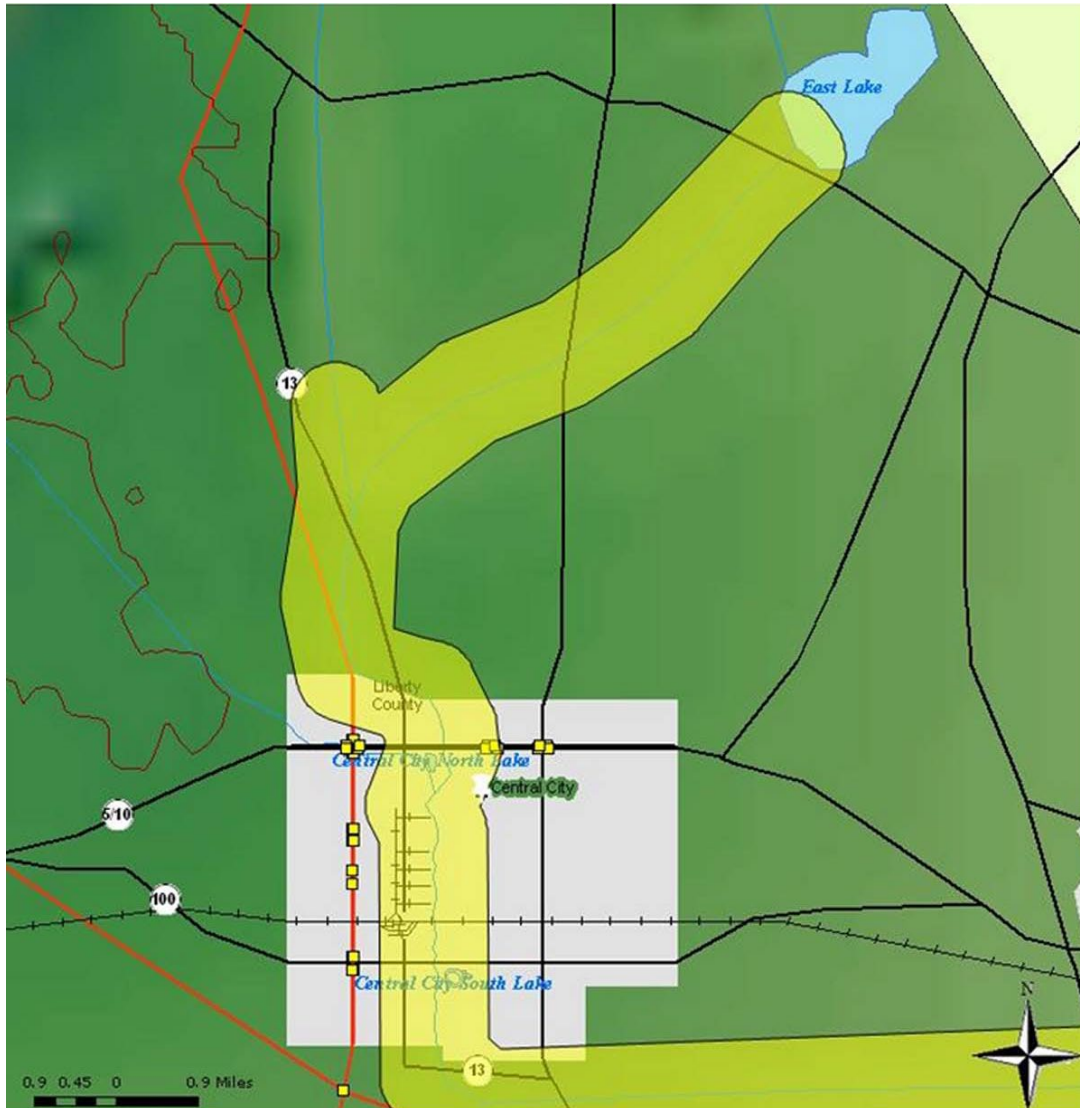
East Lake Dam

East Lake Dam was designed and constructed by the Columbia Valley Authority (CVA) between 1938 and 1952 and extends 3,979 feet and has a maximum height of 94 feet. The East Lake Dam consists of an earthen embankment and a concrete section that controls outflow to the power plant and water level control. This dam was built to control flooding, provide hydroelectric power, enhance recreational opportunities, and provide quality potable water to area communities. It impounds the Roaring River and is approximately one mile across. It is capable of producing 140,400 kW. At maximum elevation, the dam impounds 162,000 acre-feet of water.

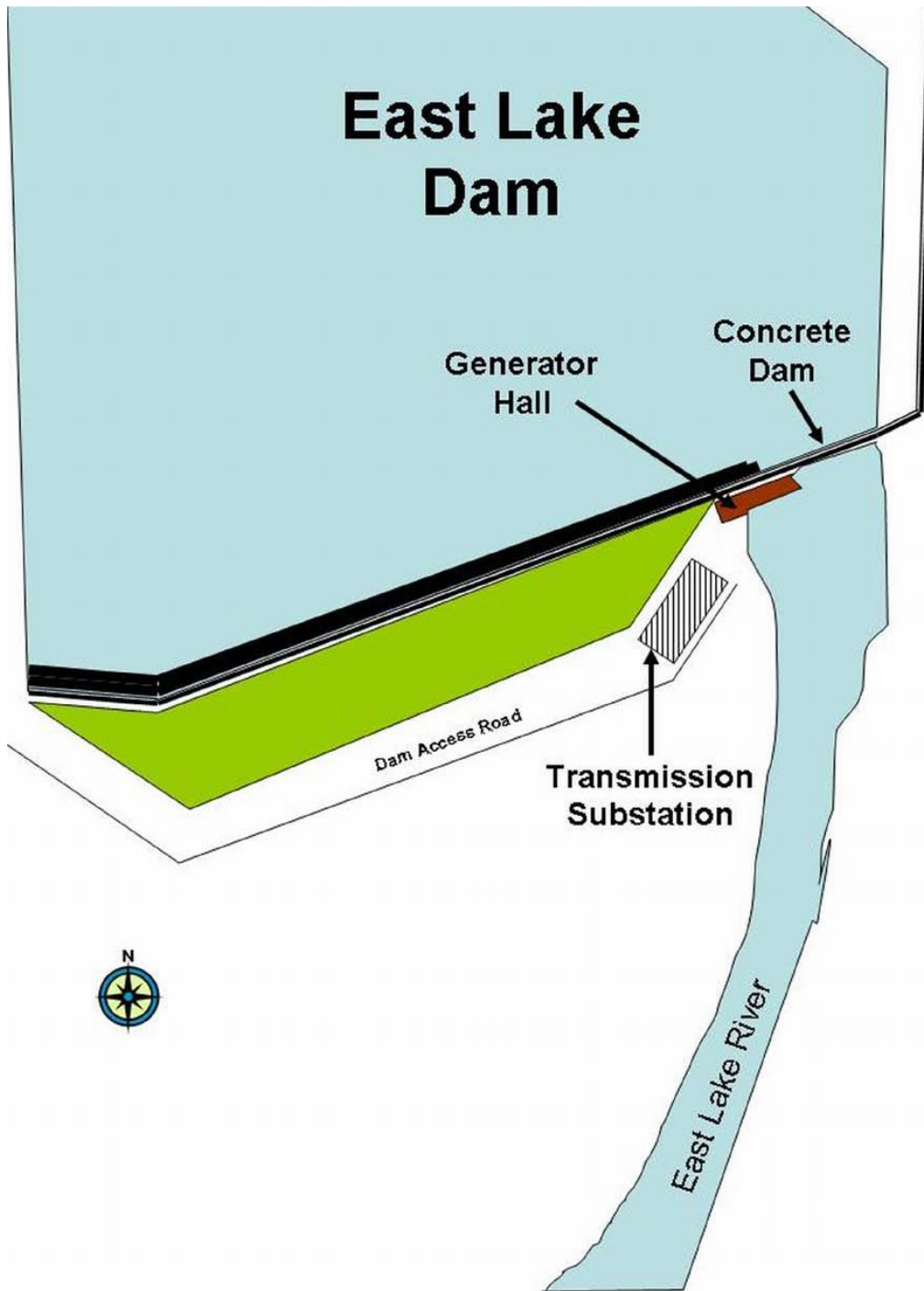
Fifteen years after completion, a study of muddy flows and two sinkholes at the toe of the dam revealed the karst topography of the supporting bedrock was causing significant seepage problems in the dam's foundation, threatening its structural integrity. Ten years after the discovery of the seepage, a concrete diaphragm wall was constructed, which runs through the earthen embankment down to the bedrock. While this solution provided temporary relief from the dam's erosion, instrumentation embedded throughout the dam has highlighted areas where seepage was not entirely blocked and has found new paths around the diaphragm. This continued degrading of the dam's condition convinced the United States Army Corp of Engineers (USACE) to designate the East Lake Dam as "high risk" for failure. A sudden catastrophic failure of the East Lake Dam would cause a significant loss of life and cause serious economic losses. The loss estimates for Central City, the community most at risk below East Lake Dam, are loss of life of up to 5,000 individuals and a financial impact of five billion dollars.

The inundation map shows the extent of flooding that would occur if the East Lake Dam should experience a catastrophic failure. The Turtle River, south of Central City, would

also be impacted all the way to the coast. Currently, remediation approaches are plans for a larger diaphragm using newer technologies along with a grout curtain and a lowering of the lake level by a fifth of its normal height. Warning sirens have been installed to provide early warning to the populace in the event of the dam's failure.



Inundation Diagram of Flooding Caused by a Catastrophic Failure of East Lake Dam



East Lake Dam Layout Diagram

The Columbia Valley Authority (CVA) is managed by a commissioner and assistant commissioner who employ four (4) full-time and five (5) part-time Dam Technicians. The Dam Technicians are responsible for the monitoring and maintenance of the water control structures located within the watershed district. The CVA has one (1) large portable pump; three (3) dump trucks; one (1) backhoe; and five (5) pickup trucks.

Central City has a population of approximately 149,000. The police department employs 183 personnel dedicated to public safety and service. The fire department is comprised of 300 firefighters operating from 12 fire stations. Level 3 Minimum Staffing is 66 personnel on duty, with ten (10) Type 1 engines; two (2) Squirts; four (4) Type 1 aerials; two (2) brush trucks; four (1) water tender; and four (4) quick response vehicle.

Dam break flooding from East Lake Dam could threaten areas that have not historically had flooding problems. Catastrophic failure of East Lake Dam could impact Liberty County and Central City. Floods from the East Lake River, Roaring River, Swatera Creek, and Turtle River could impact the communities along their banks following the failure of the East Lake Dam. If the failure occurs during a period of heavy rains, all four waterways could be impacted and flooding could occur along their banks. The following three maps show the flood zones in Liberty County and in Central City.

During the month of March, Central City and other surrounding areas in the Liberty County have experienced unusually heavy rainfall. Approximately 2 weeks ago, rainfall and associated watershed runoff caused excessive auxiliary spillway flow at East Lake. Since construction of the dam, this was the first time that water had flowed through the auxiliary spillway. CVA 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 CVA Commissioner immediately provided a situation report to the District Conservationist and Liberty County Emergency Manager.

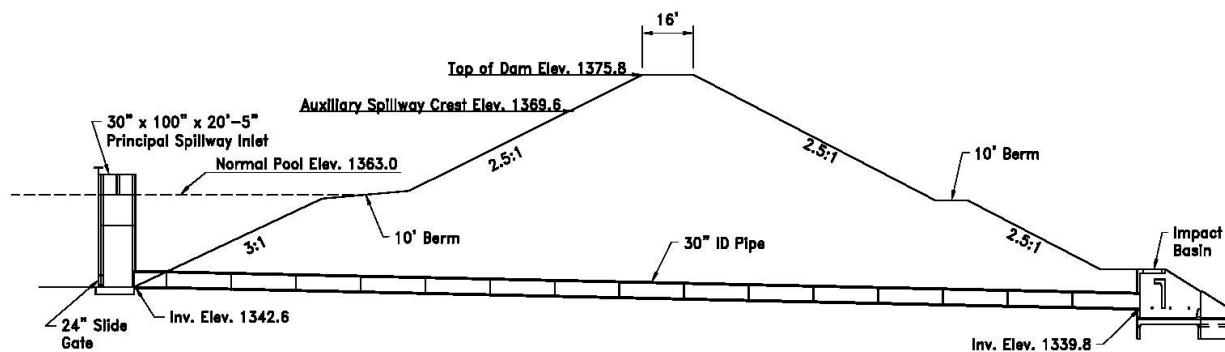
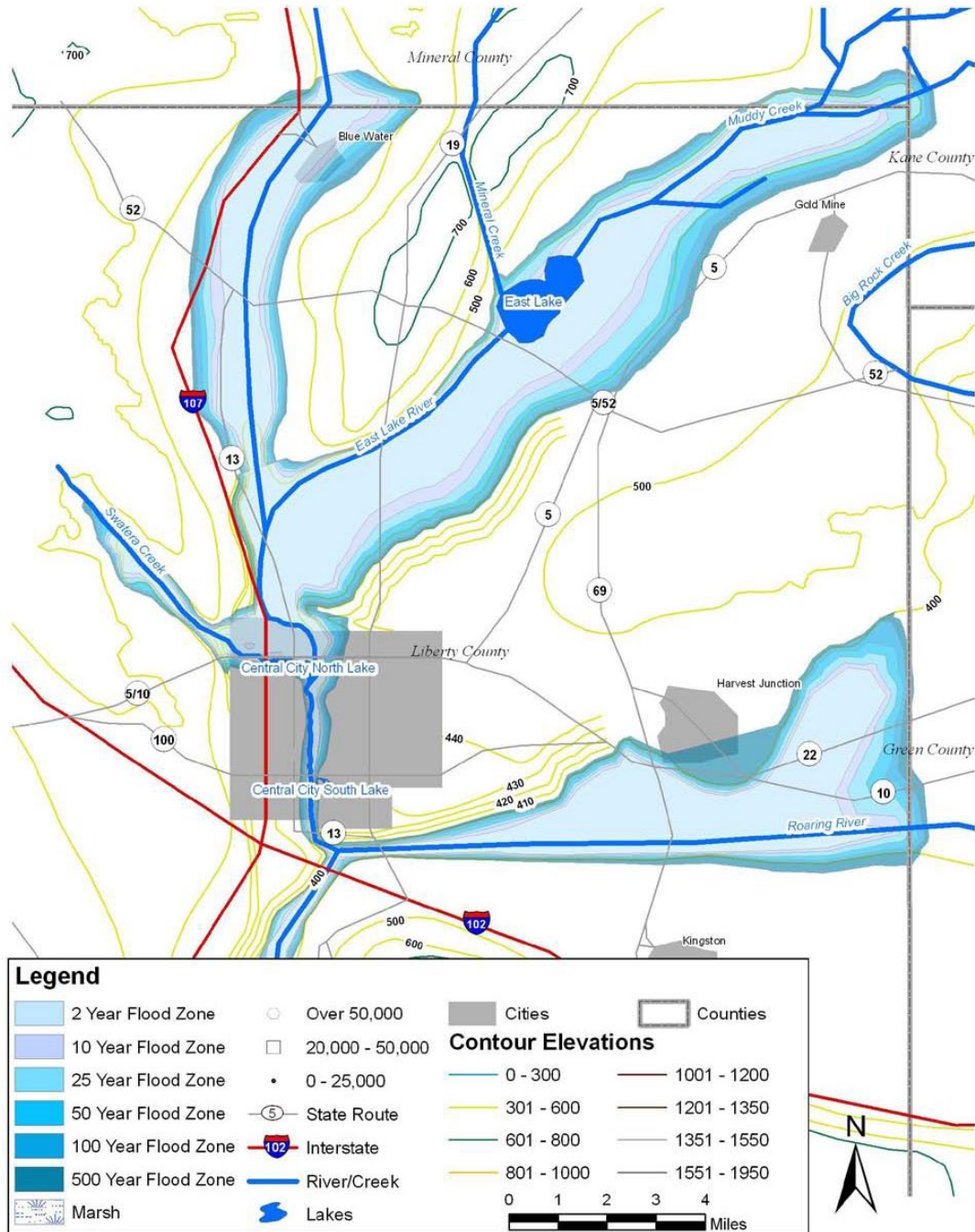


Figure F.2 – Profile of Principal Spillway

Flood Inundation Maps of Liberty County show elevation contours and the 2, 10, 25, 50, 100, and 500 year flood zones for Central City and northern and southern Liberty County.

Also shown on the South Liberty County Map are the areas of expected flooding during a hurricane.

North Liberty County Flood Map:



Spillway Profile:**Conditions:**

- The Liberty County Emergency Manager has requested the East Lake Dam Safety Incident Management Team.
- Additional CVA 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.
- Liberty 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 East Lake to reduce pressure on the earthen dam.

Current Resources:**Columbia Valley Authority (CVA):**

Supervisory Personnel	(1) Dam Assistant Commissioner
Dam Maintenance Labor	(2) FTE Dam Technicians 2 person crews
	(2) PTE Dam Technicians 2 person crews
Portable Pump	(1) Large
Backhoes	(1) wheeled backhoe/front loader
Dump Trucks	(3) single axle dump trucks
Pickup Trucks	(5) F150

Liberty County:

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

Law Enforcement:

Liberty County Sheriff Department	(2) patrol units with 2 deputies
Central City Police Department	(2) patrol unit with 1 officer

Fire Department:

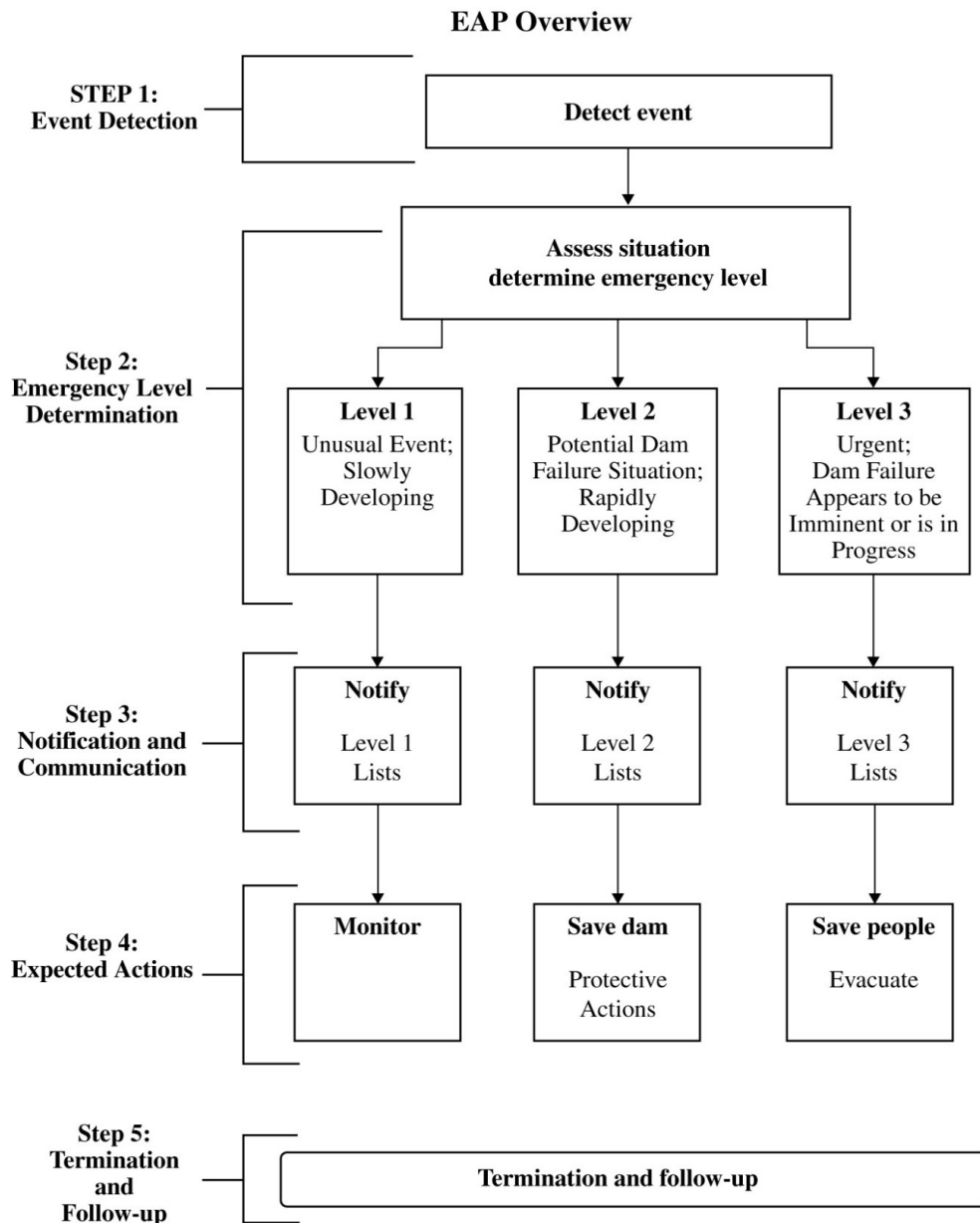
Central City Fire Department	(2) Type 1 engines and 6 firefighter/EMTs
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Public Works:

Liberty 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. Columbia Valley Authority (CVA) 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 Liberty County 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 Liberty County 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 Liberty County Emergency Management Director. If the dam condition worsens and failure becomes imminent, the Liberty County Emergency Management Director must be notified immediately of the change in the emergency level to evacuate the people at risk downstream. If time permits, Columbia Valley Authority (CVA) 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 Liberty County Emergency Management Director should be contacted immediately so emergency services can begin evacuations of all at-risk people and close roads as needed.

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	1

	the dam	
	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:

EAST LAKE DAM FAILURE SCENARIO

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To organize groups into Incident Management Groups; review and complete ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the scenario and additional resources.
2. Given a partially completed ICS Form 201 and the scenario information, complete the missing elements on the ICS Form 201.
3. Determine what Command and General positions will be staffed and depict on an organizational chart and be prepared to describe and explain.
4. Using the initial objectives from the ICS Form 201, develop incident objectives for the next Operational Period.
5. Document your objectives and organization on chart paper. Make sure your objectives are SMART!
6. Select a spokesperson and be prepared to describe and explain the rationale for your objectives and organization in 30 minutes.

INCIDENT BRIEFING (ICS FORM 201)

Partially Completed ICS Form 201 for Student Activity - Refer to
ICS_300_AAM_ELDFS_ICs_Form_201.pdf

Note: There is not a completed ICS Form 201 for instructor reference for this scenario.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the groups to hang the chart paper with their incident objectives and Command and General staff organization.
2. Select a group to present their incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201.
3. Compare the group's proposed incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201 to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the group spokesperson to present the reasons why the group chose a different objective or organizational structure. Continue this process until all the potential objectives have been discussed.
4. Optional (may significantly prolong the time required for the activity).

Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.

5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.
7. Optional - Identify individuals from the class with significant experience in an ICS position and ask them to comment on additional considerations based on their experience.

Scenario:

It is now approximately 0700 on Monday morning. On Sunday afternoon, technicians with the Columbia Valley Authority (CVA) 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.

CVA 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 CVA 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 50s 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. Dam technicians have still been unable to open the non-functioning spillway release. Discussions between the CVA Assistant Commissioner and the Central City Fire Chief have taken place regarding whether the Central City Fire Department Dive Team may be able to assist with the opening of the slide gate on the principal spillway structure.

State Route 52 is south-southwest of the dam and spillway. There is an older (wood pilings) bridge on State Route 52 that crosses the river 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 Route 52 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. Columbia 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 Route 52 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.

Additional Resources:**Columbia Valley Authority (CVA):**

Supervisory Personnel	(1) Dam Commissioner
	(1) Dam Assistant Commissioner
Dam Maintenance Labor crews	(4) FTE Dam Technicians 2 person
	(5) PTE Dam Technicians 2 person
Portable Pump pumps	(3) diesel powered heavy duty trash
Backhoes	(1) wheeled backhoe/front loader
Dump Trucks	(3) single axle dump trucks
Pickup Trucks	(5) F150
Wood Timber for Shoring timber	(1) 12' x 15' trailer with heavy wood
Fuel Truck	(1) fuel truck with operator

State of Columbia Department of Environmental Quality (DEQ):

State personnel	(1) State Dam Safety Officer
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Liberty County:

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

Law Enforcement:

Liberty County Sheriff Department	(2) patrol units with 2 deputies
Central City Police Department	(2) patrol unit with 1 officer
Columbia State Police	(2) patrol units with 2 State Troopers

Fire Department:

Central City Fire Department firefighter/EMTs	(2) Type 1 engines and 6
firefighters/EMTs	(2) Type 1 engines and 8
	(1) 4-person Dive Team

Public Works:

Liberty County	(4) dump trucks
	(2) wheeled backhoe/frontend loaders
	(2) road graders
	(1) crane with pile driver

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 w/transport	(1) tracked hydraulic excavator
Bulldozer	(2) bulldozers (e.g., JD 650)

Emergency Medical Services:

Liberty County Rescue Squad paramedics	(2) Type 2 ambulances with 4
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Local Resources Alerted:

American Red Cross
Salvation Army
Central City High School

New Incident Objectives:

1. Implement required safety measures to protect responding personnel.
2. Implement buddy team operations and wearing personal floatation device (PFD) when operating in the potential hazard zone.
3. Assess situation to determine emergency level.
4. Contact Geo-Technical Engineer to investigate the situation and recommend actions to be taken
5. Immediately make a determination of what response measures can be taken to release water from Lake Eagle to reduce pressure on the earthen dam.
6. Deploy personnel to work on repairing the nonfunctional slide gate on the principal spillway.
7. Lower the reservoir level 12 feet below the top of the dam without causing down river flooding.
8. Deploy three 3,500 GPM 10-inch pumps. Have one on site, two additional pumps available within three hours.
9. Notify State Dam Safety Officer.
10. Notify County Emergency Management Director of the situation.
11. Notify local law enforcement and fire department resources of the situation.
12. Contact National Weather Service Office for spot weather forecasts.
13. Monitor erosion of State Route 52 bridge embankment
14. Improve the structural integrity of the State Route 52 roadway and bridge.
15. Monitor the State Route 52 Bridge embankment slope to determination slope slide.
16. PIO to address questions by nearby homeowners
17. Security to manage small group gathered close to the dam to observe the emergency work taking place.

EAST LAKE DAM FAILURE SCENARIO

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To select tactics and conduct safety analysis for the next Operational Period resulting in the completion of ICS Forms 215 and 215A. Students may use the tactics meeting agenda as a template when conducting their group discussions.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following in your handouts:
 - Scenario Update
 - Strategies / Tactics
 - Updated Incident Objectives
 - Current Resources
 - Partially completed ICS Form 215
 - Blank ICS Form 215A
2. Complete the ICS Form 215 using the available information.
Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the incident.
3. Based on the tactics selected on the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. Be prepared to present in 60 minutes.

Debrief:

Monitor the time. After 60 minutes, or when each group completes the ICS Form 215 and ICS Form 215A, review the work and provide individual feedback to the group members.

Allow the groups to work at their own pace. However, if one group is slower, provide assistance to keep the activity moving within the overall timeframes allocated.

Debrief should take 30 minutes in total.

Your Notes:

Scenario Update:

It is now 0900 on Tuesday morning. Technicians with the Columbia Valley Authority (CVA) 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 Liberty County known as Little East Lake that is located approximately 1.5 miles northeast of Central City. Little East Lake is 5 acres in size and construction was completed in 1954. The lake is owned and managed by the State of Columbia Game and Fish Commission and its primary purpose is recreation. The spillway from the lake drains into East Lake River.

The State of Columbia 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 Central City. Central City 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 Roaring River. They are requesting technical assistance from the State of Columbia Department of Environmental Quality (DEQ) to properly assess the problem.

At approximately 1030, CVA Commissioner Joe Randle reports that the leak in the dam has not slowed and that the Central City 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 (JIC).

Strategies/Tactics:

Happy Valley Assisted Living Facility is located southeast of East Lake. The facility has an Emergency Action Plan (EAP) that states that all residents will be relocated to their sister facility in Murry Hill. 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 Central City 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 Central City Sewage Commission will monitor and work to protect the dikes on the town's sewage treatment lagoons. Columbia Department of Transportation officials will continue to monitor and improve the structural integrity of the roadway and bridge on State Route 52.

Current Resources:**Columbia Valley Authority (CVA):**

Supervisory Personnel	(1) Dam Commissioner
	(1) Dam Assistant Commissioner
Dam Maintenance Labor crews	(4) FTE Dam Technicians 2 person
	(5) PTE Dam Technicians 2 person
Portable Pump pumps	(3) diesel powered heavy duty trash
Backhoes	(1) wheeled backhoe/front loader
Dump Trucks	(3) single axle dump trucks
Pickup Trucks	(5) F150
Wood Timber for Shoring timber	(1) 12' x 15' trailer with heavy wood
Fuel Truck	(1) fuel truck with operator

State of Columbia DQ:

State personnel	(1) State Dam Safety Officer
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Liberty County:

County Personnel	(1) District Conservationist
	(2) Soil Conservation Technician
	(2) Engineering Specialist
Area Personnel	(1) Area Engineer

Law Enforcement:

Liberty County Sheriff Department	(2) patrol units with 2 deputies
Central City Police Department	(2) patrol unit with 1 officer
Columbia State Police	(2) patrol units with 2 State Troopers

Fire Department:

Central City Fire Department firefighter/EMTs	(2) Type 1 engines and 6
firefighters/EMTs	(2) Type 1 engines and 8
	(1) 4-person Dive Team

Public Works:

Liberty County	(4) dump trucks
	(2) wheeled backhoe/frontend loaders
	(2) road graders
	(1) crane with pile driver

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 w/transport	(1) tracked hydraulic excavator
Bulldozer	(2) bulldozers (e.g., JD 650)

Emergency Medical Services:

Liberty County Rescue Squad paramedics	(2) Type 2 ambulances with 4
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Local Resources Alerted:

American Red Cross
Salvation Army
Magnolia High School

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS FORM 215A)

Partially Completed ICS Form 215:

Refer to ICS_300_AAM_ELDFS_ICs_Form_215.pdf

Blank ICS Form 215A:

Refer to ICS_300_AAM_ELDFS_ICs_Form_215A.pdf

EAST LAKE DAM FAILURE SCENARIO

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To complete the planning cycle by developing a written IAP, developing the Operations Briefing agenda, and conducting an Operations Briefing for a simulated incident.

This activity is divided into two components. In Part 1, students will prepare an Incident Action Plan (IAP). In Part 2, students will develop the Operations Briefing agenda and then outbrief the IAP (developed in Part 1) in an Operations Briefing.

Instructions for Part 1:

Ask the students to work in groups to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, 206, 207, and 208.
2. Be prepared to finish in 45 minutes.

Instructions for Part 2:

Ask the students to work in groups to complete the following activity:

1. Outline the agenda for the Operations Briefing.
2. Select a spokesperson to present your IAP as a concise 5- to 10-minute Operations Briefing. Be prepared to present in 15 minutes.
3. Provide students with blank copies of the ICS Forms located in the Appendix.

Instructor Note: Evaluate each group's completion of the planning cycle through their development of a written IAP and conducting their Operations Briefing for their assigned Applied Activity Scenario.

Provide students with blank copies of appropriate ICS Forms and remind students of the time constraints. The instructional team will need to circulate the classroom to keep groups on task and providing assistance as needed. Remember this activity is the students first real exposure to the IAP process.

Debrief for Part 1:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 1: 45-minute prep time.
 - a. Review each group's completed Incident Action Plan (IAP), using at a minimum ICS Forms 202, 203, 204(s), 205, 206, and 208. The ICS Form 207 is optional. Provide each group constructive feedback on their finished IAP.

Evaluation of IAP Required ICS Forms:

Use the following as a checklist to review each group's completed IAP.

Incident Objectives (ICS Form 202)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides clear, concise SMART statements of objectives in priority order
- Provides clear command emphasis (tactical priorities or weather forecast). Example: Be aware of a specific danger/hazard.
- Provides general situational awareness like weather forecast, incident conditions, and/or general safety message approved by the Safety Officer and in alignment with the Safety Message/Plan (ICS Form 208). Checked if Site Safety Plan is required and plan location provided.
- Identifies/checks all accompanying IAP attachments. Crosscheck documents are all checked and present.
- Confirm prepared by signature and approved by IC signature.

Organization Assignment List (ICS Form 203)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Confirm Incident Command and Command Staff are listed as appropriate for the incident operational period.
- Confirm Agency/Organization Representatives are listed as appropriate for the incident operational period.
- Confirm Planning Section Staff are listed as appropriate for the incident operational period.
- Confirm Logistics Section/Support Branch/Service Branch Staff are listed as appropriate for the incident operational period.
- Confirm Operations Section/Branch/Air Operations Branch Staff are listed as appropriate for the incident operational period.
- Confirm Finance/Administration Staff are listed as appropriate for the incident operational period.
- Confirm prepared by signature.

Unit Assignment List (ICS Form 204(s))

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides Branch, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.
- Identifies Operations personnel names and contact information to include unit identifier, leader's name, and total number of assigned persons. Must include leader in the total.
- Provides special notes or directions specific to assigned resource like drop off/pick up location, special equipment/supplies needed, resource briefings, and transportation needs.
- Provides a work assignment through tactical objectives to be achieved.
- Provides special instructions appropriate for the incident operational period. Keyed in on any safety problems or specific precautions to be exercised.
- Provides specific communications information.
- Confirm prepared by signature and approved by IC signature.

Communications List (ICS Forms 205 or 205A)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides communications methods assigned to personnel by their assigned ICS position as appropriate for the incident operational period.
- Confirm prepared by signature.

Medical Plan (ICS Form 206)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides information on Medical Aid Stations.
- Provides information on air and ground EMS transportation.
- Provides information on hospitals that could serve this incident.
- Provides any special emergency instructions for use by incident personnel to include procedures for how to report medical emergencies.
- Confirm prepared by signature and approved by Safety Officer signature.

Incident Organization Chart (ICS Form 207)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Completed incident organization chart consistent with the provided Organization Assignment List (ICS Form 203).
- Confirm prepared by signature.

Safety Message/Plan (ICS Form 208)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides a clear, concise safety message that is consistent with the key command emphasis/decisions/directions found on the Incident Objectives (ICS Form 202).
- Includes known safety hazards and specific precautions to be observed and consistent with the Unit Assignment List (ICS Form 204(s)).
- Check if Site Safety Plan is required and plan location provided.
- Confirm prepared by signature.

Debrief for Part 2:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 2: 15-minute prep time.
 - a. Review each group's completed Operations Briefing Agenda.
 - b. Provide constructive feedback on each group's 5 to 10-minute Operations Briefing presentation of their completed IAP.

Evaluation of Operations Briefing Agenda and Briefing:

Use the following as a checklist to review each group's completed Operations Briefing Agenda and provide constructive feedback on each group's Operations Briefing presentation (concise 5 to 10 minute) of their IAP. Refer students to Handout 5-1: Preparing for the Planning Meeting and Handout 5-2 Sample Planning Meeting Agenda.

- Planning Section Chief** – “Introduction” Brings briefing to order, covers ground rules, and refers to agenda.
- Incident Commander/Unified Command** – Provides opening remarks.
- Situation Unit Leader** and any needed **Technical Specialists** covers current situation, weather, and incident Projections
- Planning Section Chief** - Covers Incident Objectives and priorities for the group.
- Operations Section Chief** - Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Operations Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics Section Chief** - Validates that Communications, Medical, Transportation Unit, and Supply Units concur with and capable of supporting the proposed plan.
- Finance/Administration Section Chief** - Indicates fiscal constraints and verifies the proposed plan fits with financial constraints.
- Public Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- Liaison Officer** - Confirms interagency issues are being addressed.
- Other Staff** or **Technical Specialists** as needed.
- Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.

- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting

EAST LAKE DAM FAILURE SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To describe how resources are ordered and to identify the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to work in groups to complete the following activity, given your scenario:

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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. Emphasize that there is NO one correct solution.
2. Ask the group spokesperson to present its group solutions.
3. Discuss the similarities and differences among the group responses and rationales for their answers.

Your Notes:

EAST LAKE DAM FAILURE SCENARIO

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the information you developed in the previous activities, the scenario update and the 5 elements of a Demobilization Plan.
2. Write 5 considerations for demobilization for your scenario on an easel chart.
3. Based on your scenario, are there any unique demobilization release priorities?
4. Select a spokesperson and be prepared to present your work in 15 minutes.

Debrief:

1. Ask one group to present their list.
2. Ask the remainder of the class to provide feedback.
3. Provide any additional feedback based on the list below.

Demobilization Considerations:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

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 community 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 Central City and the Columbia Valley Authority (CVA) with the consideration of continued assistance from State of Columbia Department of Environmental Quality.
- Maintain monitoring of the leak.
- Develop and implement a Demobilization Plan to ensure that surplus personnel and equipment are released in a timely manner

CENTRAL CITY FLOOD SCENARIO

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To apply key Unified Command principles.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following:
 - Historical Background
 - Scenario
 - Maps
 - Current Resources
2. Complete the following steps:
 - a. Who has a stake in the incident?
 - b. Who are the assisting and cooperating agencies?
 - c. Is this a Single or Unified Command managed incident?
 - d. If Single Command, who is the Incident Commander and why?
 - e. If Unified Command, who are the members and why?
3. Draw an Organization Chart for your Incident Command or Unified Command.
4. Identify challenges and safety issues.
5. Record your results on chart paper that can be seen by the entire class.
6. Select a spokesperson and be prepared to present in 30 minutes.
7. Emphasize that the spokesperson should be able to explain the rationale for the group's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one group to present which command structure and make up of that command structure.
2. Ask the other groups if they had different responses. Compare the similarities and differences among the groups. There is no one correct answer.
3. Next, ask a different group to present challenges and strategies. Ask other groups if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

Historical Background:

The city has a history of being susceptible to flooding. The geology in the Liberty County consists of nearly level, somewhat poorly drained, expansive soils on flood plains. The topsoil rests on sandy and silty loam. Runoff is very slow, and the soil is subject to flooding. Permeability is moderate.

Frequency of moderate flooding is at least once a year; major flooding is generally limited to once in five years. A severe flood in 1997 killed 28 people, injured 656, and caused the evacuation of 75,000; it also heavily damaged 377 permanent homes, 65 businesses, and completely destroyed 203 mobile homes.

Controllability of flood damage is limited to land-use management and elevation criteria. Clearance of debris along stream ways can also affect flooding. Snow runoff and ice damming are not considered to be major contributors to flooding in Columbia.

Duration of actual onslaught is from several hours to several days.

Scope of damage ranges with the severity of the flood and damages from minimal to nearly total destruction of community facilities, business, or residences.

Intensity of impact ranges from a few houses to several hundred houses involved and may include road and utility washouts and bridge damage.

Dam Break Flooding from East Lake Dam and all of the other dams in Columbia could threaten areas that have not historically had flooding problems. Catastrophic failure of East Lake Dam could impact Liberty County and Central City. Floods from the East Lake River, Roaring River, Swatera Creek, and Turtle River could impact the communities along their banks following the failure of the East Lake Dam. If the failure occurs during a period of heavy rains, all four waterways could be impacted, and flooding could occur along their banks. The following three maps show the flood zones in Liberty County and in Central City.

Flood Inundation Maps of Liberty County show elevation contours and the 2, 10, 25, 50, 100, and 500 year flood zones for Central City and northern and southern Liberty County. Also shown on the South Liberty County Map are the areas of expected flooding during a hurricane.

Scenario:

For the past three days, it has been raining heavily in Central City and Liberty County, averaging 2.5 inches of rain each 24-hour period. Central City is divided by the banks of the Roaring River and Swatera Creek is a tributary through the northwest part of the city. In an effort to avoid some of the damage and loss of life caused by previous incidents, the newly elected mayor of Central City has taken an active interest in planning for and responding to flooding 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.

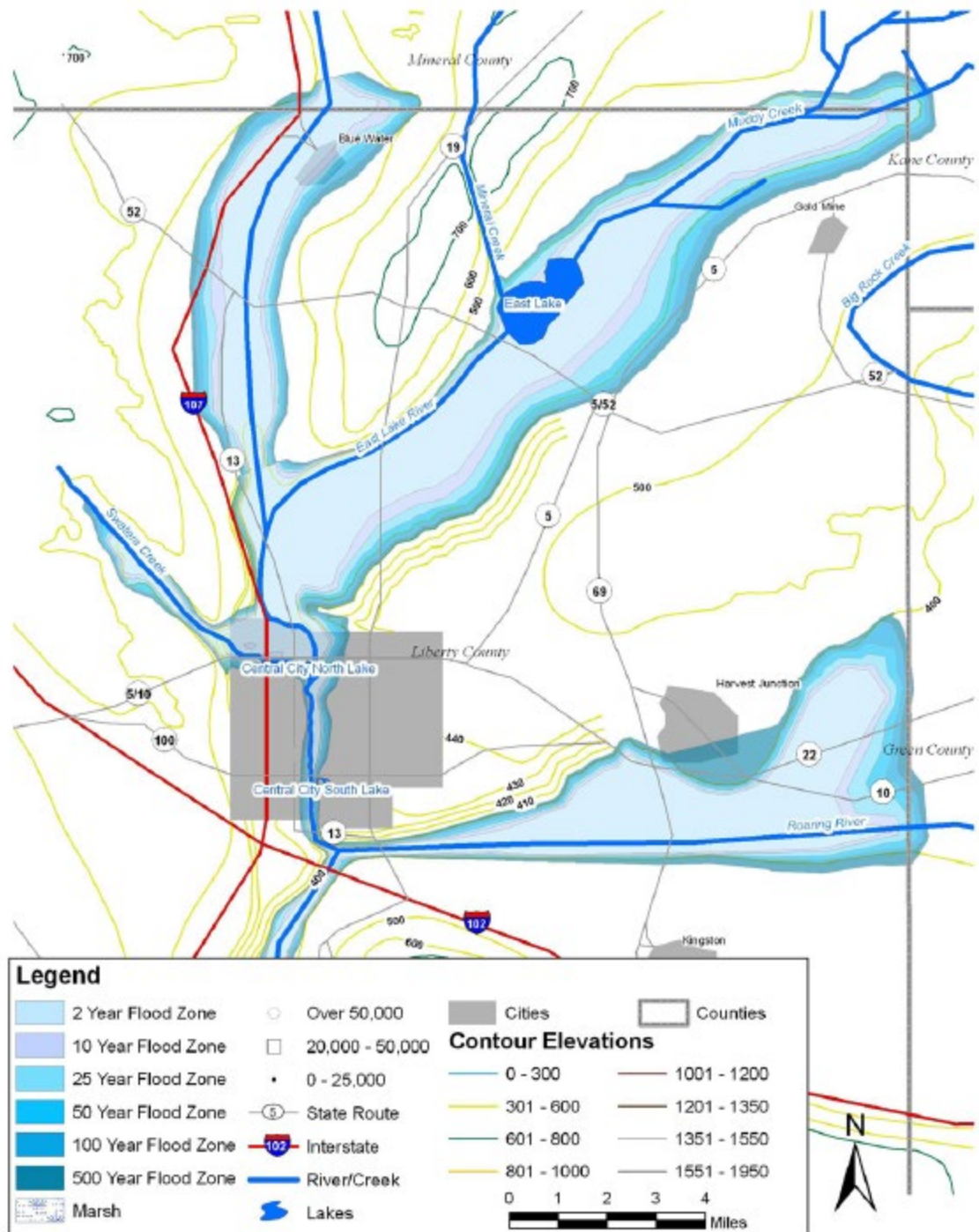


Figure 3.3. North Liberty County Flood Map

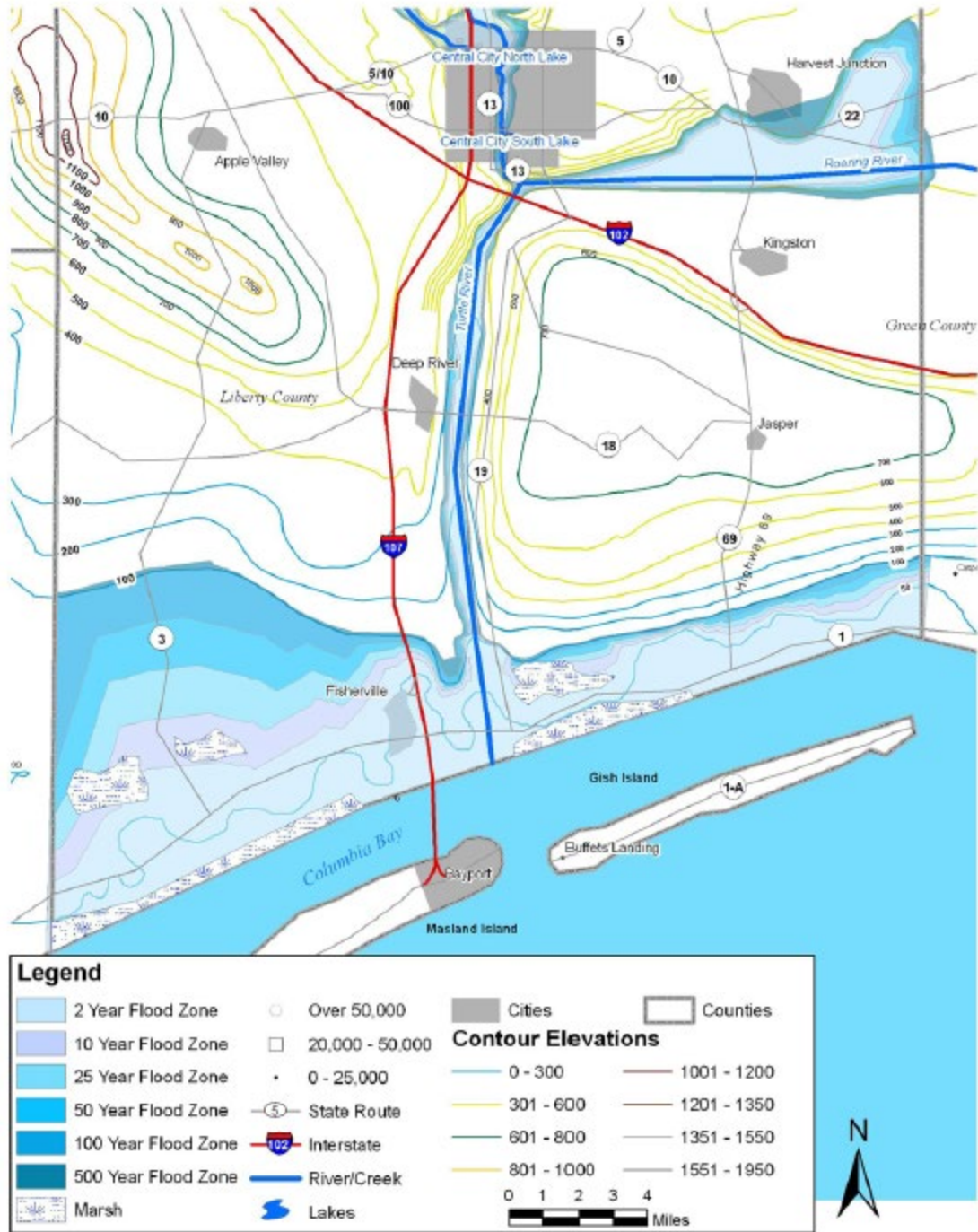


Figure 3.4. South Liberty County Flood Map

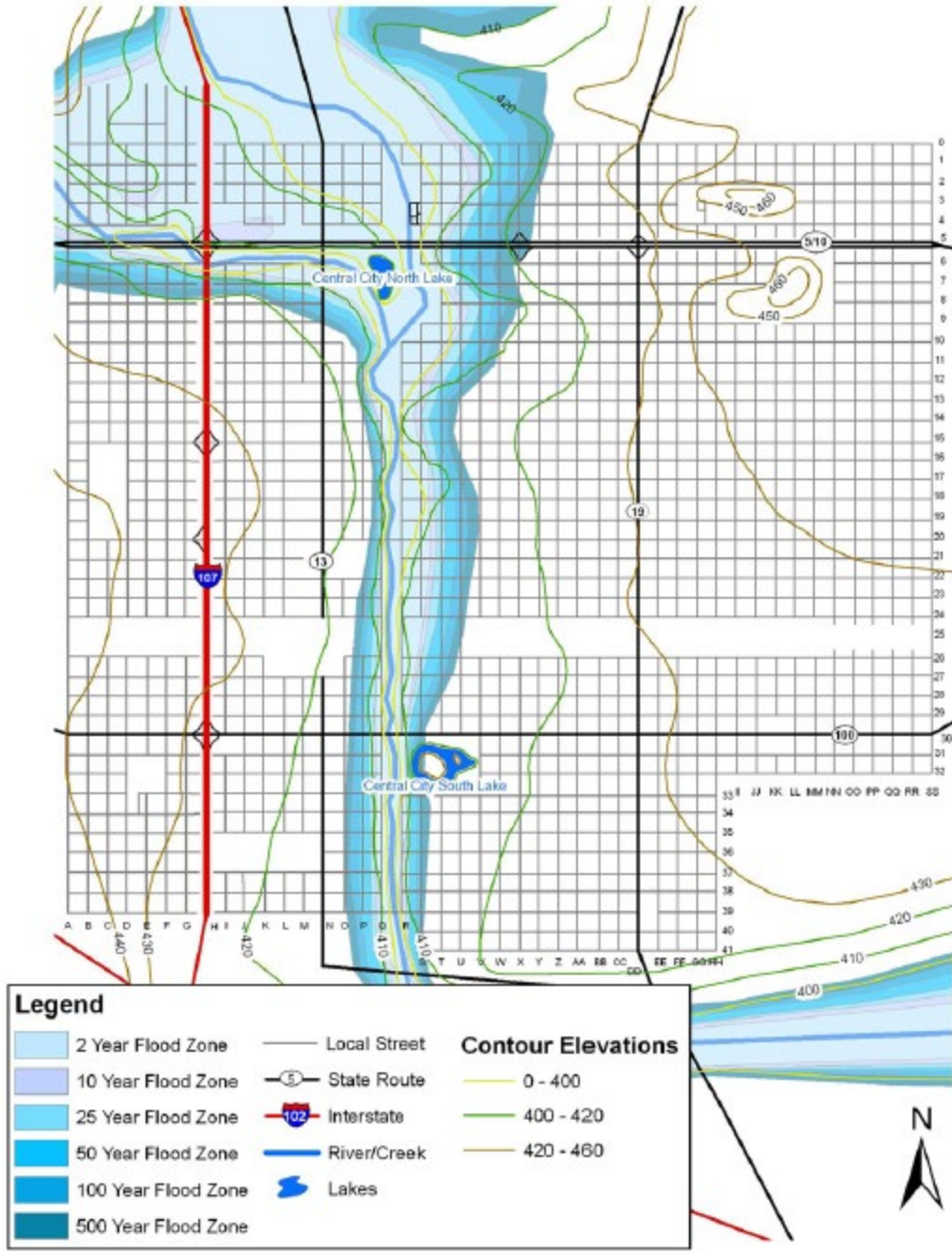


Figure 3.5. Central City Flood Map

Current Resources:

- Emergency Management:
 - Central City Fire Department Incident Management Team
 - Liberty County Department of Emergency Management
 - Liberty County/Central City Emergency Operations Center (EOC)
 - Liberty County/Central City EOC Joint Information Center (JIC)
 - Liberty County/Central City EOC Support Team
 - State of Columbia Type II and III Incident Management Teams
- Law Enforcement:
 - Central City Police Department
 - Liberty County Sheriff Department
 - Columbia State Police
- Fire Department:
 - Central City Fire Department
 - Central City Emergency Medical Service
- Public Works:
 - Central City Department of Public Works
 - Liberty County Department of Public Works
- Liberty County:
 - (1) District Conservationist
 - (1) Soil Conservation Technician
 - (1) Area Engineer
- State of Columbia:
 - National Guard
 - Department of Wildlife and Fisheries
 - State of Columbia Department of Transportation
 - Department of Agriculture
 - Department of Public Safety

CENTRAL CITY FLOOD SCENARIO

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To organize groups into Incident Management Groups; review and complete ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Given a partially completed ICS Form 201 and the scenario information, complete the missing elements on the ICS Form 201.
2. Determine what Command and General positions will be staffed and depict on an organizational chart and be prepared to describe and explain.
3. Using the initial objectives from the ICS Form 201, develop incident objectives for the next Operational Period.
4. Document your objectives and organization on chart paper. Make sure your objectives are SMART!
5. Select a spokesperson and be prepared to describe and explain the rationale for your objectives and organization in 30 minutes.

Incident Briefing (ICS Form 201)

Partially Completed ICS Form 201 for Student Activity - Refer to
ICS_300_AAM_CCFS_ICs_Form_201_STUDENT.pdf

Completed ICS Form 201 for Instructor Reference - Refer to
ICS_300_AAM_CCFS_ICs_Form_201.pdf

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the groups to hang the chart paper with their incident objectives and Command and General staff organization.
2. Select a group to present their incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201.
3. Compare the group's proposed incident objectives, Command and General staff organization, and the additional elements added to their ICS Form 201 to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the group spokesperson to present the reasons why the group chose a different objective or organizational structure. Continue this process until all the potential objectives have been discussed.
4. Optional (may significantly prolong the time required for the activity).

Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.

5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.
7. Optional - Identify individuals from the class with significant experience in an ICS position and ask them to comment on additional considerations based on their experience.

Scenario Update:

Weather reports from the National Weather Service indicate that the weather system will move slowly through the area on Thursday that could produce 2-3 inches of rainfall over a 24 hour period. Current temperatures remain in the low to mid 40s during the day with nighttime lows in the high 30s.

At 1200 on August 4th, Liberty County Department of Emergency Management is preparing for a response to a possible flood situation in Central City. It has now been raining heavily for the past 3 days, averaging 1.3 inches of rain each 24-hour period.

The National Weather Service has just informed the Liberty County Department of Emergency Management 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 Zone A 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. Liberty County Department of 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.

Community members are starting to ask questions about the situation, and small groups of people are self-deploying close to the Roaring River to monitor rising water levels and post information on social media.

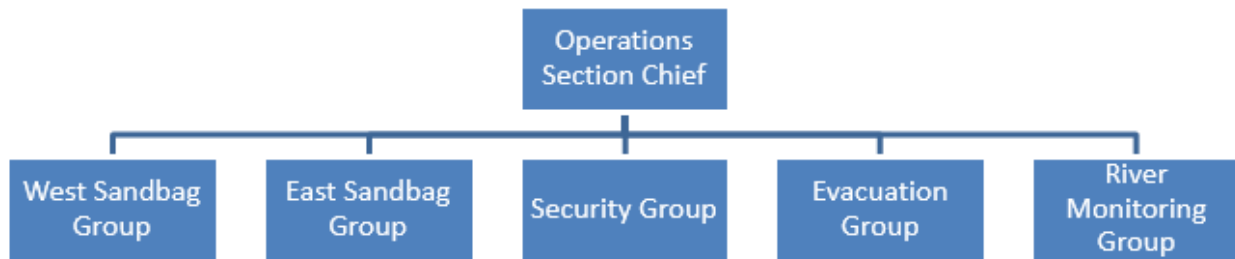
Residents are questioning the rising river levels and asking if they will need to leave their homes.

Critical Issues:

- Ensure the safety of all responders and citizens.
- 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 safe utility services and transportation routes.

Incident Objectives:

- Provide for the safety responders and the public.
- Monitor river level and communicate if the level will threaten critical infrastructure.
- Ensure that timely and accurate public information is disseminated.
- Deny entry of unauthorized individuals to the identified evacuation zone.
- Continue to limit the flooding effects on both sides of the river.

Section Organizational Chart:

CENTRAL CITY FLOOD SCENARIO

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To select tactics and conduct safety analysis for the next Operational Period resulting in the completion of ICS Forms 215 and 215A. Students may use the tactics meeting agenda as a template when conducting their group discussions.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the following in your handouts:
 - Partially completed ICS Form 215
 - Blank ICS Form 215A
2. Complete the ICS Form 215 using the available information.
Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the incident.
3. Based on the tactics selected on the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
4. Be prepared to present in 60 minutes.

Debrief:

Monitor the time. After 60 minutes, or when each group completes the ICS Form 215 and ICS Form 215A, review the work and provide individual feedback to the group members.

Allow the groups to work at their own pace. However, if one group is slower, provide assistance to keep the activity moving within the overall timeframes allocated.

Debrief should take 30 minutes in total.

Scenario Update:

The National Weather Service reports indicate continued rain for the Central City area and areas north of the city. The Roaring 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 area bridges, 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 in Zone A are beginning to move their families out of the area. The American Red Cross has opened two shelters, one at the Central City Senior High School and one at the Central City Junior High School.

The Old Soldier Nursing Home is attempting to move 55 patients from their skilled nursing care facility and is asking for assistance from Central City Emergency Medical Services, the Fire Department, and the Liberty County School Bus Davison. Acme Chemical, located on the banks of the Roaring River, 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.

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:

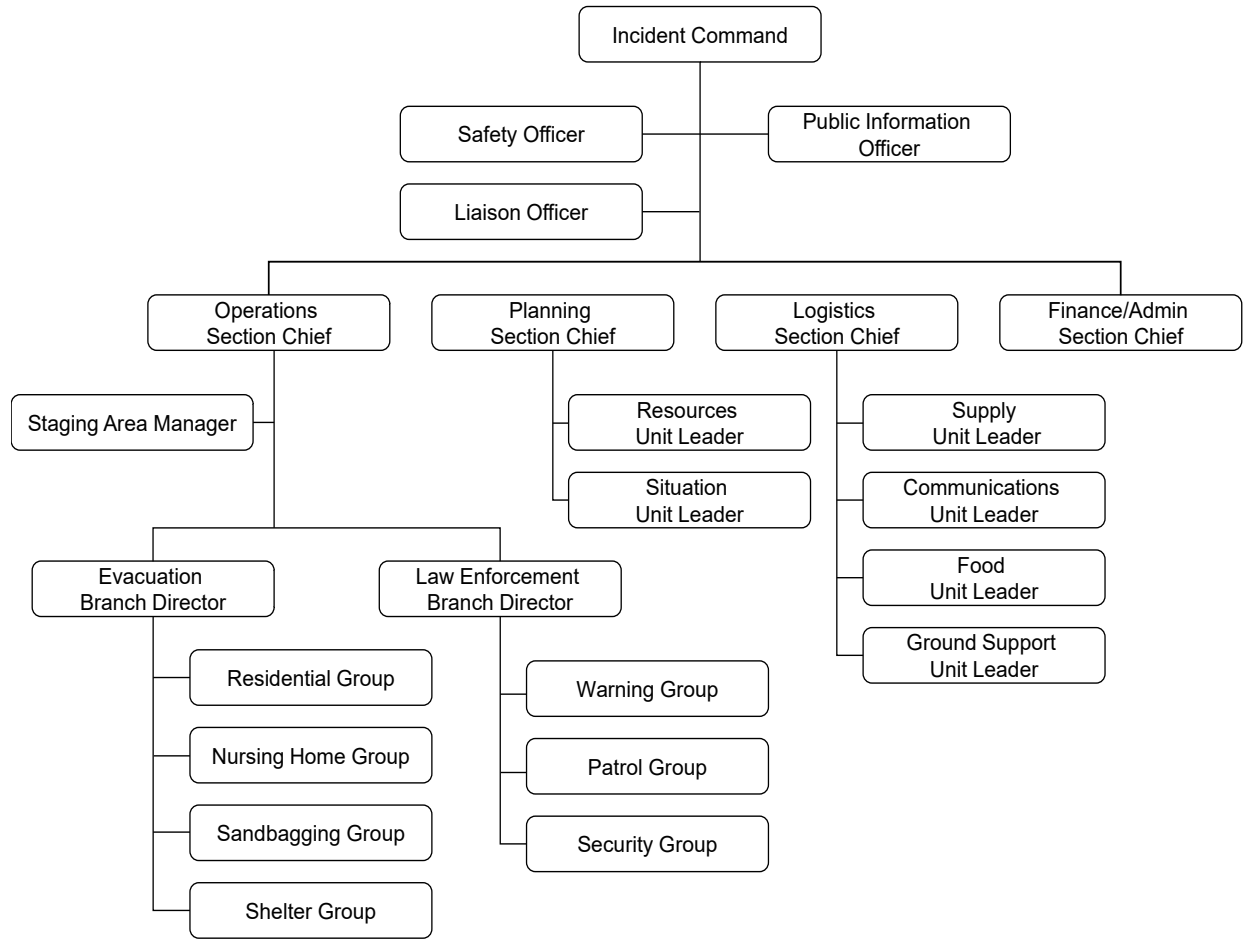
- Implement required safety measures to protect responding personnel and the public.
- Take measures to ensure the evacuation of all households in the projected flood area before the beginning of the next operational period.
- Implement temporary shelter plan to provide housing for all displaced residents 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.

Strategies/Tactics:

The Old Soldier Nursing Home has an emergency plan that calls for relocating patients to the hospital. This plan utilizes the Central City Emergency Medical Services, the Fire Department, and the Liberty County School Buses 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 provide food for displaced residents.

The Central City Department of Public Works, along with the Liberty County 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 Schools, the Blue Water Nuclear Power Plant, Fire Stations, and the Police Stations. The city engineer, along with representatives from the State of Columbia Department of Transportation, will monitor the structural integrity of bridges. Central City 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 Central City Department of Public Works by calling the Department's 24-hour number.

Organizational Structure for the Next Operational Period:



Resources Ordered After Initial Assessment:

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Police/marked vehicles (8)	CC 247, CC 248, CC 249, CM 243, CM 244, CM 245, CP 1, & CP 2		X	Traffic Control Points
Mutual Aid Police Units (10)	LC -222, LC -223, LC -224, LC -226, LC -227, LC -229, LC -326, LC -333, LC -415, & LC -420,	2000		
HazMat Team	CC Hazmat 1		X	Staging
State HazMat Team	C HazMat 101	2300		
State All-Hazards Incident Management Team (Type 3)	Columbia IMT-3	0600		
School Buses (10)	LCPS-11, LCPS-13, LCPS-14, LCPS-17, LCPS-21, LCPS-25, LCPS-26, LCPS-33, LCPS-34, & LCPS-36,	1500		
Engines (4)	CC E-2, E-3, E-4, & E-11		X	Residential Division
Aerial (3)	CC A-1, A-3, & A5		X	Nursing Home Division
Front Loaders (2)	CCDPW FL-1, & CCDPW FL-12		X	Sandbagging Group, City gravel pit
Pickup trucks (4)	CCDPW PU-1, CCDPW PU-3, CCDPW UP-4, & CCDPW PU-5		X	Sandbagging Group, City gravel pit
Dump trucks (4)	CCDPW DT-1, CCDPW DT-2, CCDPW DT-3, & CCDPW FL-4		X	Sandbagging Group, City gravel pit
Pickup trucks (2)	CCDPW UP-2 & CCDPW PU-6		X	Bridge Monitoring Team
American Red Cross Canteen	CC ERV-1	1800		

Your Notes:

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS FORM 215A)

Partially Completed ICS Form 215:

Refer to ICS_300_AAM_CCFS_ICs_Form_215.pdf

Blank ICS Form 215A:

Refer to ICS_300_AAM_CCFS_ICs_Form_215A.pdf

Your Notes:

CENTRAL CITY FLOOD SCENARIO

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To complete the planning cycle by developing a written IAP, developing the Operations Briefing agenda, and conducting an Operations Briefing for a simulated incident.

This activity is divided into two components. In Part 1, students will prepare an Incident Action Plan (IAP). In Part 2, students will develop the Operations Briefing agenda and then outbrief the IAP (developed in Part 1) in an Operations Briefing.

Instructions for Part 1:

Ask the students to work in groups to complete the following activity:

1. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, 206, 207, and 208.
2. Be prepared to finish in 45 minutes.

Instructions for Part 2:

Ask the students to work in groups to complete the following activity:

1. Outline the agenda for the Operations Briefing.
2. Select a spokesperson to present your IAP as a concise 5- to 10-minute Operations Briefing. Be prepared to present in 15 minutes.
3. Provide students with blank copies of the ICS Forms located in the Appendix.

Instructor Note: Evaluate each group's completion of the planning cycle through their development of a written IAP and conducting their Operations Briefing for their assigned Applied Activity Scenario.

Provide students with blank copies of appropriate ICS Forms and remind students of the time constraints. The instructional team will need to circulate the classroom to keep groups on task and providing assistance as needed. Remember this activity is the students first real exposure to the IAP process.

Debrief for Part 1:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 1: 45-minute prep time.
 - a. Review each group's completed Incident Action Plan (IAP), using at a minimum ICS Forms 202, 203, 204(s), 205, 206, and 208. The ICS Form 207 is optional. Provide each group constructive feedback on their finished IAP.

Evaluation of IAP Required ICS Forms:

Use the following as a checklist to review each group's completed IAP.

Incident Objectives (ICS Form 202)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides clear, concise SMART statements of objectives in priority order
- Provides clear command emphasis (tactical priorities or weather forecast). Example: Be aware of a specific danger/hazard.
- Provides general situational awareness like weather forecast, incident conditions, and/or general safety message approved by the Safety Officer and in alignment with the Safety Message/Plan (ICS Form 208). Checked if Site Safety Plan is required and plan location provided.
- Identifies/checks all accompanying IAP attachments. Crosscheck documents are all checked and present.
- Confirm prepared by signature and approved by IC signature.

Organization Assignment List (ICS Form 203)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Confirm Incident Command and Command Staff are listed as appropriate for the incident operational period.
- Confirm Agency/Organization Representatives are listed as appropriate for the incident operational period.
- Confirm Planning Section Staff are listed as appropriate for the incident operational period.
- Confirm Logistics Section/Support Branch/Service Branch Staff are listed as appropriate for the incident operational period.
- Confirm Operations Section/Branch/Air Operations Branch Staff are listed as appropriate for the incident operational period.
- Confirm Finance/Administration Staff are listed as appropriate for the incident operational period.
- Confirm prepared by signature.

Unit Assignment List (ICS Form 204(s))

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides Branch, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.
- Identifies Operations personnel names and contact information to include unit identifier, leader's name, and total number of assigned persons. Must include leader in the total.
- Provides special notes or directions specific to assigned resource like drop off/pick up location, special equipment/supplies needed, resource briefings, and transportation needs.
- Provides a work assignment through tactical objectives to be achieved.
- Provides special instructions appropriate for the incident operational period. Keyed in on any safety problems or specific precautions to be exercised.
- Provides specific communications information.
- Confirm prepared by signature and approved by IC signature.

Communications List (ICS Forms 205 or 205A)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides communications methods assigned to personnel by their assigned ICS position as appropriate for the incident operational period.
- Confirm prepared by signature.

Medical Plan (ICS Form 206)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides information on Medical Aid Stations.
- Provides information on air and ground EMS transportation.
- Provides information on hospitals that could serve this incident.
- Provides any special emergency instructions for use by incident personnel to include procedures for how to report medical emergencies.
- Confirm prepared by signature and approved by Safety Officer signature.

Incident Organization Chart (ICS Form 207)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Completed incident organization chart consistent with the provided Organization Assignment List (ICS Form 203).
- Confirm prepared by signature.

Safety Message/Plan (ICS Form 208)

- Provides incident name _____ and uses date and 24-hour format for Operations Period.
- Provides a clear, concise safety message that is consistent with the key command emphasis/decisions/directions found on the Incident Objectives (ICS Form 202).
- Includes known safety hazards and specific precautions to be observed and consistent with the Unit Assignment List (ICS Form 204(s)).
- Check if Site Safety Plan is required and plan location provided.
- Confirm prepared by signature.

Debrief for Part 2:**Instructor Evaluation:**

1. Applied Activity 5.1 – Part 2: 15-minute prep time.
 - a. Review each group's completed Operations Briefing Agenda.
 - b. Provide constructive feedback on each group's 5 to 10-minute Operations Briefing presentation of their completed IAP.

Evaluation of Operations Briefing Agenda and Briefing:

Use the following as a checklist to review each group's completed Operations Briefing Agenda and provide constructive feedback on each group's Operations Briefing presentation (concise 5 to 10 minute) of their IAP. Refer students to Handout 5-1: Preparing for the Planning Meeting and Handout 5-2 Sample Planning Meeting Agenda.

- Planning Section Chief** – “Introduction” Brings briefing to order, covers ground rules, and refers to agenda.
- Incident Commander/Unified Command** – Provides opening remarks.
- Situation Unit Leader** and any needed **Technical Specialists** covers current situation, weather, and incident Projections
- Planning Section Chief** - Covers Incident Objectives and priorities for the group.
- Operations Section Chief** - Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Operations Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics Section Chief** - Validates that Communications, Medical, Transportation Unit, and Supply Units concur with and capable of supporting the proposed plan.
- Finance/Administration Section Chief** - Indicates fiscal constraints and verifies the proposed plan fits with financial constraints.
- Public Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- Liaison Officer** - Confirms interagency issues are being addressed.
- Other Staff** or **Technical Specialists** as needed.
- Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.

- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting

CENTRAL CITY FLOOD SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To describe how resources are ordered and to identify the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to work in groups to complete the following activity, given your scenario:

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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. Emphasize that there is NO one correct solution.
2. Ask the group spokesperson to present its group solutions.
3. Discuss the similarities and differences among the group responses and rationales for their answers.

Your Notes:

CENTRAL CITY FLOOD SCENARIO

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Ask the students to work in groups to complete the following activity:

1. Review the information you developed in the previous activities, the scenario update and the 5 elements of a Demobilization Plan.
2. Write 5 considerations for demobilization for your scenario on an easel chart.
3. Based on your scenario, are there any unique demobilization release priorities?
4. Select a spokesperson and be prepared to present your work in 15 minutes.

Debrief:

1. Ask one group to present their list.
2. Ask the remainder of the class to provide feedback.
3. Provide any additional feedback based on the list below.

Demobilization Considerations:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

Scenario Update:

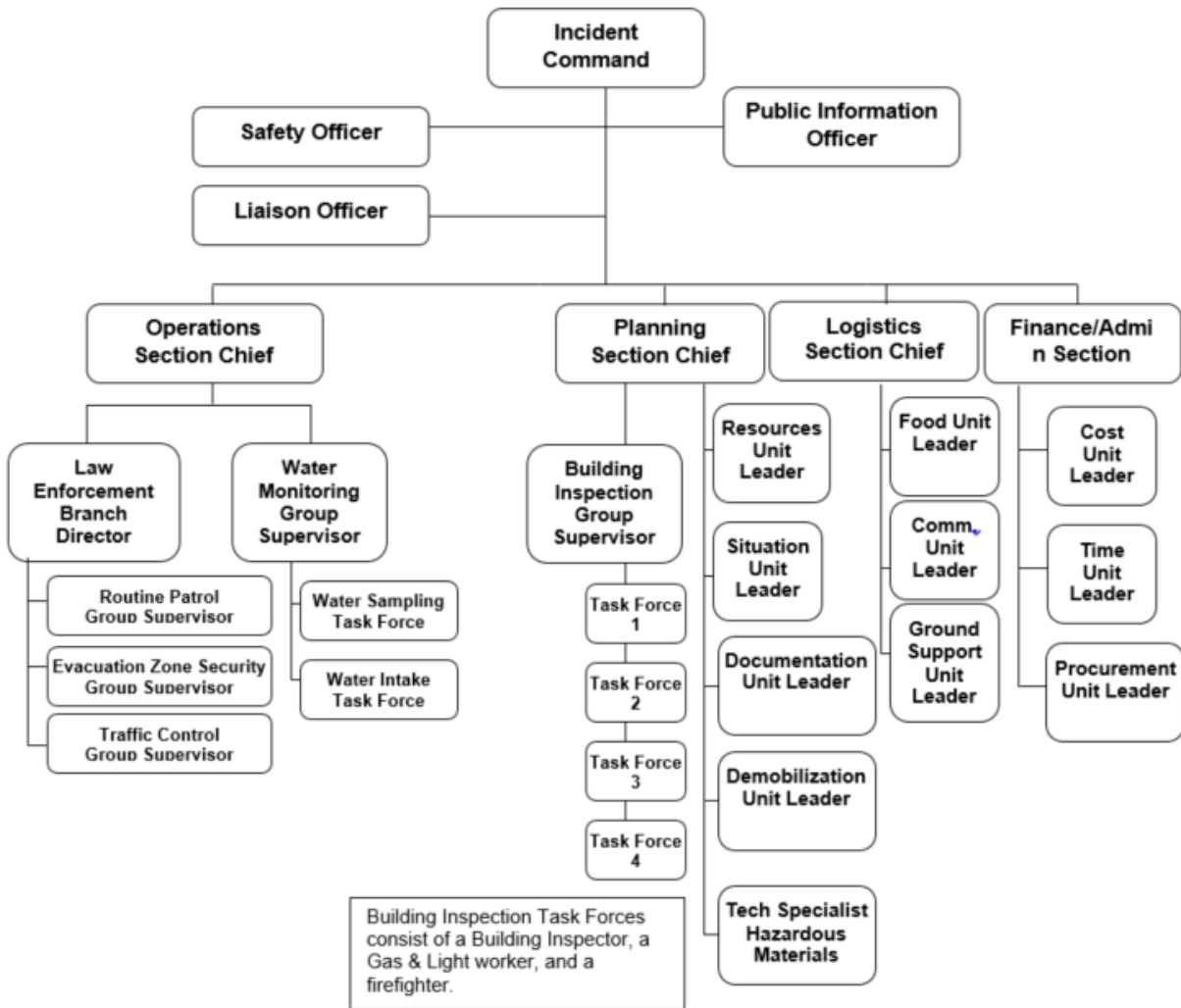
- It is now August 7th, at 0700 hours, 2 days after the river has crested. The river levels are steadily receding and residential property owners are anxious and attempting to return to their properties.
- City officials have asked the City Building Inspection Department to inspect evacuated homes for safety and structural integrity before allowing residents to move back in.
- Crews from the Central City Utilities are assisting City Building Inspection crews.
- The bridges remains closed to traffic pending a complete inspection by Highway Engineers. The State Department of Transportation is doing a thorough inspection bridges.
- 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 is beginning the damage assessment process to determine whether there is a need to request a Presidential Disaster Declaration for the State of Columbia.
- Liberty County Health Department personnel, along with representatives from 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 Old Soldier 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 Central City has asked the IC to prepare to demobilize and transfer command of the incident to a Unified Command consisting of Emergency Management, the Health Department, and the Central 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:

AVIAN INFLUENZA SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit. In the revised scenarios, the activities in units 2 and 3 are combined into a single unit 2 activity. The old unit 4 activity becomes the new unit 3 activity; the old unit 5 activity becomes the new unit 4 activity, etc.

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To review the key concepts of ICS.

Instructions:

Ask the students to 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.

Emphasize that the spokespersons should be able to explain the rationale for the team's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

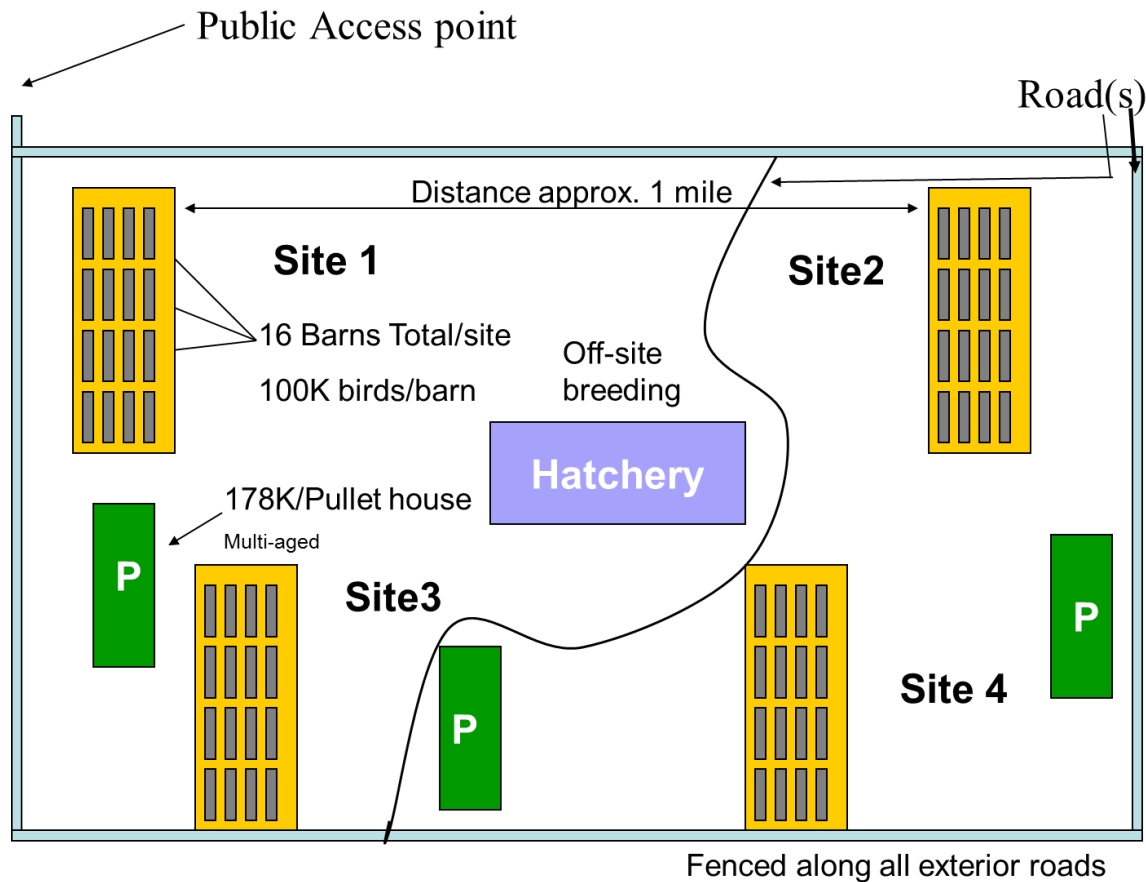
1. Have each team present its organizational chart.
2. Compare the similarities and differences among the charts presented. There is no one correct answer. However, proposed organizational structures should be consistent with ICS principles and terminology.
3. Have each team present the activities delegated. Call on different teams to take the lead on presenting the tasks delegated to the following:
 - Command Staff
 - Operations Section Chief
 - Planning Section Chief
 - Additional General Staff Positions

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 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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AVIAN INFLUENZA SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To apply key principles of Unified Command.

Instructions:

Ask the students to 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 work in 30 minutes.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one team to present who they would include in the Unified Command structure and where the Unified Command would be located.
2. Ask the other teams if they had different responses. Compare the similarities and differences among the teams. There is no one correct answer.
3. Next, ask a different team to present the challenges and strategies. After the team presents, ask the other teams if they identified different challenges and strategies.
4. Summarize the key learning points.

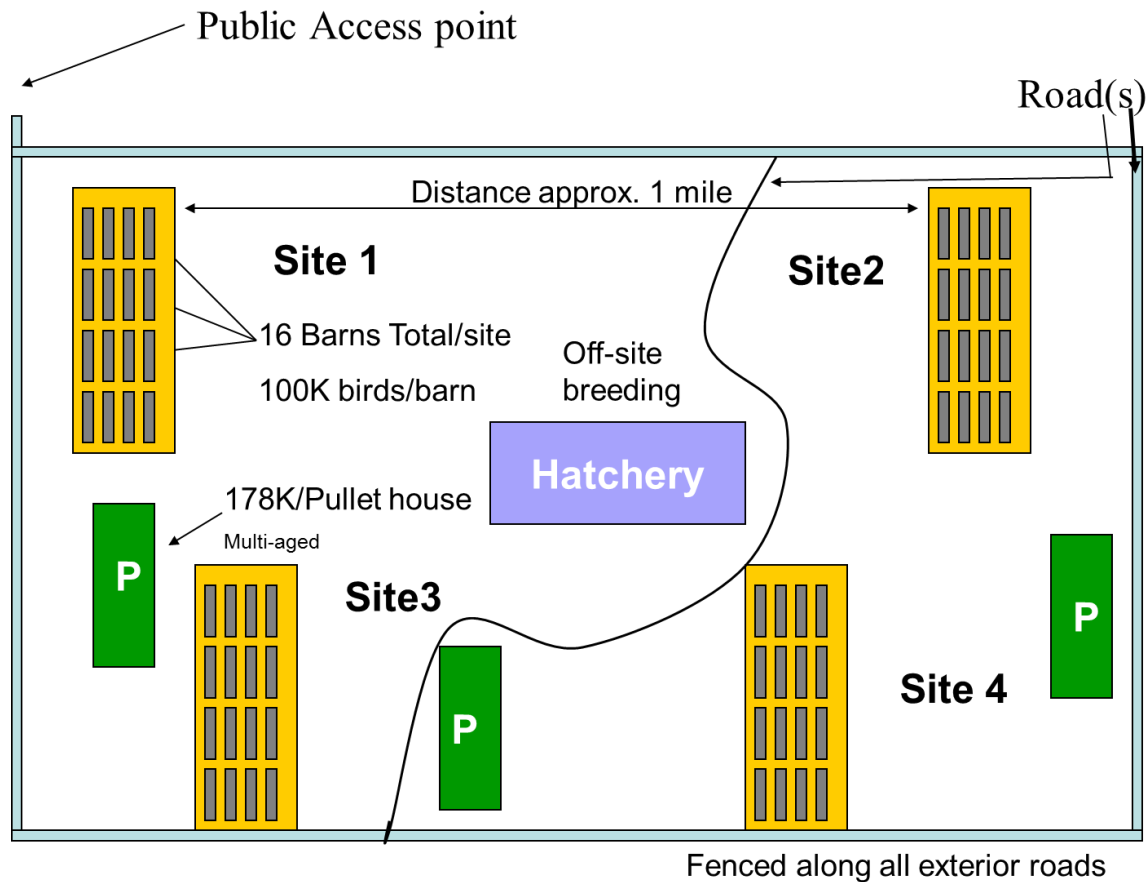
Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

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:

AVIAN INFLUENZA SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To organize groups into Incident Management Teams; review ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to 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 and be prepared to present your work in 30 minutes.

Debrief:

1. Ask the teams to hang the chart paper with their incident objectives and organization (if different than on Form 201) in a location where the entire class can view them.
2. Select a team to present its incident objectives.
3. Compare the team's proposed incident objectives to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose a different objective or organizational structure. Continue this process until all of the potential objectives have been discussed.
4. Next ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.

INCIDENT BRIEFING (ICS Form 201)

Refer to ICS_300_AAM_AFS_ICs_Form_201.pdf

Your Notes:

AVIAN INFLUENZA SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To allow students to identify the importance of planning for incidents and events, and to complete the Incident Action Plan (IAP).

Instructions:

Ask the students to 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 Form 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.

Allow 30 minutes for team presentations.

Debrief:

Monitor the time. After 1 hour, call time. The report out may be structured in two ways.

Option 1: Have each IMT conduct its briefing to the class as a whole. In this option, the entire class role-plays the oncoming operations function. Each team takes a turn as the team presenting the operations briefing.

Option 2: Pair up two teams together. Have the teams take turns presenting the briefings to each other as follows:

Round 1

- Team 1: Present the operational period briefing.
- Team 2: Participate as resources being briefed. Ask questions as appropriate.

Round 1 Feedback

- Team 1 Self-Assessment: Strengths of Plan and Presentation and Areas for Improvement
- Team 2 Peer Feedback
- Instructor Feedback

Scenario Update:

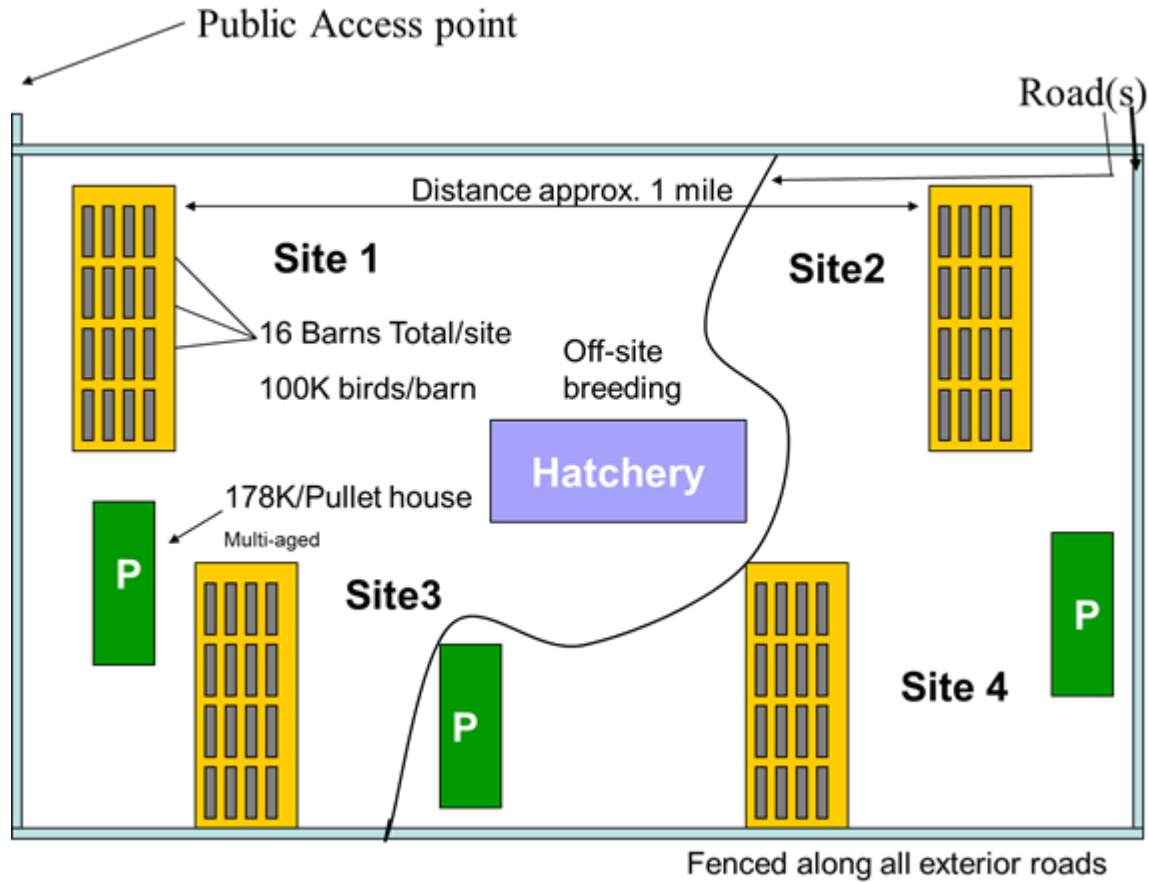
There is now a confirmed positive diagnosis of H5N1 from samples in Site #1. Currently, Site #1 has 90 percent mortality. Approximate total number of birds is nearly 7,000,000. Except for the pullet houses, these are layers and the birds are in cages (5 per cage).

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:

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

Your Notes:

AVIAN INFLUENZA SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To allow students to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to 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.

Thirty minutes has been allotted for team presentations.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. **Emphasize that there is NO one correct solution.**
2. Ask the team spokesperson to present its team solutions.
3. Discuss the similarities and differences among the team responses and rationales for their answers.

Your Notes:

AVIAN INFLUENZA SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

To develop a Demobilization Plan for a simulated incident.

Instructions:

Ask the students to 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.

Thirty minutes has been allotted for team presentations.

Debrief:

1. Ask one group to present their demobilization plan using the briefing format.
2. Ask the remainder of the class to provide feedback on the plan.
3. Provide any additional feedback based on the criteria below.

Demobilization Plan Criteria:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

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.

COQUI FROG SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit. In the revised scenarios, the activities in units 2 and 3 are combined into a single unit 2 activity. The old unit 4 activity becomes the new unit 3 activity; the old unit 5 activity becomes the new unit 4 activity, etc.

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To review the key concepts of ICS.

Instructions:

Ask the students to 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 in 30 minutes.

Emphasize that the spokespersons should be able to explain the rationale for the team's decisions.

Debrief:

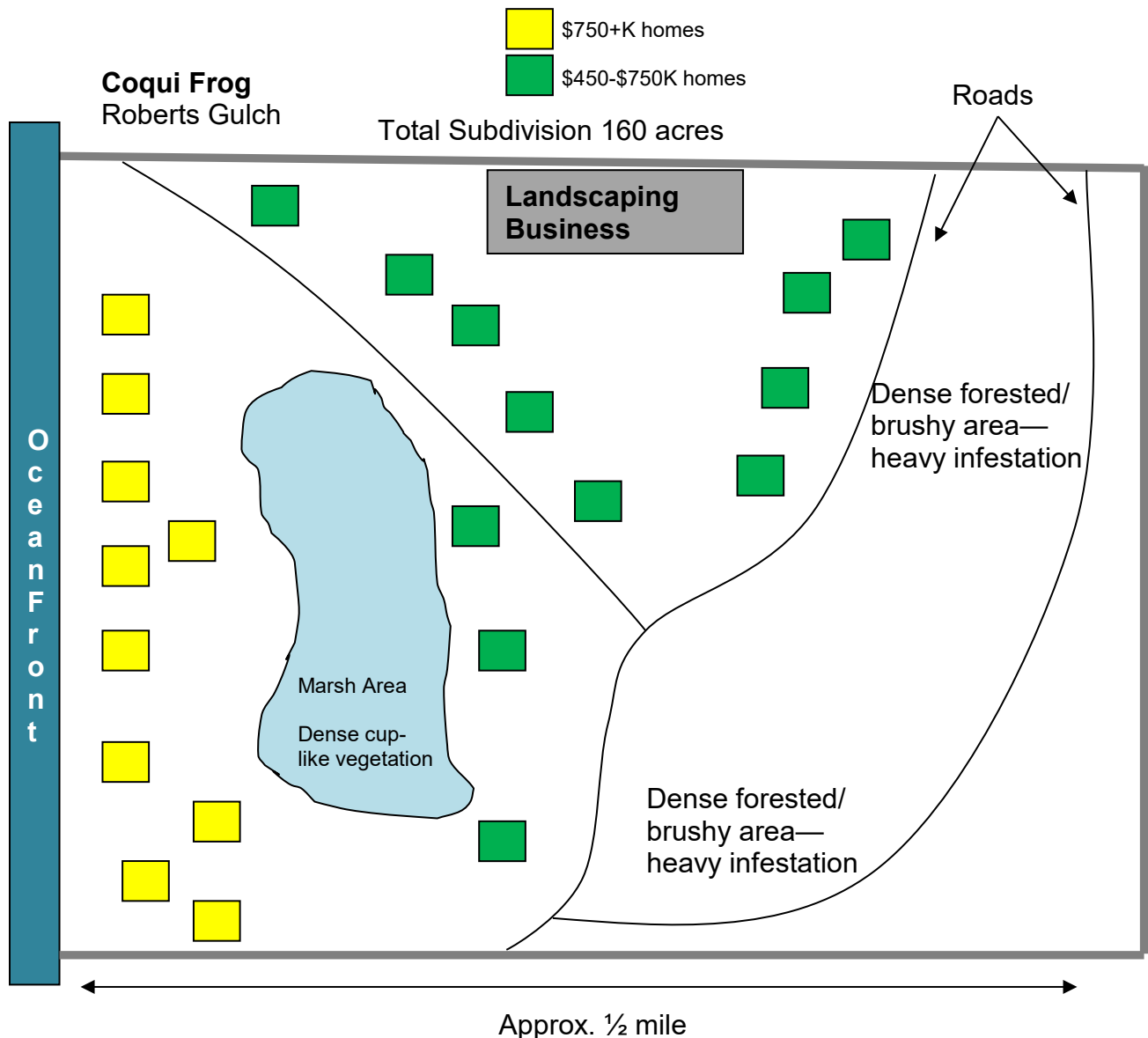
Monitor the time. After 30 minutes, conduct debrief as follows:

1. Have each team present its organizational chart.
2. Compare the similarities and differences among the charts presented. There is no one correct answer. However, proposed organizational structures should be consistent with ICS principles and terminology.
3. Have each team present the activities delegated. Call on different teams to take the lead on presenting the tasks delegated to the following:
 - Command Staff
 - Operations Section Chief
 - Planning Section Chief
 - Additional General Staff Positions

Scenario: Masland and Gish Islands – Off the Southern Coast of Columbia

The coqui frog is a small, light brown to dark colored frog measuring up to 2 inches. Native to Caribbean, 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 Masland and Gish Islands. 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 eradication of 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

COQUI FROG SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To apply key principles of Unified Command.

Instructions:

Ask the students to 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.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one team to present the issues facing the Unified Command structure.
2. Ask the other teams if they had different responses. Compare the similarities and differences among the teams.
3. Next, ask a different team to present the strategies. After the team presents, ask the other teams if they identified different strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

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.

COQUI FROG SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To organize groups into Incident Management Teams; review ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to work in teams to complete the following activity:

1. Review the partially completed ICS Form 201, Incident Briefing 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.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the teams to hang the chart paper with their incident objectives and organization (if different than on Form 201) in a location where the entire class can view them.
2. Select a team to present its incident objectives.
3. Compare the team's proposed incident objectives to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose a different objective or organizational structure. Continue this process until all of the potential objectives have been discussed.
4. Next ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.

INCIDENT BRIEFING (ICS FORM 201)

Refer to ICS_300_AAM_CFS_ICs_Form_201.pdf

Your Notes:

COQUI FROG SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To allow students to identify the importance of planning for incidents and events and to complete the Incident Action Plan (IAP).

Instructions:

Ask the students to work in teams 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 Form 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.

Debrief:

Monitor the time. After 1 hour, call time. The report out may be structured in two ways.

Option 1: Have each IMT conduct its briefing to the class as a whole. In this option, the entire class roleplays the oncoming operations function. Each team takes a turn as the team presenting the operations briefing.

Option 2: Pair up two teams together. Have the teams take turns presenting the briefings to each other as follows:

Round 1

- Team 1: Present the operational period briefing.
- Team 2: Participate as resources being briefed. Ask questions as appropriate.

Round 1 Feedback

- Team 1 Self-Assessment: Strengths of Plan and Presentation and Areas for Improvement
- Team 2 Peer Feedback
- Instructor Feedback

Round 2

- Reverse roles and have Team 2 present and Team 1 play the role of the resources being briefed.

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.

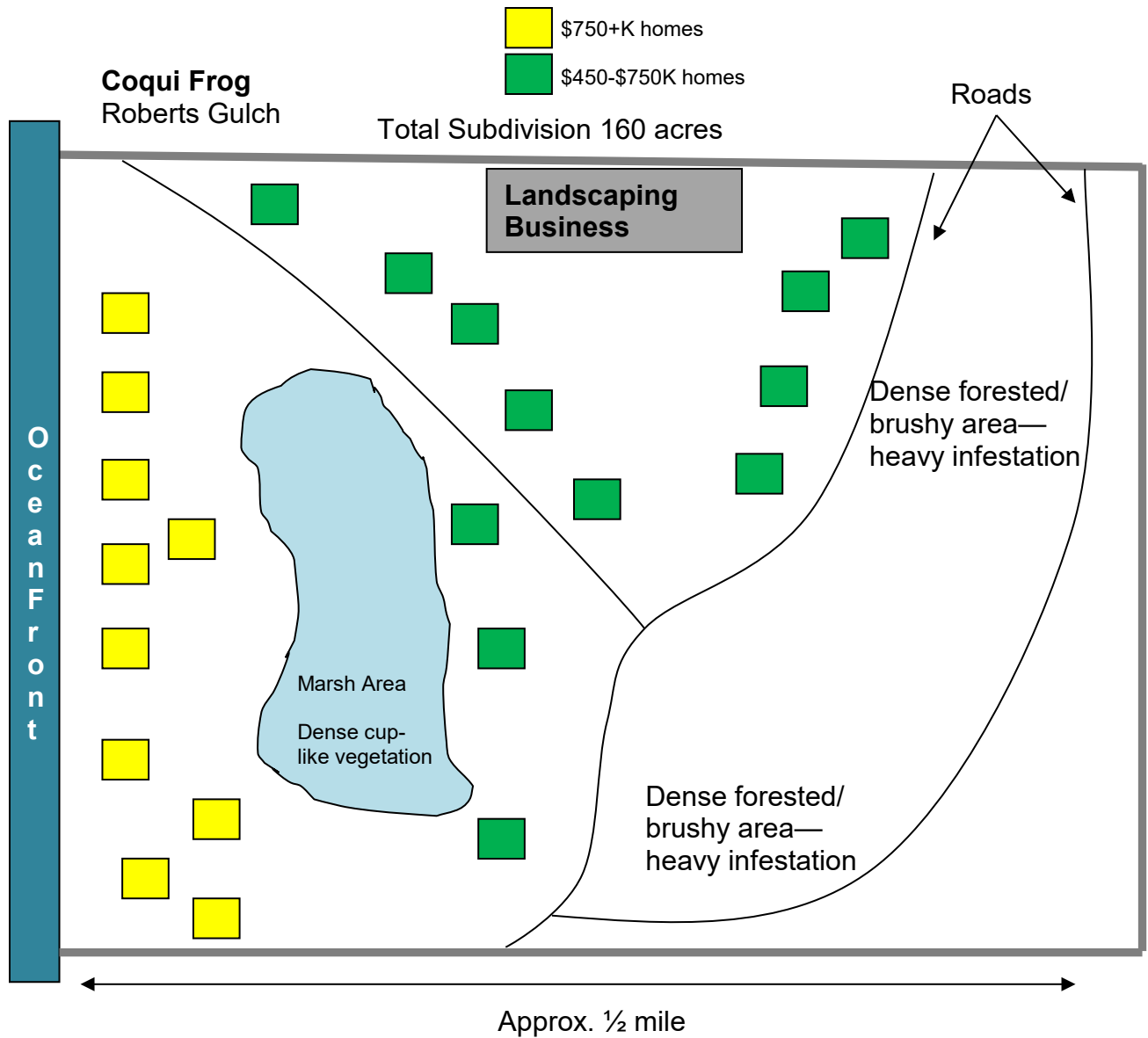
It is suspected that a landscaping business dumped some plant materials that were infested with coqui into the nearby forested area. The population in the forested area is well established now. Rumors abound that they did it on purpose because they embrace the calling sound and feel it is not proper 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.

Your Notes:

COQUI FROG SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To allow students to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to 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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. **Emphasize that there is NO one correct solution.**
2. Ask the team spokesperson to present its team solutions.
3. Discuss the similarities and differences among the team responses and rationales for their answers.

Your Notes:

COQUI FROG SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

To develop a Demobilization Plan for a simulated incident.

Instructions:

Ask the students to 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.

Debrief:

1. Ask one group to present their demobilization plan using the briefing format.
2. Ask the remainder of the class to provide feedback on the plan.
3. Provide any additional feedback based on the criteria below.

Demobilization Plan Criteria:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

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.

Your Notes:

HOSPITAL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit. In the revised scenarios, the activities in units 2 and 3 are combined into a single unit 2 activity. The old unit 4 activity becomes the new unit 3 activity; the old unit 5 activity becomes the new unit 4 activity, etc.

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To review the key concepts of ICS.

Instructions:

Ask the students to 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.

Emphasize that the spokesperson should be able to explain the rationale for the team's decisions.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Have each team present its organizational chart.
2. Compare the similarities and differences among the charts presented. There is no one correct answer. However, proposed organizational structures should be consistent with ICS principles and terminology.
3. Have each team present the activities delegated. Call on different teams to take the lead on presenting the tasks delegated to the following:
 - Command Staff
 - Operations Section Chief
 - Planning Section Chief
 - Additional General Staff Positions

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 him 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.

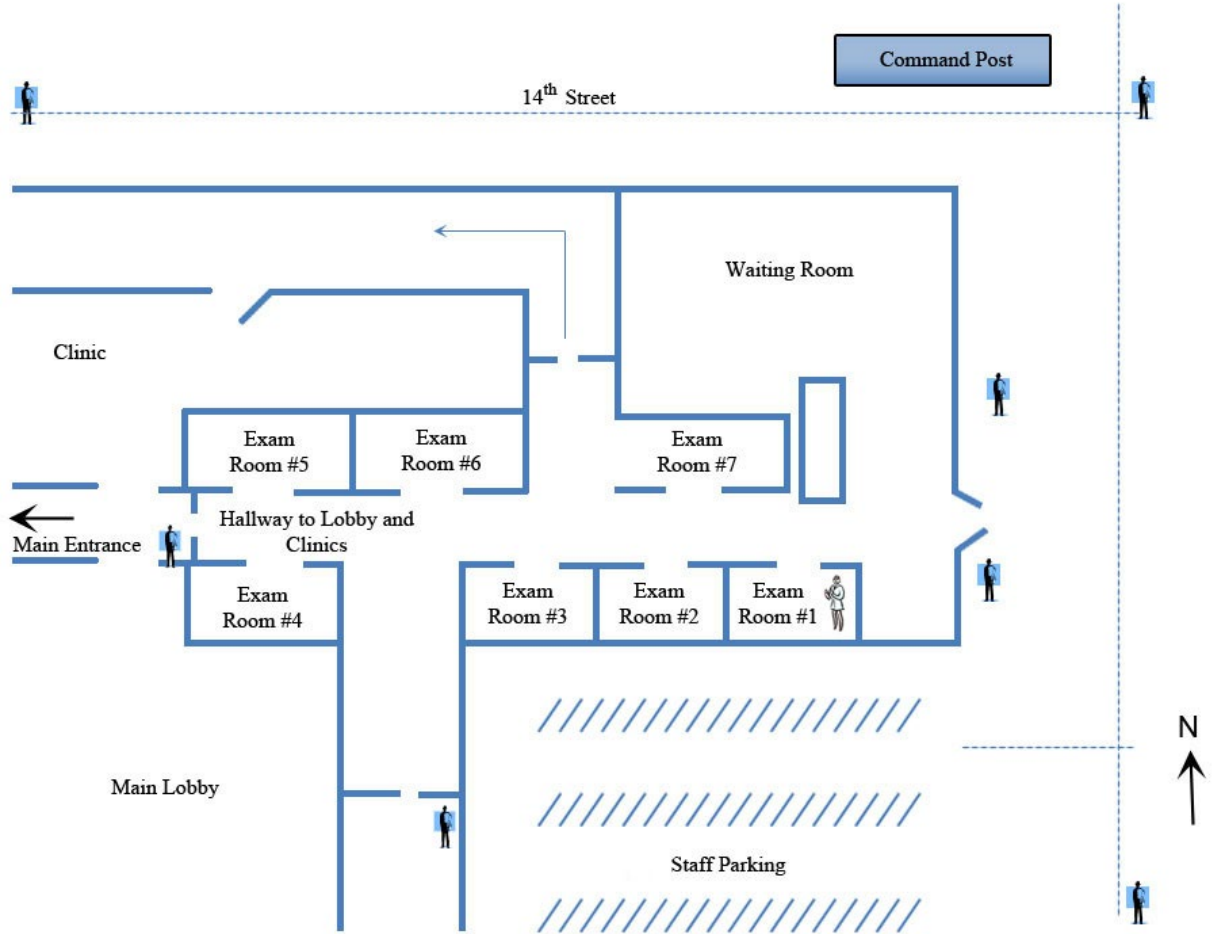
Currently there are 12 police officers on the scene. The shift supervisor, Sgt. Jones, has assumed command of the officers on the outside perimeter and the hallway checkpoints.

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:

HOSPITAL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 3: Initial Actions for Unified Command

Instructor Notes

Objective:

To apply key principles of Unified Command.

Instructions:

Ask the students to 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.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one team to present who they would include in the Unified Command structure and where the Unified Command would be located.
2. Ask the other teams if they had different responses. Compare the similarities and differences among the teams. There is no one correct answer.
3. Next, ask a different team to present the challenges and strategies. After the team presents, ask the other teams if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific hospital tactical assignments. Keep the students focused on the issues associated with the establishment of 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 resolve 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

Your Notes:

HOSPITAL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To organize groups into Incident Management Teams; review ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to 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.

Tell the students that they have 30 minutes for this activity.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask the teams to hang the chart paper with their incident objectives and organization (if different than on Form 201) in a location where the entire class can view them.
2. Select a team to present its incident objectives.
3. Compare the team's proposed incident objectives to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose a different objective or organizational structure. Continue this process until all of the potential objectives have been discussed.
4. Next, ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.

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 boardroom and is voicing his concerns for the safety of the staff and patients in the ER.

INCIDENT BRIEFING (ICS FORM 201)

Refer to ICS_300_AAM_HS_ICs_Form_201.pdf

HOSPITAL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To allow students to complete the planning cycle by conducting a planning meeting, developing a written IAP, and conducting an operations briefing for a simulated incident.

Instructions:

Ask the students to work in teams to complete the following activity:

1. Review the following scenario update and the scenario materials in the previous units. Make sure that the students locate the Incident Briefing, ICS Form 201, developed in the previous unit.
2. Complete the ICS Form 215 for hospital staff and resources. Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the hostage situation.
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.

Provide students with blank copies of the ICS Forms.

Debrief:

Monitor the time. After 1 hour, call time. The report-out may be structured in two ways.

Option 1: Have each IMT conduct its briefing to the class as a whole. In this option, the entire class role-plays the oncoming operations function. Each team takes a turn as the team presenting the operations briefing.

Option 2: Pair up two teams together. Have the teams take turns presenting the briefings to each other as follows:

Round 1

- Team 1: Present the operational period briefing.
- Team 2: Participate as resources being briefed. Ask questions as appropriate.

Round 1 Feedback

- Team 1 Self-Assessment: Strengths of Plan and Presentation and Areas for Improvement
- Team 2 Peer Feedback
- Instructor Feedback

Round 2

- Reverse roles and have Team 2 present and Team 1 play the role of the resources being briefed.

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

6. Resources 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 1		X	ICP
5 20-passenger buses			X	Staging
Engines (3)	ME 1,2,3		X	Staging
EMS	MBLS-1, MBLS-2, and MBLS-3		X	Staging
EMS	MALS-1 and MALS-2		X	Staging

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 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

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
Hospital Staff		
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

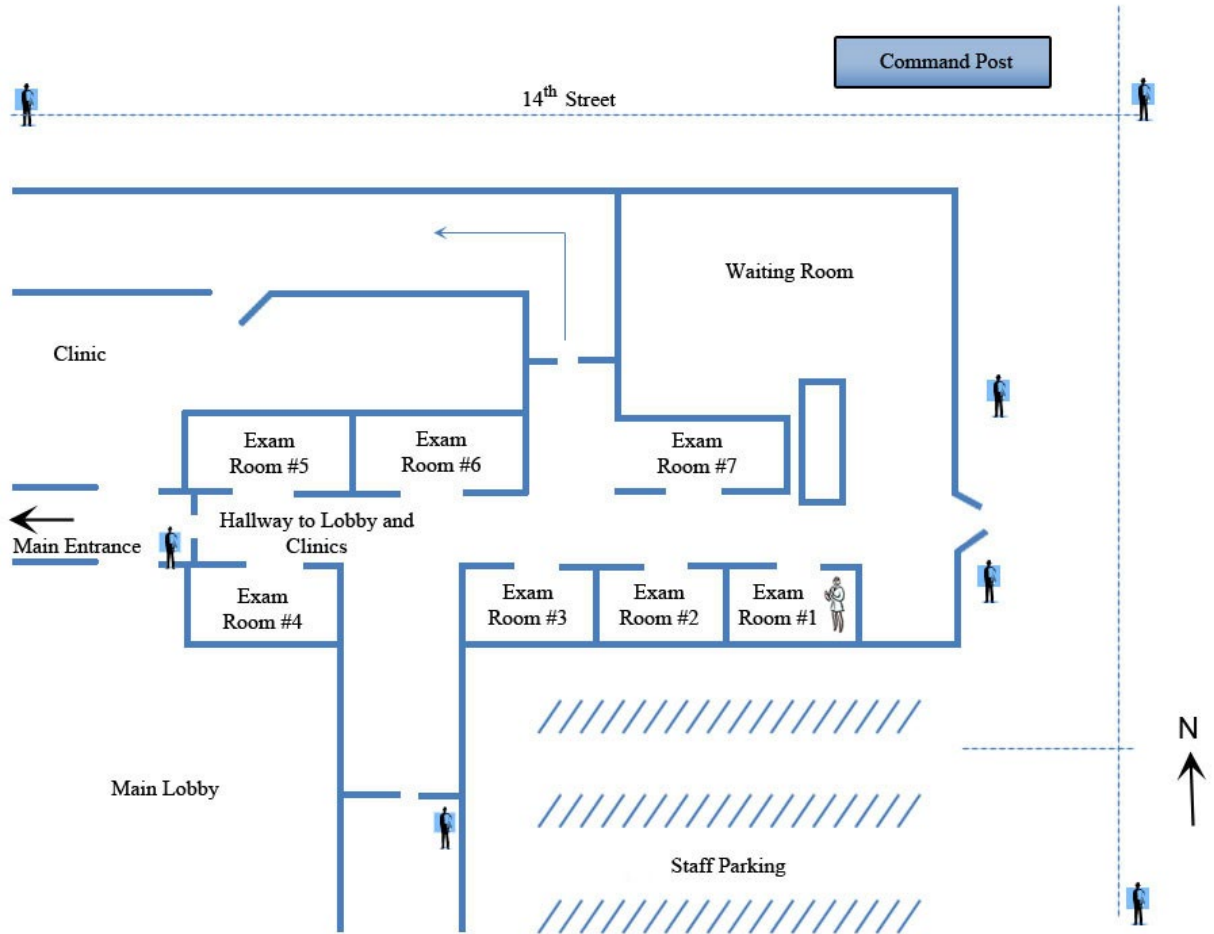
Hazardous Materials Response Team

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

Map:



HOSPITAL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To allow students to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to 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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. **Emphasize that there is NO one correct solution.**
2. Ask the team spokesperson to present its team solutions.
3. Discuss the similarities and differences among the team responses and rationales for their answers.

Your Notes:

HOSPITAL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

Ask the students to 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.

Debrief:

1. Ask one group to present their demobilization plan using the briefing format.
2. Ask the remainder of the class to provide feedback on the plan.
3. Provide any additional feedback based on the criteria below.

Demobilization Plan Criteria:

- No personnel or equipment are to be released without specific instructions.
 - Logistics will manage transport of personnel/equipment.
 - Criteria for safe release of personnel, including medical issues, must be included.
 - Reporting criteria to Demobilization Unit Leader must be included.
 - Travel parameters, notification upon arrival, and timeframes must be included.
 - Release priorities must be determined.
 - Release procedures must be determined.
 - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

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.

PET FOOD RECALL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit. In the revised scenarios, the activities in units 2 and 3 are combined into a single unit 2 activity. The old unit 4 activity becomes the new unit 3 activity; the old unit 5 activity becomes the new unit 4 activity, etc.

Unit 2: ICS Fundamentals Review

Instructor Notes

Objective:

To review the key concepts of ICS.

Instructions:

Ask the students to 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.

Emphasize that the spokespersons should be able to explain the rationale for the team's decisions.

Debrief:

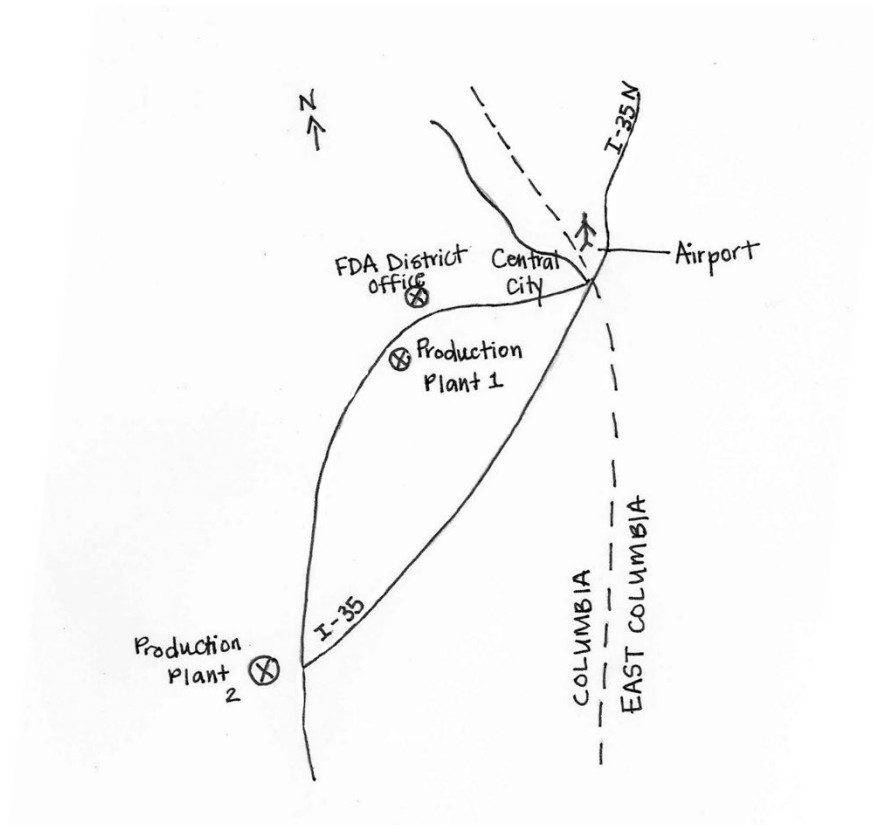
Monitor the time. After 30 minutes, conduct debrief as follows:

1. Have each team present its organizational chart.
2. Compare the similarities and differences among the charts presented. There is no one correct answer. However, proposed organizational structures should be consistent with ICS principles and terminology.
3. Have each team present the activities delegated. Call on different teams to take the lead on presenting the tasks delegated to the following:
 - Command Staff
 - Operations Section Chief
 - Planning Section Chief
 - Additional General Staff Positions

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:

Your Notes:

PET FOOD RECALL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 3: Initial Action for Unified Command

Instructor Notes

Objective:

To apply key principles of Unified Command.

Instructions:

Ask the students to 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 that 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.

Debrief:

Monitor the time. After 30 minutes, conduct debrief as follows:

1. Ask one team to present whom they would include in the Unified Command structure and where the Unified Command would be located.
2. Ask the other teams if they had different responses. Compare the similarities and differences among the teams. There is no one correct answer.
3. Next, ask a different team to present the challenges and strategies. After the team presents, ask the other teams if they identified different challenges and strategies.
4. Summarize the key learning points.

Instructor Note: There is not enough tactical information provided to develop specific tactical assignments. Keep the students focused on the issues associated with the establishment of Unified Command.

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

PET FOOD RECALL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 4: Implementing an Operational Planning Process

Instructor Notes

Objective:

To organize groups into Incident Management Teams; review ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

Instructions:

Ask the students to 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.

Debrief:

Monitor the time. After 30 minutes, call time. Conduct debrief of the activity as follows:

1. Ask the teams to hang the chart paper with their incident objectives in a location where the entire class can view them.
2. Select a team to present its incident objectives.
3. Compare the team's proposed incident objectives to those created by the other groups. Emphasize that there is **NO** one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose a different objective. Continue this process until all of the potential objectives have been discussed.

INCIDENT BRIEFING (ICS FORM 201)

Refer to ICS_300_AAM_PFRS_ICs_Form_201.pdf

PET FOOD RECALL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 5: Planning Process, IAP, and Operations Brief

Instructor Notes

Objective:

To allow students to complete the planning cycle by conducting a planning meeting, developing a written IAP, and conducting an operations briefing for a simulated incident

Instructions:

Ask the students to 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.

Debrief:

Monitor the time. After 60 minutes, call time.

1. Have the teams take turns presenting their briefings.
2. Compare the team's proposed strategies, tactics, and completed Operational Planning Worksheets (ICS Form 215).
3. Emphasize that there is NO one correct solution. Point out the similarities and differences.

Instructor Note: After the teams have presented their briefings, ask the students to identify the ICS forms they include in the IAP that would be developed based on the completed ICS Form 215. List the forms and the purpose on chart paper. This is an important step to show the relations between the ICS Form 215 and the IAP process.

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.

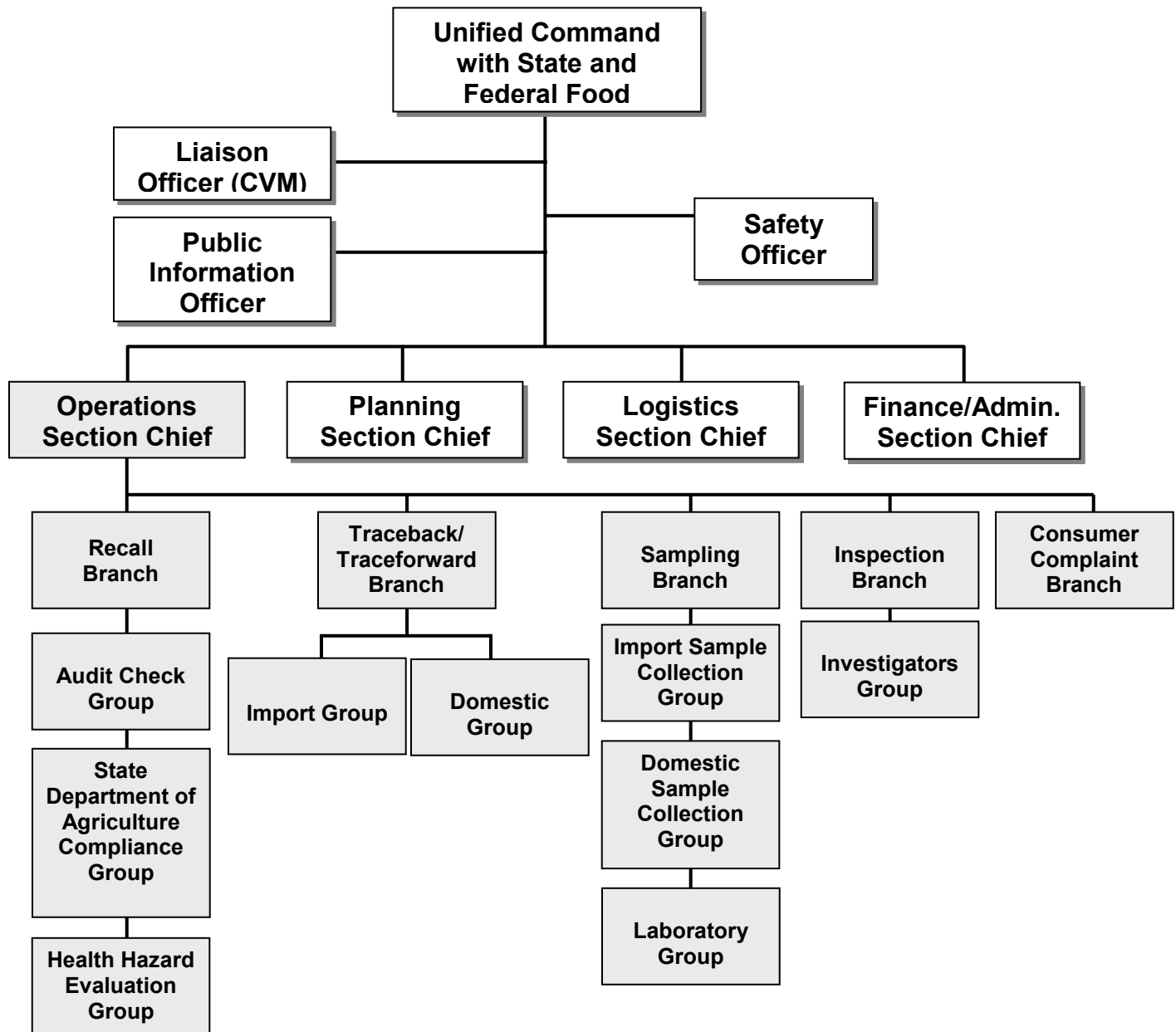
The FDA's EOC is now staffed 24 hours a day, and the overall management of the situation has been transitioned to that facility. An information center has been assembled to deal with media contacts and maintain an up-to-date Web site for information on the situation.

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:

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
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:

Resource	Kind	Number & Type
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:

PET FOOD RECALL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 6: Incident Resource Management

Instructor Notes

Objective:

To allow students to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

Instructions:

Ask the students to 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.

Debrief:

Monitor the time. After 30 minutes, call time. Then conduct debrief as follows:

1. **Emphasize that there is NO one correct solution.**
2. Ask the team spokesperson to present its team solutions.
3. Discuss the similarities and differences among the team responses and rationales for their answers.

Your Notes:

PET FOOD RECALL SCENARIO

Note: This scenario was **not** updated in the latest revision. If instructor decides to use, the scenario **must be** adjusted to fit the new activities in the revised unit.

Unit 7: Demobilization, Transfer of Command, Closeout, & Transition to Recovery

Instructor Notes

Objective:

To develop a Demobilization Plan for a simulated incident.

Instructions:

Ask the students to 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 the 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.

Debrief:

Present the following instructions to the students:

1. Exchange your team's completed Demobilization Plan and closeout meeting agenda with another team.
2. Take 5 minutes to review the other team's work. Each team spokesperson will:
 - Identify the strong points.
 - Describe how his or her team's approach differed and why.
 - Make any suggestions.
3. Convene the group and ask each team spokesperson to report on what his or her group learned during the exercise.
4. Summarize the overall learning points.

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.

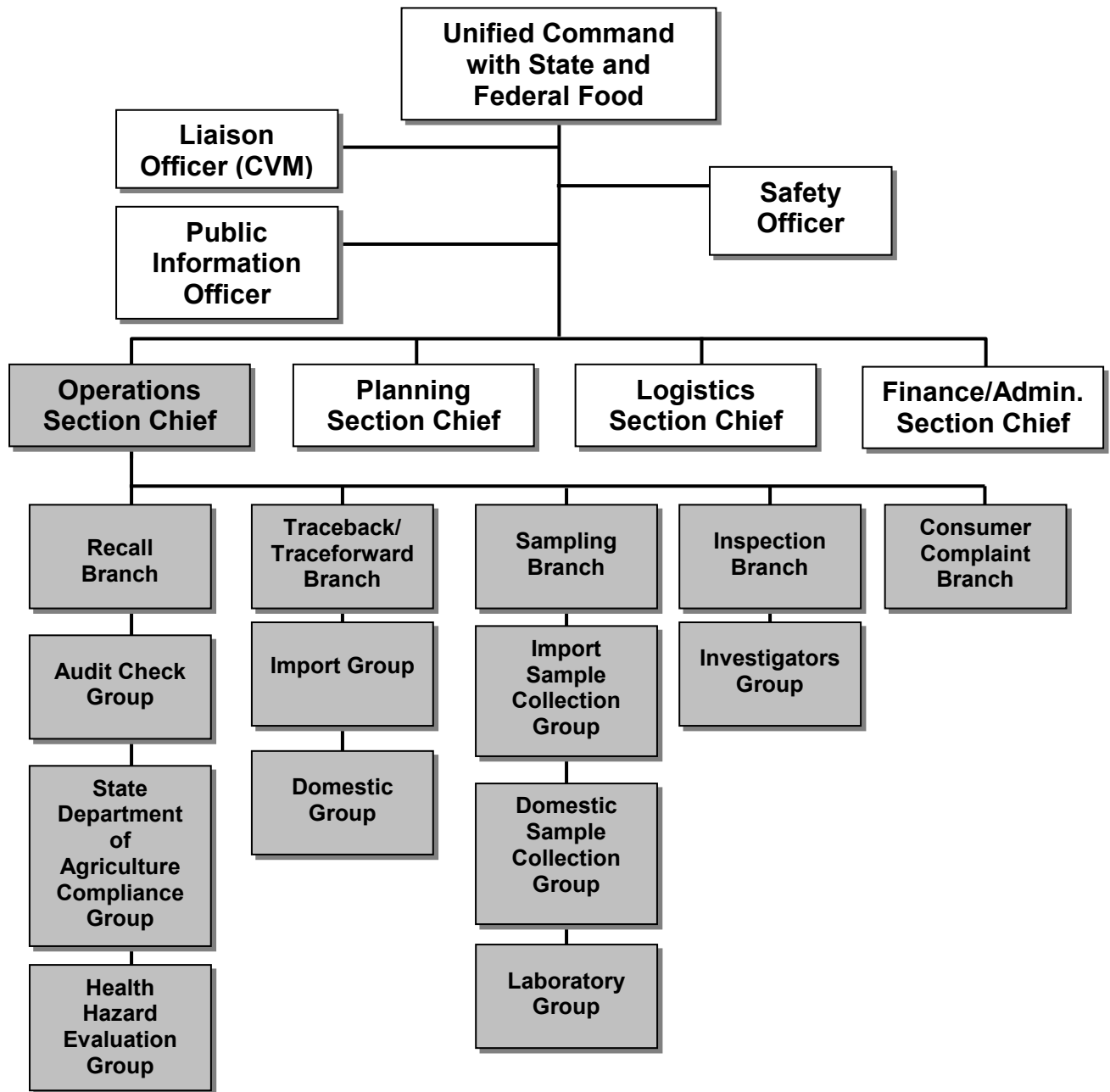
The Incident Command organization feels that the incident objectives can now be changed, and the focus can shift to terminating the incident.

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: