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ICS 300

Intermediate Incident Command System for Expanding Incidents

STUDENT MANUAL

Go Heroes Edition

Part I • Student Manual — Part II • Applied Activities & Exercises

Based on FEMA E/L/G 0300 • April 2019 • Version 1.0

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ICS 300 — STUDENT MANUAL

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About this edition

This is the Go Heroes Edition for ICS 300 students. Part I is the full Student Manual. Part II, in the back, is the full Applied Activity Materials (Student Version): the scenarios, forms, and exercises for Units 2 through 7.

Source material: Federal Emergency Management Agency (FEMA), E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300 — Student Manual (April 2019, Version 1.0) and Applied Activity Materials, Student Version (April 2019). Works of the United States Government are in the public domain. This Go Heroes compilation — cover, front matter, Part II divider, and the light-gray book page numbers — is published by Go Heroes Inc.

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Credit: Completing a course with this book does not by itself confer FEMA EMI transcript credit. Transcript credit requires an authorized sponsor to confirm that route in writing.

Page numbers: The small light-gray number at the bottom center of each page is this book's page number — use it to find your place in this book. The darker SM- and AAM- numbers printed inside the pages are the original FEMA unit numbers (SM- for the manual, AAM- for the activities). They are kept so the book still matches class handouts and instructor references.

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HOW TO USE THIS BOOK

Read Part I in order, Units 1–8. When your instructor calls an exercise, turn to Part II in the back and work the scenario for that unit — the scenario pages are grouped by unit, so the Unit 2 exercise for Central City Hazmat sits with the other Unit 2 exercises. Use the light-gray book number at the bottom of the page to find anything in this book; use the SM- / AAM- number when your instructor cites the original handout.

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Note: the Applied Activity Materials include their own Table of Contents (AAM-3 – AAM-5, book pp. 209–211) with the AAM- page for every unit exercise. Four scenarios — Avian Influenza, Coqui Frog, Hospital, and Pet Food Recall — carry the original note that they were not fully updated in the 2018 revision; see AAM-5.



E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300

FEMA

Student Manual
April 2019
Version 1.0

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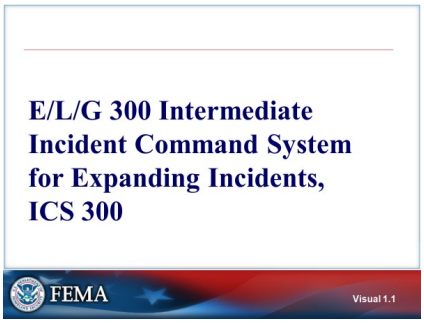
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Unit 1: Course Introduction

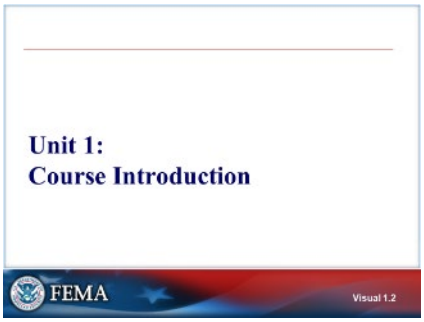
STUDENT MANUAL

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Visual 1.1

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



Visual 1.2

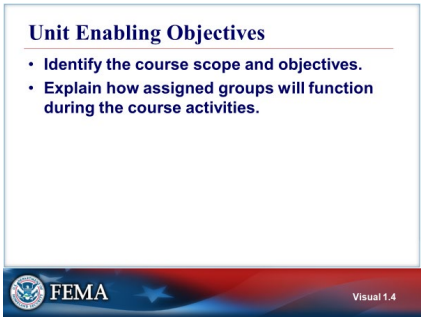
UNIT 1: COURSE INTRODUCTION



Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify the course scope, objectives, and classroom logistics.



Visual 1.4

UNIT ENABLING OBJECTIVES

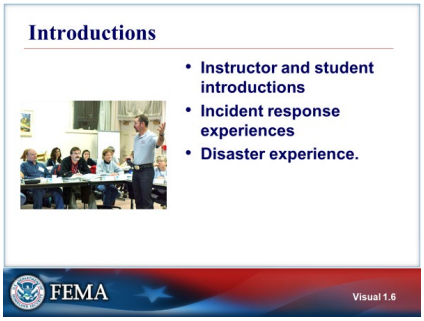
- Identify the course scope and objectives.
- Explain how assigned groups will function during the course activities.

The pretest and final exam are based on the Unit Enabling Objectives from Units 2 – 7.



Visual 1.5

ADMINISTRATIVE CONSIDERATIONS



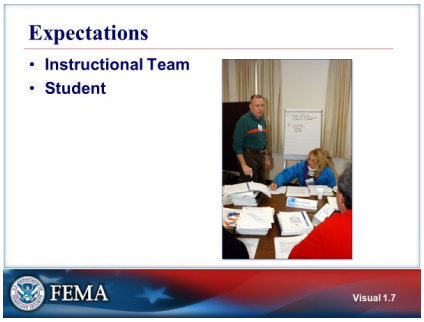
Visual 1.6

INTRODUCTIONS

The instructor gives an overview of their personal experience and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background.

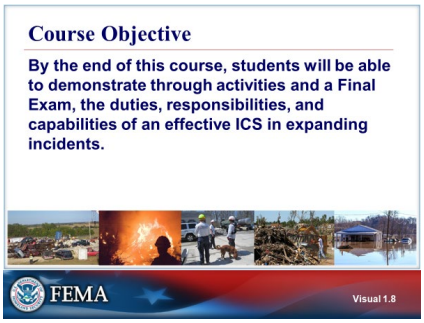
After the introductions, the instructor will administer the Pretest.



Visual 1.7

EXPECTATIONS

Share your expectations for the course.



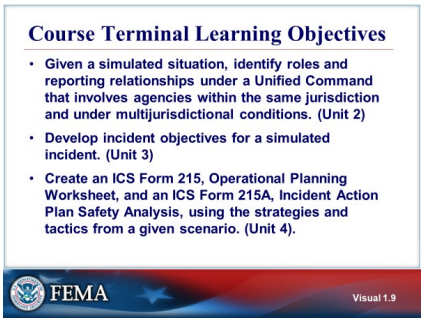
Visual 1.8

COURSE OBJECTIVE

By the end of this course, students will be able to demonstrate through activities and a final exam, the duties, responsibilities, and capabilities of an effective ICS in expanding incidents.

The course will outline how the NIMS Command and Coordination component supports the management of expanding incidents as well as describe the incident management processes as prescribed by ICS.

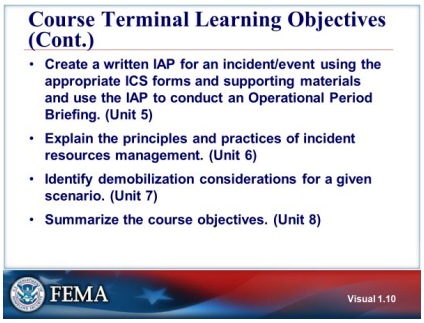
This course has a threaded activity that will give students the opportunity to practice implementing the incident management process and create an Incident Action Plan (IAP) for a simulated expanding incident.



Visual 1.9

COURSE TERMINAL LEARNING OBJECTIVES

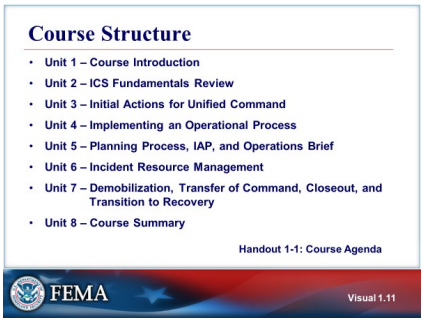
- Given a simulated situation, identify roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdictional conditions. (Unit 2)
- Develop incident objectives for a simulated incident. (Unit 3)
- Create an ICS Form 215, Operational Planning Worksheet, and an ICS Form 215A, Incident Action Plan Safety Analysis, using the strategies and tactics from a given scenario. (Unit 4)



Visual 1.10

COURSE TERMINAL LEARNING OBJECTIVES (CONT.)

- Create a written IAP for an incident/event using the appropriate ICS forms and supporting materials and use the IAP to conduct an operational period briefing. (Unit 5)
- Explain the principles and practices of incident resources management. (Unit 6)
- Identify demobilization considerations for a given scenario. (Unit 7)
- Summarize the course objectives. (Unit 8).



Visual 1.11

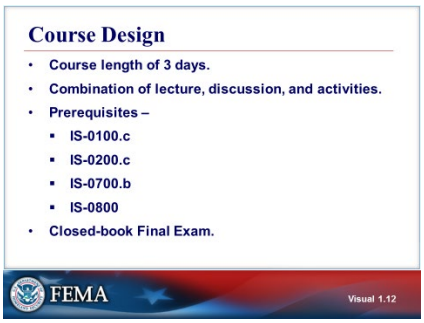
COURSE STRUCTURE

- Unit 1 – Course Introduction
- Unit 2 – ICS Fundamentals Review
- Unit 3 – Initial Actions for Unified Command
- Unit 4 – Implementing an Operational Process
- Unit 5 – Planning Process, IAP, and Operations Brief
- Unit 6 – Incident Resource Management
- Unit 7 – Demobilization, Transfer of Command, Closeout, and Transition to Recovery
- Unit 8 – Course Summary

The Appendix includes additional course-related information, blank ICS forms, and a glossary.

The Applied Activity Materials section includes the materials, instructions, and debriefing suggestions needed for the applied activities.

Refer to Handout 1-1: Course Agenda.



Visual 1.12

COURSE DESIGN

The course is scheduled to be 3 days in length. Through a combination of lecture, discussion, and activites, students, upon course completion, will be provided the knowledge to meet the objectives of the course. Student interaction and participation will be integral to this process.

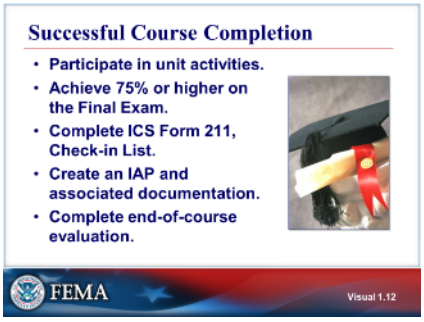
Prerequisites -

- IS-0100.c An Introduction to the Incident Command System, ICS 100
- IS-0200.c Basic Incident Command System for Initial Response, ICS 200
- IS-0700.b An Introduction to the National Incident Management System
- IS-0800 National Response Framework (NRF)

Recommended courses:

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400

Closed-Book Final Exam - To receive a certificate of completion for the course, students must obtain a 75% or higher on the final exam. The final exam will be closed-book, one hour will be allotted for its completion, and the final exam's questions will be based on the Unit Enabling Objectives for Units 2 - 7. Unit 1 will not be tested in the pretest nor the final exam.



Visual 1.13

SUCCESSFUL COURSE COMPLETION

- Participate in unit activities.
- Achieve 75% or higher on the final exam.
- Complete daily check-in.
- Create an IAP and associated documentation.
- Complete end-of-course evaluation.

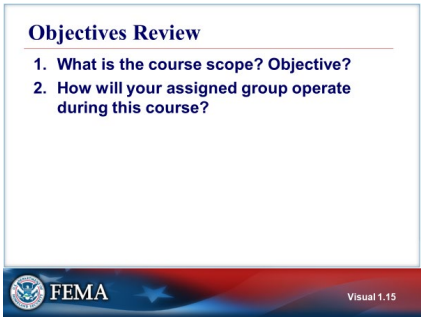


Visual 1.14

ACTIVITY 1.1: GROUP FORMATION

The purpose of this activity is to assign students to groups and to provide the opportunity for the members to introduce themselves, decide how they will operate during activities throughout the course, and how they will complete daily check-in and their group's ICS Form 214 Activity Log.

Total activity time is 20 minutes, which includes 10 minutes of group discussions and 10 minutes of presenting your group's operating ground rules.



Visual 1.15

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify the course scope and objectives.
- Explain how assigned groups will function during the course activities.

Supplemental Materials

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Handout 1-1: Course Agenda

DAY 1

- Unit 1: Course Introduction
- Unit 2: ICS Fundamentals Review
- Unit 3: Initial Actions for Unified Command

DAY 2

- Unit 4: Implementing an Operational Process
- Unit 5: Planning Process, IAP, and Operations Brief

DAY 3

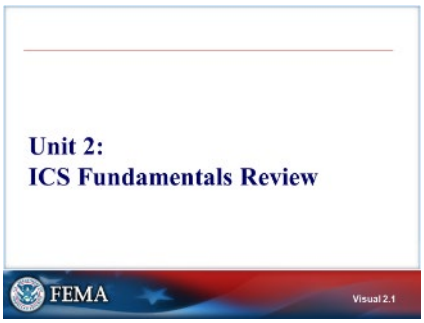
- Unit 6: Incident Resource Management
- Unit 7: Demobilization, Transfer of Command, Closeout, and Transition to Recovery
- Unit 8: Course Summary

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Unit 2: ICS Fundamentals Review

STUDENT MANUAL

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Visual 2.1

UNIT 2: ICS FUNDAMENTALS REVIEW

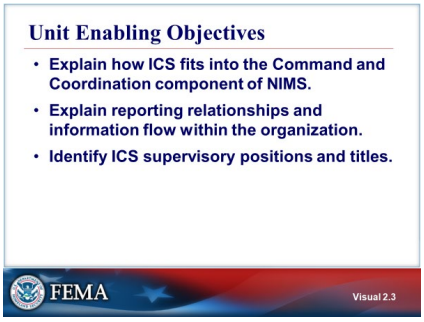
Unit 2 is a review of basic ICS organizational and staffing concepts learned in prerequisite courses as well as an overview of the roles and responsibilities of a Unified Command.



Visual 2.2

UNIT TERMINAL OBJECTIVE

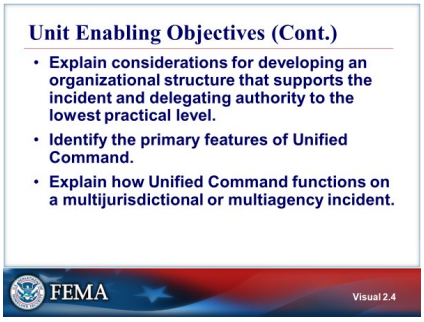
Given a simulated scenario, identify roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdictional conditions.



Visual 2.3

UNIT ENABLING OBJECTIVES

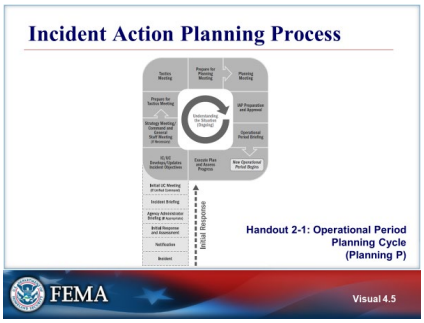
- Explain how ICS fits into the Command and Coordination component of NIMS.
- Explain reporting relationships and information flow within the organization.
- Identify ICS supervisory positions and titles.



Visual 2.4

UNIT ENABLING OBJECTIVES (CONT.)

- Explain considerations for developing an organizational structure that supports the incident and delegating authority to the lowest practical level.
- Identify the primary features of Unified Command.
- Explain how Unified Command functions on a multijurisdictional or multiagency incident.



Visual 2.5

INCIDENT ACTION PLANNING PROCESS

Refer to Handout 2-1: Operational Period Planning Cycle (Planning P) and review. The Planning “P” is a guide to the process and steps involved in planning for an incident, from the onset of the incident (shown in the “leg” of the “P”) through preparations for the first Operational Period (shown in the “top” of the “P”).

In complex incidents, a formal planning process as illustrated in the visual is used. In less complex incidents or during the initial response, the planning steps are completed in a more flexible manner.

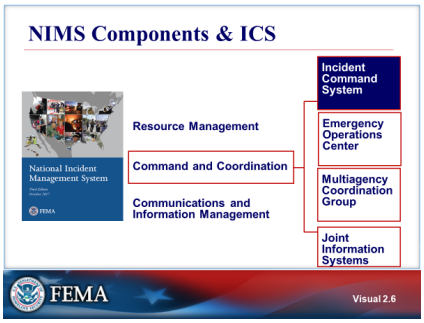
The planning cycle then continues for each successive Operational Period, as shown in the circular part of the “P”.

As illustrated on the visual, the Unified Command conducts an initial Unified Command meeting early in the incident response. Then the Unified Commanders jointly establish objectives for each Operational Period.
The Planning "P" is extremely valuable when preparing for a planned event.

The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Agency Adninistrator Briefing (if approprate), Incident Briefing using ICS Form 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Strategy Meeting/Command and General Staff Meeting (if necessary), Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.

At this point a new Operational Period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.



Visual 2.6

NIMS COMPONENTS & ICS

ICS is only one facet of NIMS. NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.

These components represent a building-block approach to incident management. The application of the guidance for all three components is vital to successful NIMS implementation.

- **Resource Management** describes standard mechanisms to systematically manage resources,including personnel, equipment, supplies, teams, and facilities, both before and duringincidents in order to allow organizations to more effectively share resources when needed.
- **Command and Coordination** describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.
- **Communications and Information Management** describes systems and methods that help to ensure that incident personnel and other decision makers have the means and information they need to make and communicate decisions.

Additional information: https://www.fema.gov/national-incident-management-system

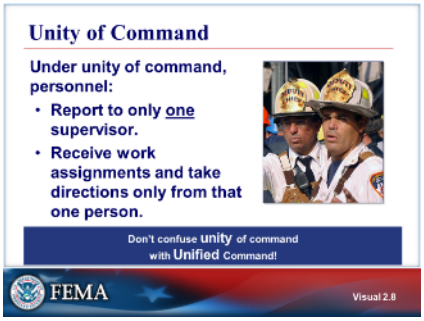


Visual 2.7

NIMS MANAGEMENT CHARACTERISTICS

The following characteristics are the foundation of incident command and coordination under NIMS and contribute to the strength and efficiency of the overall system:

- Common Terminology
- Management by Objectives
- Manageable Span of Control
- Comprehensive Resource Management
- Establishment and Transfer of Command
- Chain of Command and Unity of Command
- Dispatch/Deployment
- Modular Organization
- Incident Action Planning
- Incident Facilities and Locations
- Integrated Communications
- Unified Command
- Accountability
- Information and Intelligence Management



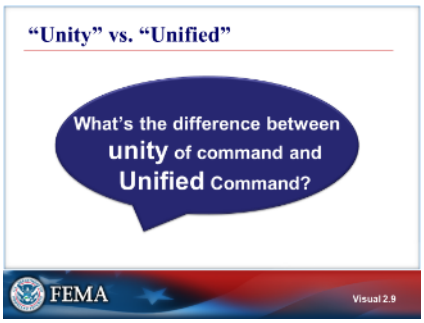
Visual 2.8

UNITY OF COMMAND

Unity of command means that personnel:

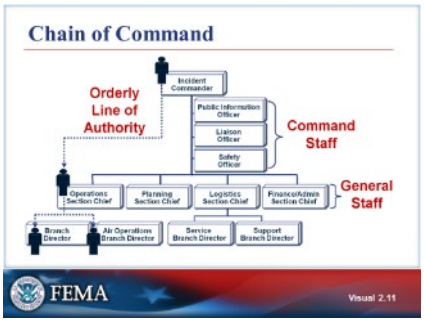
- Report to only one supervisor.
- Receive work assignments and take directions only from that one person.

Do not to confuse **unity** of command with **Unified** Command. We discuss the differences in the next visual.



Visual 2.9

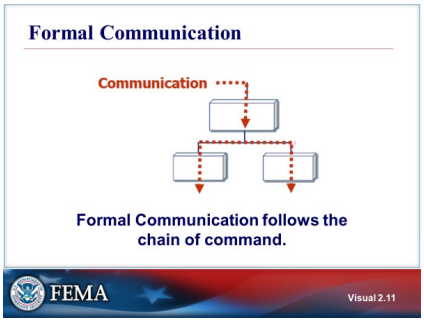
"UNITY" VS. "UNIFIED"



Visual 2.10

CHAIN OF COMMAND

Chain of command is used to communicate direction and maintain management control. Chain of command, however, does not apply to the exchange of informal information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share informal information.

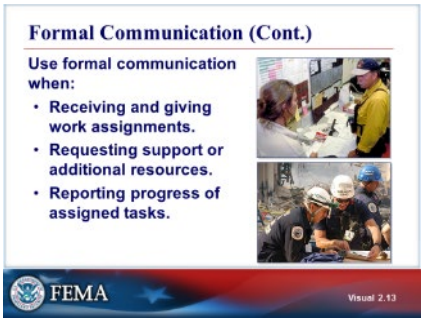


Visual 2.11

FORMAL COMMUNICATION

Formal communication follows the chain of command and as the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.

Formal communication requires that orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.

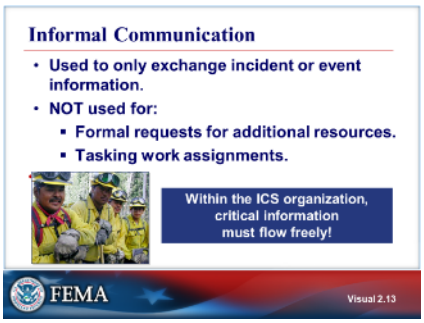


Visual 2.12

FORMAL COMMUNICATION (CONT.)

Use formal communication when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

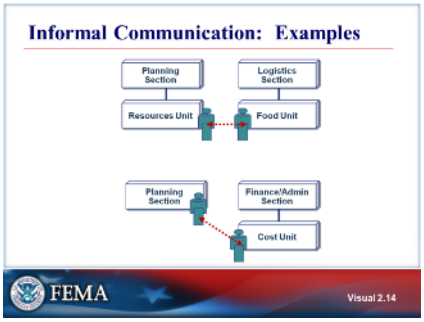


Visual 2.13

INFORMAL COMMUNICATION

- Used when exchanging incident or event information.
- Not used for formal requests for additional resources or for tasking working assignments.

There is ongoing communication within the organization to exchange information among and between personnel. However, it is important to note that some information such as classified, sensitive or personally identifiable information, has limitations on how and with whom it can be shared.



Visual 2.14

INFORMAL COMMUNICATION: EXAMPLES

Examples of informal communication:

- Operations talking directly to Safety.
- Liaison talking to Operations.
- Logistics may directly contact Resources to determine the number of persons requiring feeding.
- Finance/Admin may directly discuss and share information on alternative strategies with Planning.



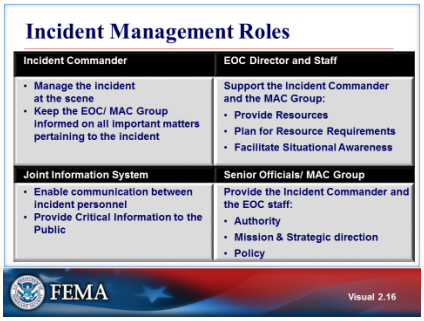
Visual 2.15

COMMON TERMINOLOGY

Using common terminology helps to define:

- Organizational functions.
  - Major functions and functional units with incident responsibilities are named and defined. Terminology for the organizational elements is standard and consistent
- Incident facilities.
  - **Incident Command Post –** The field location at which the primary tactical-level, on-scene incident command functions are performed.
  - **Staging Area –** The location where resources can be placed while awaiting a tactical assignment.
  - **Incident Base –** The location where primary logistics functions are coordinated. There is only one incident base per incident. The Incident Command Post may be collocated with the incident base.
  - **Camp –** A location where food, water, rest, and sanitary services are provided to incident personnel.
- Resource descriptions.
  - Major resources—including personnel, equipment, teams, and facilities,—are given common names and are "typed" with respect to their capabilities, to help avoid confusion and to enhance interoperability.
- Position titles.
  - At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel. ICS titles often do not correspond to the titles used on a daily basis.

Using common terminology requires plain english (no jargon) and clear text (no code).

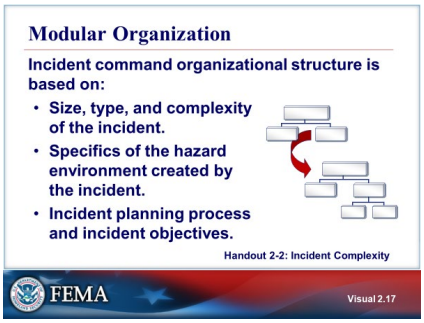


Visual 2.16

INCIDENT MANAGEMENT ROLES

The Incident Commander (IC) is the primary person in charge at the incident. In addition to managing the incident scene, he or she is trained to keep the Agency Executives/Senior Officials informed and up to date on all important matters pertaining to the incident. The IC is delegated has overall authority and assigned responsibility for conducting incident operations.

The Agency Executives/Senior Officials have overall responsibility within the Jurisdiction. They delegate authority and assign responsibility to the Incident Commander. They often act as members of the Multiagency Coordination Group (may also be called a Policy Group) to set policy for an agency or jurisdiction, establish the mission to be accomplished, shape the overall strategic direction, and give the trained responders the authority to accomplish the incident objectives.



Visual 2.17

MODULAR ORGANIZATION

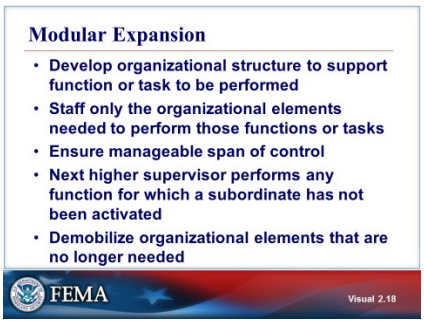
This modular concept is based on the following considerations:

- The organization matches the function or task to be performed and the Resources that must be managed to perform these tasks and functions;
- Staffing is made only for those functional elements required to perform the task;
- Span of control guidelines are maintained;
- The function of any non-activated organizational element is performed at the next highest level; and
- Organizational elements are deactivated if they are no longer required.

Refer to Handout 2-2: Incident Complexity.

Span of control is an ICS concept that describes the ratio of individuals supervised to the number of supervisors. Span of control is accomplished by organizing resources into Teams, Divisions, Groups, Branches, or Sections.

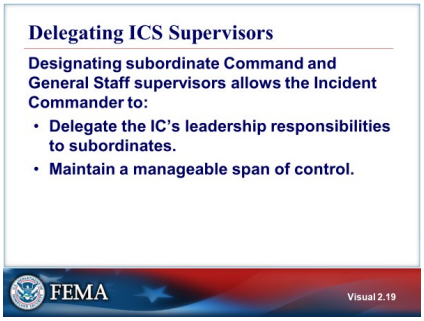
Effective incident management frequently necessitates ratios significantly different from the guideline 1:5 ratio of supervisors to subordinates. The type of incident, nature of the task, hazards and safety factors, experience of the supervisor and subordinates, and communication access between the subordinates and the supervisor are all factors that influence manageable span of control. Incident personnel should use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or operations.



Visual 2.18

MODULAR EXPANSION

The complexity of the incident and the type and number of resources managed will drive organizational structure requirements.



Visual 2.19

DELEGATING ICS SUPERVISORS

Responsibility for every function defaults to the next higher supervisory position until that supervisor delegates those responsibilities.

A basic ICS operating guideline is that the person at the top of the organization is responsible for a task until that responsibility is delegated to a subordinate position. For this reason, it is important for the IC to designate subordinate leaders and delegate portions of his or her responsibilities to these supervisors.

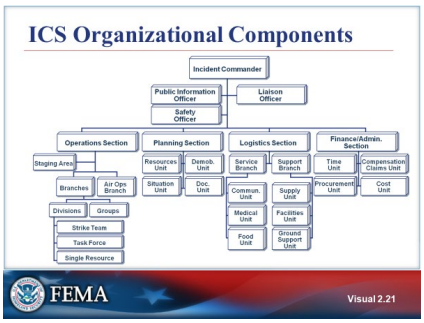


Visual 2.20

INCIDENT COMPLEXITY AND RESOURCE NEEDS

As complexity increases, resources must increase, requiring an organization with additional levels of supervision. In addition, resources should match the incident complexity (type).

The visual shows how the Incident Command System can expand according to the needs of the incident (modular organization).

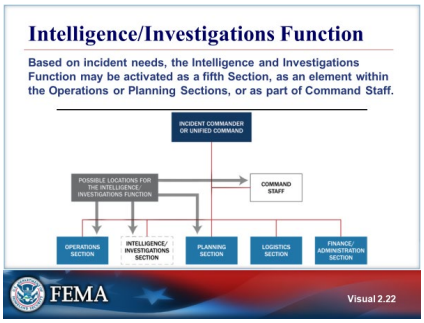


Visual 2.21

ICS ORGANIZATIONAL COMPONENTS

- Typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.
- Adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond.
- Scalable organizational structure that is based on the size and complexity of the incident. However, this flexibility does NOT allow for the modification of the standard, common language used to refer to organizational components or positions.

Refer to Handout 2-4: ICS Organizational Structure and Elements.



Visual 2.22

INTELLIGENCE/INVESTIGATIONS FUNCTION

Intelligence/Investigations (I/I) is a sixth function of ICS that is only established when needed.

The purpose of the I/I function within ICS is to determine the source or cause of the incident, to control its impact and/ or help prevent the occurrence of similar incidents.

ICS allows for organizational flexibility; therefore, the Intelligence/Investigations Function can be embedded in several different places within the organizational structure:

- Within the Planning Section.
- As a Separate General Staff Section.
- Within the Operations Section. This
- Within the Command Staff.

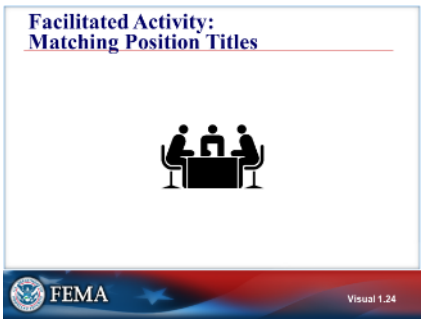
Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained and information will be transmitted to Command, Operations, and Planning.

Additional information on the I/I function can be found in the NIMS Intelligence and Investigations Function Guidance and Field Operations guide www.fema.gov/nims-doctrine-supporting-guides-tools.



Visual 2.23

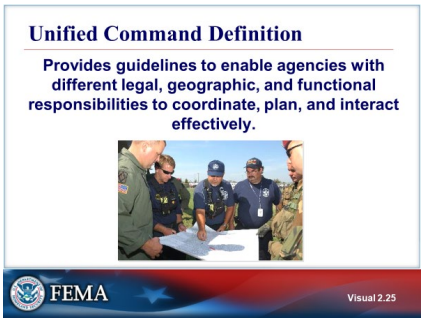
ICS SUPERVISORY POSITION TITLES



Visual 2.24

FACILITIATED ACTIVITY: MATCHING POSITION TITLES

The instructor will explain the facilitated activity.



Visual 2.25

UNIFIED COMMAND DEFINITION

When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established. In Unified Command, there is no one "commander." Instead, the Unified Command manages the incident by jointly approved objectives. A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident (one IAP). The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location.

Unified Command does not affect individual agency authority, responsibility, or accountability.



Visual 2.26

UNIFIED COMMAND ADVANTAGES

- Enables all agencies with responsibility to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows the members of the Unified Command to make joint decisions by establishing a single command structure.
- Maintains unity of command. All tactical resources report to one Operations Section Chief.



Visual 2.27

UNIFIED COMMAND FEATURES

Five features of a Unified Command:

- A single integrated incident organization.
- Collocated (shared) facilities.
- One set of incident objectives, single planning process, and Incident Action Plan (IAP).
- Shared Operations, Planning, Logistics, and Finance/Administration Sections.
- A coordinated process for resource ordering.

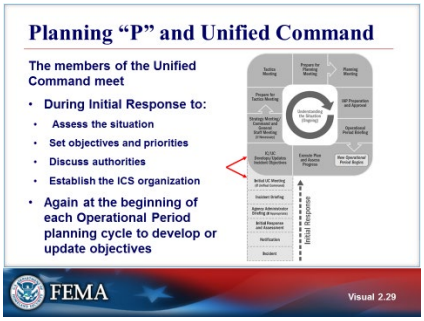


Visual 2.28

UNIFIED COMMAND PRINCIPLES

Resources (personnel and equipment) stay under the administrative and policy control of their agencies. Operationally, personnel respond to tactical assignments under the coordination and direction of the Operations Section Chief.

An example of administrative and policy control may be agreements with a union that could affect overtime, compensable breaks, time in pay status, etc.



Visual 2.29

PLANNING "P" AND UNIFIED COMMAND

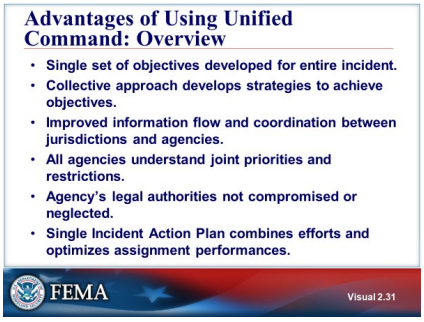
As illustrated on the visual, the Unified Command conducts an initial Unified Command meeting early in the incident response. Then the Unified Command jointly establishes objectives for each Operational Period.



Visual 2.30

ADVANTAGES OF UNIFIED COMMAND

Discuss the advantages of using Unified Command.



Visual 2.31

ADVANTAGES OF USING UNIFIED COMMAND: OVERVIEW

- **SINGLE SET OF OBJECTIVES DEVELOPED FOR ENTIRE INCIDENT.**
- **COLLECTIVE APPROACH DEVELOPS STRATEGIES TO ACHIEVE OBJECTIVES.**
- **IMPROVED INFORMATION FLOW AND COORDINATION BETWEEN JURISDICTIONS AND AGENCIES.**
- **ALL AGENCIES UNDERSTAND JOINT PRIORITIES AND RESTRICTIONS.**
- **AGENCY'S LEGAL AUTHORITIES NOT COMPROMISED OR NEGLECTED.**

SINGLE INCIDENT ACTION PLAN COMBINES EFFORTS AND OPTIMIZES ASSIGNMENT PERFORMANCES.

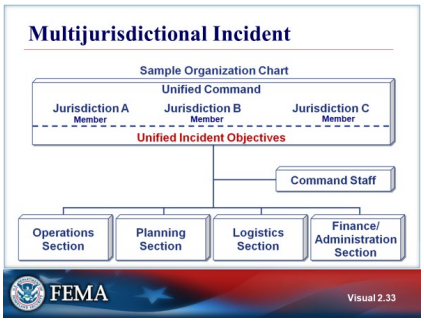


Visual 2.32

UNIFIED COMMAND: MULTIPLE JURISDICTION

Unified Command may be used when incidents impact more than one political jurisdiction.

An example is a wildland fire starting in one jurisdiction and burning into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.

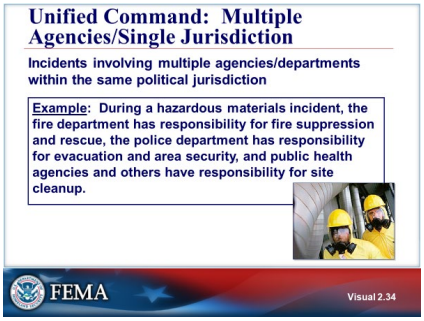


Visual 2.33

MULTIJURISDICTIONAL INCIDENT

This visual presents an example of a Unified Command organization chart for a multijurisdictional incident. The chart includes the following elements:

- Unified Command: The Unified Command is composed of the representatives from the three jurisdictions. The Unified Command establishes a single set of unified objectives.
- Integrated Command and General Staff: The organization has an integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.

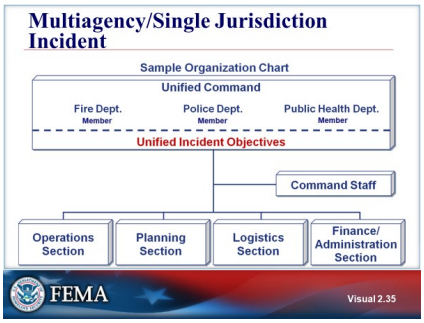


Visual 2.34

UNIFIED COMMAND: MULTIPLE AGENCIES/SINGLE JURISDICTION

Unified Command may also be used when incidents involve multiple agencies or departments within the same political jurisdiction.

An example is a hazardous materials incident in which the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and the public health agencies and others have responsibility for site cleanup.

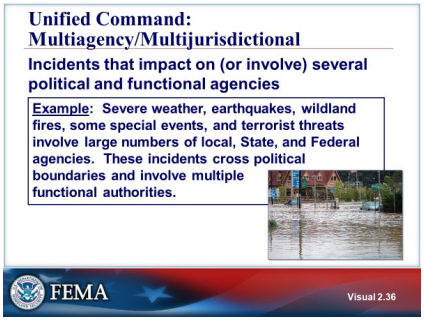


Visual 2.35

MULTIAGENCY/SINGLE JURISDICTION INCIDENT

This visual presents an example of a Unified Command organization chart for a Multiagency/Single Jurisdiction incident. The chart includes the following elements:

- Unified Command: The Unified Command is composed of the representatives from the three departments of the single jurisdiction (fire department, police department, and public health agency). The Unified Command establishes a single set of unified objectives.
- Integrated Command and General Staff: The organization has an integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.



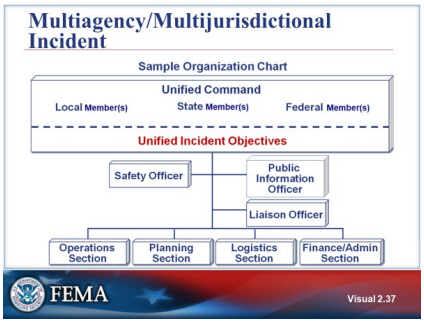
Visual 2.36

UNIFIED COMMAND: MULTIAGENCY / MULTIJURISDICTION

A third instance in which Unified Command may be used involves incidents that impact on or involve several political and functional agencies.

Examples are severe weather, earthquakes, wildland fires, some special events, and terrorist threats that involve large numbers of local, State, and Federal agencies.

These incidents cross political boundaries and involve multiple functional authorities.



Visual 2.37

MULTIAGENCY/MULTIJURISDICTIONAL INCIDENT

This visual presents an example of a Unified Command organization chart for a multiagency/multijurisdiction incident. The chart includes the following elements:

- Unified Command: Representatives from local, State, and Federal agencies comprise the Unified Command and share responsibility for incident management.
- Integrated Command and General Staff: The organization has an integrated Command Staff (including Safety, Public Information, and Liaison functions) and Operations, Planning, Logistics, and Finance/Administration Sections.



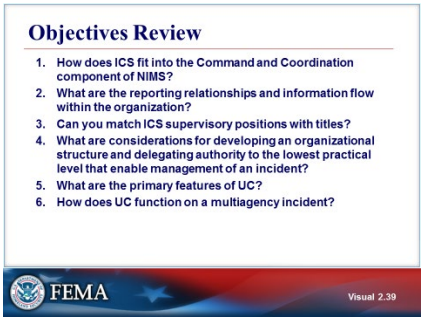
Visual 2.38

ACTIVITY 2.1: UNIFIED COMMAND ROLES AND RELATIONSHIPS

The instructor will explain Applied Activity 2.1.

You will have 45 minutes to complete the activity and 45 minutes for an instructor-facilitated debrief (1 hour 30 minutes in total).

Refer to Unit 2 of the Applied Activity Materials document.



Visual 2.39

OBJECTIVES REVIEW

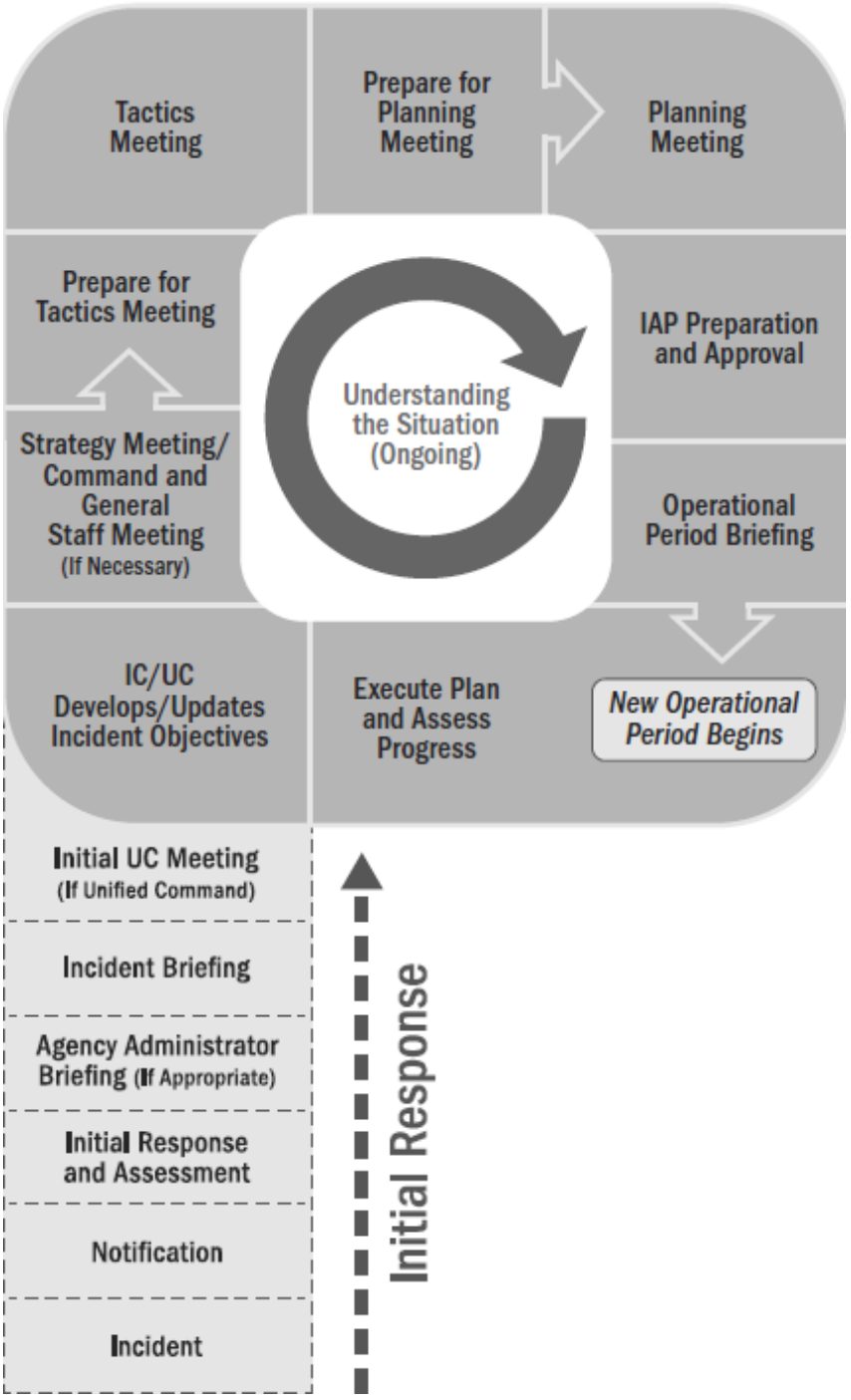
Unit Enabling Objectives

- Explain how ICS fits into the Command and Coordination component of NIMS.
- Explain reporting relationships and information flow within the organization.
- Identify ICS supervisory positions and titles.
- Explain considerations for developing an organizational structure that supports the incident and delegating authority to the lowest practical level.
- Identify the primary features of Unified Command.
- Explain how Unified Command functions on a multijurisdictional or multiagency incident.

Supplemental Materials

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Handout 2-1: Operational Period Planning Cycle (Planning P)



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Handout 2-2 - Incident Complexity

“Incident complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- Community and responder safety
- Impacts to life, property, environment, and the economy
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources
- Potential to extend into multiple Operational Periods

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Facilitated Activity: Matching Position Titles

Instructions: Using the list of terms below, fill in the blanks within the table to align organizational levels with titles and support positions.

Hint: Each term is used once.

Public Information Officer
General Staff Section
Command Staff
Agency Representatives
Supervisor
Deputy
Incident Command
Chief
Unit Leader
Strike (Resource) Team/Task Force

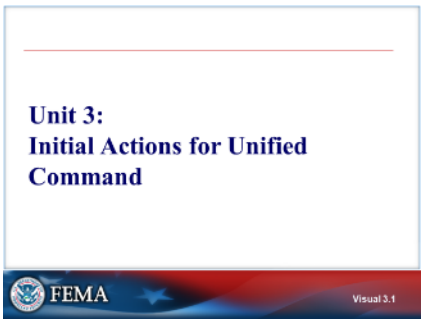
Organizational Element	Leadership Position Title	Support Positions
	Planning Section Chief	Deputy, Assistant
Branch	Director	
Division/Group		n/a
	Safety Officer	Assistant
Command Staff	Liaison Officer	
General Staff Section		Deputy, Assistant
Unit		Manager, Coordinator
	Leader	Single Resource Boss
	Incident Commander	Deputy
Command Staff		Assistant

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Unit 3: Initial Actions for Unified Command

STUDENT MANUAL

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Visual 3.1

UNIT 3: INITIAL ACTIONS FOR UNIFIED COMMAND

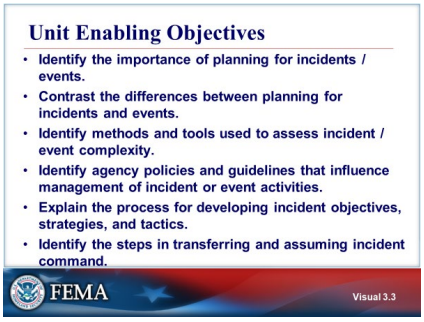
Unit 3 covers the steps in the Planning "P" that focus on the Incident Commander/Unified Command developing and updating incident objectives as well as establishing strategies at the Command and General Staff meeting.



Visual 3.2

UNIT TERMINAL OBJECTIVE

Develop incident objectives for a simulated incident.

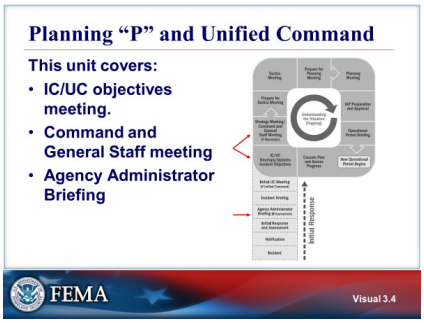


Visual 3.3

UNIT ENABLING OBJECTIVES

- Identify the importance of planning for incidents/events.
- Contrast the differences between planning for incidents and events.
- Identify methods and tools used to assess incident/event complexity.
- Identify agency policies and guidelines that influence management of incident or event activities.
- Explain the process for developing incident objectives, strategies, and tactics.
- Identify the steps in transferring and assuming incident command.

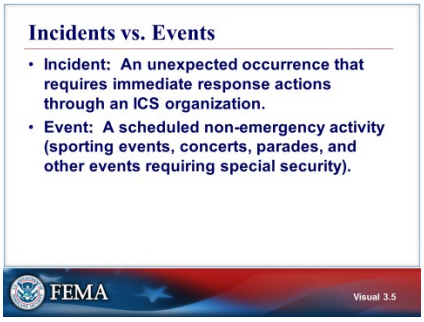
The Final Exam is based on the Unit Enabling Objectives



Visual 3.4

PLANNING "P" AND UNIFIED COMMAND

This unit covers the steps in the Operational Period Planning Cycle (Planning "P") that focus on the Incident Commander/Unified Command developing and updating incident objectives, establishing strategies at the Command and General Staff meeting, as well as conducting the Agency Administrator Briefing.

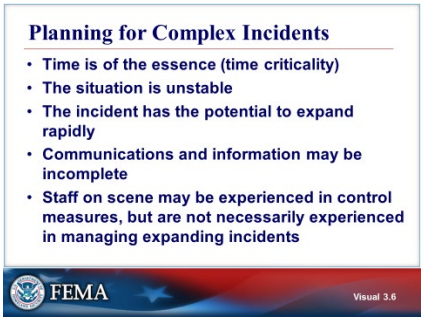


Visual 3.5

INCIDENTS VS. EVENTS

Incident: An occurrence, natural or human-caused, that requires an ICS response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Event: A scheduled, normally preplanned activity (e.g., sporting events, concerts, parades, and other events requiring special security).



Visual 3.6

PLANNING FOR COMPLEX INCIDENTS

This kind of situation requires immediate organizing actions that must be taken to ensure effective incident management and control. The number of considerations will increase as the situation deteriorates and the incident grows.

The first responding units to the incident must take the initial steps to provide organization for the incident. These initial decisions are important and will impact the long term management of the incident.



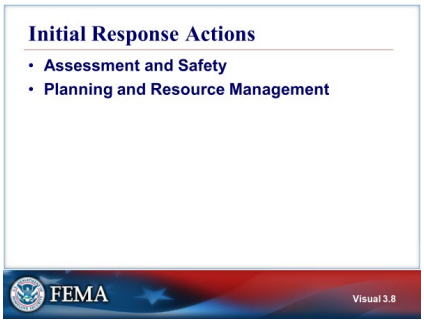
Visual 3.7

PLANNING FOR EVENTS

Event planners should know the following:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multijurisdictional
- Command Staff needs (public information, safety, and liaison)
- Kind, type, and number of resources required
- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs (e.g., communications, food, medical)
- Financial considerations
- Known limitations or restrictions
- Available communications

Use the ICS incident action planning process to plan for scheduled events as well as emergencies/incidents. In doing so, it reinforces ICS concepts and makes implementation during emergencies much easier.



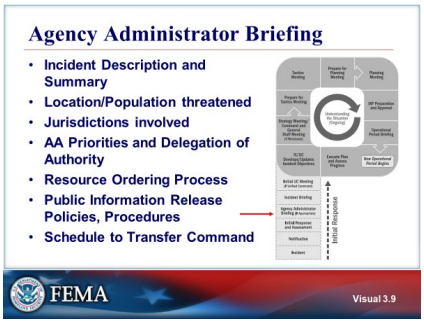
Visual 3.8

INITIAL RESPONSE ACTIONS

For a Unified Command in a complex incident, these are actions that will normally preceed the establishment of the unified command and the agency Administrator briefing.

- Assessment and Safety
  - Sizeup the situation.
  - Determine if life is at immediate risk.
  - Ensure that personnel safety factors are taken into account.
  - Determine if there are any environmental issues that need to be addressed.
- Planning and Resource Management
  - Assume command and establish the Incident Command Post.
  - Establish immediate incident objectives, strategies, and tactics..
  - Determine if there are enough resources of the right kind and type on scene or ordered. The incident objectives will drive resource requirements.
  - Establish the initial organization that maintains span of control.

Requesting an Incident Management Team (IMT) may be necessary depending on the size or complexity of the incident, or existing policies and laws.



Visual 3.9

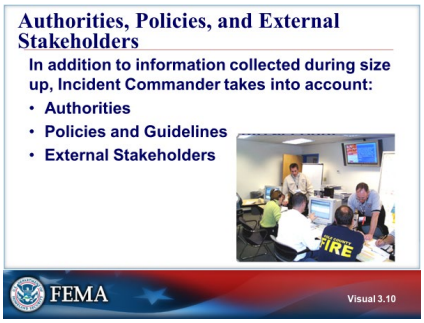
AGENCY ADMINISTRATOR (AA) BRIEFING

The Agency Administrator's (AA) Briefing is used to convey critical information that the incoming Incident Commander (IC) needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the Agency Administrator(s).

This meeting is only necessary when the IC assumes incident management duties outside their normal position description or are from a jurisdiction that does not possess authority to manage the incident they are being assigned.

In those cases the incoming IC must be delegated that authority from an official responsible for administering policy for the agency, jurisdiction.

During the briefing, the agency administrator or a designee provides information, guidance, and direction—including priorities and constraints—necessary for the successful management of the incident. The briefing is intended to ensure a common understanding between the jurisdiction, agency, or organization and the incident personnel regarding such things as the environmental, social, political, economic, and cultural issues relevant to the incident and its location.



Visual 3.10

AUTHORITIES, POLICIES, AND EXTERNAL STAKEHOLDERS

The Incident Commander must also be aware of authorities, policies, and external stakeholders as part of the incident size up.

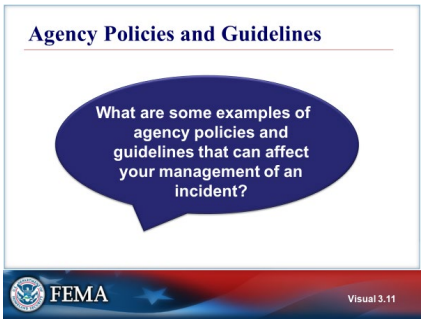
Agency policy can affect the incident objectives. All agencies develop policies and guidelines for accomplishing their responsibilities. The Incident Commander must be fully aware of agency policy including any limits of authority.

On the majority of incidents, agency policy is known by the Incident Commander because the incident occurs in his/her jurisdiction. These guidelines and policies may be for routine activities or for emergency activities, or both. These policies and guidelines may come to bear in the management of an incident or a planned event based upon the jurisdiction of an agency. For larger incidents, some agencies will require agency policies in writing.

These policies, guidelines, and authorities may give direction on the following:

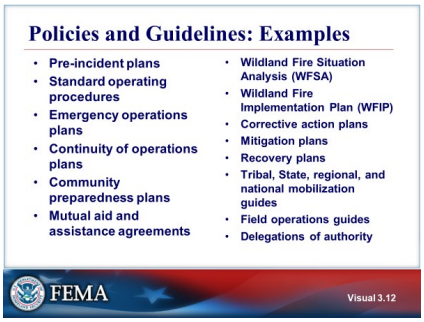
- Safety
- Control objectives
- Cleanup and rehabilitation guidelines
- Spending
- Resource sharing

External stakeholders are those parties not directly affected by the incident who, nonetheless, could be affected by decisions that are made in conjunction with the incident. External stakeholders can usually be identified when the question is asked, “Who else could be affected by this decision?”



Visual 3.11

AGENCY POLICIES AND GUIDELINES

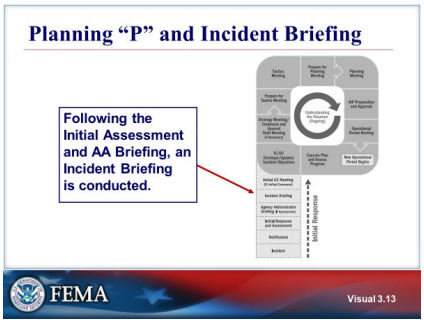


Visual 3.12

POLICIES AND GUIDELINES: EXAMPLES

The following are examples of agency policies and guidelines that can affect management of an incident:

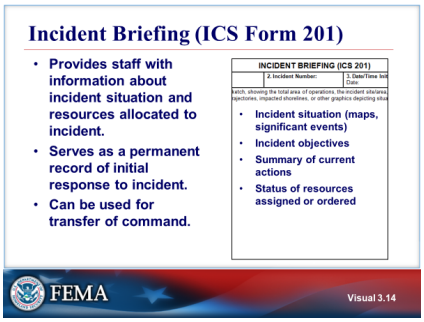
- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual aid and assistance agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, regional, and national mobilization guides
- Field operations guides
- Delegations of authority



Visual 3.13

PLANNING "P" AND INCIDENT BRIEFING

The Planning "P" illustrates the incident planning cycle. Following the initial response and assessment, and the agency administrator briefing, an incident briefing is conducted using ICS Form 201, the Incident Briefing form.



Visual 3.14

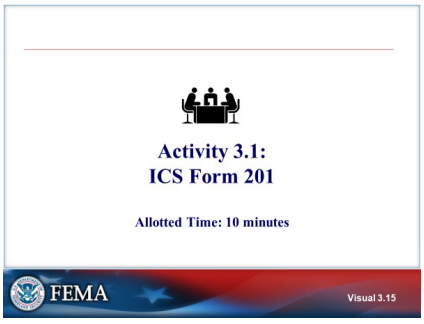
INCIDENT BRIEFING (ICS FORM 201)

The ICS Form 201 Incident Briefing form:

- Provides staff with information about the incident situation (to include complexity) and the resources allocated to the incident. This should include objectives, tactics, organization, facilities, communications and notifications completed.
- Serves as a permanent record of the initial response to the incident.
- Can be used for transfer of command.

As the visual shows, the ICS Form 201 is used to communicate the incident situation (maps), objectives, current actions, and resource status.

Refer to Handout 3-1: ICS Form 201.

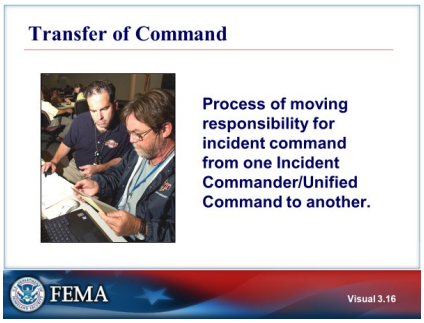


Visual 3.15

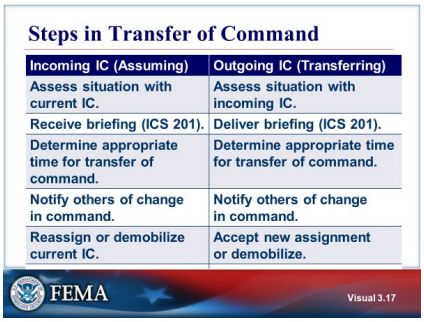
ACTIVITY 3.1: ICS FORM 201

The instructor will explain Activity 3.1.

You will have 10 minutes to complete Activity 3.1.



Visual 3.16



Visual 3.17

TRANSFER OF COMMAND

Transfer of command is the process of moving the responsibility for incident command from one Incident Commander/Unified Command to another. It can be incident command to unified command or unified command to unified command.

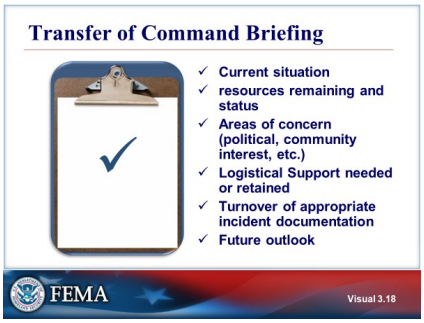
STEPS IN TRANSFER OF COMMAND

Incoming Incident Commander (Assuming)

1. Assess situation with current IC.
2. Receive briefing, using the ICS Form 201.
3. Determine appropriate time for transfer of command.
4. Notify others of change in command.
5. Reassign or demobilize current IC.

Outgoing Incident Commander (Transferring)

1. Assess situation with incoming IC.
2. Deliver briefing from the ICS Form 201.
3. Determine appropriate time for transfer of command.
4. Notify others of change in command.
5. Accept new assignment or demobilize.

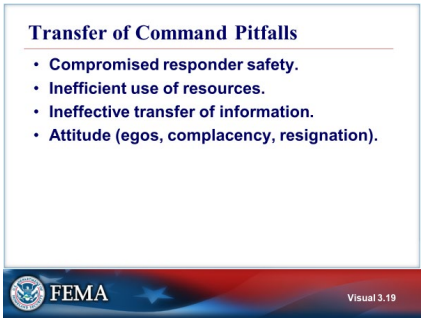


Visual 3.18

TRANSFER OF COMMAND BRIEFING

The briefing of the receiving Incident Commander will contain the following information that will be recorded on the ICS Form 201:

- Current situation to include objectives, tactics and organization.
- Resources available and status to include facilities, communications, and notifications completed.
- Particular areas of concern (political, community interest, etc.). Include a discussion of complexities associated with the incident.
- Logistical Support needed or retained.
- Turnover of appropriate incident documentation
- Future outlook

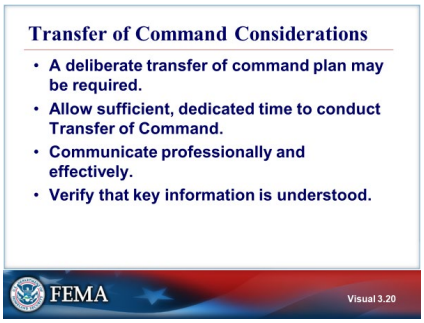


Visual 3.19

TRANSFER OF COMMAND PITFALLS

Pitfalls often associated with transfer of command:

- Compromised responder safety.
- Inefficient use of resources.
- Ineffective Transfer of Information – key information needed to manage the incident is not transferred to the incoming command.
- Attitudes:
  - Egos – positional or personality conflicts that interfere with transfer of command.
  - Complacency – lack of proactive approach to get ahead of the expanding incident.
  - Resignation – giving up.

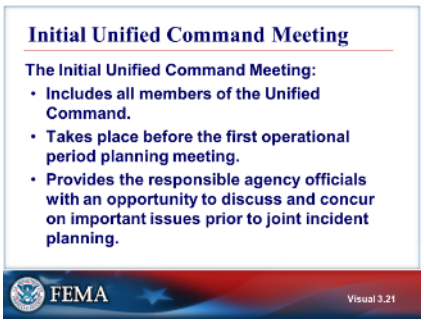


Visual 3.20

TRANSFER OF COMMAND CONSIDERATIONS

To mitigate the potential pitfalls, consider these suggestions:

- A written plan outlining the tasks associated with the command transfer can be an effective method to ensure key information is transferred.
- Allow sufficient dedicated time for the transfer of command. This may require stepping away from hands on management of the incident in order to effectively complete the transfer of command.
- Engage in active listening skills and positve communications.
- It is critical to verify that key information is transferred to the incoming Unified Command.



Visual 3.21

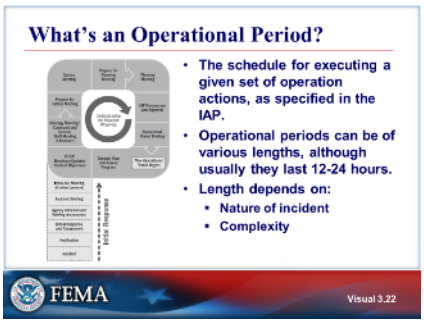
INITIAL UNIFIED COMMAND MEETING

An important aspect of planning under Unified Command is the need for all jurisdictional or functional agency members of the Unified Command to participate in a command meeting early in the incident response.

The command meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning. Requirements for the Initial Unified Command meeting include:

- Prior to the meeting, the members of the Unified Command should have reviewed the purposes and agenda items and be prepared to discuss them.
- The command meeting should only include the members of the Unified Command.Select staff may be required to brief key information to the Unified Command for this meeting.
- The meeting should be brief, and important points, to include Unified Command decisions should be documented.
- The results of this meeting will guide the overall rtesponse effort.

Refer to Handout 3-2: Sample Initial Unified Command Meeting Agenda.



Visual 3.22

WHAT'S AN OPERATIONAL PERIOD?

The NIMS definition of an operational period is the time scheduled for executing a given set of operation actions, as specified in the incident action plan.

All ICS incident action planning is designed around identifying accomplishments expected over a set period of time called the Operational Period.

The specific length of time of the Operational Period varies based on a list of factorse:

- Safety conditions – Safety of responders, victims, and others is always the first priority on any response.
- Condition of resources – Planning must be done far enough in advance to ensure that additional resources needed for the next Operational Period are available.
- The length of time necessary or available to achieve the tactical assignments.
- Availability of fresh resources.
- Future involvement of additional jurisdictions or agencies.
- Environmental conditions – Factors such as the amount of daylight remaining and weather and wind conditions can affect decisions about the length of the Operational Period.

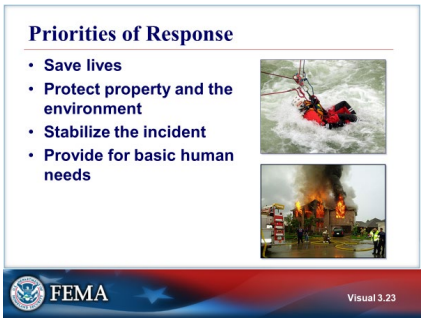
The Incident Commander will determine the length of the Operational Period with input from staff. In some cases, the Operational Period length may change from day to day based on operational and incident needs.

The length of an Operational Period depends on the nature and complexity of the incident. Common lengths of Operational Periods are:

- 4, 8, 12, or 24 hours depending on the nature and complexity of the incident and the working conditions such as weather, safety, and anticipated fatigue.
- 2 to 4 hours for hazardous materials incidents.

- Multiple days for relatively stable situations and recovery actions such as debris removal.

The initial determination of the operational period may change later in the planning cycle based on development of the incident, but the initial determination is made in the Unified Command meeting.

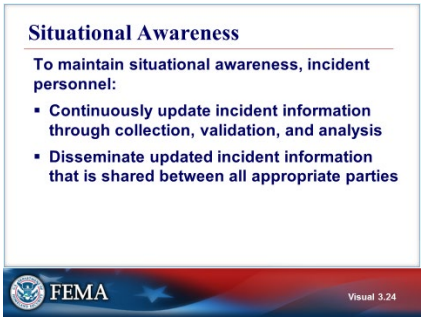


Visual 3.23

PRIORITIES OF RESPONSE

The overall response priorities guide, but are not identical to the priorities established during an incident by the IC/UC. For example, saving lives is a priority for response, but in an incident, the safety of responders is commonly prioritized above saving lives of those affected by the incident,

It is also important to understand that priorities are not mutually exclusive. You do not have to complete one priority before you can begin another. It is normally possible to support multiple priorities simultaneously.

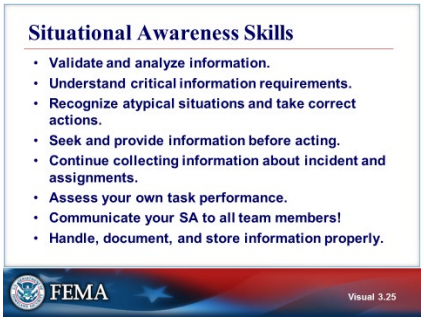


Visual 3.24

SITUATIONAL AWARENESS

To maintain situational awareness, incident personnel:

- Continuously update incident information through collection, validation, and analysis
- Disseminate updated incident information that is shared between all appropriate parties

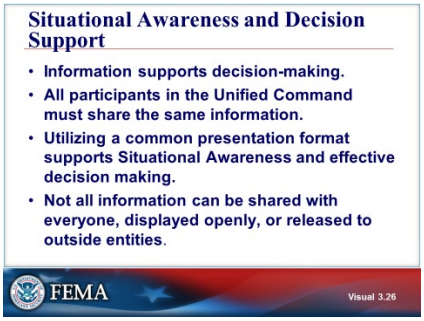


Visual 3.25

SITUATIONAL AWARENESS SKILLS

Situational awareness requires critical thinking skills.

- Validate and analyze information.
- Understand critical information requirements.
- Recognize the correct actions to take with information. Look for the unusual, information that deviates from the expected. Recognize and analyze information discrepancies before proceeding.
- Seek and provide information before acting. Ensure that you have verified the information is accurate and sufficient to support operational decisions. Inaccurate or incomplete information can result in poor operational decisions.
- Continue collecting information about incident.
- Assess your own task performance.
- Communicate your SA to all team members!
- Properly handle, document, and store information.

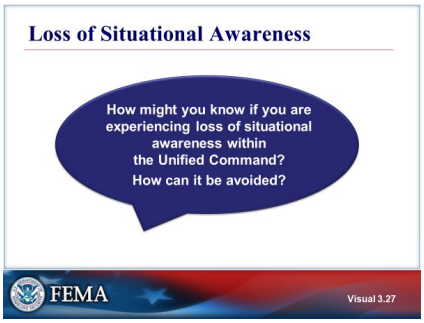


Visual 3.26

SITUATIONAL AWARENESS AND DECISION SUPPORT

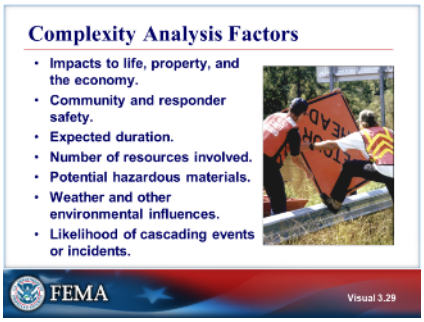
Situational Awareness and Decision Support means that all participants in the Unified Command share the same information in a common presentation format that supports effective decision making. Normally this is accomplished through a single, identical summary of critical incident information that is shared by all responders and organizations. In the ICS courses, this is referred to as a Shared Situational Picture. Some organizations may refer to this as common operating picture.

Share as much verified information as possible with other agencies, organizations, jurisdictions, and the public; however, understand that not all information can be shared with everyone, displayed openly, or released to outside entities.



Visual 3.27

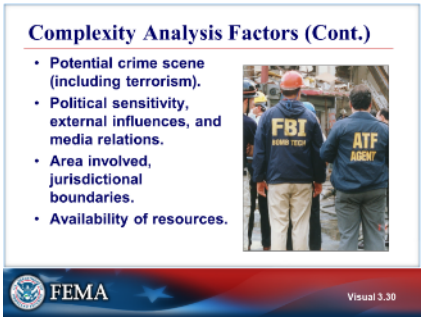
LOSS OF SITUATIONAL AWARENESS



Visual 3.28

COMPLEXITY ANALYSIS FACTORS

Complexity analysis involves that combination of factors that affect the probability of control of an incident. Cascading events or incidents occur as a direct or indirect result of an initial event or incident. For example, as the result of a hazardous materials spill a neighborhood must be evacuated and a local stream is contaminated. Taken together, the effect of cascading events or incidents can be crippling to a community.

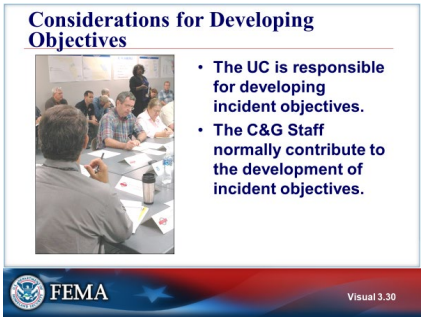


Visual 3.29

COMPLEXITY ANALYSIS FACTORS (CONT.)

Additional factors that can affect incident complexity:

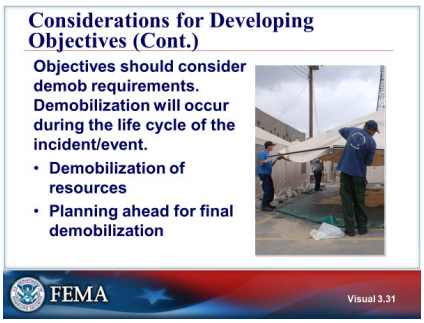
- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.
- Availability of resources.



Visual 3.30

CONSIDERATIONS FOR DEVELOPING OBJECTIVES

The Unified Command is responsible for developing incident objectives. The Command and General Staff normally contribute to the development of incident objectives. However, the Unified Command is still responsible for the incident objectives.



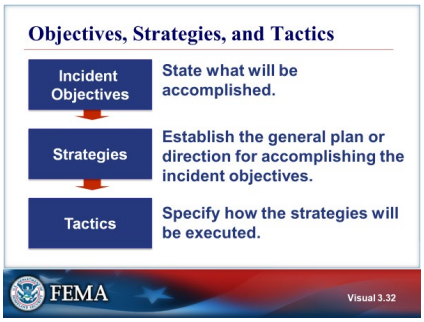
Visual 3.31

CONSIDERATIONS FOR DEVELOPING OBJECTIVES (CONT.)

Demobilization will occur during the life cycle of the incident/event.

The IC/UC should demobilize resources no longer required or reassigned to other incidents. This may include individuals demobilized due to personal emergencies.

Plan ahead for final demobilization.

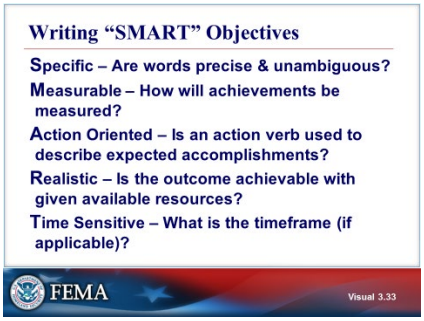


Visual 3.32

OBJECTIVES, STRATEGIES, AND TACTICS

- Incident objectives state what will be accomplished.
- Strategies establish the general plan or direction for accomplishing the incident objectives.
- Tactics specify how the strategies will be executed.

Life safety is the first priority, followed by incident stabilization, and then property conservation.

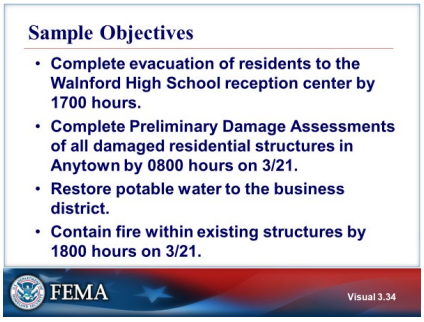


Visual 3.33

WRITING "SMART" OBJECTIVES

Incident objectives should have the following SMART characteristics:

- **Specific –** The wording must be precise and unambiguous in describing the objective.
- **Measurable –** The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.
- **Action Oriented –** The objective must have an action verb that describes the expected accomplishments.
- **Realistic –** Objectives must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several Operational Periods to accomplish them.
- **Time Sensitive –** The timeframe should be specified (if applicable).



Visual 3.34

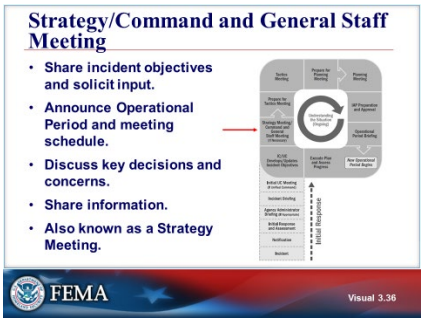
SAMPLE OBJECTIVES

Read the following objectives:

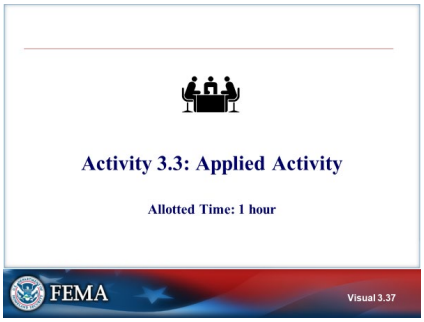
- Complete evacuation of residents to the Walnford High School reception center by 1700 hours.
- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown by 0800 hours on 3/21.
- Restore potable water to the business district.
- Contain fire within existing structures by 1800 hours on 3/21.



Visual 3.35



Visual 3.36



Visual 3.37

ACTIVITY 3.2: SMART OBJECTIVES

The instructor will explain Activity 3.2.

You will have 10 minutes to complete Activity 3.2.

STRATEGY/COMMAND AND GENERAL STAFF MEETING

After developing or revising the incident objectives, the Incident Commander or Unified Command typically meets with the Command and General Staff, and sometimes others, to discuss the incident objectives and provide direction.

This meeting may be called the Strategy Meeting or the Command and General Staff Meeting and is held as needed to determine how best to meet the incident objectives.

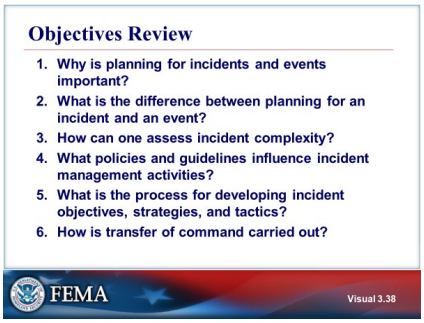
The initial Strategy Meeting, which is held the first time through the planning cycle, is particularly important, because it allows team members to share information and jointly determine the initial approach to response operations.

ACTIVITY 3.3 - APPLIED ACTIVITY

The instructor will explain Activity 3.3.

You will have 30 minutes to complete the activity and 30 minutes for an instructor-facilitated debrief (1 hour total).

Refer to Unit 3 of the Applied Activity Materials document.



Visual 3.38

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify the importance of planning for incidents/events.
- Contrast the differences between planning for incidents and events.
- Identify methods and tools used to assess incident/event complexity.
- Identify agency policies and guidelines that influence management of incident or event activities.
- Explain the process for developing incident objectives, strategies, and tactics.
- Identify the steps in transferring and assuming incident command.

Supplemental Materials

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Handout 3-1: ICS Form 201

Refer to Appendix for ICS Form 201.

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Handout 3-2: Sample Initial Unified Command Meeting Agenda

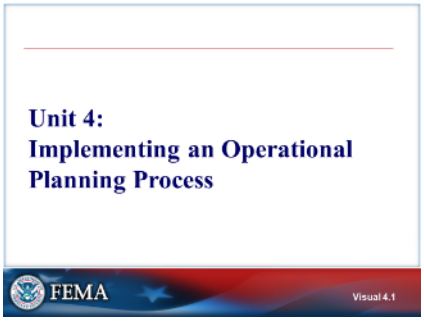
- Statement of specific jurisdictional/agency goals, based on the overarching response priorities.
- Presentation of jurisdictional limitations, concerns, and restrictions.
- Establishment of and agreement on acceptable priorities.
- Adoption of an overall strategy or strategies to accomplish objectives.
- Agreement on the basic organization structure for the Unified Command. (note that the Operations Section normally defines their section structure in the Tactics meeting based on objectives, requirements and resources).
- Designation of the best qualified and acceptable Operations Section Chief.
- Agreement on General Staff personnel designations.
- Agreement on planning, logistical, and finance agreements and procedures.
- Agreement on resource ordering process to be followed.
- Agreement on cost-sharing procedures.
- Agreement on informational matters.
- Designation of one the members of the Unified Command to act as the Unified Command spokesperson.

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Unit 4: Implementing an Operational Planning Process

STUDENT MANUAL

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Visual 4.1

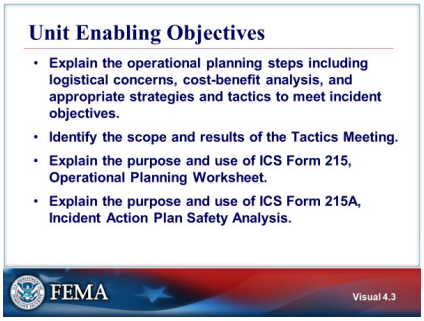
UNIT 4: IMPLEMENTING AN OPERATIONAL PLANNING PROCESS



Visual 4.2

UNIT TERMINAL OBJECTIVE

Create an ICS Form 215, Operational Planning Worksheet, and an ICS Form 215A, Incident Action Plan Safety Analysis, using a given scenario.

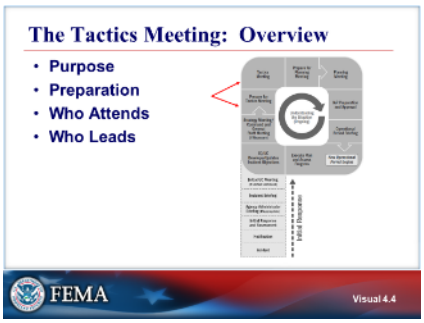


Visual 4.3

UNIT ENABLING OBJECTIVES

- Explain the operational planning steps including logistical concerns, cost-benefit analysis, and appropriate strategies and tactics to meet incident objectives.
- Identify the scope and results of the Tactics Meeting.
- Explain the purpose and use of ICS Form 215, Operational Planning Worksheet.
- Explain the purpose and use of ICS Form 215A, Incident Action Plan Safety Analysis.

The Final Exam is based on the Unit Enabling Objectives.



Visual 4.4

THE TACTICS MEETING: OVERVIEW

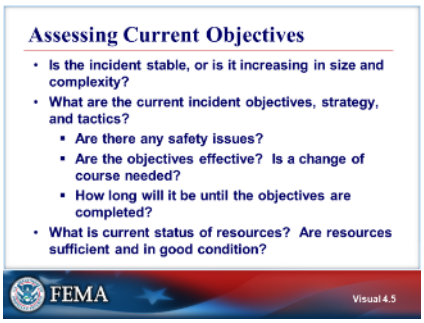
Purpose - The purpose of the Tactics Meeting is to review the proposed strategy and tactics developed by the Operations Section. This includes:

- Determining how the selected strategy or strategies will be accomplished to achieve the incident objectives.
- Assigning resources to implement the tactics.
- Identifying methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

Preparation - Once the incident objectives are determined, the Operations Section Chief and staff prepare for the Tactics Meeting by developing tactics and determining the resources that will be applied during the operational period. Note that this is a distinct step in the planning cycle "Preparing for the Tactics Meeting." It is not a meeting; It is a period of time in which key preparation activities occur that will enable final decisions to be made during the Tactics Meeting.

Attendees - The Operations Section Chief, Safety Officer, Planning Section Chief or a planning representative (Resource Unit Leader), Logistics Section Chief, and other technical specialists or invited team members attend the Tactics Meeting.

Leaders - The Operations Section Chief leads the Tactics Meeting. The ICS Form 215, Operational Planning Worksheet, and the ICS Form 215A, Incident Action Plan Safety Analysis, are used to facilitate and document decisions made during the Tactics Meeting.



Visual 4.5

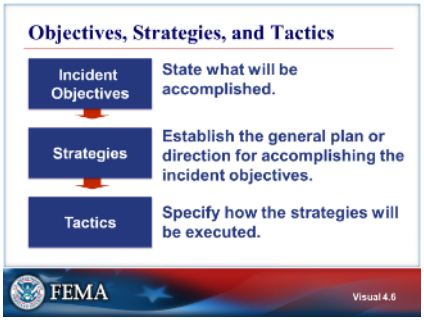
ASSESSING CURRENT OBJECTIVES

Starting at the beginning of the Operational Period, before the tactics meeting, the incident objectives were assessed by the IC/UC and updated as needed.

Below are questions to ask when assessing objectives:

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
  - Are there any safety issues?
  - Are the objectives effective? Is a change of course needed?
  - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

When immediate action is required, changes may be implemented prior to the issuance of the next written IAP.



Visual 4.6

OBJECTIVES, STRATEGIES, AND TACTICS

- **Incident objectives** state what is to be accomplished in the Operational Period.

  The incident objectives can be found on the ICS Form 201 or ICS Form 202. The Incident Command/Unified Command establishes the incident objectives and overall strategies.

- **Strategies** establish the general plan or direction for accomplishing the incident objectives.

  The IC has created and briefed the incident objectives. Now it is time for the Operations Section Chief to translate the objectives and strategies into tactics.

- **Tactics** specify how the strategies will be executed.

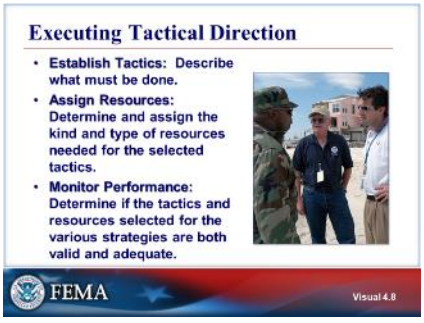


Visual 4.7

DEVELOPING STRATEGIES

Guidelines when developing an appropriate strategy:

- First, the Operations Section Chief generates strategies to meet the incident objectives.
- Next, the Operations Section Chief selects a strategy (or strategies) that:
  - Is within acceptable safety norms.
  - Makes good sense (feasible, practical, and suitable).
  - Is cost effective.
  - Is consistent with sound environmental practices.
  - Meets political considerations.



Visual 4.8

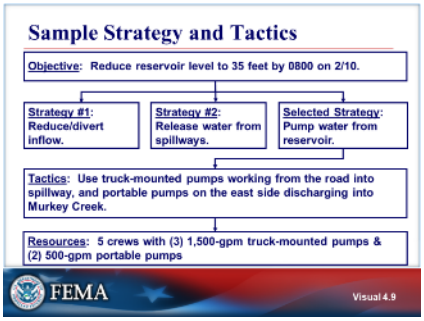
EXECUTING TACTICAL DIRECTION

Tactical direction is developed based on the Incident Objectives. It describes what must be accomplished within the selected strategy or strategies in order to achieve the incident objectives. Tactical direction is the responsibility the Operations Section Chief (if an OSC has not been assigned then the Incident Commander/ Unified Command takes responsibility).

Gathering input is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can ensure understanding and enhance commitment. To accomplish this, the Operations Section Chief gathers input from the Branch Directors and Division and/or Group Supervisors.

Tactical direction consists of the following steps:

- Establish Tactics:
- Assign Resources:
- Monitor Performance:

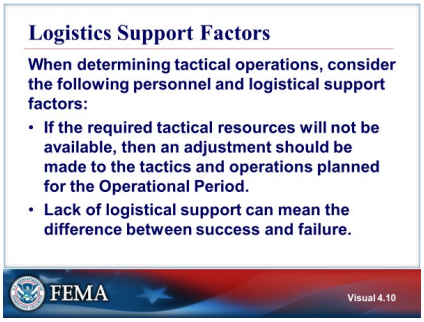


Visual 4.9

SAMPLE STRATEGY AND TACTICS

- The **objective** is: Reduce reservoir level to 35 feet by 0800 on 2/10.
- Three possible **strategies** are identified and one is selected: Pump water from reservoir.
- The **tactics** for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

Once the tactics have been selected, the next step is to determine what and how many resources will be needed to accomplish the tactics.



Visual 4.10

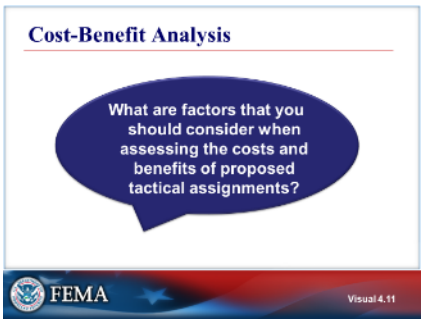
LOGISTICS SUPPORT FACTORS

When determining tactical operations, consider the following personnel and logistical support factors:

- If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations planned for the Operational Period.
- The lack of logistical support can mean the difference between success and failure. Lack of available resources could require a reassessment of tactics and perhaps the overall strategy.

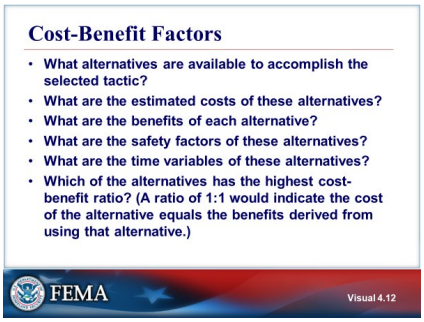
It is very important that tactical resource availability and other needed support are determined prior to investing time on strategies and tactical operations that realistically cannot be achieved.

Tactical planning is dependent on resource availability and may affect accomplishment of objectives.



Visual 4.11

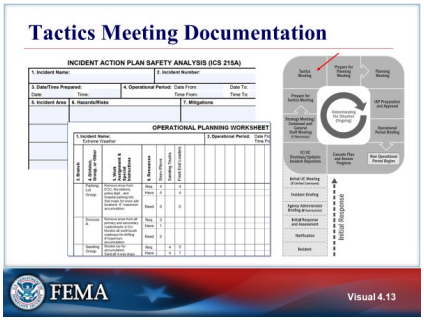
COST-BENEFIT ANALYSIS



Visual 4.12

COST-BENEFIT FACTORS

- What alternatives are available to accomplish the selected tactic?
- What are the estimated costs of these alternatives?
- What are the benefits of each alternative?
- What are the safety factors of these alternatives?
- What are the time variables of these alternatives?
- Which of the alternatives has the highest cost-benefit ratio? (A ratio of 1:1 would indicate the cost of the alternative equals the benefits derived from using that alternative.)



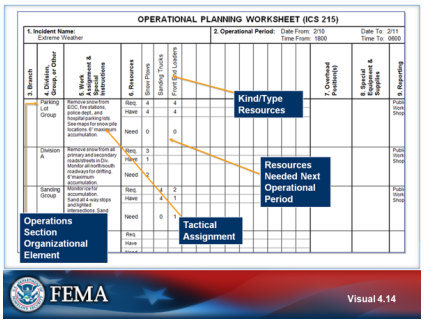
Visual 4.13

TACTICS MEETING DOCUMENTATION

The Operational Planning Worksheet (ICS Form 215) and Incident Action Plan Safety Analysis (ICS Form 215A) are designed to document the results of the Tactics Meeting.

Refer to Handout 4-1: ICS Form 215, Operational Planning Worksheet and Handout 4-2: ICS Form 215A, Incident Action Plan Safety Analysis.

Tactical planning is dependent on resource availability and may affect accomplishment of objectives.



Visual 4.14

OPERATIONAL PLANNING WORKSHEET

The ICS Form 215, Operational Planning Worksheet is a planning tool used to assist in establishing resource needs for an Operational Period. It communicates the decisions made during the Tactics Meeting concerning resource assignments to the Resources Unit. The Resources Unit uses the worksheet to complete Assignment Lists (ICS Form 204s) and the Logistics Section Chief uses the worksheet for ordering resources for the incident.

The ICS Form 215 is initiated prior to the Planning Meeting by the Incident Commander or the Operations Section Chief, who uses the worksheet to plan resource requirements for the next Operational Period. The ICS Form 215 reflects resources available for assignment during the next Operational Period (information provided by Resources Unit in Planning Section) and it is used as a display during the Planning Meeting where it is finalized based on contributions from the Command and General Staffs.

Provides information on:

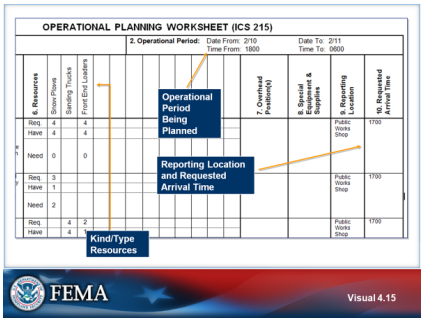
- Work assignments (Branch, Division, Group, or other).
- Kind of resources needed, required, and/or already have.
- Any specialized equipment or supplies that may be needed.
- Reporting location.
- Requested arrival time for additional resources.
- Total number of resources that need to be ordered for the next Operational Period.

By using the worksheet, planners can:

- Determine total resources required (for example: 25 personnel).
- Subtract the number on hand (for example: -12).
- Determine additional resources needed (for example: 13).

The ICS Form 215 can show graphically that span of control is appropriate. It can also help to identify surplus resources that may be released. Some agencies that regularly use the Planning Worksheet have prepared it in a larger format on a whiteboard or have developed electronic versions for display on a large screen. This makes the worksheet visible to a larger audience at planning meetings.

Although agencies and jurisdictions may have their own systems for tracking resources, the ICS Form 215 should be used to ensure that there is shared awareness by all participants in the Unified command of what tactical resources are needed.



Visual 4.15

OPERATIONAL PLANNING WORKSHEET (CONT.)

The worksheet provides an area to indicate:

- Operational period being planned, incident name, and the name and position of the person preparing the ICS Form 215.
- Kind of resources.
- Reporting location for resources.
- Requested arrival time of resources.

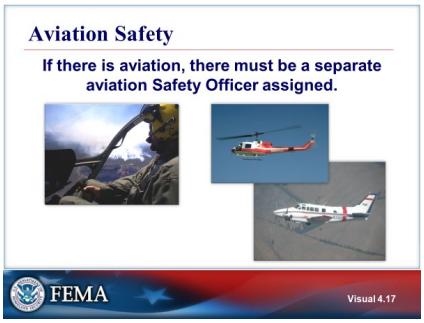
Resource typing is defining and categorizing incident resources by capability. Typed resources are identified by capability, category, kind and type. The Resource Typing Library Tool (RTLT) is an online catalog of NIMS resourcing typing definitions. Resource typing is discussed in Unit 6 of this course.



Visual 4.16

INCIDENT SAFETY

Before the planning meeting, either the Safety Officer or Incident Commander must complete an analysis of the safety concerns related to the tactics and resources being deployed through the use of the Incident Action Plan Safety Analysis (ICS Form 215A).



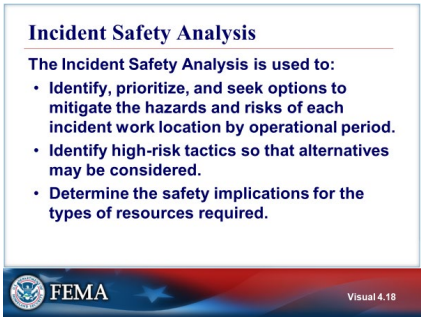
Visual 4.17

AVIATION SAFETY

When aviation is used, there are specific aviation policies, procedures and requirements.

Most agencies do not conduct routine major air operations, so it is unlikely that they will have personnel trained to manage aviation tactical and support operations. Part of the resource pre-incident planning should include the identification of where you can acquire aviation management expertise when needed.

Contact your State Aviation Officer and refer to the State and Regional Disaster Airlift (SARDA) plan for assistance. Other sources of expertise include the U.S. Coast Guard, National Guard Aviation Units, and State and Federal wildland management agencies.

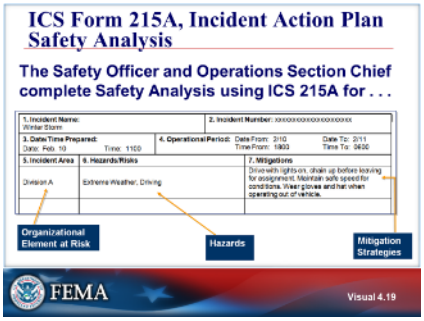


Visual 4.18

INCIDENT SAFETY ANALYSIS

Purpose of the Incident Safety Analysis:

- Identify, prioritize, and seek options to mitigate the hazards and risks of each incident work location by Operational Period.
- Identify high-risk tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.



Visual 4.19

ICS FORM 215A, INCIDENT ACTION PLAN SAFETY ANALYSIS

The purpose of the Incident Action Plan Safety Analysis (ICS Form 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls.

This worksheet can assist Planning and Operations in their assessment of risk associated with tactics. It is used in the planning process and during the Operations Briefing to communicate risk, hazards, and mitigations.

The form provides information on:

- Incident work location(s). This is based on the Operations Section Organization as developed by the OSC (Branches, Divison or Groups).
- Risks such as weather, biohazard, hazardous materials, communications, flooding, special hazard areas, fatigue, driving hazards, dehydration, and critical incident stress.
- Mitigation measures. The mitigation measures identified may have implications for the resources entered on the ICS Form 215.
- Other logistical information such as date and time of the Operational Period, incident name, and the name and position of the person(s) preparing the form.

The objective of the Incident Action Plan Safety Analysis is to identify, prioritize, and mitigate the hazards and risks of each incident work location by Operational Period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed. The completed ICS Form 215A is displayed during the planning meeting.

When the Safety Analysis is completed, the form is used by the Resources Unit to add specific hazard/risk mitagation information to the specific ICS Form 204 Assignment List. All completed original forms must be

given to the Documentation unit. Refer to Handout 4-2: ICS Form 215A, Incident Action Plan Safety Analysis.

The Safety Officer or the Incident Commander/Unified Command should coordinate, develop, and approve an ICS Form 215A, Incident Action Plan Safety Analysis, for each Operational Period with the Operations Section Chief.

ICS Form 215A is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an Operational Period.

The objective of the Incident Action Plan Safety Analysis is to identify and mitigate the hazards and risks of each incident work location by Operational Period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed.

ICS Form 215A is used as a display during the Planning Meeting. It provides information on:

- Incident work location(s)
- Risk mitigations
- Date (daily) prepared by Operation Section Chief/Safety Officer and approved by Safety Officer

Techniques for Identifying Hazards

- Personal observation and/or experience
- Checklist
- Communication with incident personnel
- Personnel

Types of Risks

- Traffic
- Driving hazards
- Dehydration
- Fatigue

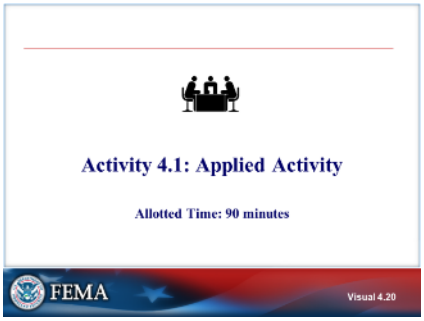
- Confined space
- Downhill fireline construction
- Air operations
- Hazardous materials (chemical, biological, and radiation)
- Secondary devices/explosive
- Slip, trip, and fall
- Weather
- Limited visibility
- Structural instability
- Civil unrest
- Criminal intent with hostile acts
- Critical incident stress

Locations

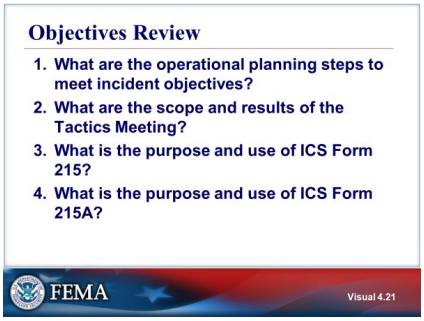
- Divisions
- Groups
- Helibase
- Staging Area
- Emergency Operations Center
- Others

Mitigation of Hazards

- L - Use lookouts
- C - Maintain communications with personnel
- E - Identification of escape routes
- S - Use of safety zones
- Use of personal protective equipment (PPE)
- Proper clothing for inclement weather
- Reflective clothing and lights for nighttime or low-light operations
- Maintain awareness of landing zones
- Monitoring personnel well-being



Visual 4.20



Visual 4.21

ACTIVITY 4.1: APPLIED ACTIVITY

The instructor will explain Activity 4.1.

You will have 60 minutes to complete Activity 4.1 and 30 minutes of an instructor feedback.

Refer to Unit 4 of the Applied Activity Materials document.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain the operational planning steps including logistical concerns, cost-benefit analysis, and appropriate strategies and tactics to meet incident objectives.
- Identify the scope and results of the Tactics Meeting.
- Explain the purpose and use of ICS Form 215, Operational Planning Worksheet.
- Explain the purpose and use of ICS Form 215A, Incident Action Plan Safety Analysis.

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Supplemental Materials

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Handout 4-1: ICS Form 215, Operational Planning Worksheet

Refer to the Appendix for a sample form.

Handout 4-2: ICS Form 215A, Incident Action Plan Safety Analysis

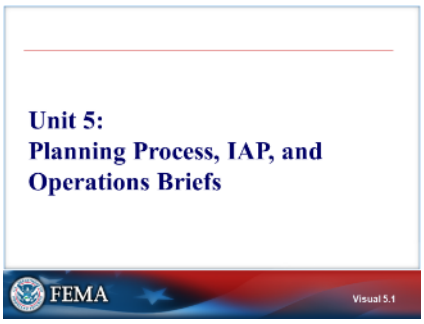
Refer to the Appendix for a sample form.

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Unit 5: Planning Process, IAP, and Operations Briefs

STUDENT MANUAL

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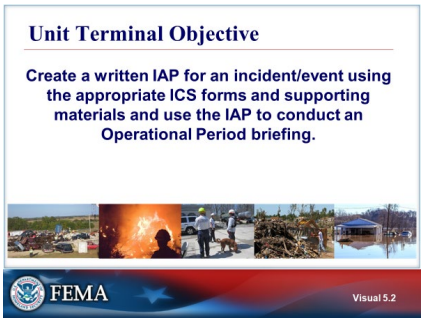


Visual 5.1

UNIT 5: PLANNING PROCESS, IAP, AND OPERATIONS BRIEFS

The IAP is the central tool for planning during a response. ICS Forms provide a mechanism for the staff to complete the IAP. Using the ICS forms ensures the responsible staff member does not omit important incident-related information.

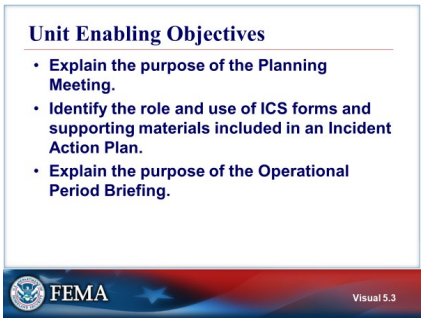
This unit will continue with the incident action planning process and IAP development.



Visual 5.2

UNIT TERMINAL OBJECTIVE

Create a written IAP for an incident/event using the appropriate ICS forms and supporting materials and use the IAP to conduct an Operational Period briefing.

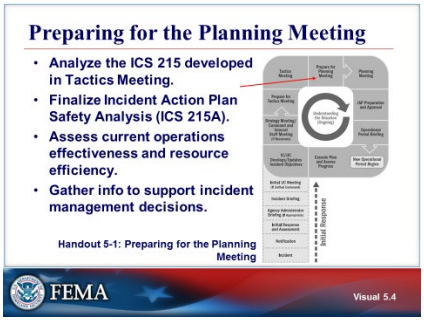


Visual 5.3

UNIT ENABLING OBJECTIVES

- Explain the purpose of the Planning Meeting.
- Identify the role and use of ICS forms and supporting materials included in an Incident Action Plan.
- Explain the purpose of the Operational Period Briefing.

The Final Exam is based on the Unit Enabling Objectives. Additionally, performance of the activities in this unit is a key part of the evaluation of your performance for this course.



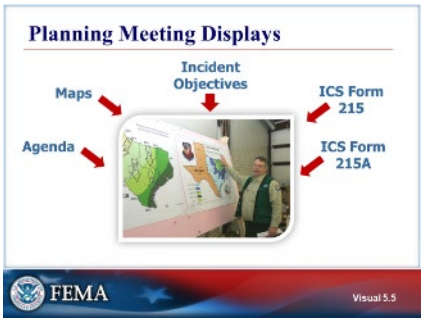
Visual 5.4

PREPARING FOR THE PLANNING MEETING

The next step in the incident action planning process is to prepare for the Planning Meeting. Following the Tactics Meeting, the Planning Section coordinates preparations for the Planning Meeting.

It is very important to complete the ICS Form 215A after the ICS Form 215 so that any safety concerns that are identified can be successfully mitigated.

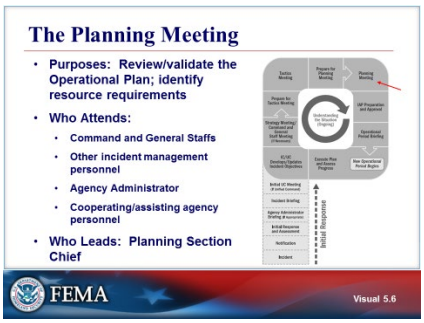
Refer to Handout 5-1: Preparing for the Planning Meeting.



Visual 5.5

PLANNING MEETING DISPLAYS

Displays should include the Planning Meeting agenda, Incident Objectives, large versions of the ICS Forms 215 and 215A, maps/charts, the schedule for forms submission and additional meetings, and any other props needed to illustrate the IAP.



Visual 5.6

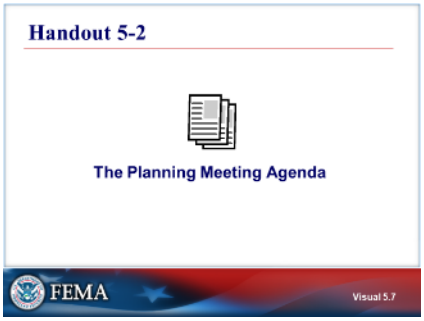
THE PLANNING MEETING

The Planning Meeting provides the final opportunity for the Command and General Staffs, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the Operational Plan and resource assignments as proposed by the Operations Section Chief.

The Operations Section Chief presents the tactical plan using the ICS Form 215. The ICS Form 215 delineates operations section organization, work assignments the amount and kind/type of resources he or she will need to accomplish the plan as well as reporting ;ocation and time. The Planning Section's Resources Unit will have to work with the Logistics Section to fulfill the resource needs.

The Planning Chief facilitates the meeting following a fixed agenda to ensure that the meeting is efficient while allowing each organizational element represented to assess and acknowledge the plan.

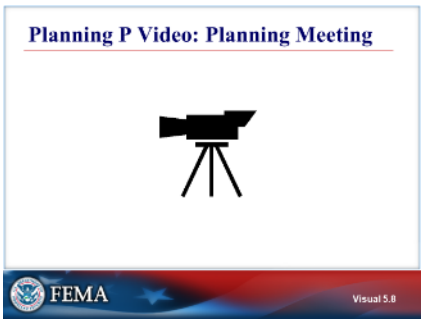
At the conclusion of the meeting, the Planning Section Chief indicates when all elements of the plan and support documents must be submitted so the plan can be collated, reviewed, approved, duplicated, and made ready for the operations briefing.



Visual 5.7

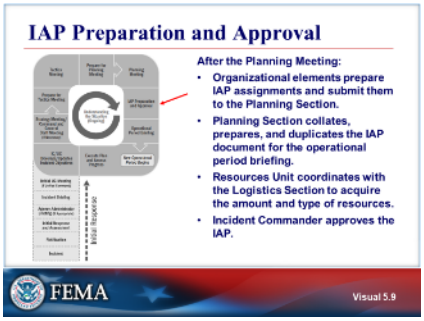
HANDOUT 5-2: THE PLANNING MEETING AGENDA

Refer to Handout 5-2: Planning Meeting Agenda.



Visual 5.8

PLANNING P VIDEO: PLANNING MEETING

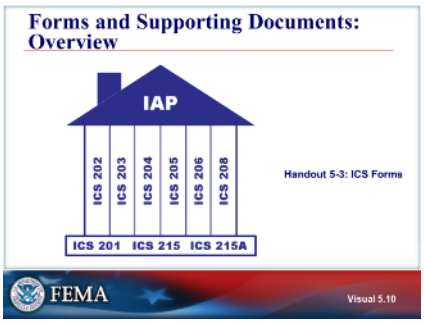


Visual 5.9

IAP PREPARATION AND APPROVAL

After the Planning Meeting is held, the following actions are taken to prepare the Incident Action Plan (IAP):

- ICS Staff Sections prepare their components of the IAP and submit them to the Planning Section.
- The **Planning Section** collates, prepares, and duplicates the IAP document for distribution at the operations briefing. The Planning Section will:
  - Set the deadline for completing IAP attachments.
  - Obtain plan attachments and review them for completeness and approvals.
  - Review the IAP to ensure it is up to date and complete prior to the operations briefing and plan distribution.
  - Provide the IAP briefing plan, as required, and distribute the plan prior to the beginning of the new Operational Period.
- The **Documentation Unit** will normally be responsible for reproducing the IAP
- The **Resources Unit** coordinates with the Logistics Section to acquire the amount and type of resources needed.
- The **Incident Commander/Unified Command** reviews and approves the IAP.



Visual 5.10

FORMS AND SUPPORTING DOCUMENTS: OVERVIEW

The written IAP is a series of standard forms and supporting documents that convey the Incident Commander's and the Operations Section's directions for the accomplishment of the plan for that Operational Period.

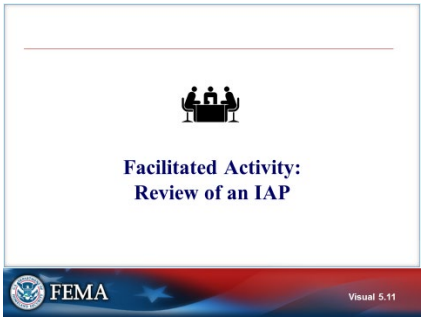
- ICS Form 202 Incident Objectives - what is to be done
- ICS Form 203 Organization Assignment List - who is assigned
- ICS Form 204 Assignment List - what they are assigned to do
- ICS Form 205 Incident Radio Communications Plan - how we talk to each other
- ICS Form 205A Communications List – all methods of non-radio contact informaton for personnel assigned (optional)
- ICS Form 206 Medical Plan - how to treat medical/ injured responders
- ICS Form 207 Incident Organizational Chart – visual chart depicting organizational positions and who is assigned to each(optional)
- ICS Form 208 Safety Message/Plan - how to keep people safe.

It is a best practice to include a cover sheet to indicate which forms and supporting documents are included in the IAP. An alternate approach is to list the contents of the IAP on the bottom of the ICS Form 202 Incident Objectives. The key concept is that an IAP may not contain all ICS forms. Use of a checklist to indicate which forms and supporting documents are enclosed as part of the IAP will ensure that IAP users understand what forms were included in the IAP.

It is also important to understand that an IAP will change over time in an incident. Initial IAPs may be shorter and response action focused. Later IAPs may be longer, contain more forms, and include recovery and mitigation

objectives. Again, listing the components included in the IAP will help IAP users.

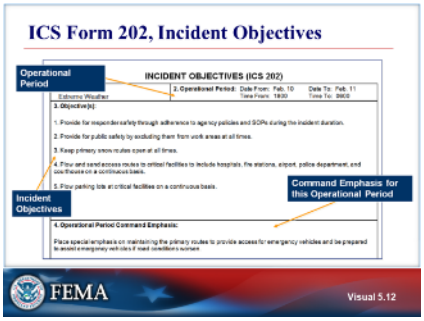
For a more indepth explanation of the ICS forms, refer to Handout 5-3: ICS Form Descriptions and review.



Visual 5.11

FACILITATED ACTIVITY: REVIEW OF AN IAP

The instructor will explain this facilitated activity.

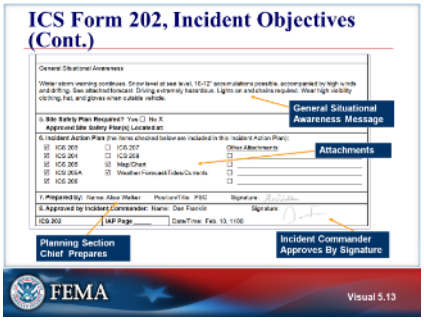


Visual 5.12

ICS FORM 202, INCIDENT OBJECTIVES

The Incident Objectives, ICS Form 202, includes incident information, a listing of the incident objectives for the Operational Period), and a brief summary of the command emphasis/priorities.

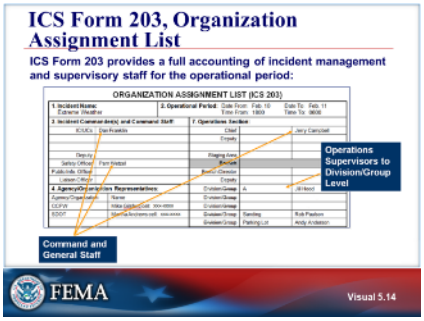
The ICS Form 202 is completed by the Incident Commander or Unified Command (with the support of the Planning Section) following each Command and General Staff Meeting.



Visual 5.13

ICS FORM 202, INCIDENT OBJECTIVES (CONT.)

- A Situational Awareness message is included with pertinent weather information.
- Identifies if a Site Safety Plan is required.
- The Planning Section Chief signs the ICS Form 202 indicating completion of the form and Incident Commander(s) sign indicating approval of the written IAP.
- A list of attachments is included (table of contents for the IAP). Note that some organizations will use a separate IAP cover sheet for this purpose.

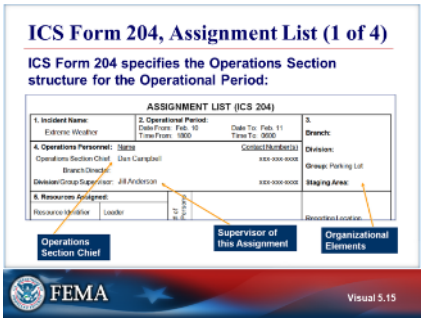


Visual 5.14

ICS FORM 203, ORGANIZATION ASSIGNMENT LIST

The Organization Assignment List, ICS Form 203, provides a full accounting of incident management and supervisory staff currently activated for the Operational Period of the IAP.

The Resources Unit prepares and maintains the list. The Planning Section Chief is responsible for ensuring the most current ICS Form 203 is placed in the IAP.



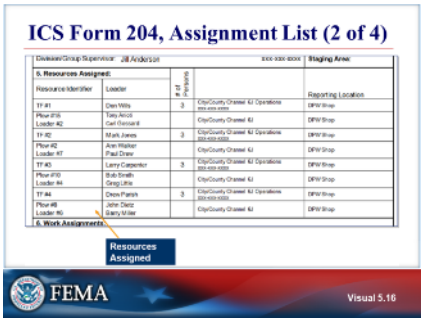
Visual 5.15

ICS FORM 204, ASSIGNMENT LIST (1 OF 4)

The Assignment List, ICS Form 204, is based on the organizational structure of the Operations Section for the Operational Period.

The ICS Form 204 is normally prepared by the Resources Unit, It must be approved by the IC, but may first also be reviewed and initialed by the Planning Section Chief and Operations Section Chief to ensure they understand and concur with the assignments.

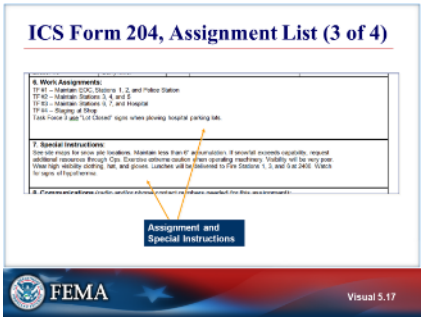
Each Division or Group will have its own page. This page will list who is supervising the Division or Group, to include Branch Director if assigned.



Visual 5.16

ICS FORM 204, ASSIGNMENT LIST (2 OF 4)

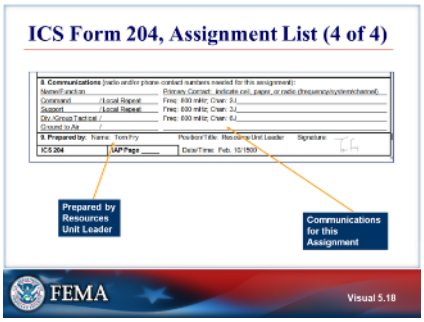
The Assignment List includes specific assigned resources with leader name and number of personnel assigned to each resource.



Visual 5.17

ICS FORM 204, ASSIGNMENT LIST (3 OF 4)

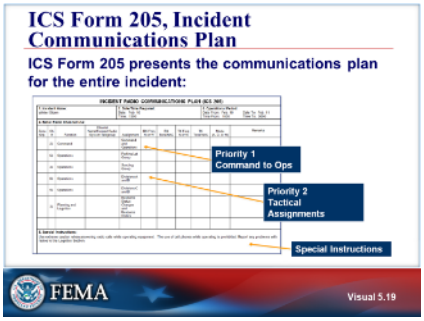
The Work Assignment section describes in detail the specific actions that the Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the Communications Plan that apply to that Division or Group.



Visual 5.18

ICS FORM 204, ASSIGNMENT LIST (4 OF 4)

Communications assignments are specified on the Assignment List. Summarize by noting that information from several forms is integrated on the Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocols/frequencies.



Visual 5.19

ICS FORM 205, INCIDENT COMMUNICATIONS PLAN

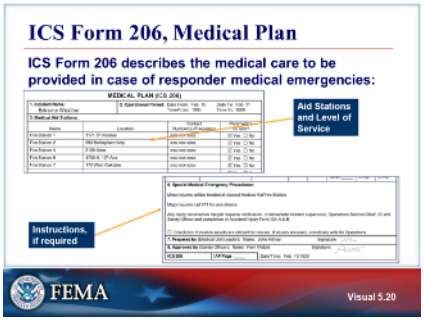
The Incident Communications Plan, ICS Form 205, summarizes the communications plan for the entire incident.

The ICS Form 205A is a second communications-related form that may also be used in an IAP.

The ICS Form 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders.

Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS Form 204).

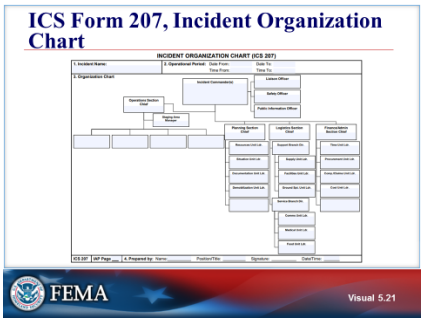


Visual 5.20

ICS FORM 206, MEDICAL PLAN

The Medical Plan, ICS Form 206, presents the plan for providing care in the case of responder medical emergencies. In addition, provides information on incident medical aid stations, ground and air transportation services, and hospitals. The ICS Form 206 is normally prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination.

If aviation assets are used for rescue, coordinate with Air Operations.

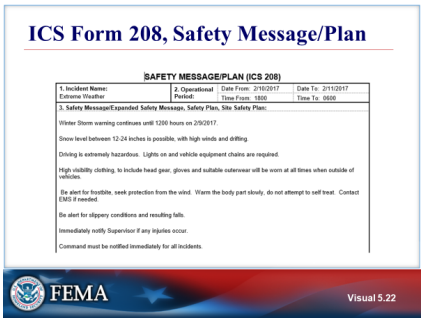


Visual 5.21

ICS FORM 207, INCIDENT ORGANIZATION CHART

The ICS Form 207 provides a visual chart depicting the ICS organization position assignments for the incident. May be used as a wall chart during meetings and briefing.

The ICS Form 207 is prepared by the Resources Unit Leader and reviewed by the IC.

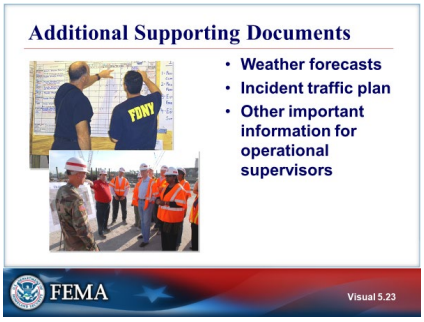


Visual 5.22

ICS FORM 208, SAFETY MESSAGE/PLAN

The ICS Form 208 is completed by the Safety Officer. The form outlines safety message(s), priorities, key command emphasis/decisions/directions, safety hazards and specific precautions to be observed during the Operational Period for the IAP.

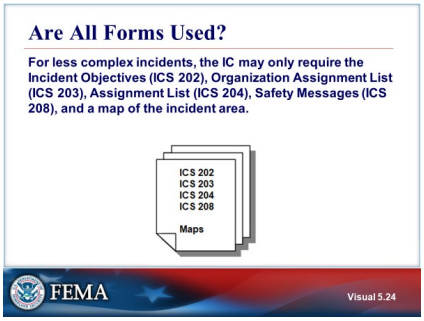
Identifies if a Site Safety Plan is required and the location of the Site Safety Plan.



Visual 5.23

ADDITIONAL SUPPORTING DOCUMENTS

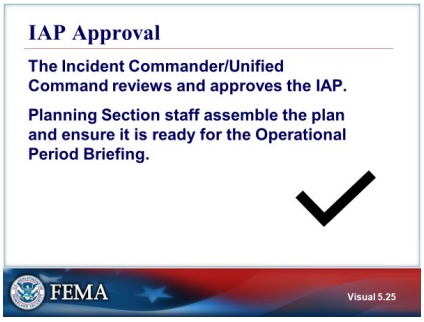
Refer to Handout 5-3: ICS Form Descriptions.



Visual 5.24

ARE ALL FORMS USED?

The Incident Commander makes the final determination regarding which ICS forms, documents, and attachments will be included in the IAP.

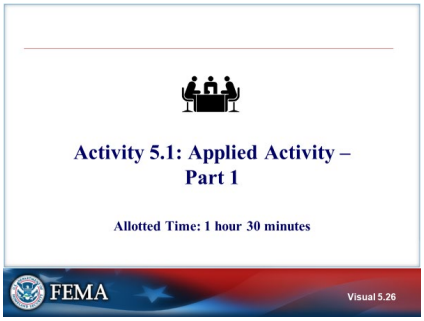


Visual 5.25

IAP APPROVAL

Based on concurrence from all elements at the end of the Planning Meeting, the Incident Commander or Unified Command approves the plan.

After this final approval, the Planning Section staff assemble the plan and ensure that it is ready for use during the Operational Period Briefing.



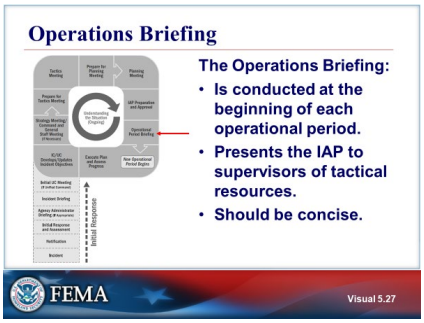
Visual 5.26

ACTIVITY 5.1: APPLIED ACTIVITY – PART 1

The instructor will explain Activity 5.1 Part 1

You wil have 1 hour 15 minutes to complete the activity with 15 minutes of individual feedback/debrief.

Refer to Unit 5 of the Applied Activity Materials document.



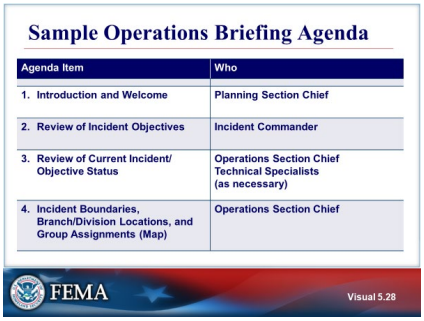
Visual 5.27

OPERATIONS BRIEFING

The Operations Briefing is conducted at the beginning of each Operational Period, immediately prior to the start of the new Operational Period. Supervisors of the tactical resources to be employed during that period attend the operations briefing. Normally this will include Branch, Group and Division level supervisors. Unit leaders may participate in this briefing, but they will more often be briefed on the IAP in a later, separate Group/ Division briefing. In some cases, all of the tactical personnel may attend the Operations Briefing if this meets an operational need and they can be accommodated.

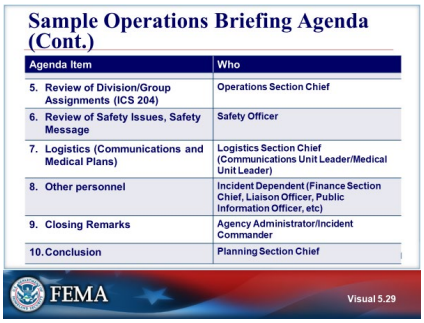
The Operations Briefing presents the IAP to supervisors of tactical resources. Following the Operational Period Briefing, supervisors brief their assigned personnel on their respective assignments as documented in the IAP. Staff members are briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In this briefing, staff members will have a chance to ask questions regarding the plan, any critical safety issues, and specific logistical information.

The Operations Briefing should be concise. The Planning Section Chief facilitates the briefing, following a concise agenda



Visual 5.28

SAMPLE OPERATIONS BRIEFING AGENDA



Visual 5.29

SAMPLE OPERATIONS BRIEFING AGENDA (CONT.)

1. **The Operations Section Chief** reviews all Division/Group Assignments (ICS Form 204), ensuring that the Division and Group Supervisors thoroughly understand the tactical assignment, resources, communications, special instructions, and safety issues associated with the Division or Group. It is not unusual for incident conditions to have changed between the time the IAP is duplicated and the operations briefing. The Operations Section Chief may dictate last-minute changes to the IAP. The IAP is the primary focus of the briefing.
2. **Safety Officer** discusses safety issues such as accidents and injuries to date, continuing and new hazards, and mitigation efforts. Reviews Safety Message.
3. **Logistics Section Chief** covers supply, transportation, food, and facilities-related issues. The Logistics Section Chief will also cover (or may have staff discuss) the following:

- Medical Unit Leader discusses the Medical Plan (ICS Form 206), ensuring that all supervisors understand the procedures to follow if a responder is injured on the incident.
- Communications Unit Leader reviews the overall Incident Communications Plan (ICS Form 205 and ICS Form 205A).

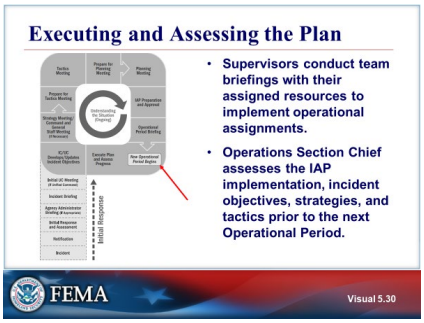
4. **Other Personnel** may review additional IAP elements as needed. These may include:

- Air Operations Summary – Air Operations Branch Director
- Fiscal or Compensation/Claims issues – Finance/Administration Section Chief
- Issues associated with cooperating or assisting agencies – Liaison Officer
- Media and incident information issues – Public Information Officer

- Other issues (may include presentations by Training Specialist, the Demobilization Unit Leader, etc.)

5. **Incident Commander** provides closing remarks.
6. **Planning Section Chief** provides housekeeping information such as times of next meetings, etc., and concludes the meeting.

Refer to Handout 5-4: Sample Operations Briefing Agenda.



Visual 5.30

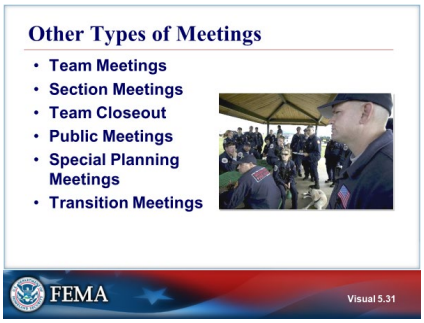
EXECUTING AND ASSESSING THE PLAN

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

Once the Incident Action Plan has been approved, any change or modification to the plan identifed at the Operational Period Briefing should be written in red ink on the original document. This original document serves as the incident's official document to be retained.

- The plan is evaluated at various stages in its development and implementation:
  - First, all members of the **Command and General Staff** review the final plan document and correct any discrepancies.
  - Next, during the implementation of the plan, all **incident supervisors and managers** must continually assess the effectiveness of the plan based upon the original measurable objectives for the Operational Period. This evaluation of the plan keeps responders on track and on task and ensures that the next Operational Period plan is based on a reasonable expectation of success of the current plan.
- Finally, the **Operations Section Chief** may make the appropriate adjustments during the Operational Period to ensure that the objectives are met and effectiveness is assured.

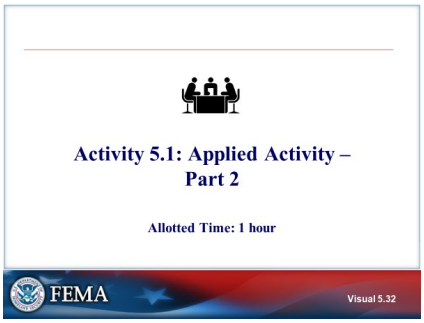
Operations Section Chief assesses the IAP implementation, incident objectives, strategies, and tactics prior to the next Operational Period.



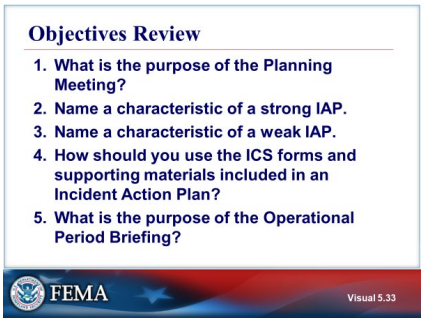
Visual 5.31

OTHER TYPES OF MEETINGS

- **Team Meetings –** The Incident Commander can call a meeting of the Command and General Staffs to assess general morale, ensure groupwork and communication, or provide additional direction. These meetings are not planning meetings and do not have a set agenda.
- **Section Meetings –** Following the Operational Period Briefing, Section Chiefs will need to brief section personnel not in attendance at the Operational Period Briefing on the IAP. Section Chiefs may also call meetings of their staff at any time and for the same reasons.
- **Team Closeout –** The Incident Management Tam may want to hold a closeout meeting to discuss lessons learned, performance issues, changes in team practices, etc.
- **Public Meetings –** The Incident Commander may find it useful to hold general public meetings or focus group meetings to brief the public or special interest groups on incident activities. Such meetings should be carefully planned in advance and have a formal agenda. Usually the Public Information Officer is also involved in advertising, organizing, and facilitating such meetings.
- **Special Planning Meetings –** Special planning meetings may be useful to discuss proposed specialty plans such as the Demobilization Plan or specific contingency plans. Such meetings may be convened by the Planning Section Chief (Demobilization Plan) and/or the Operations Section Chief (contingency plans).
- **Transition Meetings –** A transition meeting can be seen as an expanded transfer of command meeting when one Incident Management Team replaces another Incident Management Team. Transition meetings are a good way to ensure that all information is shared between members of incoming and departing Incident Management Teams.



Visual 5.32



Visual 5.33

ACTIVITY 5.1: APPLIED ACTIVITY – PART 2

Introduce

The instructor will explain Activity 5.1 Part .

You will have 45 minutes to complete the activity with 15 minutes of individual feedback/debrief.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain the purpose of the Planning Meeting.
- Identify the role and use of ICS forms and supporting materials included in an Incident Action Plan.
- Explain the purpose of the Operational Period Briefing.

Supplemental Materials

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Handout 5-1: Preparing for the Planning Meeting

Incident Commander/Unified Command Responsibilities:

- Gives direction.
- Communicates.
- Manages.
- Avoids getting unnecessarily involved in details.

Safety Officer Responsibilities:

- Identifies incident risks and hazards.
- Completes ICS Form 215A developed at the tactics meeting.
- Works with the Operations Section Chief on tactical safety issues.
- Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.

Liaison Officer Responsibilities:

- Identifies cooperating and assisting agencies.
- Identifies special agency needs.
- Determines capabilities of cooperating and assisting agencies.
- Determines restrictions on participation of cooperating and assisting agencies.
- Confirms name and contact location of agency representatives.

Public Information Officer Responsibilities:

- Assesses general media coverage to date.
- Identifies incident-related information issues that need to be explained or corrected with the media.
- Determines what Joint Information System (JIS) elements and procedures are in place.
- Determines process for development and approval of media releases and visits.

Operations Section Chief Responsibilities:

- Continues to obtain good incident resource and status information.
- Communicates current information.
- Considers alternate strategies and determines probable tactics.
- Calculates resource requirements.
- Works with the Safety Officer and Planning Section staff to complete ICS Forms 215 and 215A developed at the tactics meeting.

Planning Section Chief Responsibilities:

- Prepares incident maps and displays, as necessary.
- Develops information for the IAP.
- Develops situation status and predictions.
- Acquires information and ICS forms for the IAP.

Logistics Section Chief Responsibilities:

- Determines service and support needs for the incident.
- Determines responder medical and rehabilitation needs.
- Determines incident communications needs.
- Confirms resource ordering process.

Finance/Administration Section Chief Responsibilities:

- Collects information on rental agreements and contracts.
- Determines potential and actual claims.
- Calculates incident costs to date.
- Develops cost-benefit analyses as requested.

Handout 5-2: Sample Planning Meeting Agenda

- Planning - **Introduction** (Brings meeting to order, covers ground rules, and refers to agenda)
- Incident Commander/Unified Command – **Opening Remarks**
- Situation Unit Leader (and any needed Technical Specialists) Current Situation, **Weather, and Incident Projections**
- Planning - **Incident Objectives and Priorities** (Reads the Incident Objectives for the group)
- Operations – **Current Operations and Proposed Plan** (Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Ops Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).
- Logistics -**Communications, Medical, Supply Approval** (Validates that Communications, Medical, transportation, and Supply units concur with and capable of supporting the proposed plan
- Finance - Indicates **fiscal constraints** and verifies proposed plan fits with financial constraints)
- PIO - Provides **public information plan** and methodologies to meet objectives. Verifies that public information outreach meets objectives)
- Liaison - Confirms **interagency issues** are being addressed
- Other Staff or Technical specialists as needed
- Safety Officer- **Mitigation Measures/Safety Plan** Using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and measures employed to mitigate and manage risks.
- Planning- Final Confirmation and Support (Polls Command and General Staff members to solicit their final input and commitment to the proposed plan)
- IC/UC - Approval of the Plan (Provides approval as presented and committed to by C&GS.
- IC/UC Closing Comments (Provides any final or closing comments)
- Planning - Assignments and Deadlines (Issues assignments and deadlines to appropriate IMT members for developing IAP components)
- Planning - Meeting/Briefing Reminders (Reminds students of upcoming schedule and adjourns meeting)

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Handout 5-3: ICS Form Descriptions

ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

- Incident Briefing ICS Form 201: Provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS Form 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.
- 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.
- Organization Assignment List ICS Form 203: Provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS Form 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. Not all positions need to be filled. Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.
- Assignment List ICS Form 204: Informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.
- Incident Radio Communications Plan ICS Form 205: Provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS Form 204).
- Communications List ICS Form 205A: Records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS Form 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS Form 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

- Medical Plan ICS Form 206: Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
- Incident Organization Chart ICS Form 207: Provides a visual wall chart depicting the ICS organization position assignments for the incident. The ICS Form 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.
- Safety Message/Plan ICS Form 208: Outlines safety message(s), priorities, and key command emphasis/decisions/directions, safety hazards and specific precautions to be observed during this Operational Period.
- Incident Status Summary ICS Form 209: Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases. The ICS Form 209 is designed to provide a “snapshot in time” to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared.
- Resource Status Change ICS Form 210: Used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS Form 213). The form could also be used by Operations as a worksheet to track entry, etc.
- Incident Check-In List ICS Form 211: Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS Form 211). The ICS Form 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.
- General Message ICS Form 213: Used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS Form 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

- Activity Log ICS Form 214: Records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any After Action Report.
- Operational Planning Worksheet ICS Form 215: Communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS Form 215 is used by the Resources Unit to complete the Assignment Lists (ICS Form 204) and by the Logistics Section Chief for ordering resources for the incident.
- Incident Action Plan Safety Analysis ICS Form 215A: Aids the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.
- Support Vehicle/Equipment Inventory ICS Form 218: Provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information
- Air Operations Summary ICS Form 220: Provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.
- Demobilization Check-Out ICS Form 221: Ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

Component	Normally Prepared By ICS
Incident Command	Incident Commander
Command Staff	Officer
Section	Deputy
Branch	Director
Divisions/Groups	Supervisors
Unit	Unit Leader
Strike Team/Task Force	Leader
Single Resource	Boss, Leader
Technical Specialist	Specialist

Other Potential Components (Incident Dependent)	Normally Prepared By ICS
Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization/Deactivation Plan	Demobilization Unit
Site Security Plan	Law Enforcement, Technical Specialist, or Security Manager
Investigative Plan	Intelligence/Investigations Function
Evacuation Plan	As needed
Meeting Schedule (ICS Form 230)	Situation Unit
Sheltering/Mass Care Plan	As needed
Other (as needed)	As needed

Handout 5-4: Sample Operations Briefing Agenda

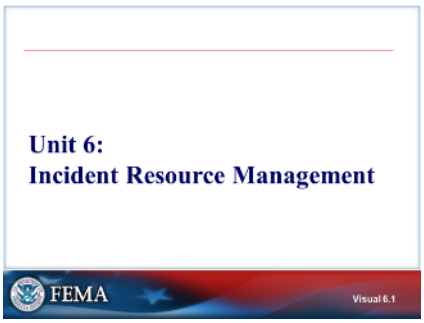
Agenda Item	Who Performs Action
1. Introduction and Welcome	Planning Section Chief
2. Review of Incident Objectives	Incident Commander
3. Review of Current Incident/Objective Status	Operations Section Chief Technical Specialists (as necessary)
4. Incident Boundaries, Branch/Division Locations, and Group Assignments (Map)	Operations Section Chief
5. Review of Division/Group Assignments (ICS Form 204)	Operations Section Chief
6. Review of Safety Issues, Safety Message	Safety Officer
7. Logistics (Communications and Medical Plans)	Logistics Section Chief (Communications Unit Leader/Medical Unit Leader
8. Other personnel	Incident Dependent (Finance Section Chief, Liaison Officer, Public Information Officer, etc)
9. Closing remarks	Agency Administrator/Incident Commander
10. Conclusion	Planning Section Chief

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Unit 6: Incident Resource Management

STUDENT MANUAL

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Visual 6.1

UNIT 6: INCIDENT RESOURCE MANAGEMENT

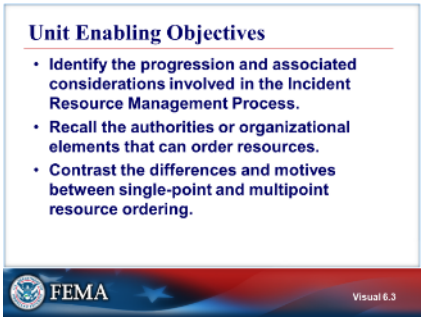
This unit will cover the resource management process during an incident which includes standard methods to identify, order, mobilize, and track resources.



Visual 6.2

UNIT TERMINAL OBJECTIVE

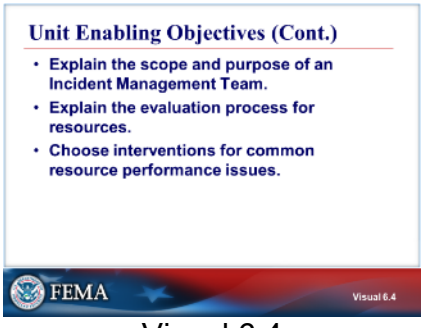
Explain the principles and practices of incident resources management.



Visual 6.3

UNIT ENABLING OBJECTIVES

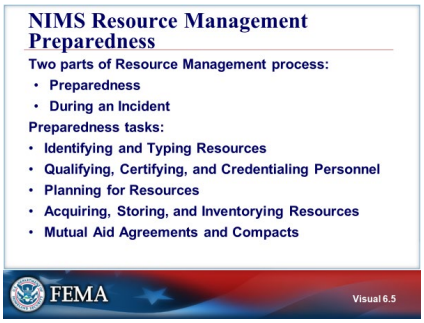
- Identify the progression and associated considerations involved in the Incident Resource Management Process.
- Recall the authorities or organizational elements that can order resources.
- Contrast the differences and motives between single-point and multipoint resource ordering.



Visual 6.4

UNIT ENABLING OBJECTIVES (CONT.)

- Explain the scope and purpose of an Incident Management Team.
- Explain the evaluation process for resources.
- Choose interventions for common resource performance issues.



Visual 6.5

NIMS RESOURCE MANAGEMENT PREPAREDNESS

The resource management process can be separated into the following two parts:

- Preparedness: The preparedness activities (resource typing, credentialing, and inventory) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident.
- During an Incident: Resource management during an incident is a finite process with a distinct beginning and ending specific to the needs of the particular incident.

The resource management tasks for preparedness.

Resource management preparedness involves those activities conducted prior to an incident response. This includes identifying and typing resources; qualifying, certifying, and credentialing personnel; planning for resources; and acquiring, storing, and inventorying resources.

The National Incident Management System (NIMS) includes the following preparedness tasks related to resource management:

- Identifying and Typing Resources

  Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested.

- Qualifying, Certifying, and Credentialing Personnel

  Qualifying, certifying, and credentialing are the essential steps, led by an AHJ, that help ensure that personnel deploying through mutual aid agreements have the knowledge, experience, training, and capability to perform the duties of

their assigned roles. These steps help to ensure that personnel across the Nation are prepared to perform their incident responsibilities based on criteria that are standard nationwide.

Qualification is the process through which personnel meet the minimum established criteria—training, experience, physical and medical fitness, and capability—to fill specific positions.

Certification/Recertification is the recognition from the AHJ or a third party stating that an individual has met and continues to meet established criteria and is qualified for a specific position.

The National Qualification System (NQS) provides the tools for jurisdictions and organizations to share resources seamlessly. Using the NQS approach to qualify, certify, and credential incident management and support personnel ensures personnel deploying through mutual aid agreements and compacts have the capabilities to perform the duties of their assigned roles.

The NIMS Guideline for the National Qualification System and all NQS Job Title/ Position Qualifications and Position Task Books can be found here: https://www.fema.gov/national-qualification-system.

- Planning for Resources

  Jurisdictions and organizations work together before incidents occur to develop plans for identifying, managing, estimating, allocating, ordering, deploying, and demobilizing resources. The incident action planning process includes identifying resource requirements based on the threats to, and vulnerabilities of, the jurisdiction or organization. Planning also includes developing alternative strategies to obtain needed resources. Resource management personnel should consider resources necessary to support all mission areas (Prevention, Protection, Mitigation, Response, and Recovery).

Note: The National Preparedness Goal and the five National Planning Frameworks describe the mission areas in greater detail.

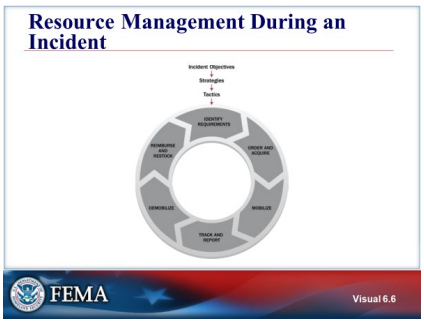
- Acquiring, Storing, and Inventorying Resources

  Organizations acquire, store, and inventory resources for day-to-day operations, as well as additional resources that the organization has stockpiled for incidents. Those with resource management responsibilities should plan for periodic replenishments, preventive maintenance, and capital improvements. They should also plan for any ancillary support, supplies, or space that may be needed for large or complex resources. Effective resource management involves establishing a resource inventory and maintaining the currency and accuracy of the information. While a resource inventory can be as simple as a paper spreadsheet, many resource managers use information technology (IT)-based inventory systems to track the status of resources and maintain an accurate list of available resources. Accurate resource inventories not only enable organizations to resource incidents promptly, but also to support day-to-day resource management activities such as reconciliation, accounting, and auditing.

- Mutual Aid Agreements and Compacts

  Mutual aid agreements establish the legal basis for two or more entities to share resources. Mutual aid agreements exist in various forms among and between all levels of government. These agreements support effective and efficient resource management. Mutual aid agreements may authorize mutual aid between two or more neighboring communities, among all jurisdictions within a state, between states, between Federal agencies, and/or internationally. Mutual aid also exists through formal and informal arrangements developed by tribal governments, NGOs, and in various forms within the private sector.

  FEMA has published a NIMS Guideline for Mutual Aid available at: https://www.fema.gov/national-qualification-system

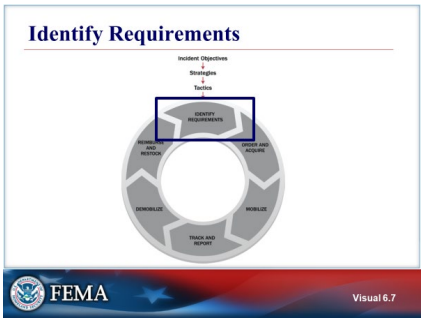


Visual 6.6

RESOURCE MANAGEMENT DURING AN INCIDENT

Incident resource management includes standardized procedures, methodologies, and functions. The following are the six primary tasks of resource management during an incident:

- Identify Requirements
- Order and Acquire
- Mobilize
- Track and Report
- Demobilize
- Reimburse and Restock



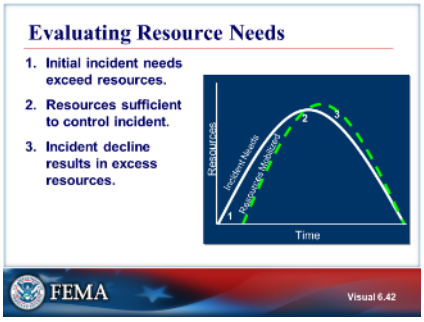
Visual 6.7

IDENTIFY REQUIREMENTS

During an incident, personnel continually identify, validate, and refine resource needs. This process involves identifying the type and quantity of resources needed, the location where resources should be sent, and who will receive and use the resources.

When an incident occurs, those with resource management responsibilities should continually identify, refine, and validate resource requirements. This process involves accurately identifying:

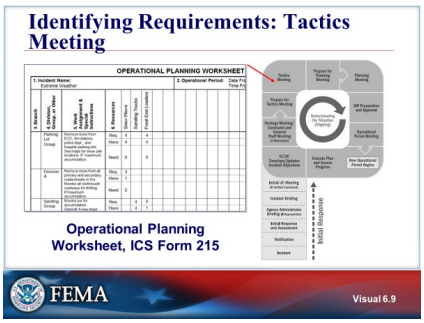
- What and how much is needed,
- Where and when it is needed, and
- Who will be receiving or using it.



Visual 6.8

EVALUATING RESOURCE NEEDS

On most incidents, resource needs follow a predictable arc that corresponds to the arc followed by the incident itself.

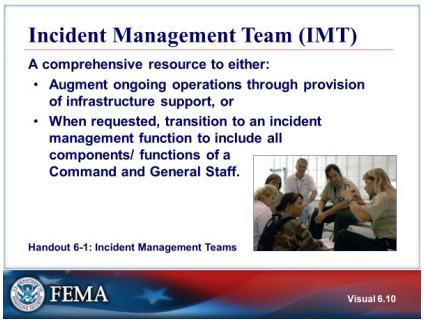


Visual 6.9

IDENTIFYING REQUIREMENTS: TACTICS MEETING

The Operational Planning Worksheet, ICS Form 215, identifies the resources needed to achieve the incident objectives and tactics. It documents the results from the Tactics Meeting and serves the following functions:

- Assists in establishing requirements (resource needs) for an Operational Period.
- Communicates the decisions made during the Tactics Meeting.
- Provides information that is used for ordering resources for the incident.



Visual 6.10

INCIDENT MANAGEMENT TEAM (IMT)

One specific resource that may be identified as a requirement for a complex incident is an IMT.

An Incident Management Team (IMT) is a rostered group of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions. IMTs exist at local, regional, state, tribal, and national levels and have formal notification, deployment, and operational procedures in place.

These teams are typed based on team members' qualifications and may be assigned to manage incidents or to accomplish supporting incident-related tasks or functions. When assigned to manage an incident or to support an incident-related task or function, IMTs are typically delegated the authority to act on behalf of the affected jurisdiction or organization.

A delegation of authority is a statement that the authorized jurisdiction/organization official provides to make such delegations to the Incident Commander. It assigns the Incident Commander specific responsibilities and authorities. The delegation of authority typically describes priorities, expectations, constraints, and other considerations or guidelines. Many agencies require the delegating authority to provide a written delegation of authority to the Incident Commander before the Incident Commander may assume command:

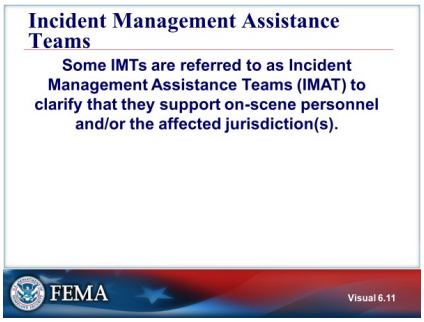
- Provide subject-matter expertise to advise operations and support during the incident, or
- Augment ongoing operations through supporting incident-related tasks or functions, or
- The IMT may be directed to transition to an incident management function. This includes filling all primary functions of a Command and General Staff.

The key aspects of IMTs:

- Include Command and General Staff members and support personnel.

- Pre-designated roles and responsibilities.
- Rostered and on-call (Types 1-4).
- Identified and able to be contacted (Type 5).
- Typed based on capability, the level of training and experience, and reasonably anticipated incident response requirements.
- Delegated statutory authority and/or formal response requirements and responsibilities.
- Available 24/7/365.

Refer to Handout 6-1: Incident Management Teams.

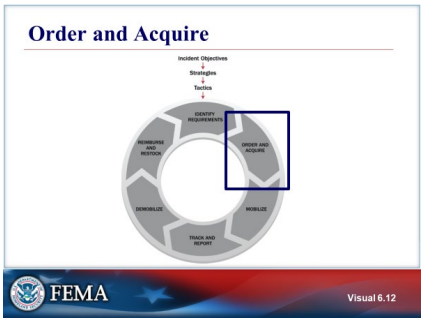


Visual 6.11

INCIDENT MANAGEMENT ASSISTANCE TEAMS

Some IMTs are referred to as Incident Management Assistance Teams (IMAT) to clarify that they support on-scene personnel and/or the affected jurisdiction(s).

IMATs may have command and control over certain aspects of response and recovery efforts (e.g., the use of state/Federal assets). Through participation in a Unified Command with representatives from local, state, and/or tribal government, they ensure that activities align with local priorities. IMATs exist at various levels of government and within the private sector. Regardless of who owns IMATs or their specific missions, IMATs operate using the principles and practices of ICS.

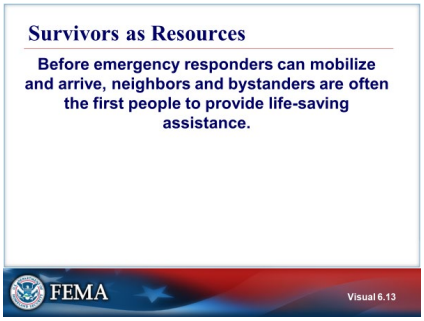


Visual 6.12

ORDER AND ACQUIRE

Both incident and EOC staff make initial and ongoing assessments of resource requirements and either activate or request those resources. Incident personnel can order additional resources by executing contracts, implementing mutual aid agreements, or requesting assistance from another level of government (e.g., a local government to a state, or a state to the Federal Government).

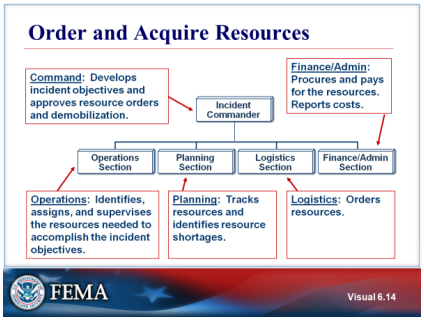
Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel (incident management) and personnel and equipment assigned as tactical resources.



Visual 6.13

SURVIVORS AS RESOURCES

The natural desire to help does not disappear once responders arrive on the scene. Incident management personnel should anticipate this and have plans to use these volunteers' capabilities safely and effectively.



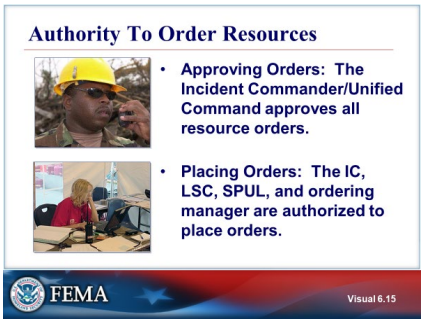
Visual 6.14

ORDER AND ACQUIRE RESOURCES

Resource ordering activities of the incident command organization include the following:

- Command develops incident objectives and approves resource orders and demobilization.
- Operations identifies, assigns, and supervises the resources needed to accomplish the incident objectives.
- Planning tracks resources and identifies resource shortages.
- Logistics orders resources.
- Finance and Administration procures and pays for the resources and reports costs.

This is the process for ordering resources that perform tactical operations. Planning, Logistics, and Finance can order non-operational resources for their respective sections.



Visual 6.15

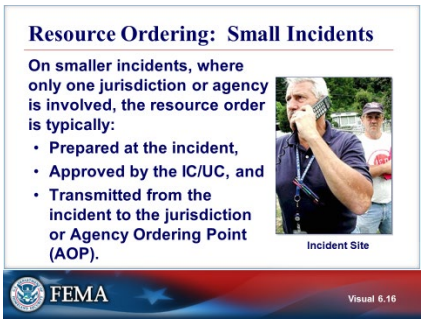
AUTHORITY TO ORDER RESOURCES

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander/ Unified Command.

If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the agency dispatch/ordering center. Ordinarily, it is not efficient use of the Incident Commander/Unified Command's time to review and approve all resource orders for routine supplies (e.g., food) on a major incident. The Incident Commander may delegate approval of certain orders while reviewing and approving any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

If the Logistics Section Chief (LSC) position has been filled, then the Logistics Section Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander or his/her designee.

On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit Leader (SPUL) has the authority to place the approved resource order. Also the ordering manager has authority to place orders.

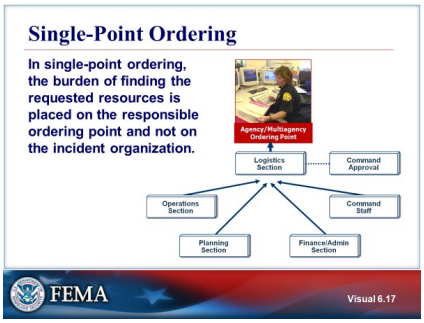


Visual 6.16

RESOURCE ORDERING: SMALL INCIDENTS

During smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically prepared at the incident, approved by the Incident Commander/Unified Command, and transmitted from the incident to the jurisdiction or Agency Ordering Point (AOP). Resource ordering can be accomplished by:

- Single-point resource ordering.
- Multipoint resource ordering.

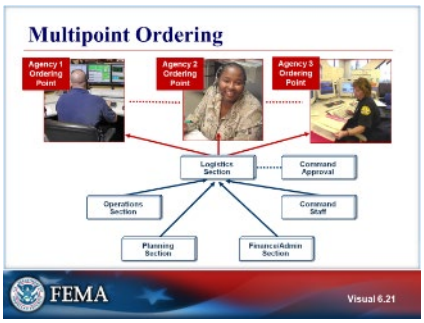


Visual 6.17

SINGLE-POINT ORDERING

Single-point resource ordering (i.e., ordering all resources through one dispatch/emergency operations center or other multiagency coordination entity) is usually the preferred method. However, single-point resource ordering may not be feasible when:

- The dispatch/emergency operations center becomes overloaded with other activity and is unable to handle new requests in a timely manner.
- Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/emergency operations center.
- Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an offsite agency or private-sector provider.



Visual 6.18

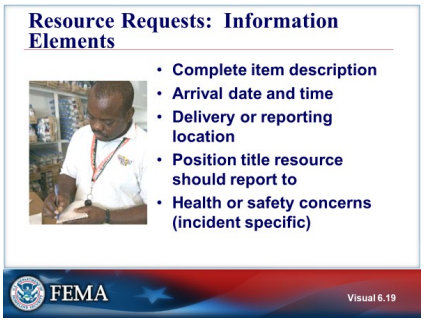
MULTIPOINT ORDERING

Multipoint ordering is when the incident orders resources from several different ordering points. This can include orders from voluntary organizations and the private sector.

Voluntary organizations, such as the American Red Cross or Medical Reserve Corps, also mobilize and provide valuable assistance before, during, and after incidents. These groups provide a structure to integrate volunteers into incident activities. They also frequently have established relationships with the community, provide assistance that governmental organizations cannot, and support requests through formal resource-ordering processes.

- Multipoint ordering is used when:
  - A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency). For example, hazardous materials situations may require specialized private-sector cleanup equipment.
  - Agency policy requires the direct ordering process.
  - Most of the requested resources are not from agencies or organizations within the jurisdiction, and it is more convenient or effective to deal with resource providers directly from the incident.
- Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires coordination between and among ordering points, and increases the chances of lost or duplicated orders. An EOC may assist the resource ordering process. Advantages of involving the EOC include:
  - A wider range of sources can be accessed.
  - Priorities can be established, especially in large-scale incidents that have multiple Incident Command Posts.

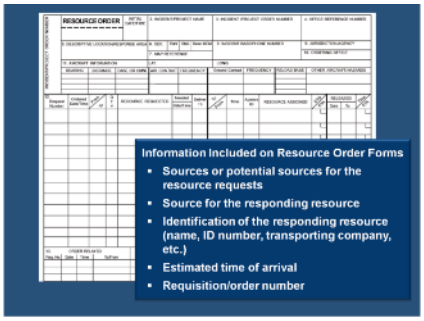
- On-scene personnel can focus better on the response issues at hand.



Visual 6.19

RESOURCE REQUESTS: INFORMATION ELEMENTS

Organizations that request resources should provide enough detail to ensure that those receiving the request understand what is needed. Using NIMS resource names and types helps ensure that requests are clearly communicated and understood.



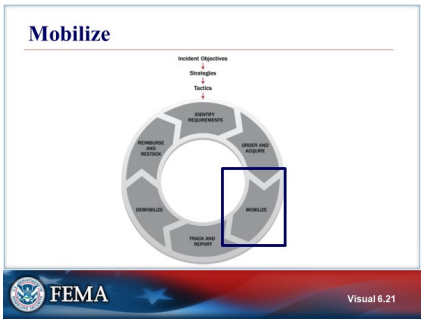
Visual 6.20

RESOURCE REQUESTS: INFORMATION ELEMENTS (CONT.)

On more complex incidents, resource order forms may be used. In most jurisdictions there is an established format for resource requests. For the purposes of this course, a sample Form 213RR Resource Request Message is included. Note: this form is not included in the NIMS ICS Forms List, but is included in these course materials.

The following information is typically included on resource order forms:

- Source for the resource request
- Source for the responding resource
- Description of resource
- Approval by the requesting agency
- Estimated time of arrival and reporting location
- Resource request order number



Visual 6.21

MOBILIZE

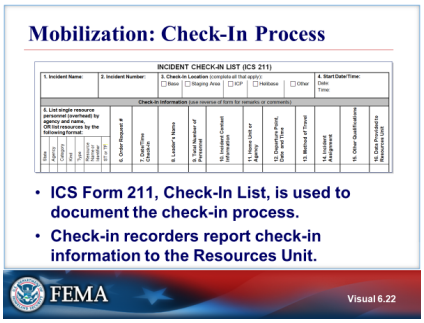
Personnel and other resources begin mobilizing when notified by the requesting jurisdiction or by an intermediary acting on its behalf, such as the state Emergency Management Assistance Compact (EMAC) coordinator. At the time of notification, deploying personnel should be notified regarding:

- Date, time, and place of departure.
- Mode of transportation to the incident.
- Estimated date and time of arrival, reporting location (address, contact name, and phone number), and anticipated incident assignment.
- Reporting location (address, position title, and phone number or radio frequency).
- Anticipated incident assignment.
- Anticipated duration of deployment.
- Resource request number, incident number
- Applicable cost and funding codes.

The resource tracking and mobilization processes are directly linked.

Resource tracking occurs during an incident and includes the number and status of resources assigned to an incident, the organizational element to which they are assigned, and their progress against applicable work/rest ratios. Incident needs drive the numbers and types of resources tracked.

- The Logistics Section staff track resources that have been ordered but have not yet arrived at the incident.
- The Resources Unit tracks resources assigned to an incident.



Visual 6.22

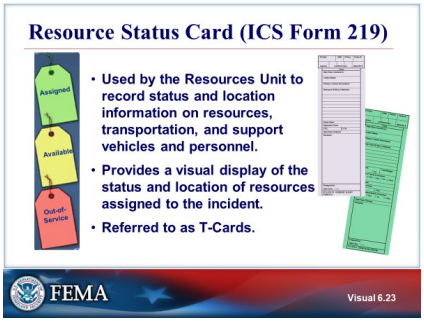
MOBILIZATION: CHECK-IN PROCESS

The ICS Form 211, Incident Check-in List, is used for resource check-in. A Check-In Recorder will be assigned to each location where resources will check in. Check-In Recorders must have an adequate supply of check-in forms and be briefed on the frequency for reporting check-in information to the Resources Unit.

Limiting the number of check-in locations will greatly increase the reliability of resource information on the incident, thus improving future planning efforts.

Some organizations may use a system other than the ICS form 211 for check in. For example, some organizations use automated check in using scanners that record information from a Personal Identity Verification (PIV) card into a personnel database.

Refer to Handout 6-3: ICS Form 211.



Visual 6.23

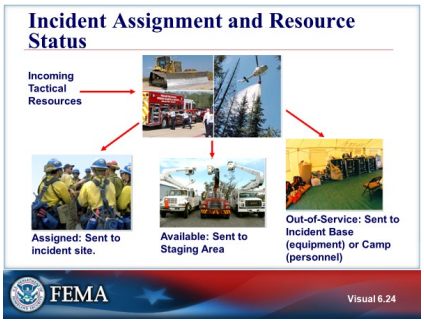
RESOURCE STATUS CARD (ICS FORM 219)

Resource Status Cards (ICS Form 219) are also known as “T-Cards,” and are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel.

Information to be placed on the cards may be obtained from the Incident Check-In List (ICS Form 211).

T cards provide a visual display of the status and location of resources assigned to the incident:

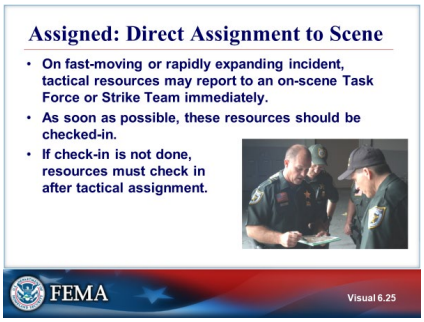
- Assigned – Currently working on scene.
- Available – Ready for immediate assignment and has been issued all required equipment. Has completed check-in and has been briefed.
- Out of Service – Not available or ready to be assigned (e.g., maintenance issues, rest periods).



Visual 6.24

INCIDENT ASSIGNMENT AND RESOURCE STATUS

Incident Assignment on the ICS Form 211 and Resource Status on the ICS Form 219 are based on where Tactical Resources are assigned.

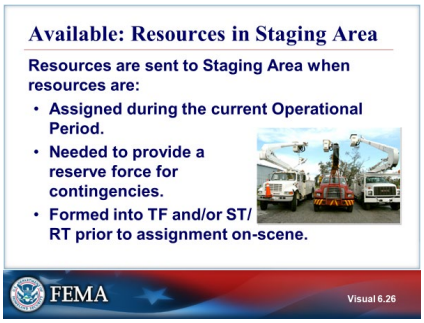


Visual 6.25

ASSIGNED: DIRECT ASSIGNMENT TO SCENE

The key is that every resource participating in the response must be tracked.

A Strike Team composed of Law Enforcement may be called a Resource team.



Visual 6.26

AVAILABLE: RESOURCES IN STAGING AREA

Incoming tactical resources are normally first assigned to Staging Areas prior to receiving their tactical assignments.

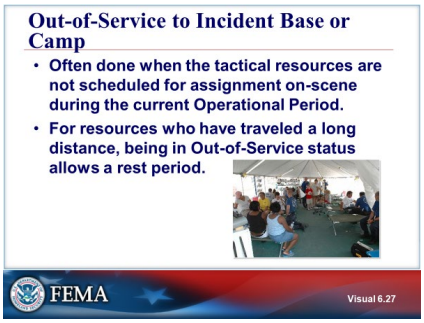
Staging Areas: The Operations Section Chief may establish staging areas to position and track for resources. A staging area can be any location in which personnel, supplies, and equipment await assignment. Staging areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each staging area who logs in all incoming resources, dispatches resources at a section chief's request, and requests Logistics Section support, as necessary, for resources at the staging area.

As part of the planning process, the Operations Section Chief will decide quantity, kind, and type of resources to be kept in Staging Areas. These decisions are based on creating adequate reserves to meet expected contingencies.

The number of resources in a Staging Area can change dramatically during an Operational Period. It can be, and often is, a dynamic and fluid situation, with resources leaving the Staging Area for active assignments and new resources arriving.

The Staging Area Manager must maintain the status of resources in the Staging Area and inform the Operations Section Chief when minimum levels of resources are about to be reached.

The Operations Section Chief may delegate authority to the Staging Area Manager for placing additional resource orders to maintain minimum levels.



Visual 6.27

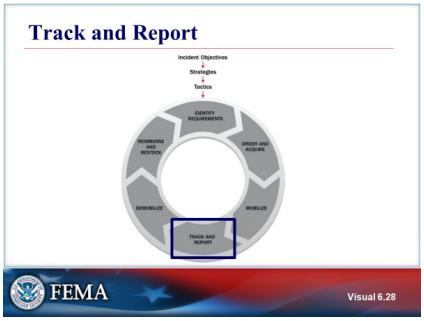
OUT-OF-SERVICE TO INCIDENT BASE OR CAMP

Out-of-Service to the incident Base or Camp location is often done when the tactical resources are not scheduled for assignment on-scene during the current Operational Period.

For resources who have traveled long distance, the assignment to the Incident Base or Camps in an out-of-service status allows for a rest period prior to taking on an active assignment in the next Operational Period.

Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the Incident Base, or another designated facility.

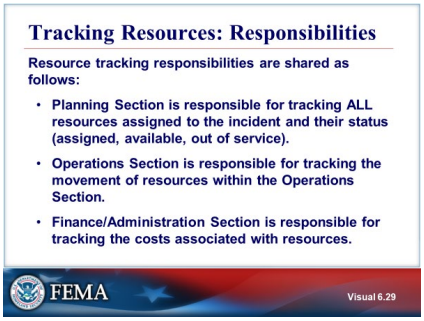
Tactical resources are not assigned to a Incident Base or to a Camp. Out-of-Service equipment may be sent to a Incident Base. Out-of-Service personnel may be sent to a Camp.



Visual 6.28

TRACK AND REPORT

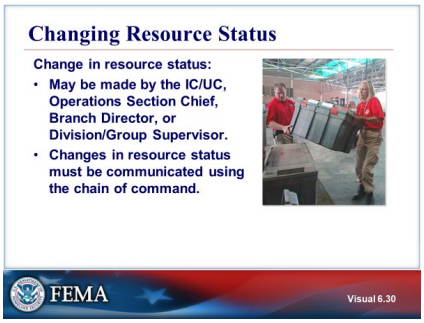
Incident managers use established procedures to track resources from mobilization through demobilization. Resource tracking occurs prior to, during, and after an incident. This process helps staff prepare to receive and use resources; tracks resource location; facilitates the safety and security of personnel, equipment, teams, and facilities; and enables effective resource coordination and movement.



Visual 6.29

TRACKING RESOURCES: RESPONSIBILITIES

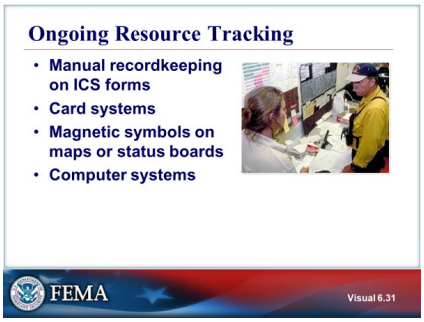
The Logistics Section staff track resources that have been ordered but have not yet arrived at the incident. The Resources Unit tracks resources assigned to an incident.



Visual 6.30

CHANGING RESOURCES STATUS

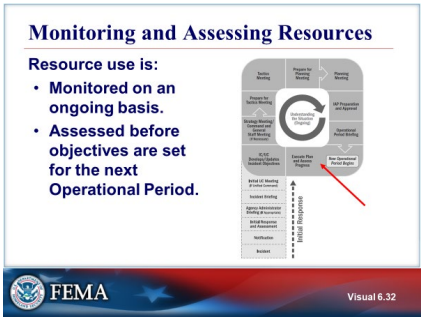
This is the NIMS characteristics of chain of command and unity of command. This communication of resource status enables situational awareness and decision support.



Visual 6.31

ONGOING RESOURCE TRACKING

- Manual Recordkeeping on Forms. ICS forms can be used for resource tracking: ICS Form 201, ICS Form 211, and ICS Form 204.
- Card Systems. Several versions are available. One of these systems has different colored T-shaped cards for each kind of resource ICS Form 219-1 through 10 Resource Status Cards.
- Magnetic Symbols on Maps or Status Boards. Symbols can be prepared and placed on maps or boards indicating incident locations.
- Computer Systems. A laptop computer can be used to maintain information on resources.

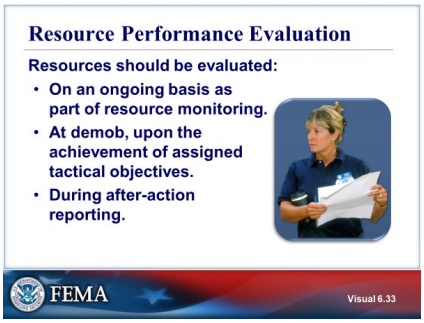


Visual 6.32

MONITORING AND ASSESSING RESOURCES

The Planning “P” is used to illustrate the operational period planning cycle. Resource use is:

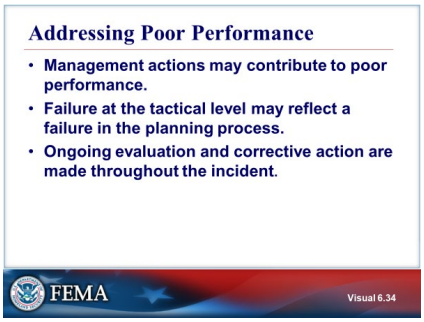
- Monitored on an ongoing basis.
- Assessed before objectives are set for the next Operational Period.



Visual 6.33

RESOURCE PERFORMANCE EVALUATION

Evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives.

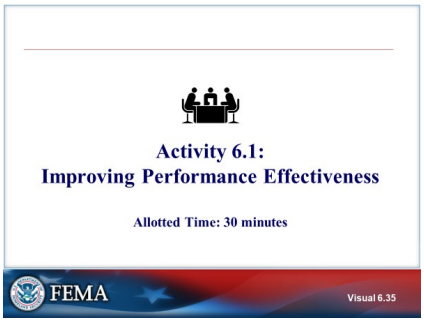


Visual 6.34

ADDRESSING POOR PERFORMANCE

Understand that management actions may have contributed to the poor performance. Management actions that may cause poor performance include the following:

- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

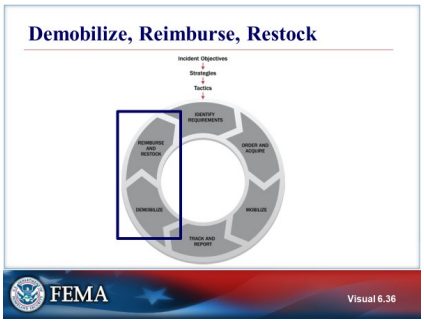


Visual 6.35

ACTIVITY 6.1: IMPROVING PERFORMANCE EFFECTIVENESS

The instructor will explain Activity 6.1.

You will have 30 minutes for activity completion (15 minutes for group work and 15 minutes for collaborated discussion).



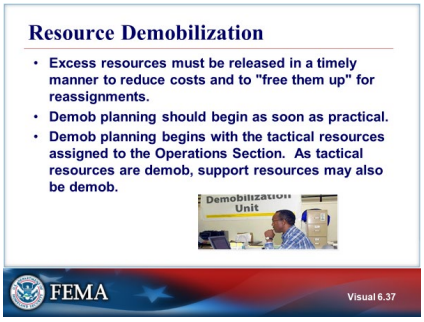
Visual 6.36

DEMOBILIZE, REIMBURSE, RESTOCK

The goal of demobilization is the orderly, safe, and efficient return of a resource to its original location and status. Once resources are no longer needed on an incident, those responsible for resources should demobilize them. The resource requestor and provider may agree to reassign a resource rather than demobilize it. Prior to demobilization, incident staff responsible for the planning and logistics functions collaborate to plan how resources are rehabilitated, replenished, disposed of, and/or returned or restored to operational condition.

Reimbursement includes the payment of expenses incurred by resource providers for specific activities. Reimbursement processes are important for establishing and maintaining resource readiness and establishing the means to pay providers in a timely manner. Processes include mechanisms for collecting bills, validating costs against the scope of the work, replacing or repairing damaged equipment, and accessing reimbursement programs. Reimbursement procedures are often specified in mutual aid and assistance agreements.

Restocking is returning inventories to a predetermined minimum level.



Visual 6.37

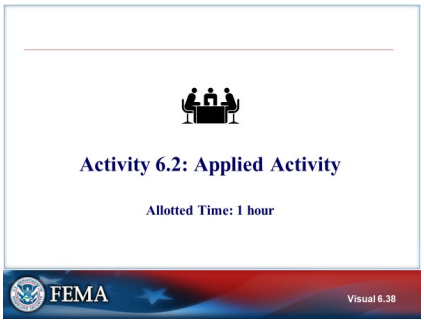
RESOURCE DEMOBILIZATION

Excess resources must be released in a timely manner to reduce incident-related costs and to "free up" resources for other assignments.

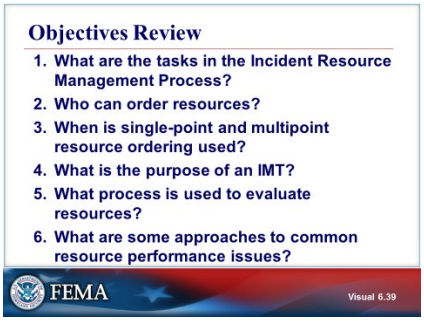
The planning for demobilization should begin in the very early stages of the incident and certainly well in advance of when demobilization actually takes place.

The process of demobilizing resources begins at the Operations Section level, where the need for continued tactical resources will be determined.

When tactical resources are no longer needed, other support resources may also be demobilized.



Visual 6.38



Visual 6.39

ACTIVITY 6.2: APPLIED ACTIVITY

The instructor will explain Applied Activity 6.2.

You will have 30 minutes to complete the activity with an instructor-facilitated 30-minute debrief.

Refer to Unit 6 of the Applied Activity Materials document.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify the progression and associated considerations involved in the Incident Resource Management Process.
- Recall the authorities or organizational elements that can order resources.
- Contrast the differences and motives between single-point and multipoint resource ordering.
- Explain the scope and purpose of an Incident Management Team.
- Explain the evaluation process for resources.
- Choose interventions for common resource performance issues.

Supplemental Materials

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Handout 6-1: Incident Management Teams

Basic IMT Functions	
Deployment	• Mobilization • Staff roster • Personnel accountability • Coordination with other units • Matching team to incident needs • Self-sufficiency for appropriate time period
Transfer of Command	• Jurisdiction established • Coordination with local agencies • Ongoing communication with local agencies • Delegation of authority
Coordination of On-Scene Operations	• Management and coordination of efforts • Procedures for assigned functional areas • Development and modification of an Incident Action Plan (IAP) • Oversight of the incident action planning process
Demobilization	• Demobilization requirements • Personnel accountability • Coordination with other units • Returning resources to service
Documentation	• Incident files • Financial claims • Workers compensation issues • Human resource, labor, and legal issues

Additional information on All Hazards IMTs can be found on the USFA website https://www.usfa.fema.gov/training/imt

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Handout 6-2: ICS Form 211

Refer to the Appendix for sample form.

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Activity 6.1: Improving Performance Effectiveness

Instructions:

1. Working as a group, ask the students to review their assigned problem statement.
2. Answer the following questions:

- What is the cause of the performance problem?
- Who in the Command and General Staff need to address the problem?
- What are some strategies for preventing or solving this problem?

3. Select a spokesperson and be prepared to present your work in 15 minutes.

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Activity 6.1 Performance Issues

On a recent incident, the following performance issues have arisen.

Performance Issue #1: A local volunteer organization has personnel assigned to the Logistics Section to assist in providing meals to responders. One volunteer arrived for work visibly impaired, and informed his coworkers that he had "just a couple of drinks to relax" before coming to work.

Answer the following questions:

- What is the cause of the performance problem?

- Who in the Command and General Staff need to address the problem?

- What are some strategies for preventing or solving this problem?

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Performance Issue #2: Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in. Additionally, resources obtained through a mutual aid agreement that are no longer needed remain at the incident site.

Answer the following questions:

- What is the cause of the performance problem?

- Who in the Command and General Staff need to address the problem?

- What are some strategies for preventing or solving this problem?

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Performance Issue #3: Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door within the community. Compliance with the evacuation order is very poor, and 911 has been deluged with calls from the affected public asking if the evacuation order is official.

Answer the following questions:

- What is the cause of the performance problem?

- Who in the Command and General Staff need to address the problem?

- What are some strategies for preventing or solving this problem?

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Performance Issue #4: A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first that incident management staff hear of the problem is when asked by the media at a press conference.

Answer the following questions:

- What is the cause of the performance problem?

- Who in the Command and General Staff need to address the problem?

- What are some strategies for preventing or solving this problem?

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Performance Issue #5: Self-dispatched resources are arriving at the Staging Area. In the confusion, several of these resources who were assigned to Task Forces now appear to lack the skills needed to operate equipment or execute orders.

Answer the following questions:

- What is the cause of the performance problem?

- Who in the Command and General Staff need to address the problem?

- What are some strategies for preventing or solving this problem?

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Performance Issue #6: The 5 o'clock news features a prominent interview with an incident responder at the Staging Area. The responder is not a member of the Public Information staff and has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

Answer the following questions:

- What is the cause of the performance problem?

- Who in the Command and General Staff need to address the problem?

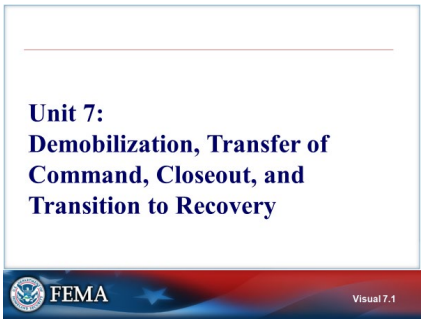
- What are some strategies for preventing or solving this problem?

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

STUDENT MANUAL

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Visual 7.1

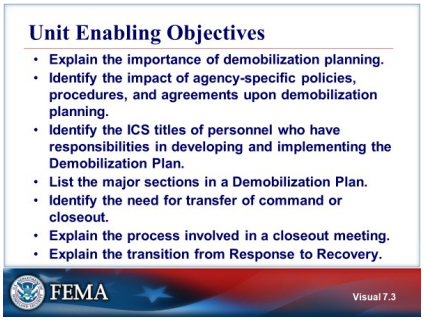
UNIT 7: DEMOBILIZATION, TRANSFER OF COMMAND, CLOSEOUT, AND TRANSITION TO RECOVERY



Visual 7.2

UNIT TERMINAL OBJECTIVE

Identify demobilization considerations for a given scenario.

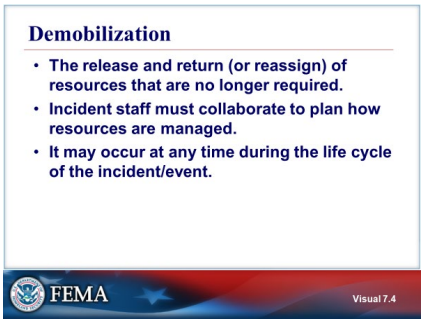


Visual 7.3

UNIT ENABLING OBJECTIVES

- Explain the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the Demobilization Plan.
- List the major sections in a Demobilization Plan.
- Identify the need for transfer of command or closeout.
- Explain the process involved in a closeout meeting.
- Explain the transition from Response to Recovery.

The Final Exam is based on the Unit Enabling Objectives.



Visual 7.4

DEMOBILIZATION

The goal of demobilization is the orderly, safe, and efficient release and return of an incident resource to its original location and status. Once resources are no longer needed on an incident, those responsible for resources should demobilize them. The resource requestor and provider may agree to reassign a resource rather than demobilize it.



Visual 7.5

DEMOBILIZING NONEXPENDABLE AND EXPENDABLE RESOURCES

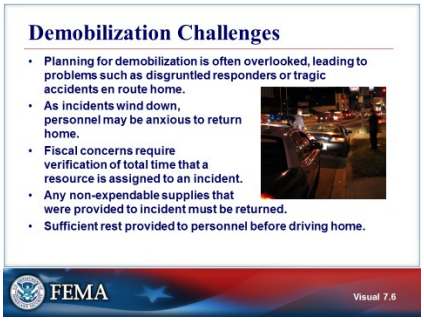
Nonexpendable Resources: These resources (such as people, fire engines, and other durable equipment) are fully accounted for during the incident and again when they are returned to the organization that issued them. The issuing organization then restores the resources to fully functional capability and readies them for the next mobilization. Broken and/or lost items should be replaced through the appropriate resupply process, by the organization with invoicing responsibility for the incident, or as defined in pre-incident agreements.

It is critical that fixed facility resources also be restored to their full functional capability in order to ensure readiness for the next mobilization. In the case of human resources, such as Incident Management Teams, adequate rest and recuperation time and facilities should be provided. Important occupational health and mental health issues should also be addressed, including monitoring how such incidents affect emergency management/response personnel over time.

Expendable Resources: Expendable resources (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations.

Restocking normally occurs at the point from which a resource was issued. Waste management is of special note in the process of demobilizing resources. Resources that require special handling and disposition are handled according to established regulations and policies. These hazardous materials include hazardous waste, biological waste and contaminated supplies, debris, and equipment.

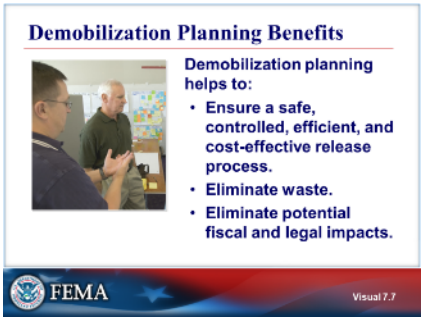
Reimbursement processes include mechanisms for collecting bills, validating costs against the scope of the work, replacing or repairing damaged equipment, and accessing reimbursement programs.



Visual 7.6

DEMOBILIZATION CHALLENGES

- Planning for demobilization may be overlooked until the response operation has ended. This can cause hasty, incomplete planning and may contribute to problems such as disgruntled responders or tragic accidents en route home.
- As incidents wind down, personnel may be anxious to return home.
- Fiscal concerns require verification of the total time that a resource is assigned to an incident. It is difficult to collect this information once a resource is released.
- Any nonexpendable supplies that were provided to the incident must be returned.
- Sufficient rest should be provided to personnel before driving home.

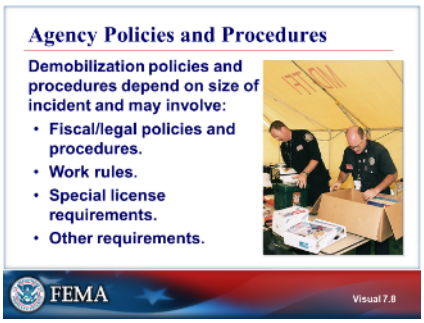


Visual 7.7

DEMOBILIZATION PLANNING BENEFITS

Demobilization planning helps to:

- Ensure a controlled, safe, efficient, and cost-effective release process.
- Eliminate waste.
- Eliminate potential fiscal and legal impacts.



Visual 7.8

AGENCY POLICIES AND PROCEDURES

On less complex incidents, resources are released to finish shifts or work periods. Because there is minimal staff, demobilization planning rests with the Incident Commander and be conducted IAW established agency protocols.

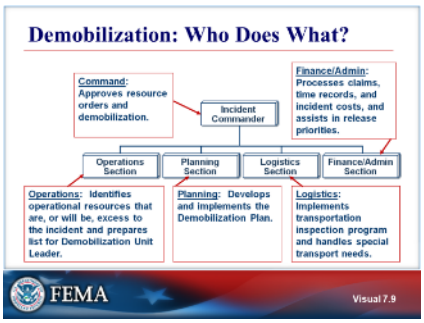
For more complex incidents, resources may have worked in excess of agreed-upon work schedules or have traveled well out of their jurisdiction. The Finance/Administration Section will require documentation prior to outside agencies departing the incident.

In some cases, a priority of release may be necessary if all resources cannot be processed for release at the same general time. Agency policy or work rules will impact this priority. Local, regional, or national concerns can affect release priorities for incident resources.

Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they are affected by State and Federal regulations for the amount of rest required before a driver can get back on the road.

Some agencies require that vehicles get inspected by incident personnel for damage caused by use on the incident and that damage claims be properly documented.

If an injury occurred while on the incident, worker's compensation laws apply and documentation must be completed in a timely manner. Compensation and Claims Unit staff typically maintain files on injuries and illnesses associated with the incident and obtain written witness statements.



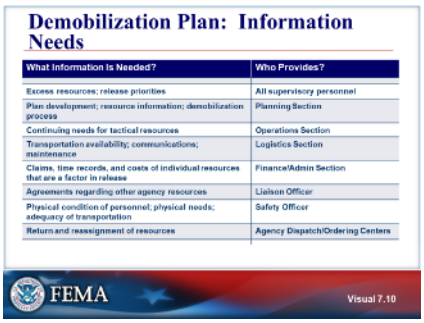
Visual 7.9

DEMOBILIZATION: WHO DOES WHAT?

Demobilization is not just an Operations function; all ICS functions should evaluate staffing needs and demobilize excess personnel.

The primary roles of the Incident Commander and the Sections in demobilization planning:

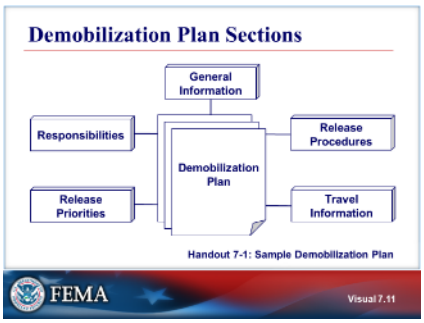
- Incident Commander: Approves resource orders and demobilization.
- Operations Section: Identifies operational resources that are, or will be, excess to the incident and prepares list for Demobilization Unit Leader.
- Planning Section: Develops and implements the Demobilization Plan.
- Logistics Section: Implements transportation inspection program and handles special transport needs.
- Finance/Administration Section: Processes claims, time records, and incident costs, and assists in release priorities.



Visual 7.10

DEMOBILIZATION PLAN: INFORMATION NEEDS

- **All supervisory personnel:** Identify excess resources and provide list and priorities to the Demobilization Unit.
- **Planning Section:** Coordinate the development of the Demobilization Plan. The Demobilization Unit Leader develops the specific, individual plan document and outline of the process. The Resources Unit Leader assists the Demobilization Unit Leader in determining total resources assigned, home units, length of assignment, and travel needs.
- **Operations Section:** Identifies continuing needs for operational resources and those that are, or will be, excess to the incident, and prepares the list for the Demobilization Unit Leader.
- **Logistics Section:** Handles special transportation and communications needs and implements vehicle inspection program. Ensures that incident assigned equipment is accounted for and returned.
- **Finance/Administration Section:** Processes claims, time records, and incident costs, and helps determine release priorities.
- **Liaison Officer:** Identifies terms of agreements with assisting agencies in regard to release of the resources and special needs.
- **Safety Officer:** Considers physical condition of personnel and ensures that supervisors assess their subordinates' ability to travel.
- **Agency Dispatch Centers and Ordering Points:** Provide information for reassignment of released resources to other incidents.



Visual 7.11

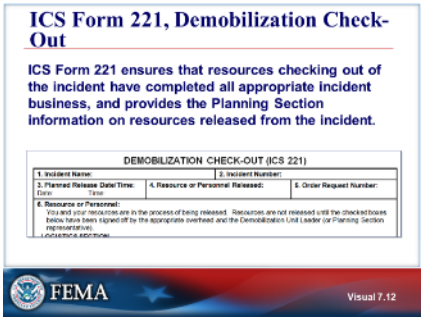
DEMOBILIZATION PLAN SECTIONS

The Demobilization Plan should contain the following sections:

- General information about the demobilization process.
- Responsibilities for implementation of the Demobilization Plan.
- General release priorities.
- Specific release procedures.
- Travel information (procedures, maps, telephone listings, etc.).

Demobilization planning can be quite complex on large, multiagency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.

Refer to Handout 7-1: Sample Demobilization Plan.



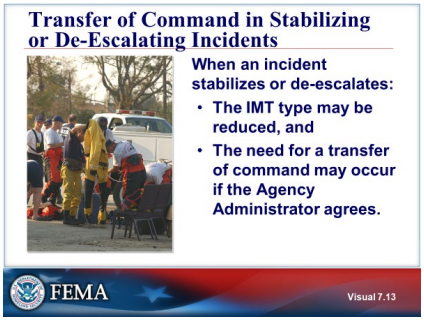
Visual 7.12

ICS FORM 221, DEMOBILIZATION CHECK-OUT

ICS Form 221 ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

The Planning Section, or if designated a Demobilization Unit Leader, initiates the ICS Form 221. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

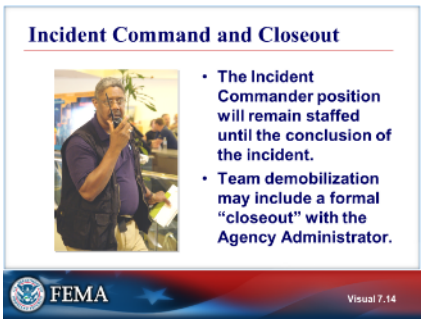
After completion, the ICS Form 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS Form 221.



Visual 7.13

TRANSFER OF COMMAND IN STABILIZING OR DE-ESCALATING INCIDENTS

As the incident de-escalates, the size and complexity of the IMT may be reduced which would lead to a transfer of command.

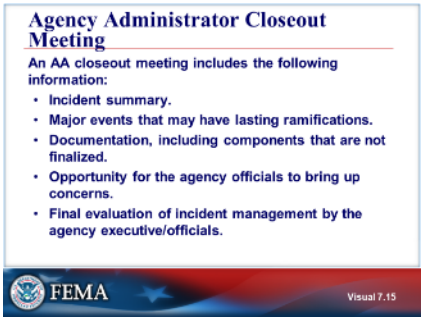


Visual 7.14

INCIDENT COMMAND AND CLOSEOUT

There will be an Incident Commander for the incident until the conclusion and the close out of the incident. The person filling the position of Incident Commander may change, but there will always be an Incident Commander.

At some point, on-scene tactical operations will be completed, and members of the incident Command and general Staff will be demobilized. If a staff position is no longer required it can be demobilized. Remember that even if the position is demobilized, the function must still be performed as needed. Team demobilization may include a formal "closeout" with the responsible agency or jurisdiction or jurisdictions, and should include an incident debriefing.

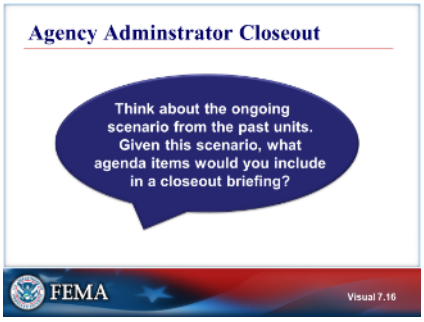


Visual 7.15

AGENCY ADMINISTRATOR CLOSEOUT MEETING

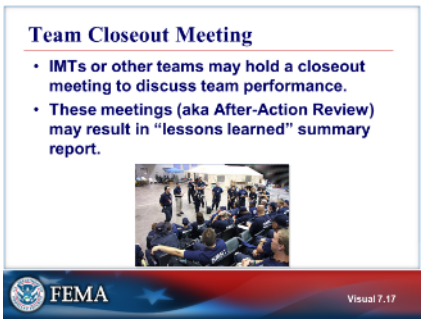
Situations in which it would be important to conduct a closeout meeting.

- Major incidents that have attracted media interest.
- Incidents that have drawn public scrutiny.
- Incidents where there will be a need for longer term recovery efforts.
- Situations where there were important lessons learned for future responses.



Visual 7.16

AGENCY ADMINISTRATOR CLOSEOUT

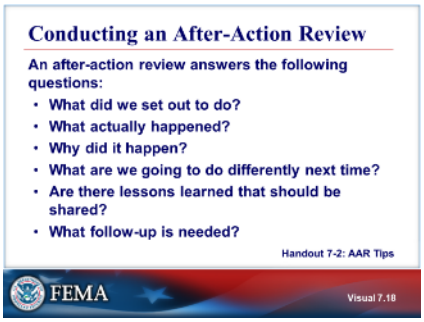


Visual 7.17

TEAM CLOSEOUT MEETING

In some cases, teams will have a closeout meeting either prior to or after the agency briefing to discuss team performance and future enhancements to their performance.

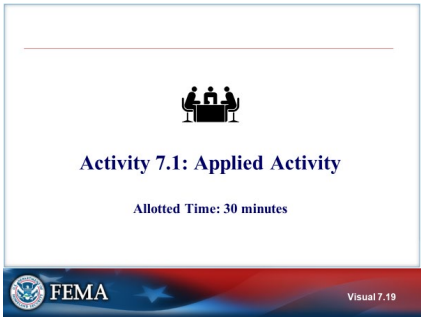
These meetings, also known as an After-Action Review, are usually facilitated by the Planning Section Chief and result in a "lessons learned" listing.



Visual 7.18

CONDUCTING AN AFTER-ACTION REVIEW

Refer to Handout 7-2: After-Action Review Tips.



Visual 7.19

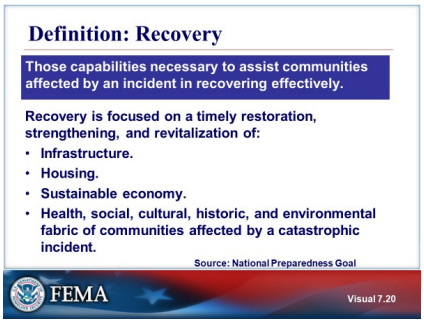
ACTIVITY 7.1: APPLIED ACTIVITY

Introduce

The instructor will explain the Applied Activity 7.1.

You will have 30 minutes to complete the activity (15 minutes for group work; 15 minutes for debrief).

Refer to Unit 7 of the Applied Activity Materials document.

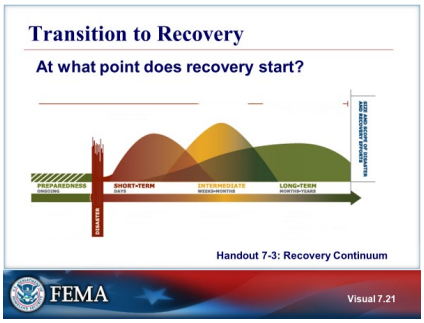


Visual 7.20

DEFINITION: RECOVERY

The term *recovery* refers to those capabilities necessary to assist communities affected by an incident in recovering effectively.

It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.



Visual 7.21

TRANSITION TO RECOVERY

The recovery process is a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery. However, decisions made and priorities set early in the recovery process by a community will have a cascading effect on the nature and speed of the recovery progress.

Five periods and their duration are shown in the visual:

- Preparedness (ongoing, before the disaster)
- Response to an incident (shown as disaster)
- Short-term recovery (days)
- Intermediate recovery (weeks to months)
- Long-term recovery (months to years)

In the visual,the height of each period shows the size and scope of disaster and recovery efforts. Note that these periods overlap each other – one does not end before the next begins.

Planning for the transition to Recovery is particularly critical in large-scale events where an organization such as an EOC must assume responsibility for Recovery once the Response has ended.

Many communities have a Post Disaster Redevelopment Plan (PDRP) to restore an incident–affected area or community.

Refer to Handout 7-3: The Recovery Continuum, which outlines the activities that occur during each period, and review.



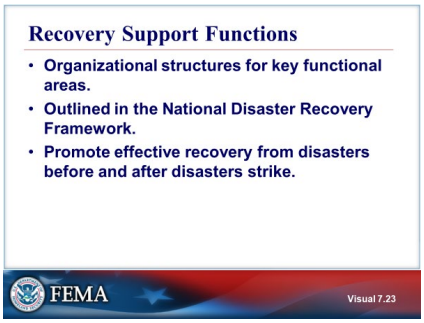
Visual 7.22

RECOVERY CORE CAPABILITIES

The core capabilities are critical elements, which the whole community must be able to perform to achieve the National Preparedness Goal. They provide a common vocabulary describing the significant functions that must be developed and executed across the whole community to ensure national preparedness.

The Recovery core capabilities are designed to address the risks identified in the Strategic National Risk Assessment (SNRA). The National Preparedness Goal identifies eight Core Capabilities for Recovery:

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources



Visual 7.23

RECOVERY SUPPORT FUNCTIONS

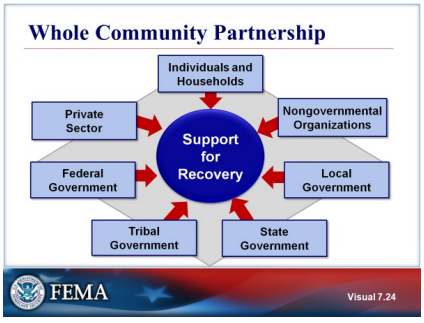
Recovery Support Functions (RSF) are organizational structures for key functional areas of assistance that are outlined in the National Disaster Recovery Framework.

RSF's group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

The six RSFs and their coordinating Federal agencies are:

- Community Planning and Capacity Building (DHS/FEMA)
- Economic Recovery (Dept of Commerce)
- Health and Social Services (Dept of Health and Human Services)
- Housing (Dept of Housing and Urban Development)
- Infrastructure Systems (US Army Corps of Engineers)
- Natural and Cultural Resources (Dept of the Interior)

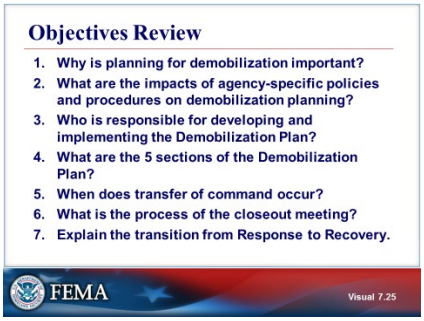
For more information go to https://www.fema.gov/national-disaster-recovery-framework.



Visual 7.24

WHOLE COMMUNITY PARTNERSHIP

The responsibility of preparing for disaster recovery begins with the individual and builds to the larger responsibility of the community and local government. Community planning efforts are supported by voluntary, faith-based, and community organizations; local, State, and tribal governments, the Federal Government; and the private sector.



Visual 7.25

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the Demobilization Plan.
- List the major sections in a Demobilization Plan.
- Identify the need for transfer of command or closeout.
- Explain the process involved in a closeout meeting.
- Explain the transition from Response to Recovery.

Supplemental Materials

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Handout 7-1: Sample Demobilization Plan

SAMPLE DEMOBILIZATION PLAN (Page 1 of 5)
NORTH SMITHMAN INCIDENT

Prepared by		
	Demobilization Unit Leader	**Date**
Reviewed by		
	Planning Section Chief	**Date**
Reviewed by		
	Logistics Section Chief	**Date**
Reviewed by		
	Operations Section Chief	**Date**
Reviewed by		
	Finance Section Chief	**Date**
Reviewed by		
	Supervisor-Expanded Dispatch	**Date**
Approved by		
	Incident Commander	**Date**

SAMPLE DEMOBILIZATION PLAN

The Demobilization Plan contains five (5) sections:

1. **General Information**
2. **Responsibilities**
3. **Release Priorities**
4. **Release Procedures**
5. **Travel Information**

1. GENERAL INFORMATION

The demobilization process at the North Smithman Incident will require coordination with the Unified Command Team and the Dispatch function. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.
B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.
C. All Party Chiefs, Crew Supervisors, and Strike Team (Resource Team) / Task Force Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by

posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

Performance Ratings are required for:
- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the Incident Base.

2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling "Tentative" and "Final" Release sheets. (Any Incident-formed Strike Teams (Resource Teams) and Task Forces must be disbanded before Incident Commander approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Check-Out form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Unified Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.

- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining.

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the State Coordination Center.

3. RELEASE PRIORITIES

The following release priorities have been established by the Unified Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

4. RELEASE PROCEDURES

Critical resources will be identified in the IAP. These resources cannot be released from the Incident without Unified Command approval.

All resources requiring airline travel must be submitted to Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Dispatch 24 hours in advance of planned release. The Demobilization Unit will also

give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Section Chiefs or Deputies will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the Incident Commander for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

After Incident Commander approval, Demob will notify Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the ICS Form 221, Demobilization Check-Out form, to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card (ICS Form 219) information is complete.
- Notify Dispatch of Estimated Time of Departure (ETD), Estimated Time of Arrival (ETA), destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews should be given time for personal hygiene and should dress in clean clothes prior to departure. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Dispatch when a resource is released, so the home Agency can be advised of ETA. It will then be up to the sending Agency to keep track of released

resources and report back if there are any problems or if more information is needed.

Incident Phone Numbers

North Smithman Demob: XXX-XXX-XXXX Dispatch: XXX-XXX-XXXX

Individual resources are to notify either the North Smithman Incident or Dispatch at the above numbers and their home unit dispatcher if significant delays occur en route to their next destination.

Handout 7-2: After-Action Review Tips

Overall Tips

- Schedule an After-Action Review as soon after the incident as possible.
- Keep it short and focused.
- Focus on WHAT, not WHO.
- Establish clear ground rules: encourage candor and openness (this is dialog—not lecture or debate); focus on items that can be fixed; keep all discussions confidential.
- Use a skilled facilitator to conduct the After-Action Review.

After-Action Review Process Steps

Use the following questions to facilitate the After-Action Review process:

1. **What did we set out to do?**
   - Establish the facts.
   - Determine purpose of the mission and definition of success:
     - Identify key tasks involved.
     - Specify conditions under which each task may need to be performed (weather, topography, time restrictions, etc.).
     - Define acceptable standards for success (explain what “Right” looks like).
2. **What actually happened?**
   - Continue to establish the facts.
     - Students should come to agreement on what actually happened.
     - Pool multiple perspectives to build a shared picture of what happened.
3. **Why did it happen?**
   - Analyze cause and effect.
     - Focus on WHAT, not WHO.
     - Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.
4. **What are we going to do differently next time?**
   - Solutions will arise naturally once problems are identified and understood.
     - Focus on items you can fix, rather than external forces outside of your control.
     - Identify areas where groups are performing well and that should be sustained. This will help repeat success and create a balanced approach to the After-Action Review.

Areas To Sustain/Maintain Strengths:

Areas To Improve:

5. **Are there lessons learned that should be shared immediately?**
   - Identify the process for sharing lessons learned.
     - Option 1: Document the Issue, Discussion, Recommendation
     - Option 2: Document the Concept of the Operation, Results, Trends, Recommendation
   - Determine and describe the most notable successes from the incident.
   - Determine and describe the most difficult challenges faced and how they were overcome.
6. **What followup is needed?**
   - Be specific about actions, timelines, and responsibilities.
     - What changes, additions, or deletions are recommended to SOPs, plans, or training?

What issues were not resolved to your satisfaction and need further review?

Handout 7-3: Recovery Continuum

Prediaster Preparedness Examples:

- Predisaster recovery planning.
- Mitigation planning and implementation.
- Community capacity and resilience building.
- Conducting disaster preparedness exercises.
- Partnership building.
- Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children

Short-Term Recovery Examples:

- Mass Care/Sheltering
  - Provide integrated mass care and emergency services.
- Debris
  - Clear primary transportation routes.
- Utility Infrastructure
  - Re-establish electrical distribution system.
  - Re-establish potable water system.
  - Re-establish sanitary waste water system.
- Business
  - Establish temporary or interim infrastructure to support business reopenings.
  - Reestablish cash flow.
- Emotional/Psychological
  - Identify adults and children who would benefit from counseling or behaviorial health servcies and begin treatment.
- Public Health and Health Care
  - Provide emergency and temporary medical care and establish appropriate surveillance protocols.
- Mitigation Activities
  - Assess and understand risks and vulnerabilities.

Intermediate Recovery Examples:

- Housing
  - Provide accessible interim and housing solutions.
- Debris/Infrastructure
  - Initiate debris removal.
  - Plan immediate infrastructure repair and restoration.
- Business
  - Support reestablishmnent of businesses where appropriate.
  - Support the establishment of business recovery one-stop centers.
- Emotional/Psychological
  - Engage suport networks for ongoing care.
- Public Health and Health Care
  - Ensure continuity of care through temporary facilities.
- Mitigation Activities
  - Inform community members of opportunities to build back stronger.

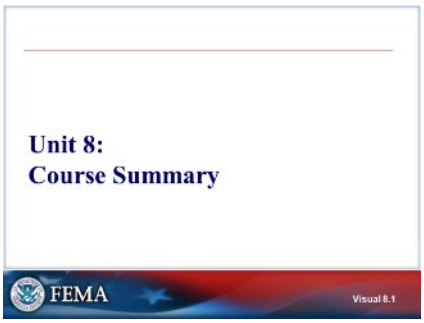
Long-Term Recovery

- Housing
  - Develop permanent housing solutions.
- Infrastructure
  - Rebuild infrastructure to meet future community needs.
- Business
  - Implement economic revitalization strategies.
  - Facilitate funding to business rebuilding.
- Emotional/Psychological
  - Followup for ongoing counseling, behaviorial health, and case management services.
- Public Health and Health Care
  - Reestablishment of disrupted health care facilities.
- Mitigation Activities
  - Implement mitigation strategies.

Unit 8: Course Summary

STUDENT MANUAL

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Visual 8.1

UNIT 8: COURSE SUMMARY

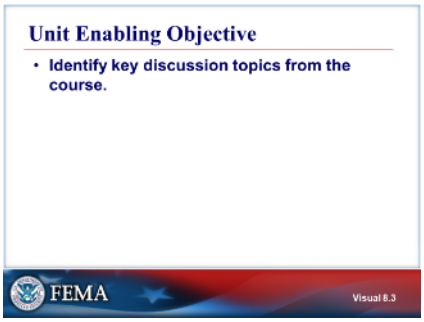
The purpose of this unit is to review the course contents and ensure that everyone has mastered the key learning points.



Visual 8.2

UNIT TERMINAL OBJECTIVE

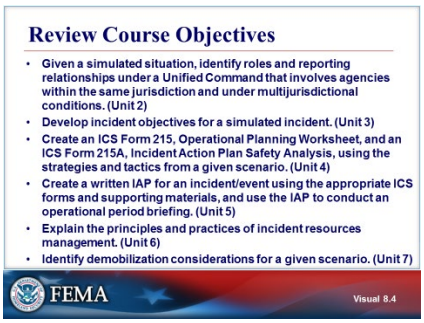
Summarize the course objectives.



Visual 8.3

UNIT ENABLING OBJECTIVE

- Identify the key discussion topics from the course.



Visual 8.4

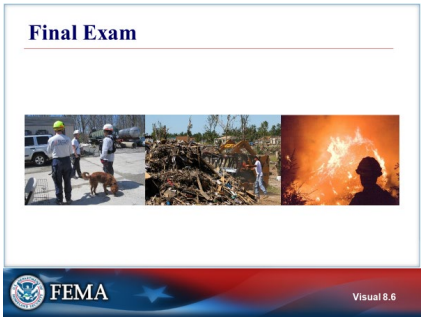
REVIEW COURSE OBJECTIVES

- Given a simulated situation, identify roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdictional conditions. (Unit 2)
- Develop incident objectives for a simulated incident. (Unit 3)
- Create an ICS Form 215, Operational Planning Worksheet, and an ICS Form 215A, Incident Action Plan Safety Analysis, using the strategies and tactics from a given scenario. (Unit 4)
- Create a written IAP for an incident/event using the appropriate ICS forms and supporting materials, and use the IAP to conduct an operational period briefing. (Unit 5)
- Explain the principles and practices of incident resources management. (Unit 6)
- Identify demobilization considerations for a given scenario. (Unit 7)



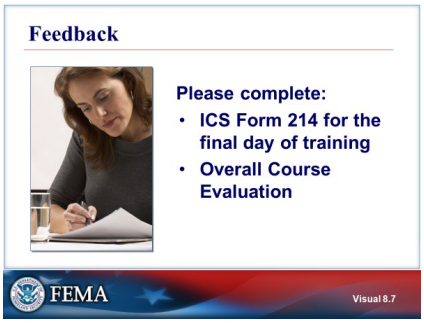
Visual 8.5

REVIEW COURSE EXPECTATIONS



Visual 8.6

FINAL EXAM



Visual 8.7

FEEDBACK

END OF COURSE

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PART II

Applied Activities & Exercises

Work the scenarios in the back.

Scenarios are grouped by unit (Units 2–7).

AAM- numbers are the original activity numbers.

ICS 300 • Go Heroes Edition

Applied Activity Materials

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

STUDENT VERSION

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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
- 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.

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”
Columbia State Police	Type I Helicopter “SP Air 1”
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	Mary Smith “EM1”
Public Information Officer	Beth Price “EM 2”
Central City Coordinator	John Walls “EM5”
Liberty County Public Health:	
Environmental Health	Registered Environmental Health Specialist
Great Atlantic and Pacific Railroad:	
	RR Transport Safety Specialist

Map:

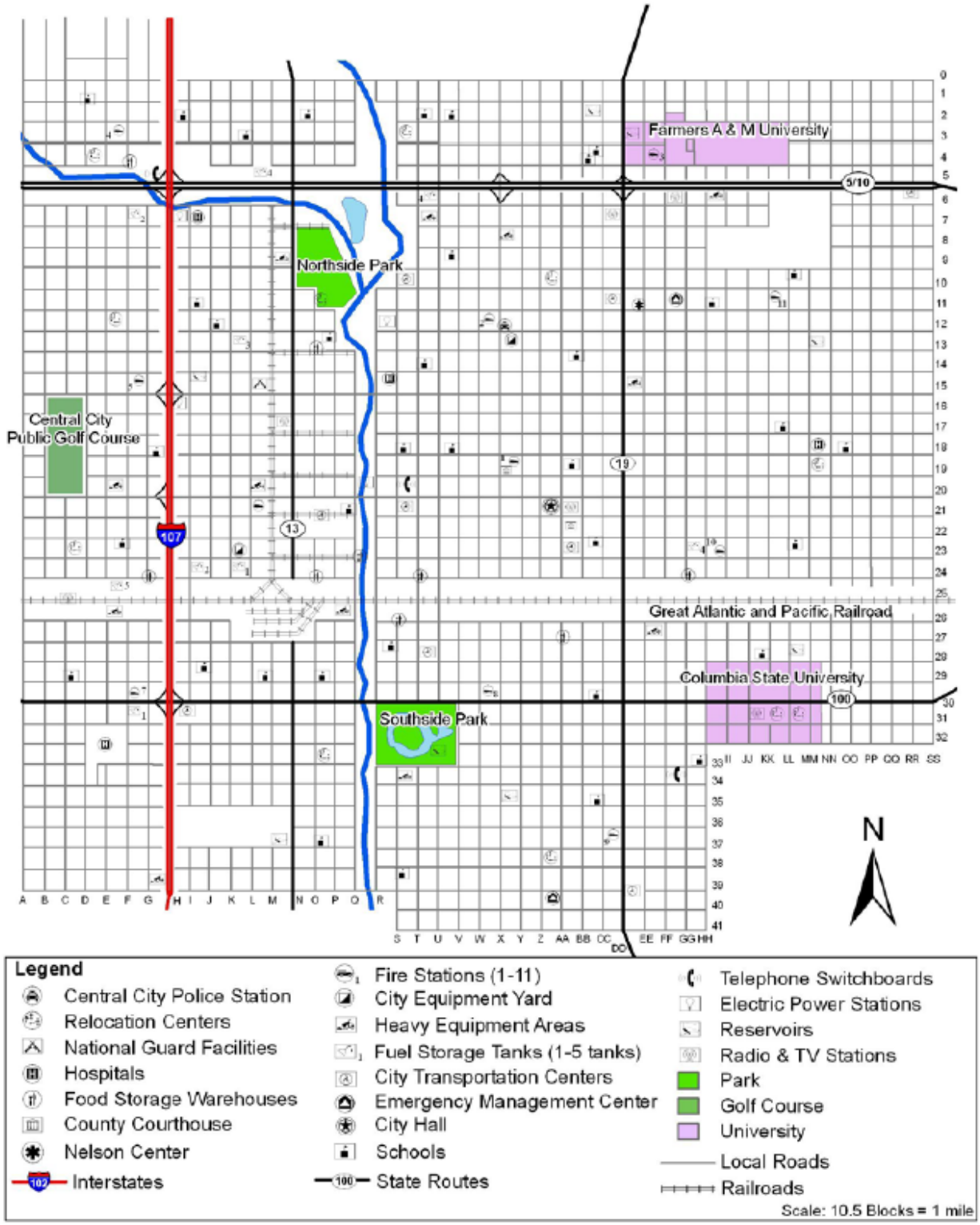
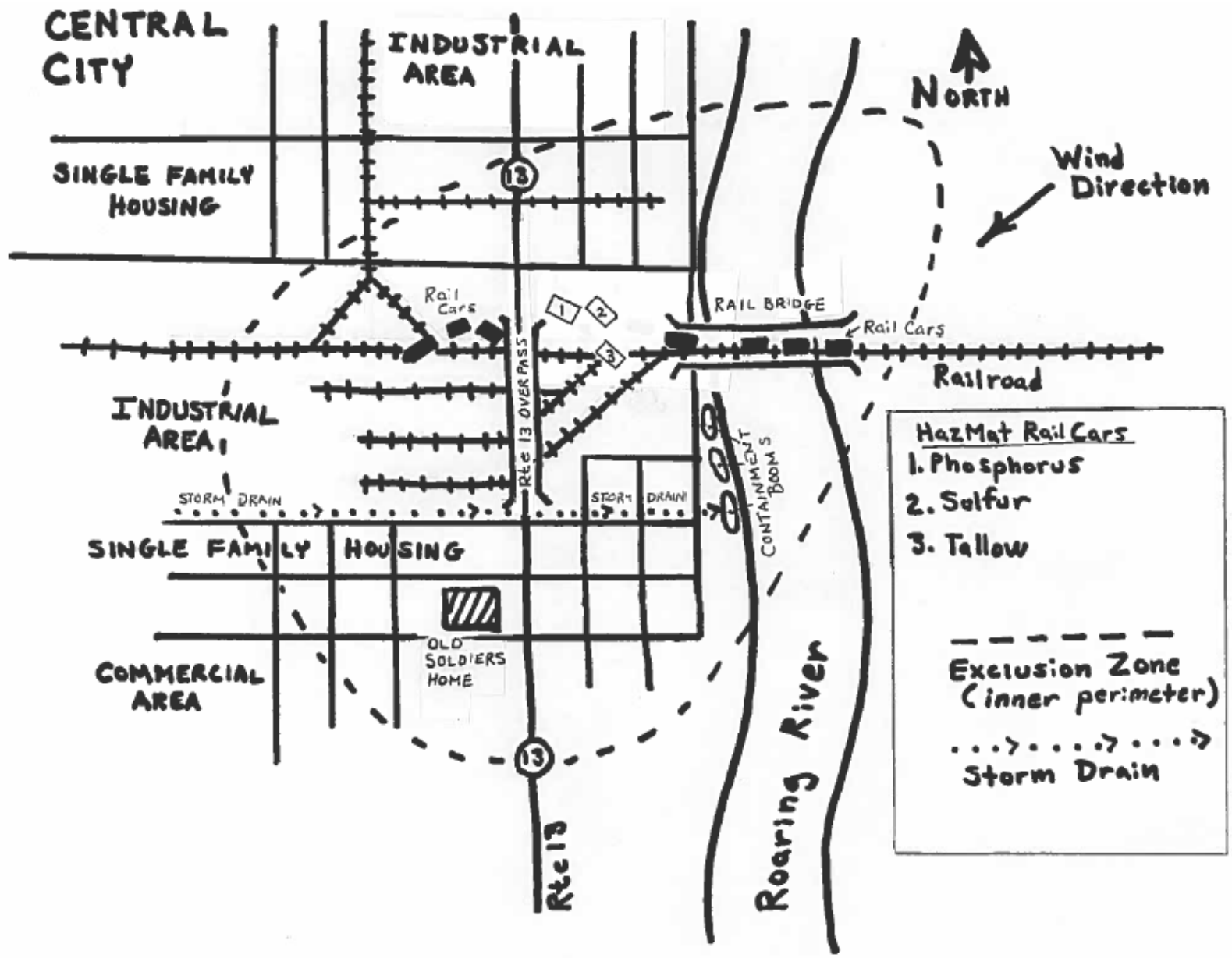


Figure Z.6. Central City Map


CENTRAL CITY
INDUSTRIAL AREA
NORTH
SINGLE FAMILY HOUSING
Wind Direction
Rail Cars
RAIL BRIDGE
Rail Cars
Railroad
INDUSTRIAL AREA
Rte 13 OVERPASS
STORM DRAIN
STORM DRAIN
CONTAINMENT BOOMS
SINGLE FAMILY HOUSING
OLD SOLDIERS HOME
COMMERCIAL AREA
Rte 13
Roaring River
HazMat Rail Cars
1. Phosphorus
2. Sulfur
3. Tallow
Exclusion Zone (inner perimeter)
Storm Drain

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 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.

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.

INCIDENT BRIEFING (ICS FORM 201)

Partially Completed ICS Form 201 for Student Activity – Refer to ICS_300_AAM_CCHS_ICS_Form_201_STUDENT.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.

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.

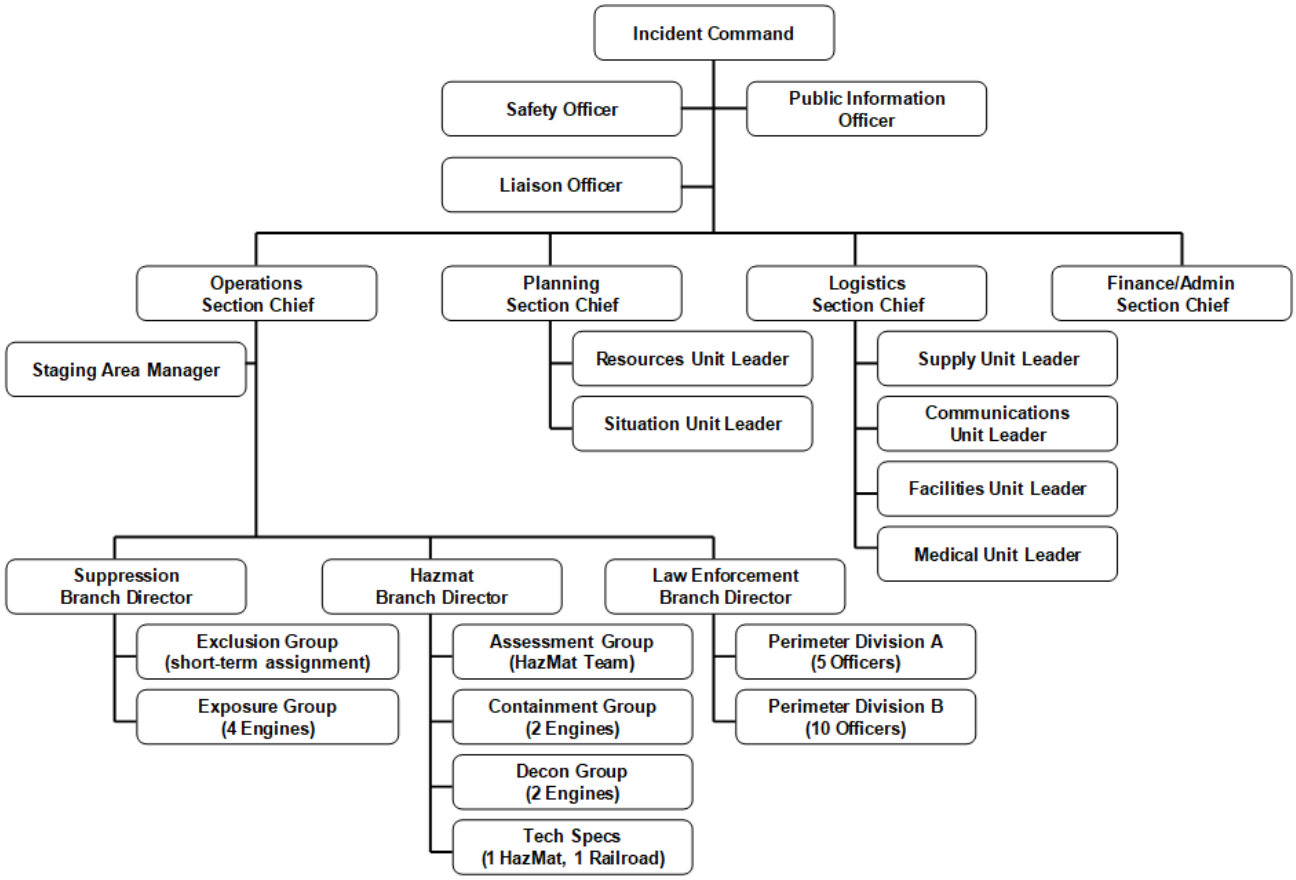
Your team has decided to have a new operational period begin at 1800 August 4 and end at 0600 August 5.

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.

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.

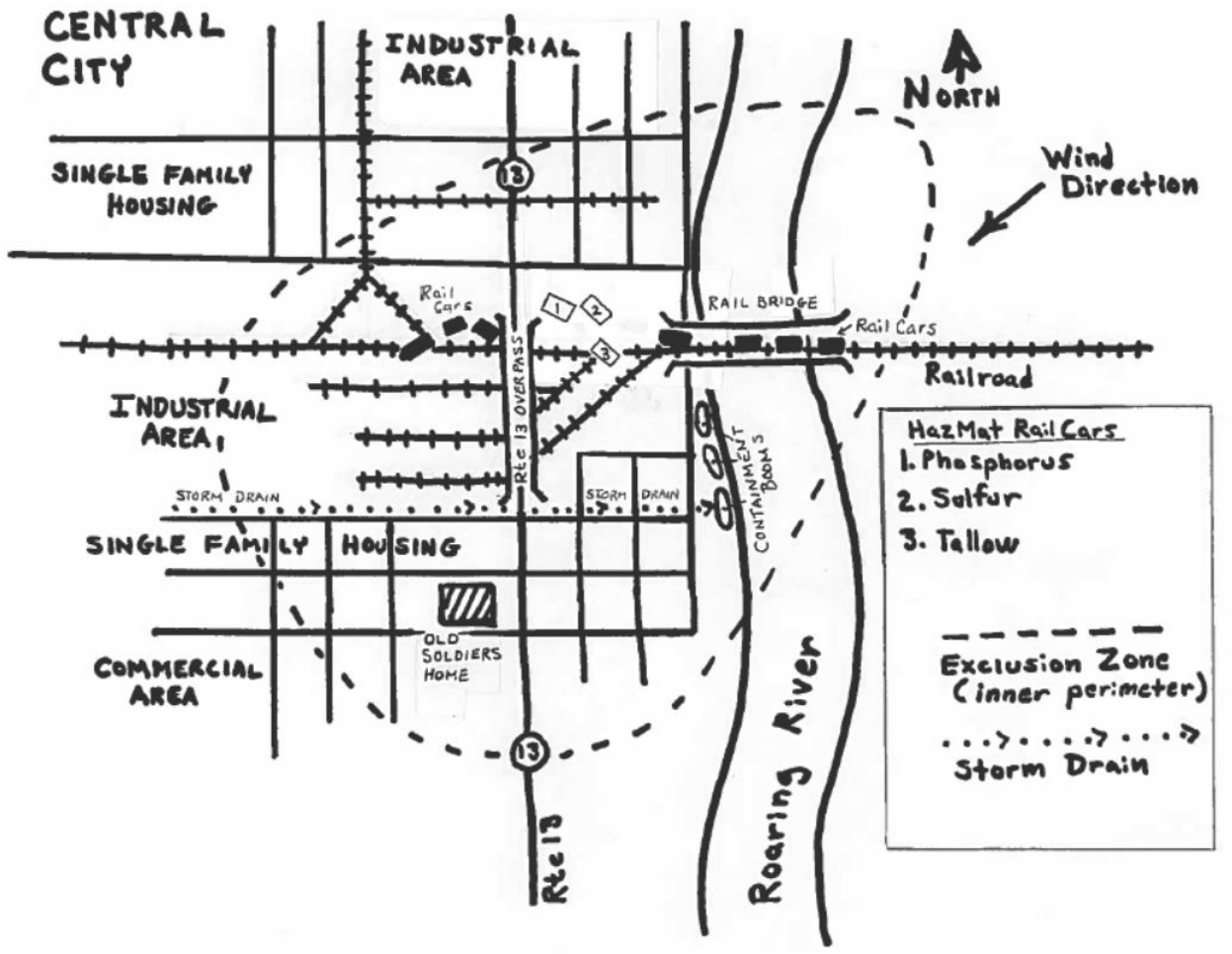
In addition to the hazards presented by the sulfur and phosphorus, the tallow also presents an environmental problem. Tallow coats the gills of fish. Tallow has entered Wilson Creek, and dead fish are already present.

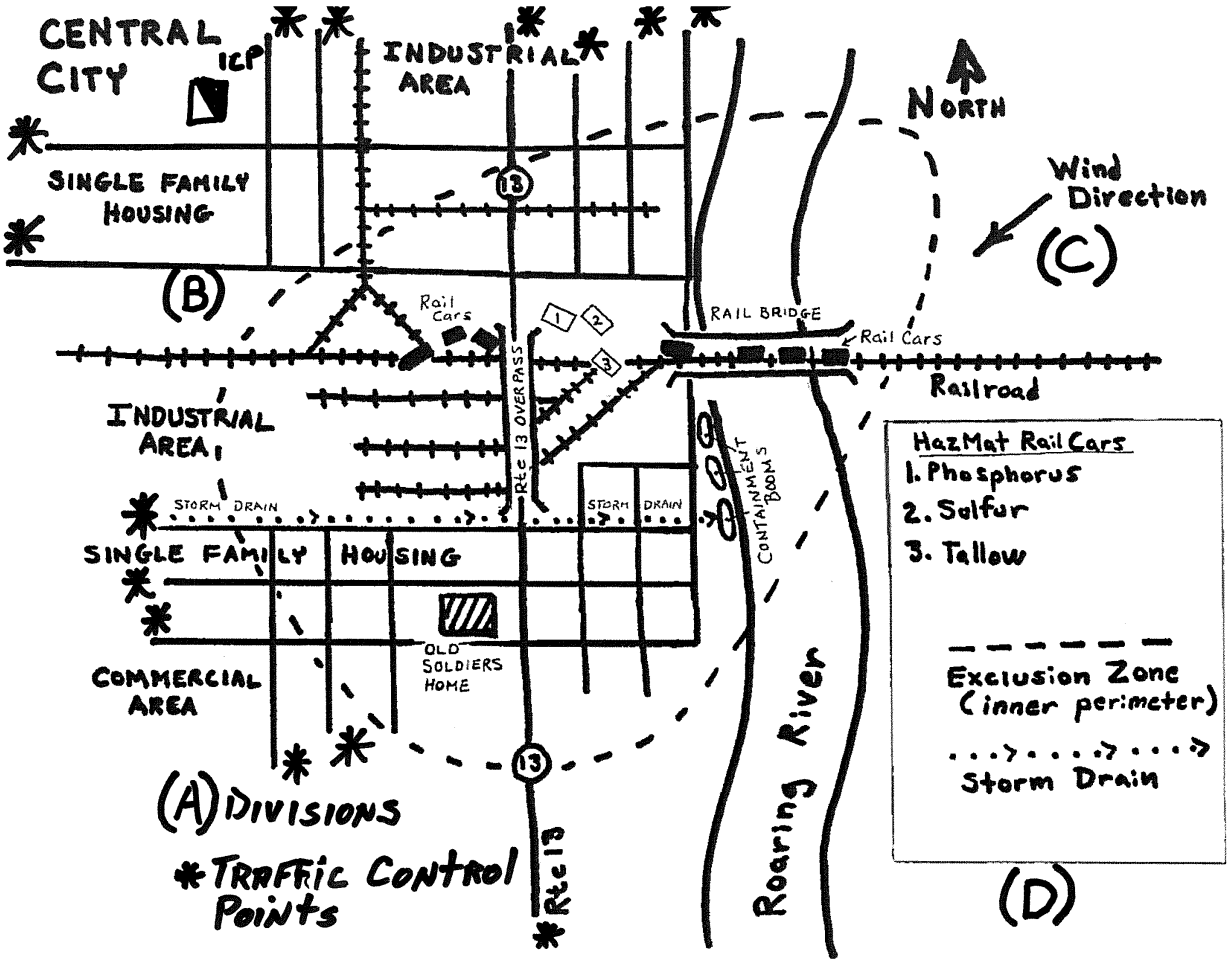
Weather: No significant change in the next 24 to 36 hours.

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.	**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. **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.

Updated Incident Maps:




CENTRAL CITY
ICP
INDUSTRIAL AREA
NORTH
SINGLE FAMILY HOUSING
Wind Direction
(C)
(B)
Rail Cars
RAIL BRIDGE
Rail Cars
Railroad
INDUSTRIAL AREA
Rte 13 OVERPASS
STORM DRAIN
STORM DRAIN
CONTAINMENT BOOMS
SINGLE FAMILY HOUSING
OLD SOLDIERS HOME
COMMERCIAL AREA
HazMat Rail Cars
1. Phosphorus
2. Sulfur
3. Tallow
Exclusion Zone (inner perimeter)
Storm Drain
(A) DIVISIONS
*TRAFFIC CONTROL POINTS
Rte 1
Roaring River
(D)

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 Bulldozer Crime Scene Investigation County and State Engineer	2 2 1 unit 3

Additional Available Resources:

National Guard:

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

Air Operations:

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

State Police:

15 marked units
Hazardous Materials Response Team

Incident Communications:

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_ICS_Form_215.pdf

Blank ICS Form 215A:

Refer to ICS_300_AAM_CCHS_ICS_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.

Part 1: Evaluation of IAP Required ICS Forms:

Use the following as a checklist.

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, Davison, 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.

Part 2: 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 Informaiton 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

Your Notes:

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.

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.

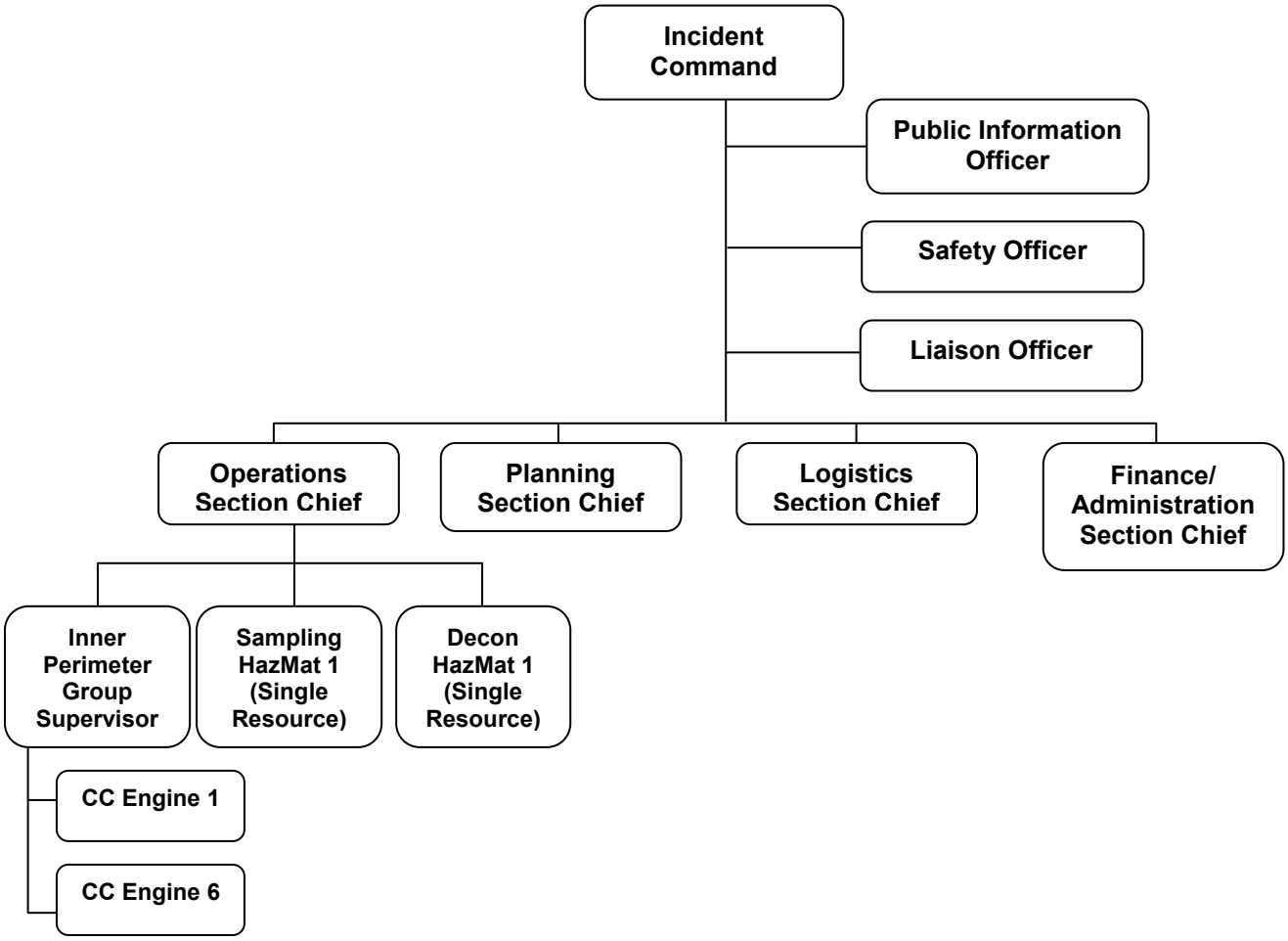
Scenario Update:

- 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.

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



Figure Q.1. Columbia State University Map

Your Notes:

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

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.

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

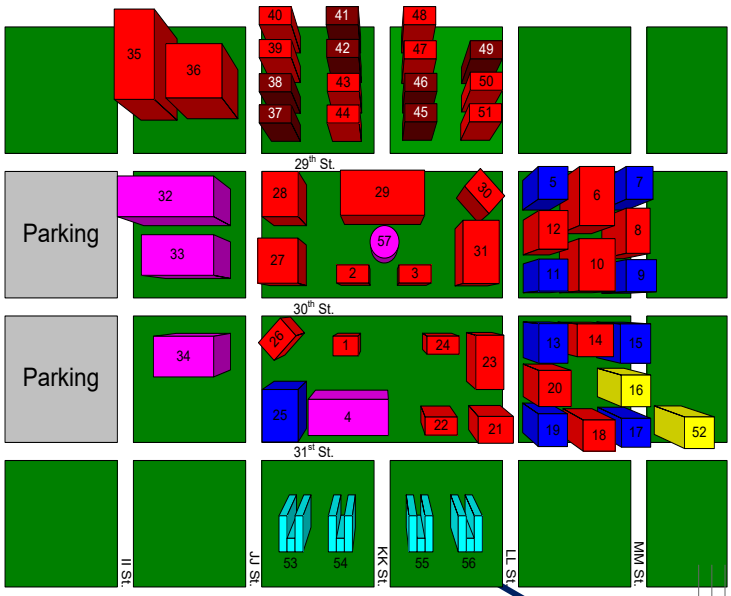
Central City EMS Units

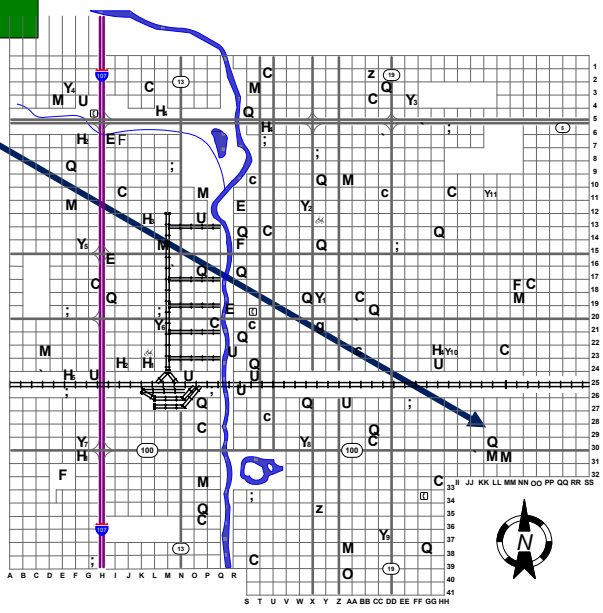
Unit Assignments Daily Staffing Central City EMS Resource/Staffing Level

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





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.

Part 1: Evaluation of IAP Required ICS Forms:

Use the following as a checklist.

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, Davison, 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.

Part 2: 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 Informaiton 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

Your Notes:

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.

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.

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.

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.

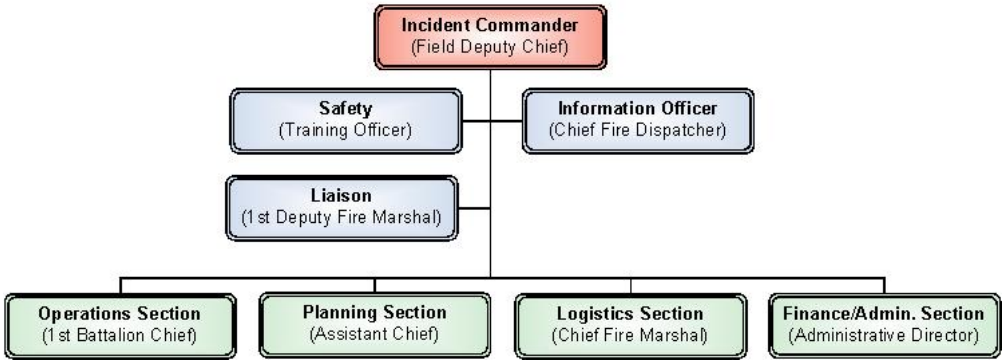
Police Department Unit#	Vehicle Type	Staffing
P1,P2	Field Supervisor	1 SGT
P3,P4,P5,P6,P7,P8,P9,P10,P11,P12	Patrol Vehicle	1 Police Officer
P13,P14,P15,P16,P17,P18,P19,P20	Patrol Vehicle	1 Police Officer (DARE)

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)

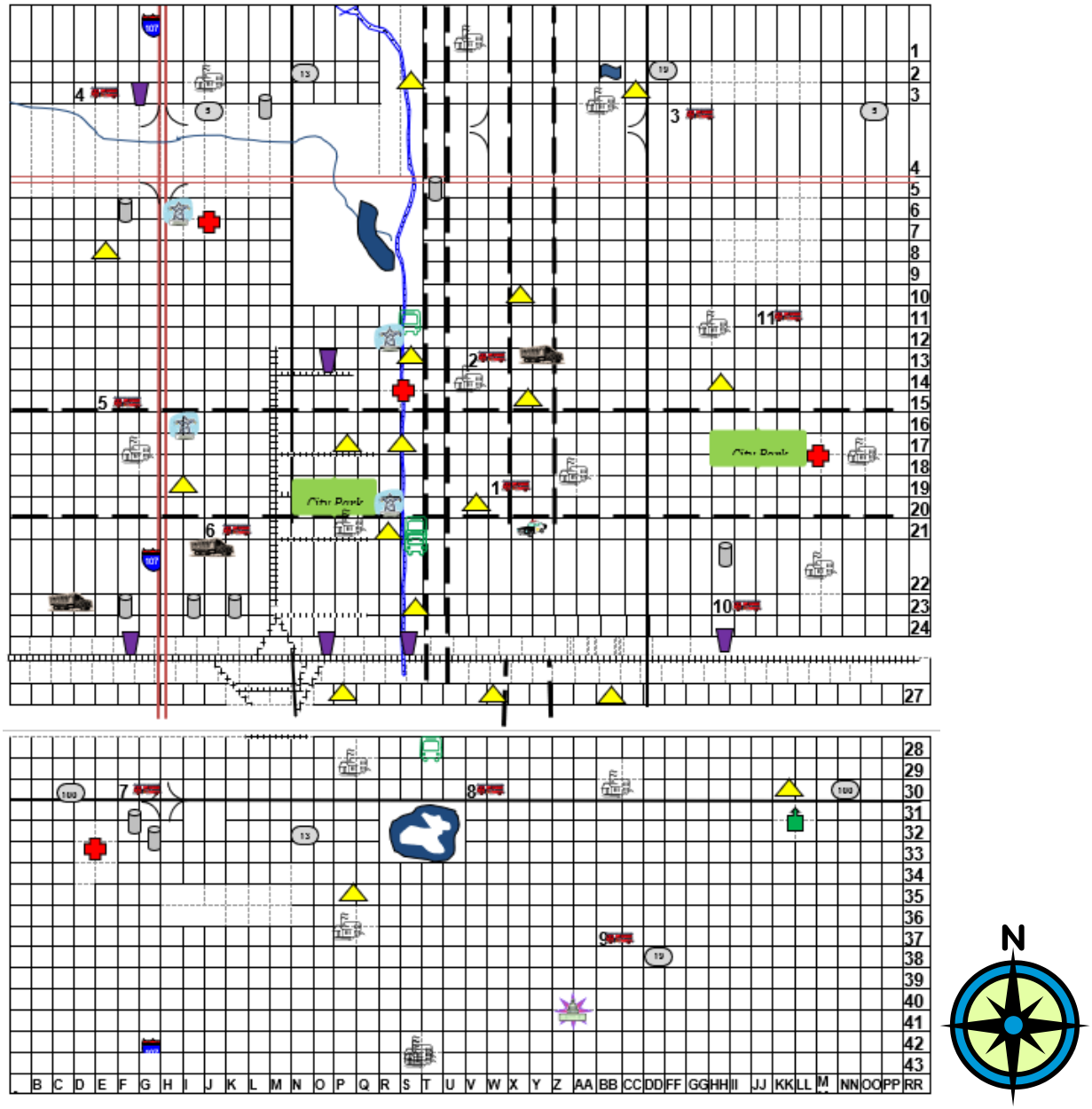
The following Private bus companies are located in Liberty County:

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.

Your Notes:

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

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 (for instructor)
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

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.

Part 1: Evaluation of IAP Required ICS Forms:

Use the following as a checklist.

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, Davison, 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.

Part 2: 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 Informaiton 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

Your Notes:

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.

Your Notes:

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.

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.

Your Notes:

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.

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.

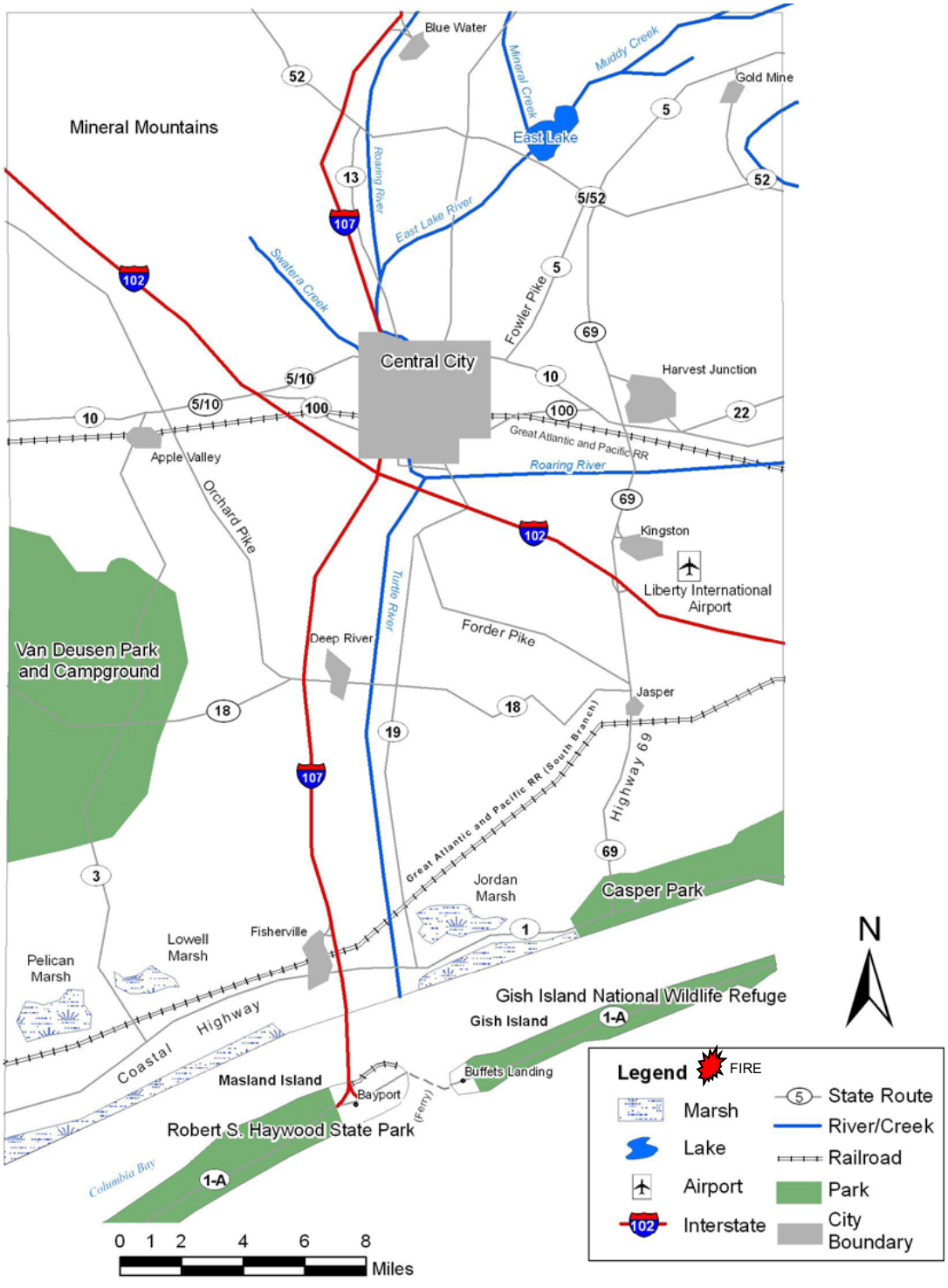
The fires are in the Kingston Fire District. Fire crews from Kingston were dispatched to the fires and requested mutual aid from Jasper. A total of four engines, two water tenders, two brush trucks and an ambulance were dispatched. The fires are currently in a wooded area and are being fought by the 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 to10 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:


Blue Water
Mineral Creek
Muddy Creek
Gold Mine
Mineral Mountains
East Lake
Roaring River
East Lake River
Swatara Creek
Fowler Pike
Central City
Harvest Junction
Great Atlantic and Pacific RR
Apple Valley
Orchard Pike
Roaring River
Kingston
Liberty International Airport
Turtle River
Forder Pike
Deep River
Van Deusen Park and Campground
Jasper
Highway 69
Great Atlantic and Pacific RR (South Branch)
Jordan Marsh
Casper Park
Fisherville
Lowell Marsh
Pelican Marsh
Coastal Highway
Gish Island National Wildlife Refuge
Gish Island
Masland Island
Bayport
Buffets Landing
(Ferry)
Robert S. Haywood State Park
Columbia Bay
0 1 2 4 6 8
Miles
N
Legend
FIRE
Marsh
Lake
Airport
Interstate
State Route
River/Creek
Railroad
Park
City Boundary

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 Truck Company	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1
Central City EMS	BLS ALS	2 units: MBLS-1, and MBLS-2 2 units: MALS-1 and MALS-2
Central City Public Works	Front-End Loaders Dump Trucks	3 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.

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

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.

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.

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.

Part 1: Evaluation of IAP Required ICS Forms:

Use the following as a checklist.

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, Davison, 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.

Part 2: 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 Informaiton 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

Your Notes:

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.

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.

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.

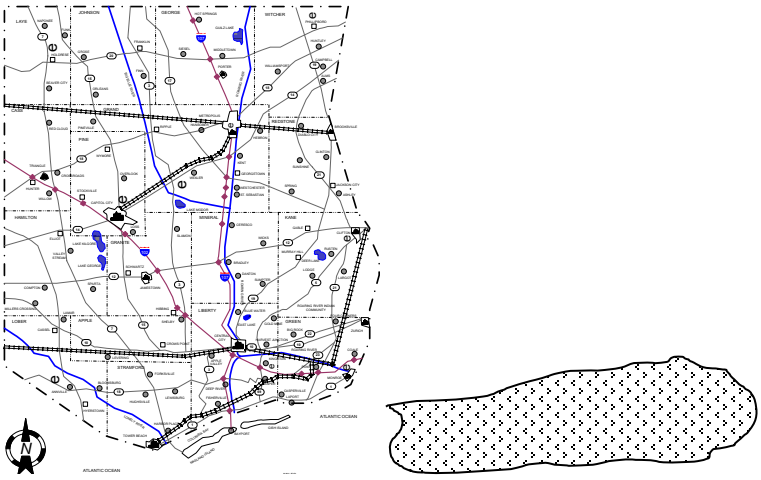
Instructions:

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.

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.

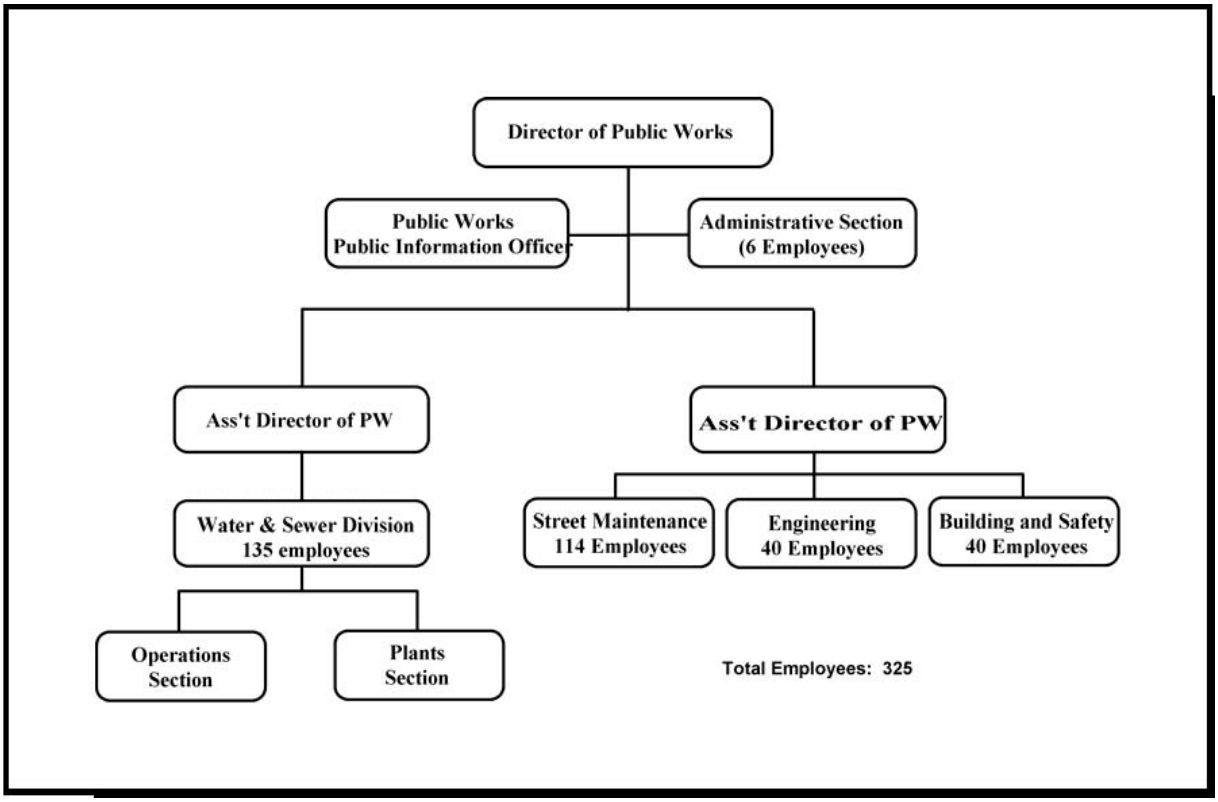
Sewerage Treatment and Collection: The Central City sewerage system has two major collection interceptors, one on each side of the river, which follow the Roaring River south to a 50-mgd advanced tertiary treatment plant. The plant has activated

sludge, phosphate removal, UV disinfectant, and fluidized bed incinerator for sludge treatment with disposal of ash to the landfill.

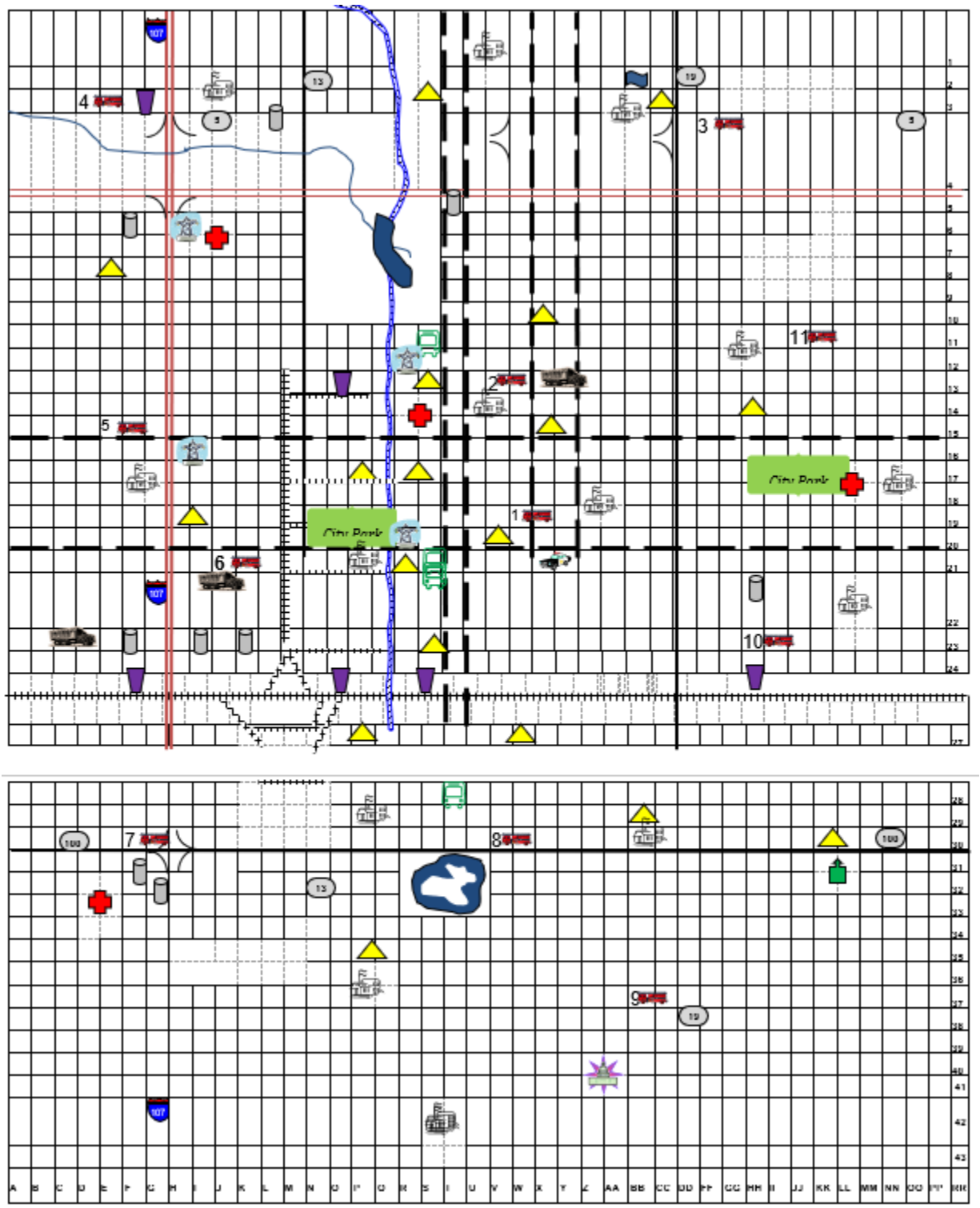
The effluent discharges to the Roaring River. There is a stringent retreatment program for industrial and commercial customers. The 50-mgd plant is located along the Roaring River just north of I-102.

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 ¾ 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.



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

Central City Department of Public Works Street Maintenance Division
Corporation Yard #2
Location: K & 23rd Streets (Even Numbers Only)

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

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

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.

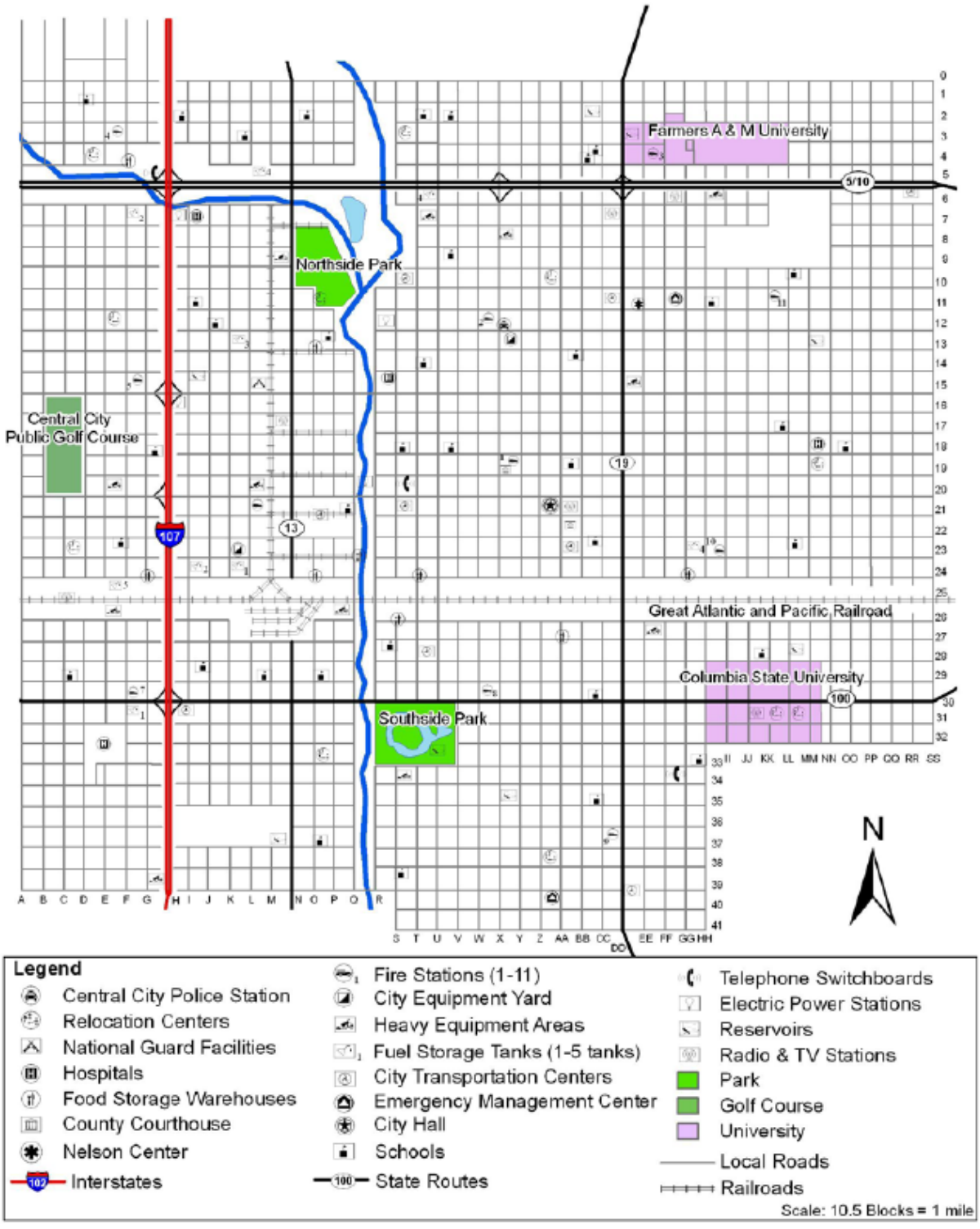


Figure Z.6. Central City Map

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.

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:

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)	**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
State Police: 15 marked units Hazardous Materials Response Team	**Air Operations:** 2 Black Hawk helicopters and support assets capable of basic medical transport 3 State Police helicopters, MEDEVAC equipped

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.

Part 1: Evaluation of IAP Required ICS Forms:

Use the following as a checklist.

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, Davison, 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.

Part 2: 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 Informaiton 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

Your Notes:

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.

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.

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.

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.



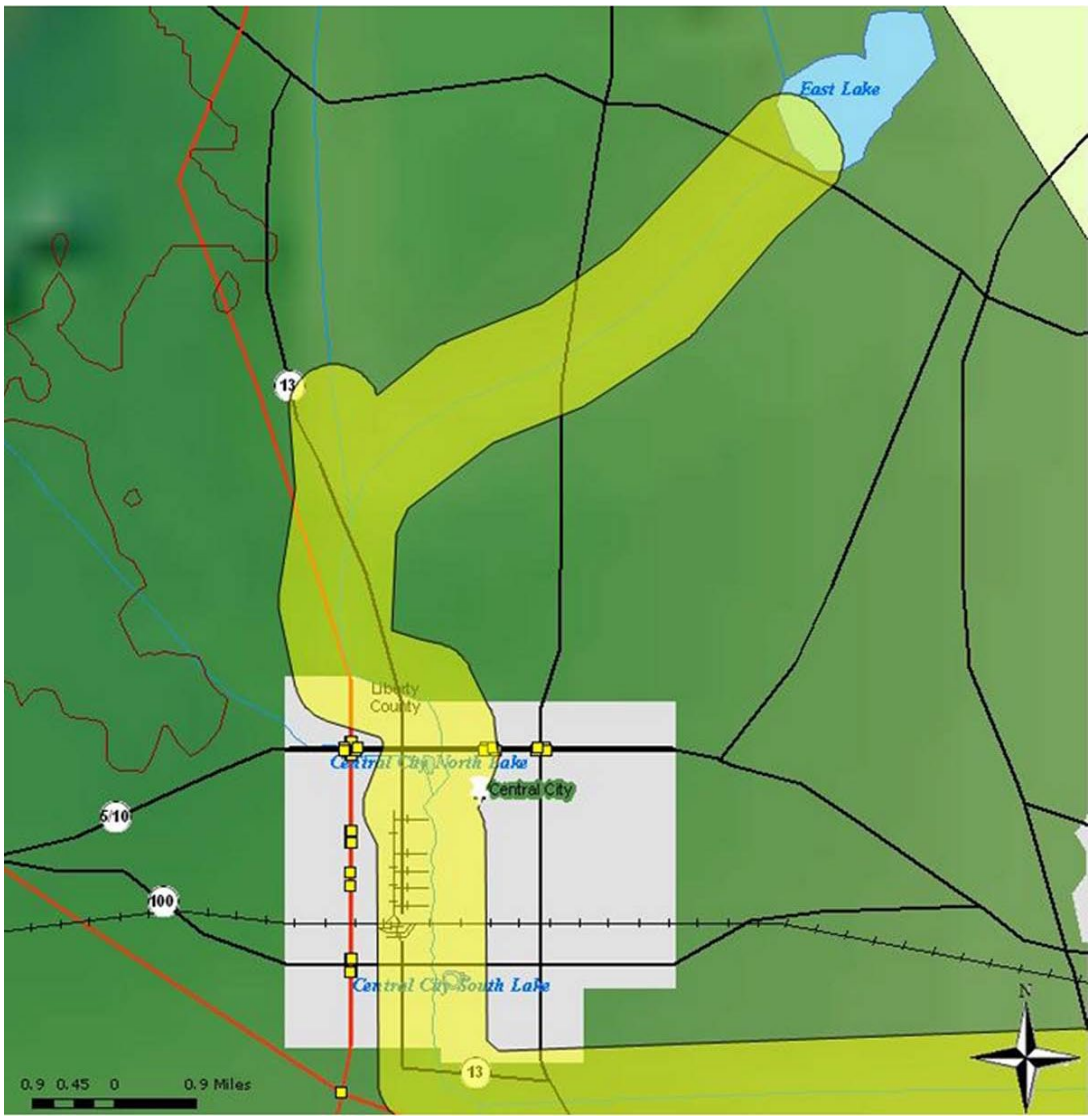
East Lake Dam

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.

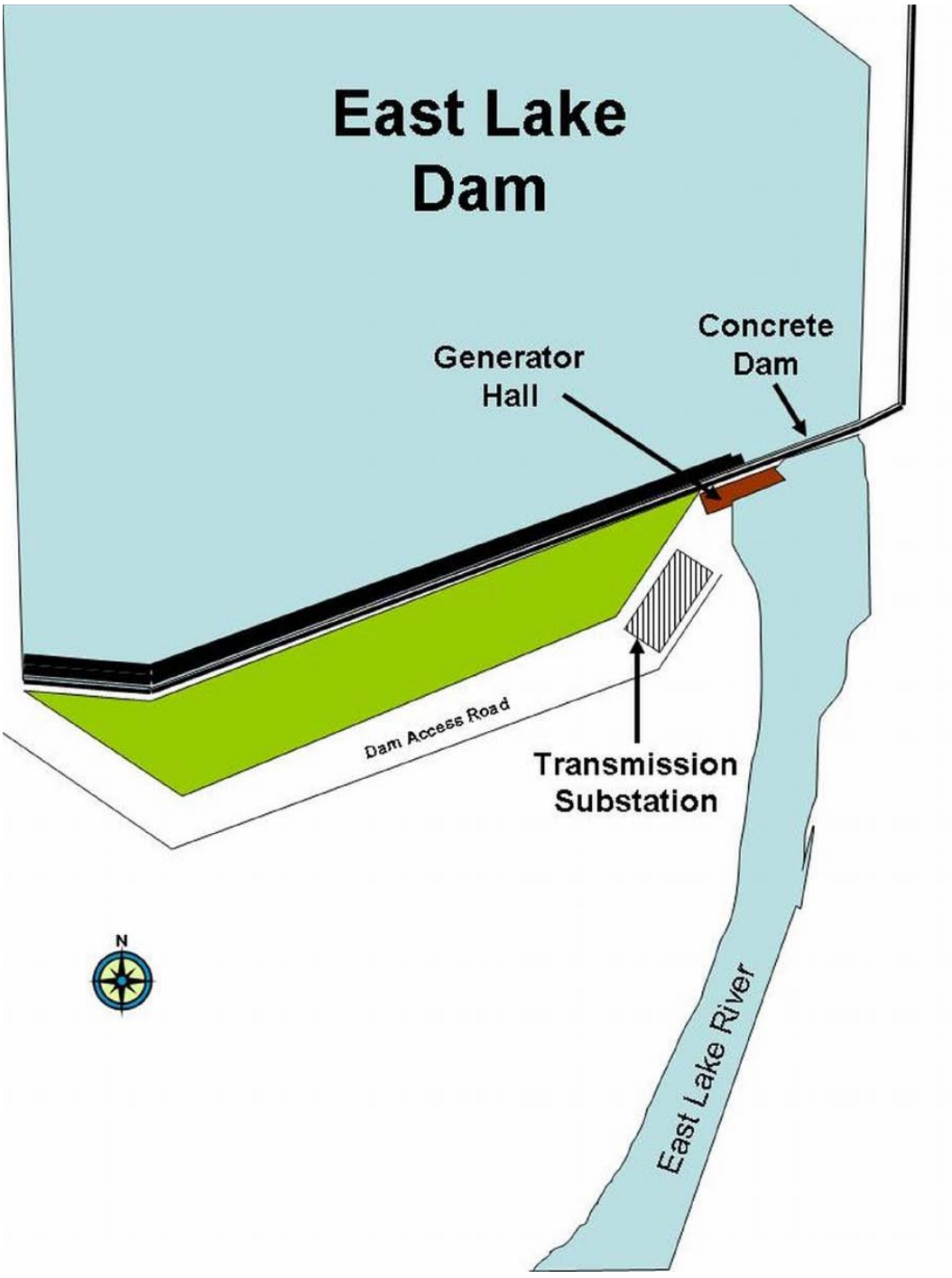
Fifteen years after completion, a study of muddy flows and two sinkholes at the toe of the dam revealed the karst topography of the supporting bedrock was causing significant seepage problems in the dam's foundation, threatening its structural integrity. Ten years after the discovery of the seepage, 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.

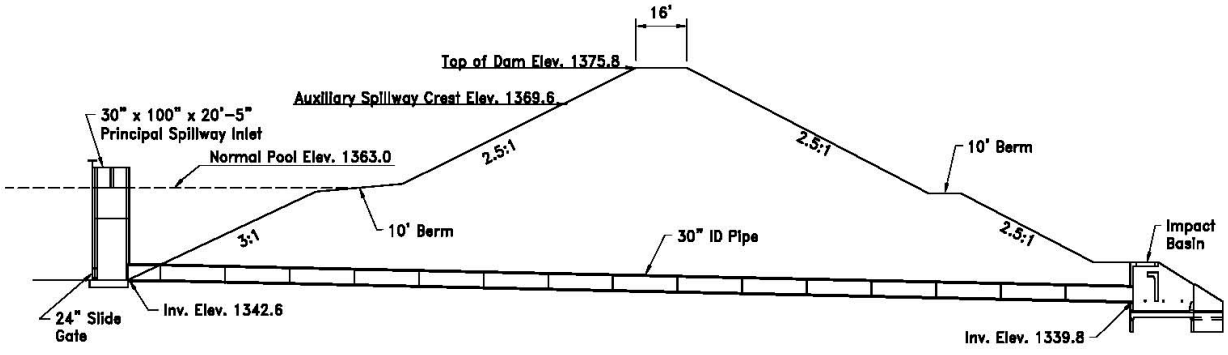
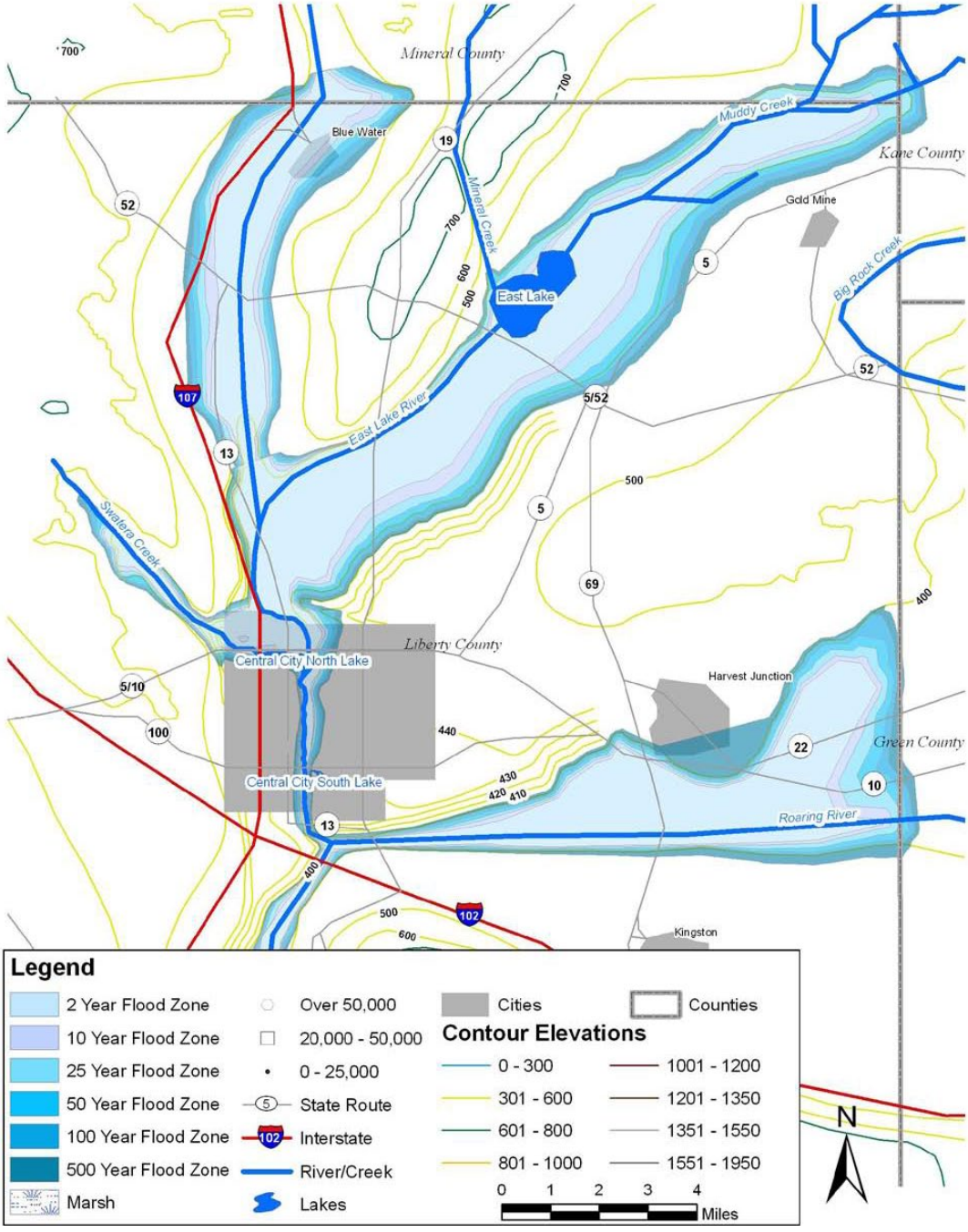


Figure F.2 – Profile of Principal Spillway

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:

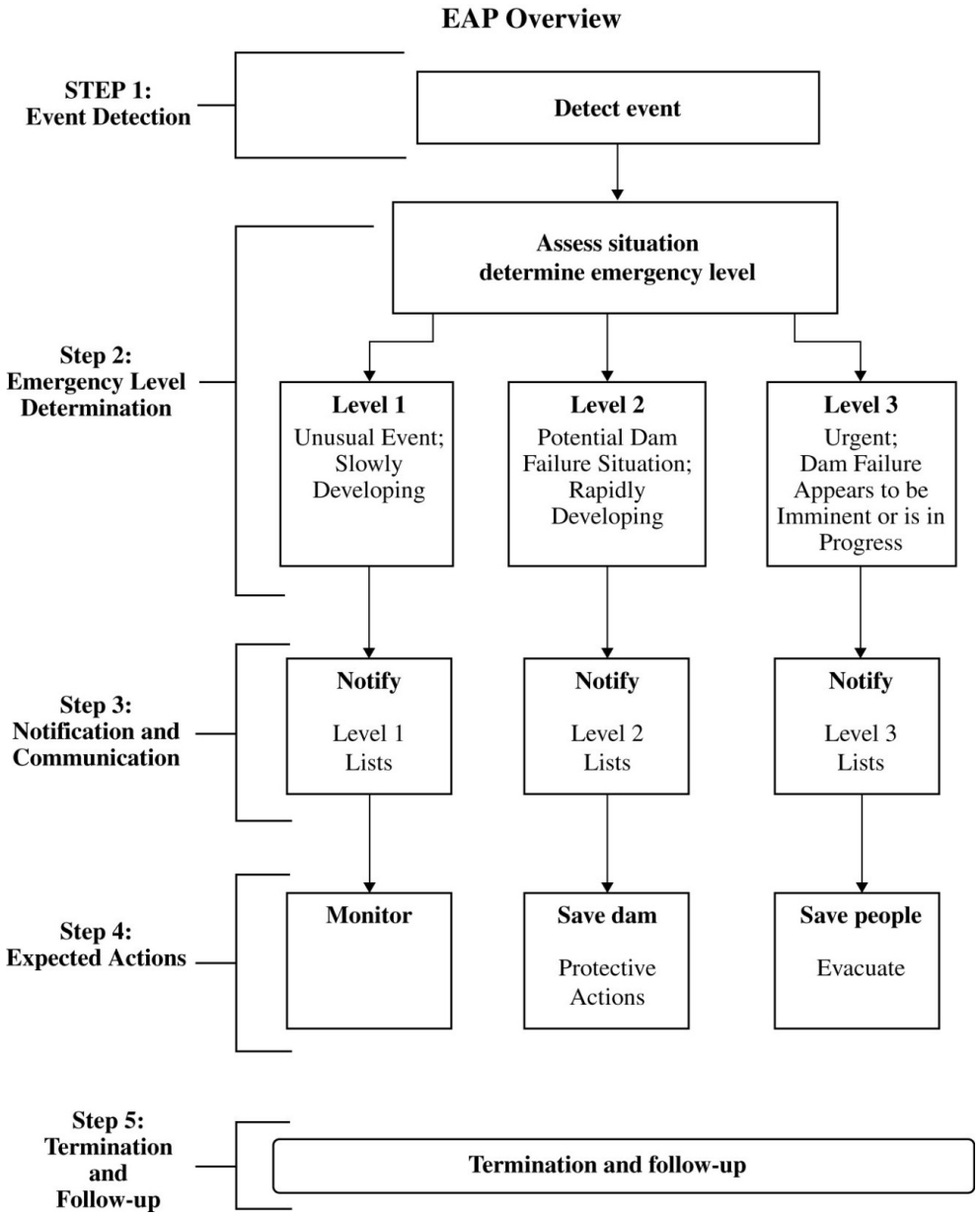
Central City Fire Department	(2) Type 1 engines and 6 firefighter/EMTs

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

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.

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 crews
	(5) PTE Dam Technicians 2 person crews
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	(1) 12’ x 15’ trailer with heavy wood timber
Fuel Truck	(1) fuel truck with operator
State of Columbia Department of Environmental Quality (DEQ):	
State personnel	(1) State Dan Safety Officer
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	(2) Type 2 ambulances with 4 paramedics

Local Resources Alerted:

American Red Cross
Salvation Army
Central City High School

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.

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 crews
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 Dan Safety Officer

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	(2) Type 1 engines and 6 firefighter/EMTs
	(2)Type 1 engines and 8 firefighters/EMTs
	(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	(2) Type 2 ambulances with 4 paramedics

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.

Part 1: Evaluation of IAP Required ICS Forms:

Use the following as a checklist.

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, Davison, 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.

Part 2: 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 Informaiton 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

Your Notes:

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.

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.

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.

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.

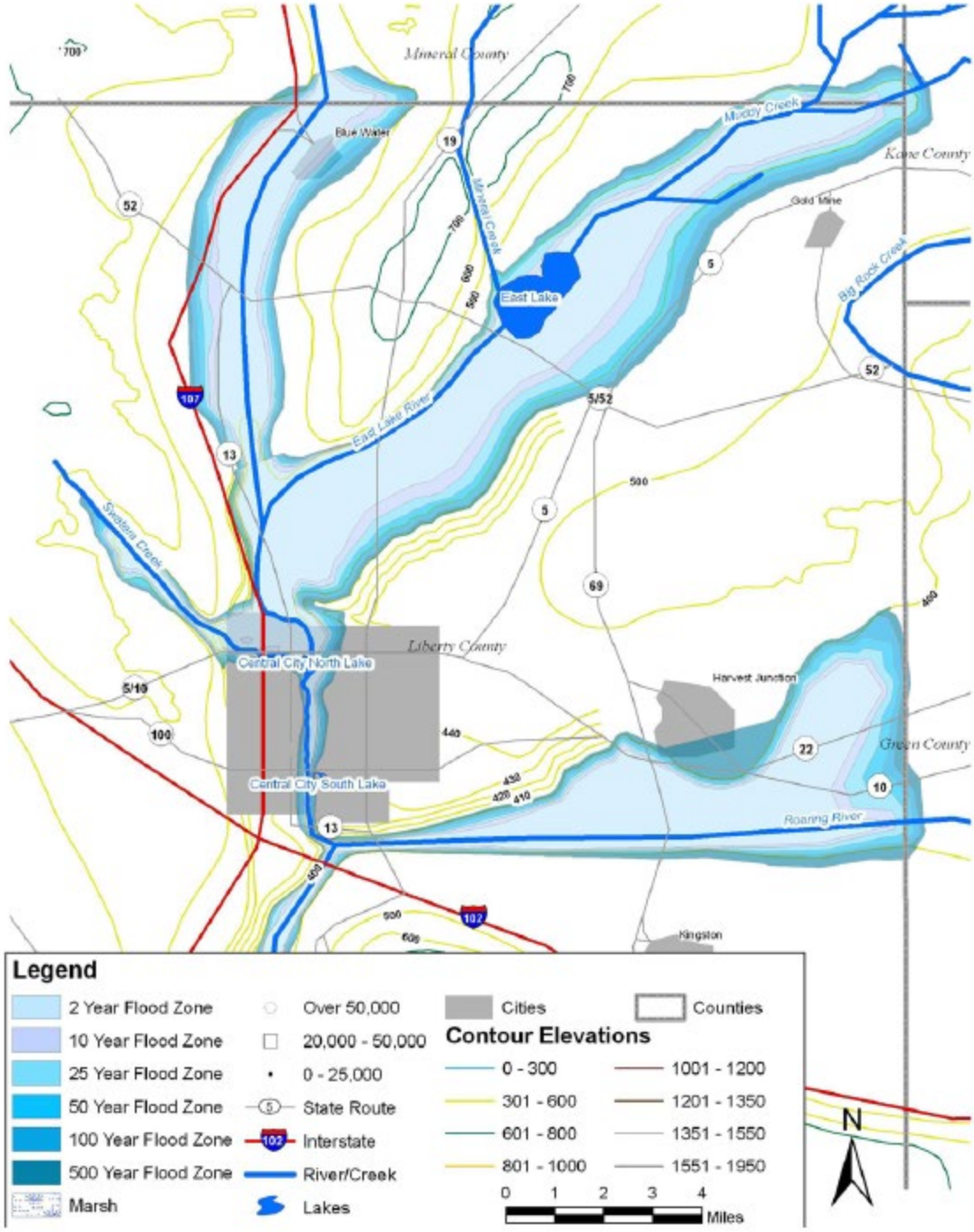


Figure 3.3. North Liberty County Flood Map

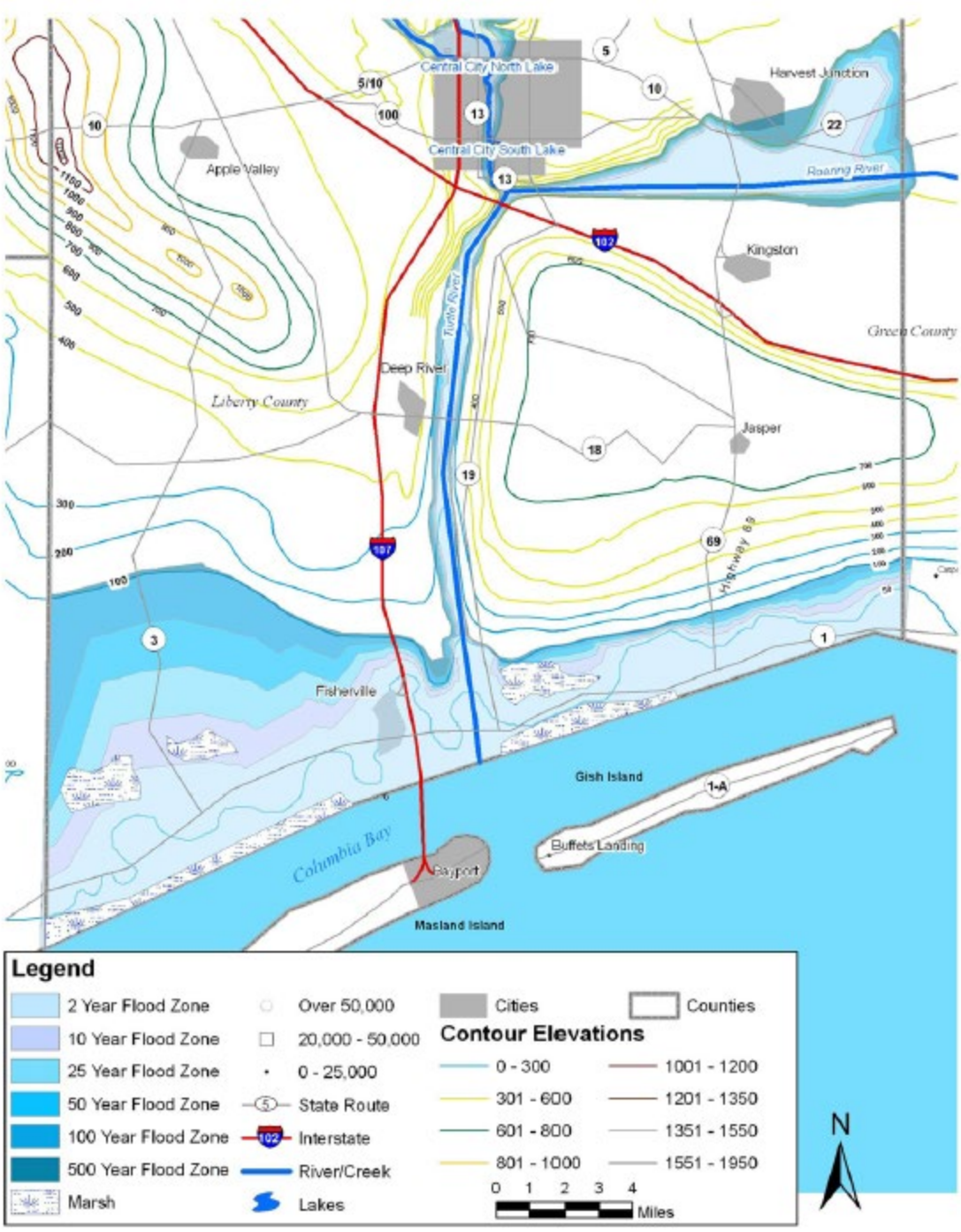


Figure 3.4. South Liberty County Flood Map

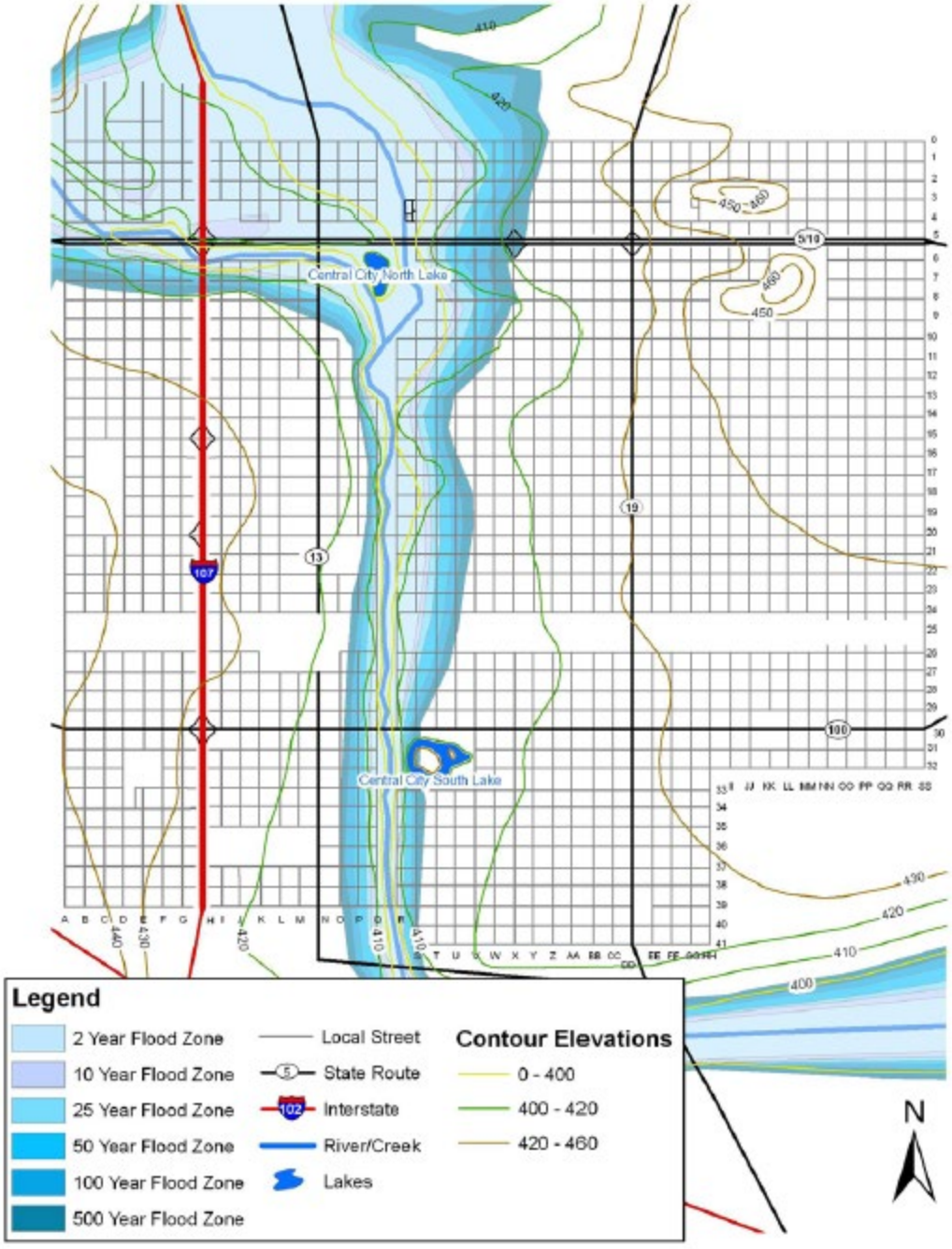


Figure 3.5. Central City Flood Map

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

Your Notes:

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

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.

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.

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:

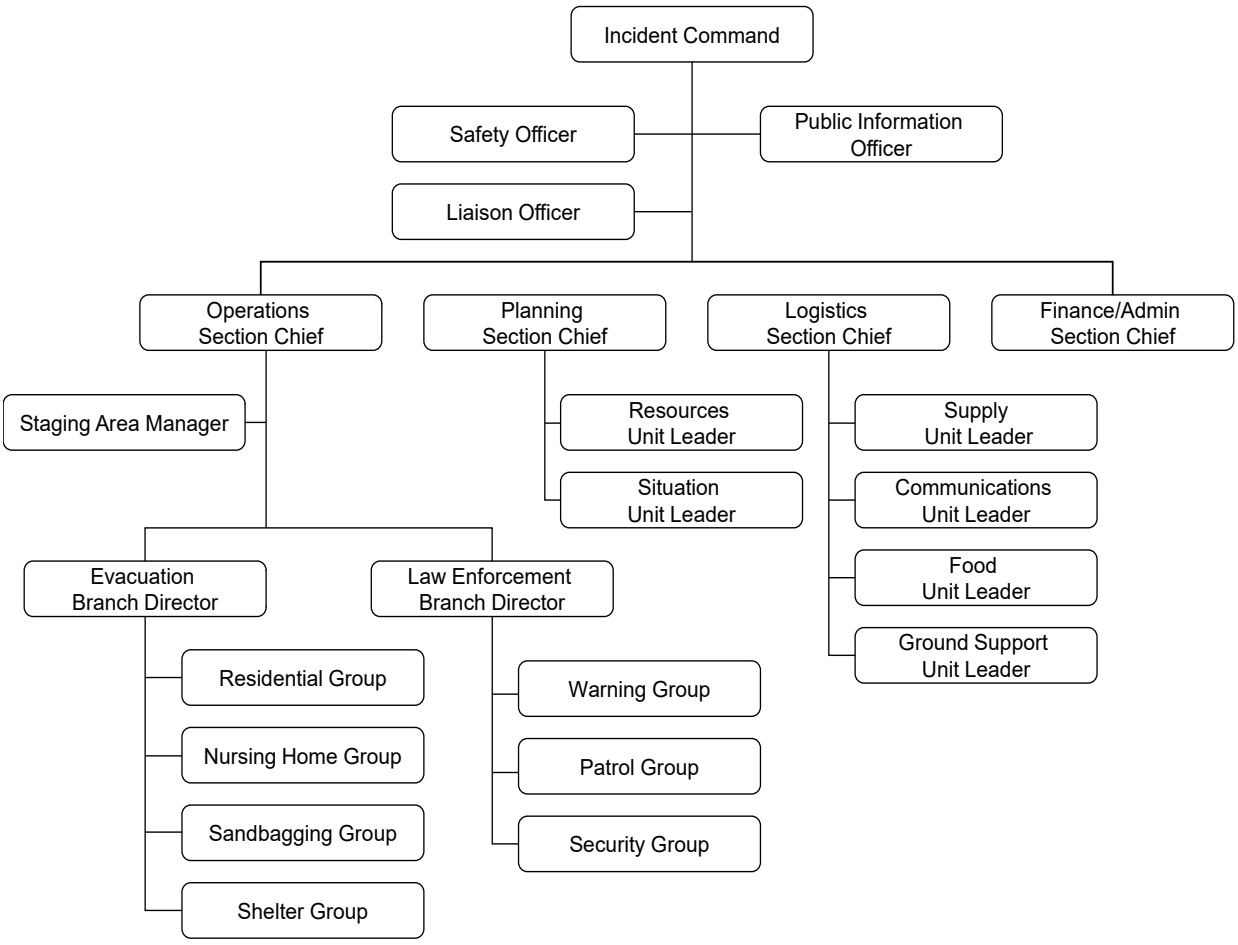
- Implement required safety measures to protect responding personnel and the public.
- Take measures to ensure the evacuation of all households in the projected flood area before the beginning of the next operational period.
- Implement temporary shelter plan to provide housing for all displaced residents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

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.

Part 1: Evaluation of IAP Required ICS Forms:

Use the following as a checklist.

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, Davison, 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.

Part 2: 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 Informaiton 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

Your Notes:

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.

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.

Scenario Update:

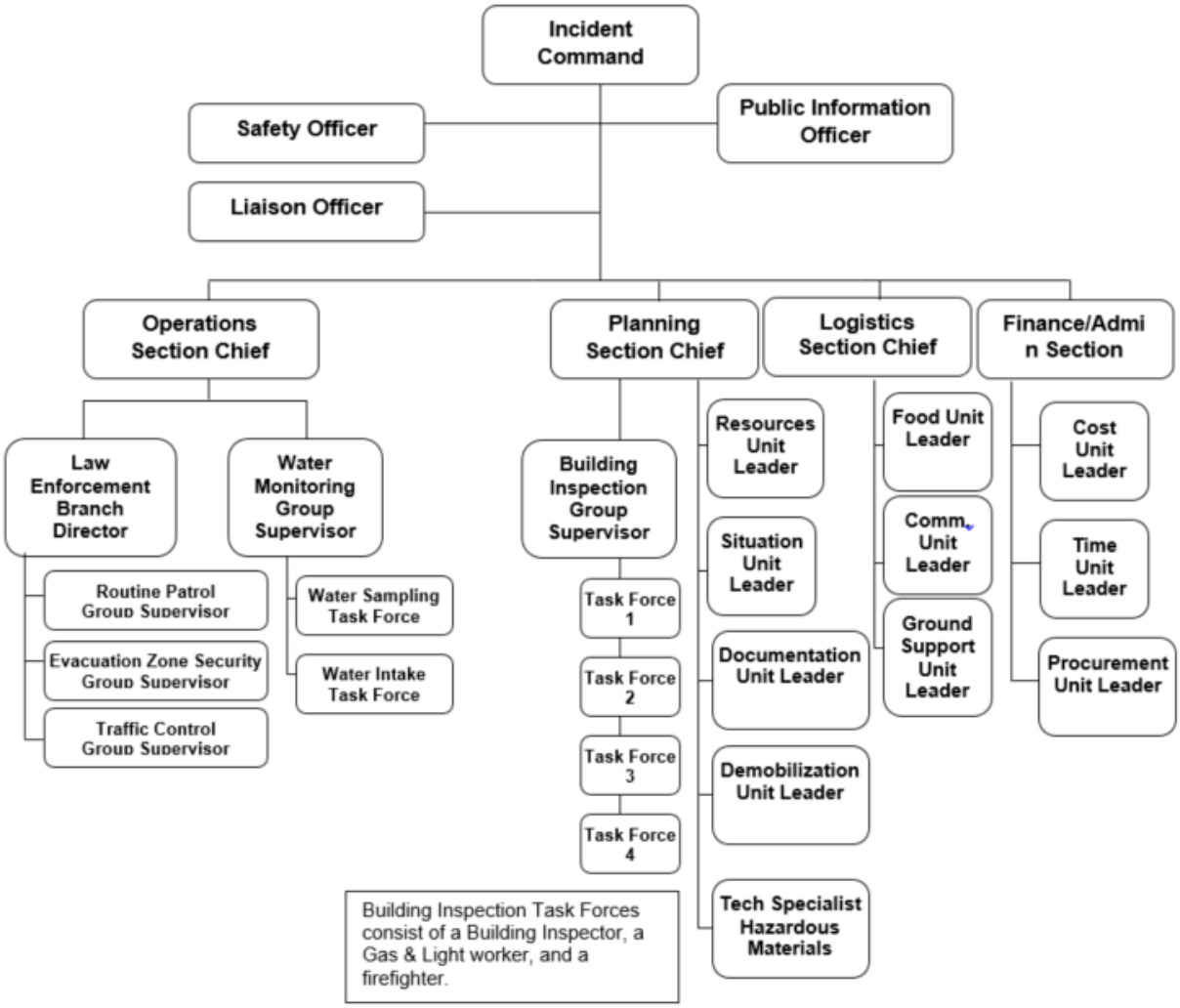
- It is now August 7th, at 0700 hours, 2 days after the river has crested. The river levels are steadily receding and residential property owners are anxious and attempting to return to their properties.
- City officials have asked the City Building Inspection Department to inspect evacuated homes for 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 Transpiration 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.

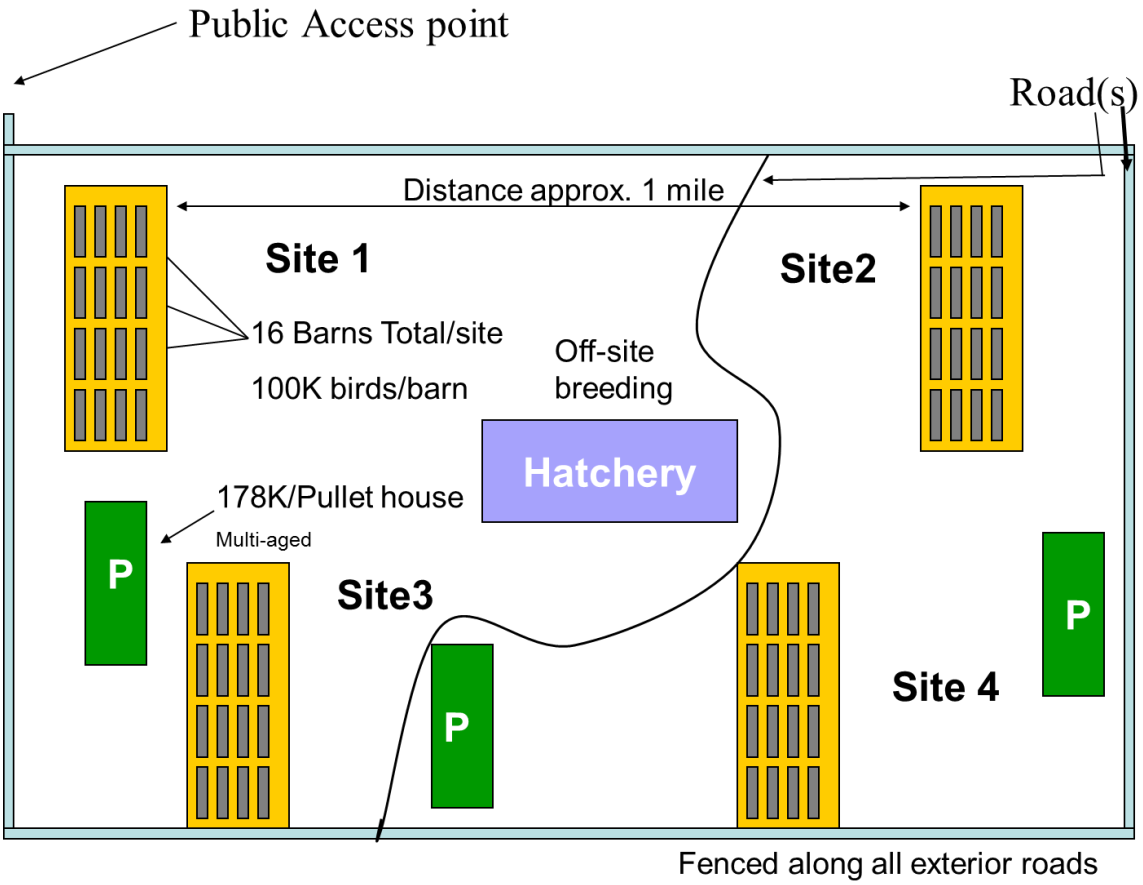
Emphasize that the spokespersons should be able to explain the rationale for the team's decisions.

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

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)

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 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:

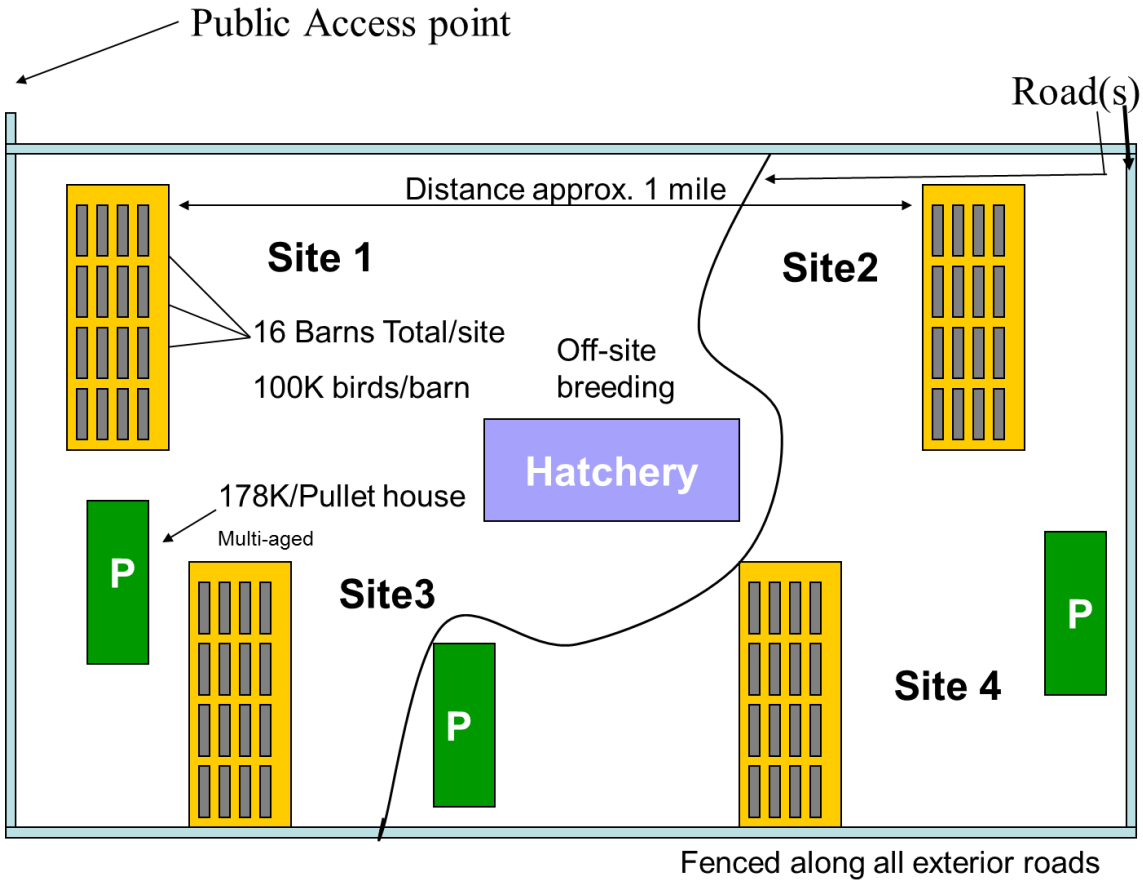
1. Review the scenario update, map, and resource list in your handouts.
2. Complete the following steps:
   - List who would be included in the Unified Command structure.
   - Describe the challenges facing the Unified Command.
   - Describe the strategies the Unified Command structure will use to address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

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)
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.

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.

Scenario Update:

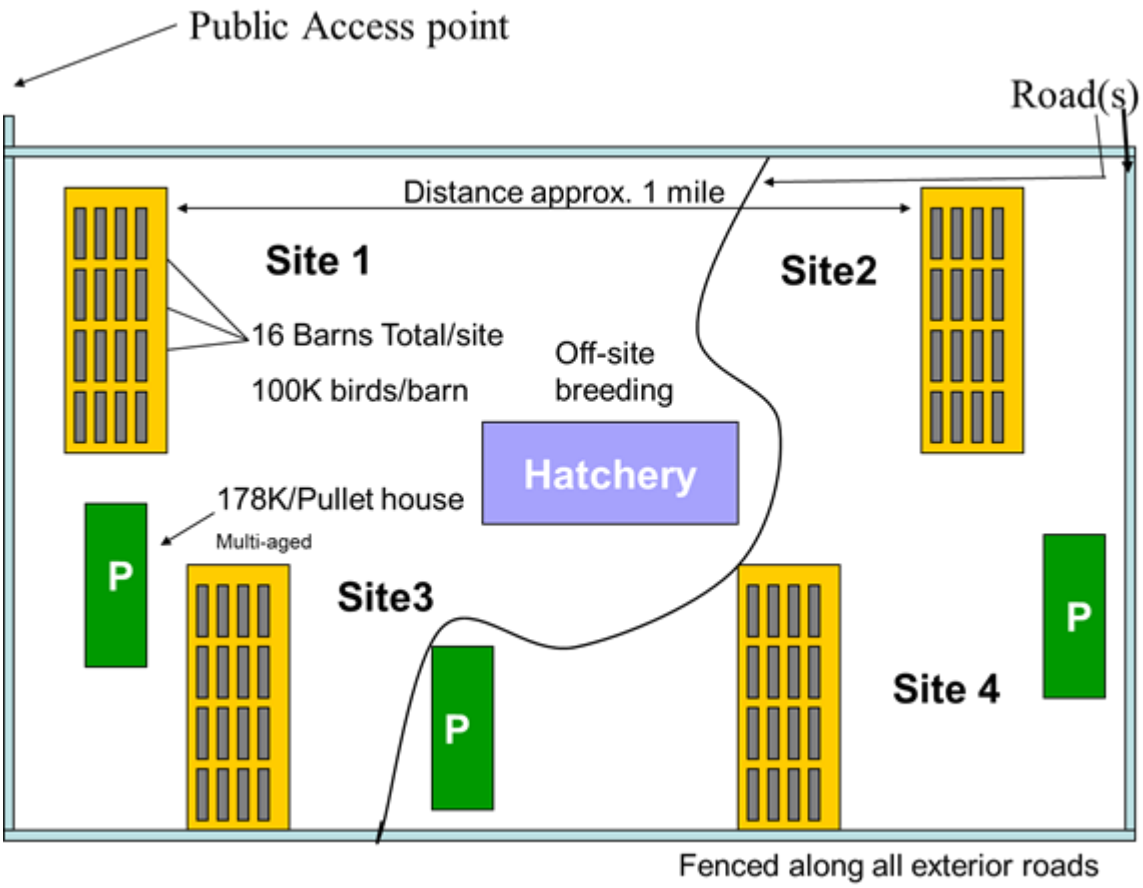
There is now a confirmed positive diagnosis of H5N1 from samples in Site #1. Currently, Site #1 has 90 percent mortality. Approximate total number of birds is nearly 7,000,000. Except for the pullet houses, these are layers and the birds are in cages (5 per cage).

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 C02 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)

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

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.

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.

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:

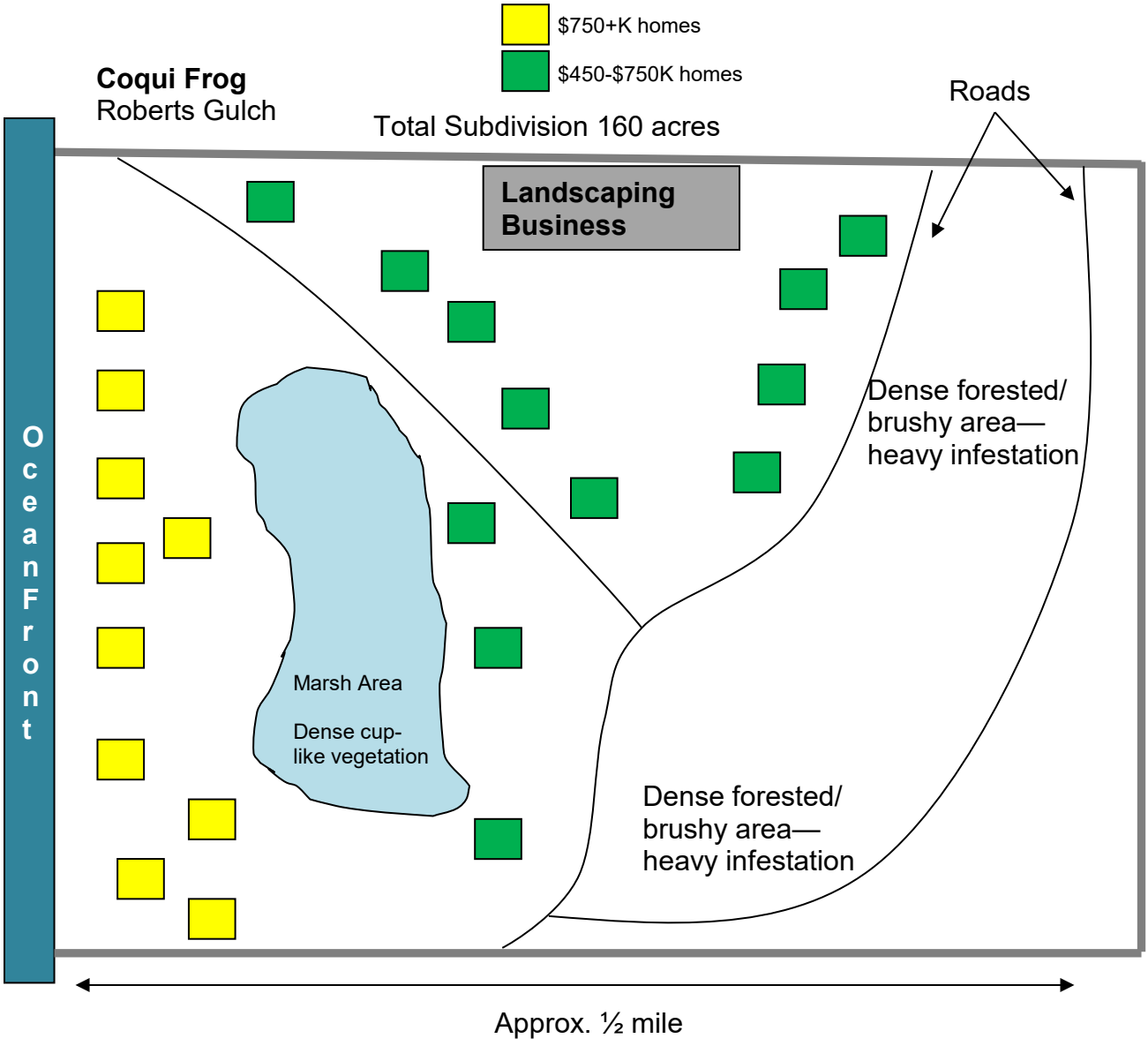
1. Review the scenario, map, and resource list in your handouts.
2. Complete the following steps:
   - Identify who would assume the leadership of the ICS organization.
   - Develop initial incident priorities and SMART objectives.
   - Draw an organizational chart to support the objectives and manage 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.

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

State Department of Ag. Employees:

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

Your Notes:

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.

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

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.

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.

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.

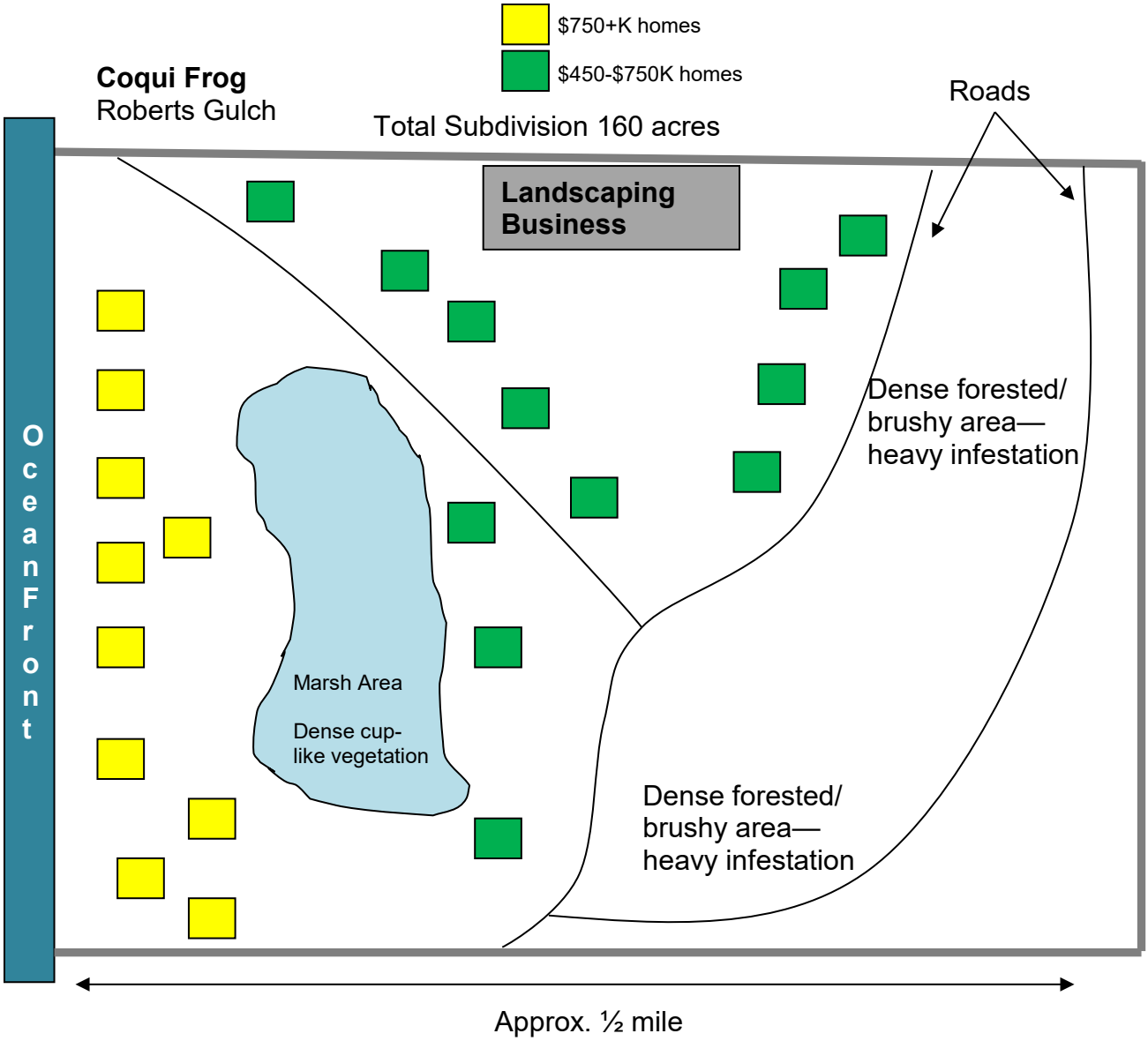
It is suspected that a landscaping business dumped some plant materials that were infested with coqui into the nearby forested area. The population in the forested area is well established now. Rumors abound that they did it on purpose because they embrace the calling sound and feel it is not proper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


$750+K homes
$450-$750K homes
Coqui Frog
Roberts Gulch
Total Subdivision 160 acres
Roads
Landscaping Business
Ocean Front
Dense forested/ brushy area— heavy infestation
Marsh Area
Dense cup-like vegetation
Dense forested/ brushy area— heavy infestation
Approx. ½ mile

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

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.

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.

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.

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.

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.

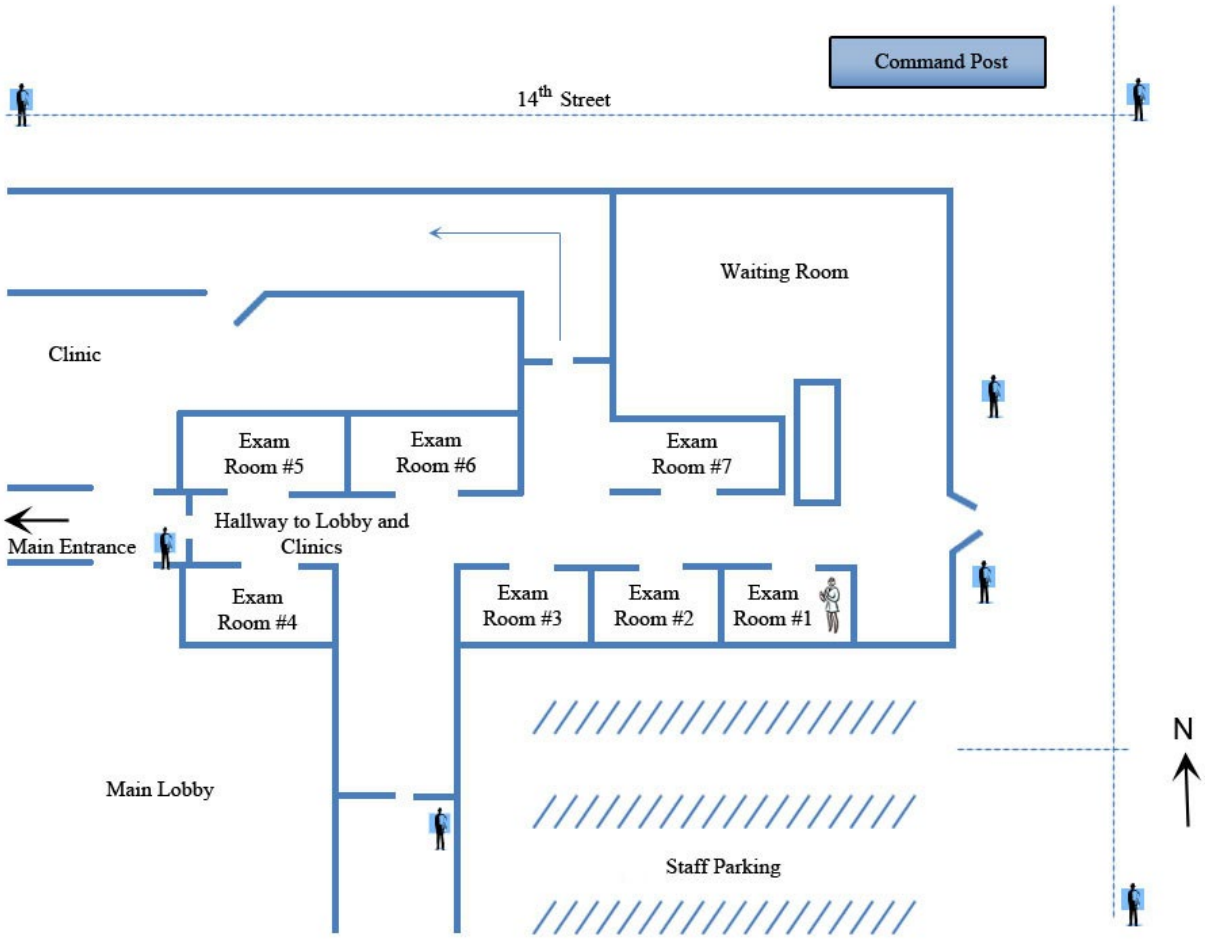
Currently there are 12 police officers on the scene. The shift supervisor, Sgt. Jones, has assumed command of the officers on the outside perimeter and the hallway checkpoints.

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:


Command Post
14th Street
Waiting Room
Clinic
Exam Room #5
Exam Room #6
Exam Room #7
Hallway to Lobby and Clinics
Main Entrance
Exam Room #4
Exam Room #3
Exam Room #2
Exam Room #1
N
Main Lobby
Staff Parking

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.

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.

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.

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

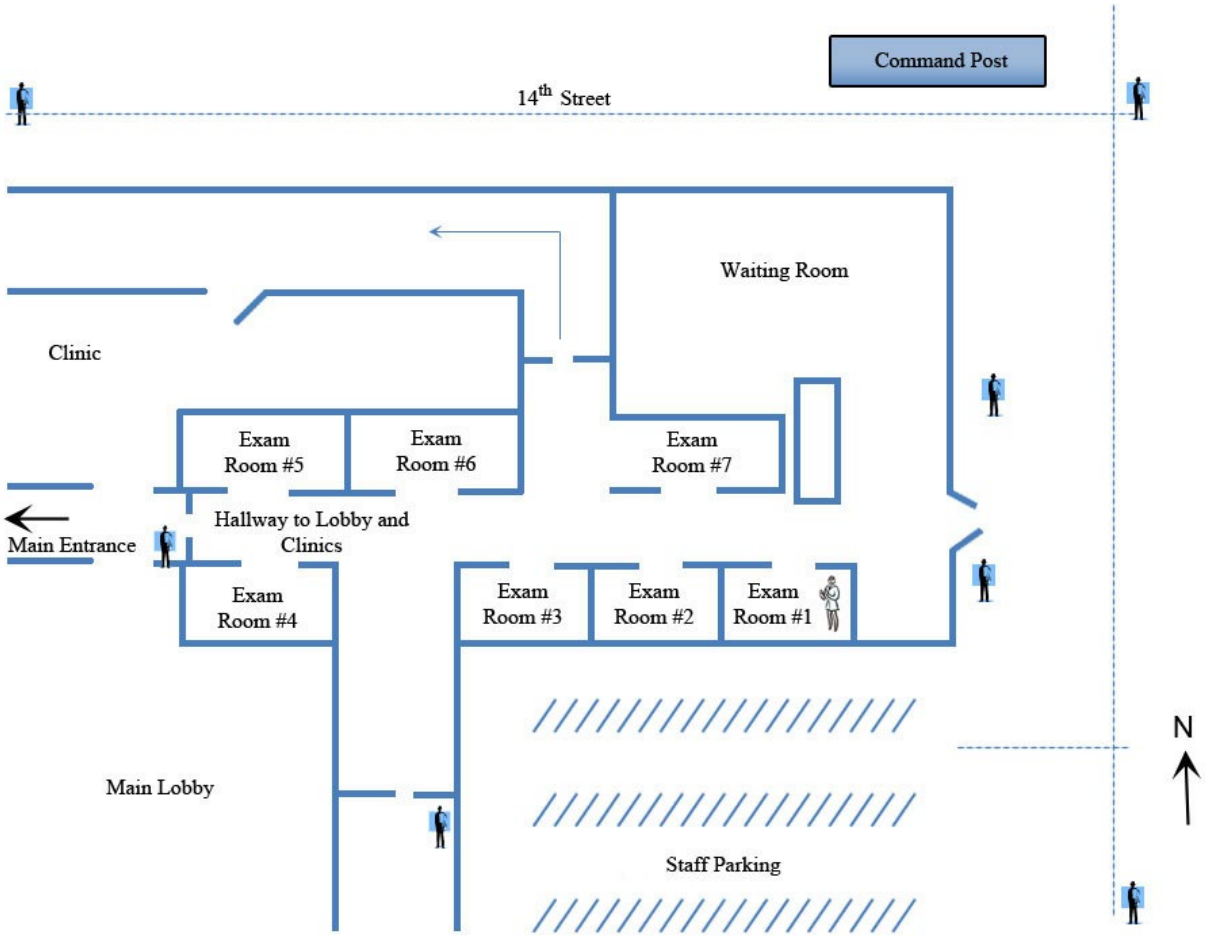
State Police:
15 marked units
Hazardous Materials Response Team

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:


Command Post
14th Street
Waiting Room
Clinic
Exam Room #5
Exam Room #6
Exam Room #7
Hallway to Lobby and Clinics
Main Entrance
Exam Room #4
Exam Room #3
Exam Room #2
Exam Room #1
N
Main Lobby
Staff Parking

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.

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.

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.

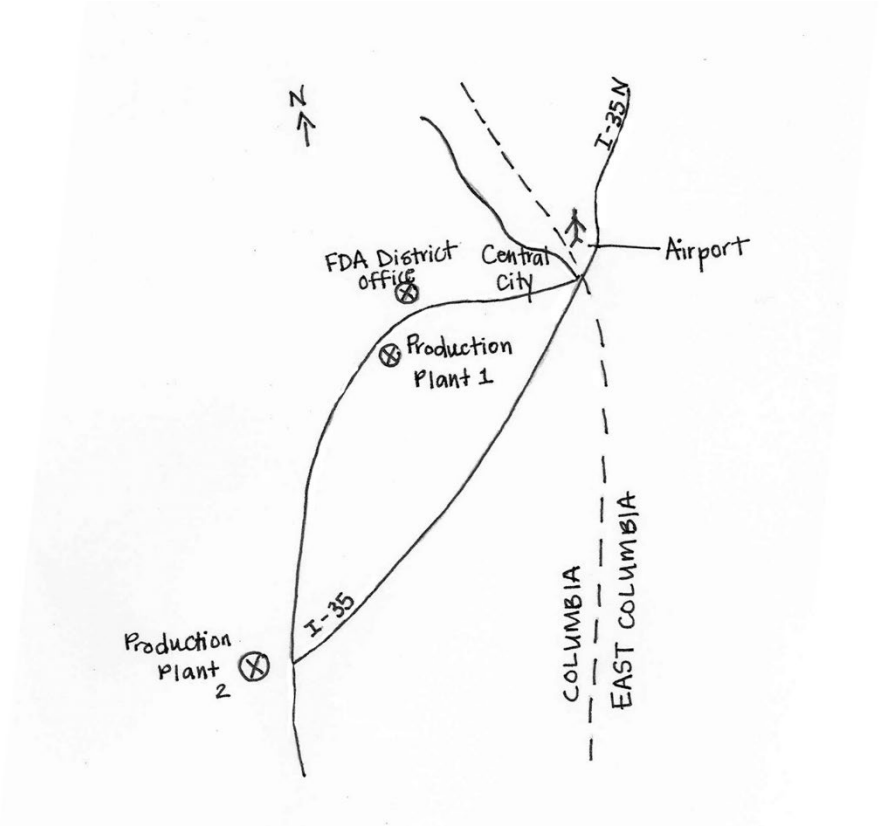
Emphasize that the spokespersons should be able to explain the rationale for the team's decisions.

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:



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.

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

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 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.

INCIDENT BRIEFING (ICS FORM 201)

Refer to ICS_300_AAM_PFRS_ICS_Form_201.pdf

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 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.

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.

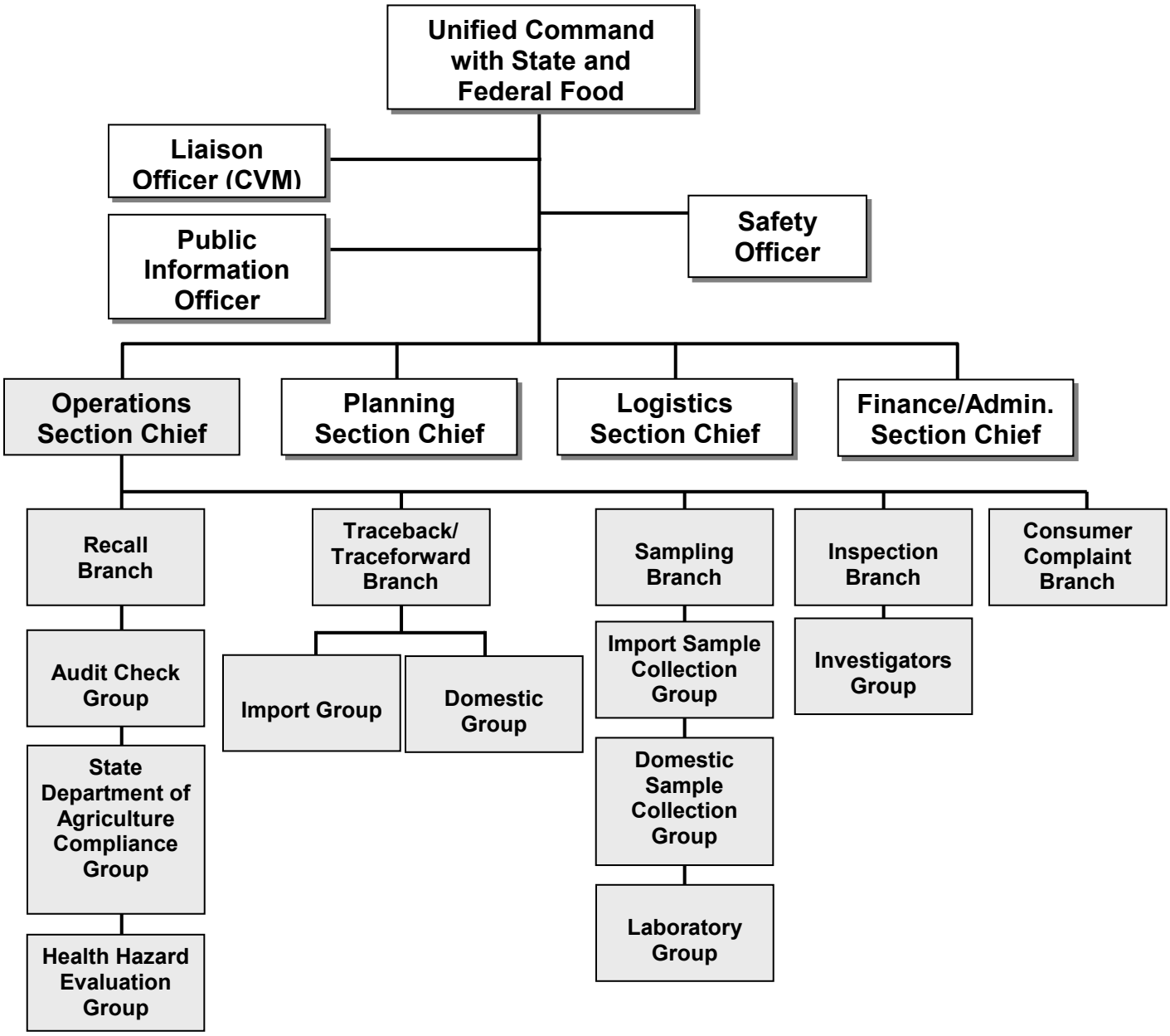
The FDA's EOC is now staffed 24 hours a day, and the overall management of the situation has been transitioned to that facility. An information center has been assembled to deal with media contacts and maintain an up-to-date Web site for information on the situation.

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.

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.

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.

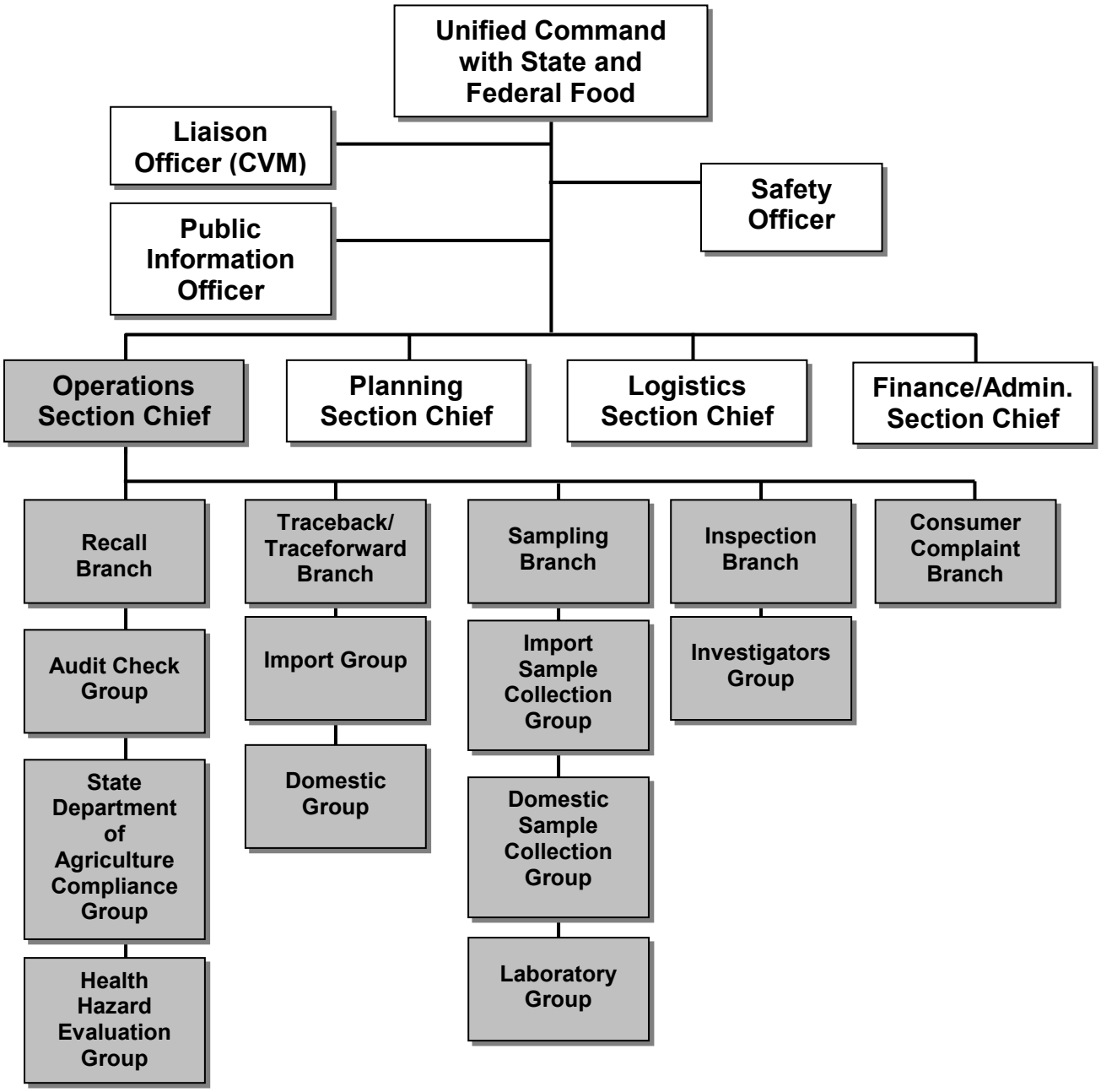
The Incident Command organization feels that the incident objectives can now be changed, and the focus can shift to terminating the incident.

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: