

### INSTRUCTOR NOTES – UNIT 2: SCHOOL FIRE SCENARIO

#### **Objective:**

To review the key concepts of ICS.

#### **Instructions:**

Ask the participants 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 that supports the objectives and manages resources. Your organization should maintain effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

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

#### **Debrief:**

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

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

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

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

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

**Resources**

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

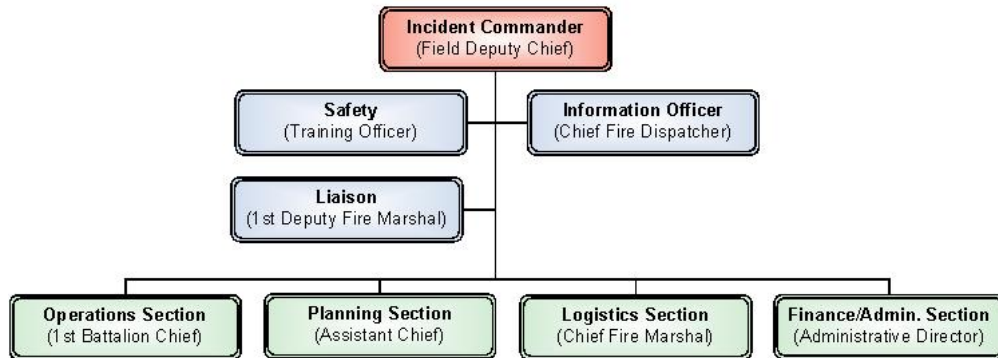
The Central City Fire Department, consisting of 11 station houses, provides fire protection, hazardous materials response, an incident management team, and basic EMS to Central City.

Normal staffing for the Fire Department is as follows:

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

## Unit 2. ICS Fundamentals Review

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



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

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

### Central City EMS Unit Assignments Daily Staffing

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

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

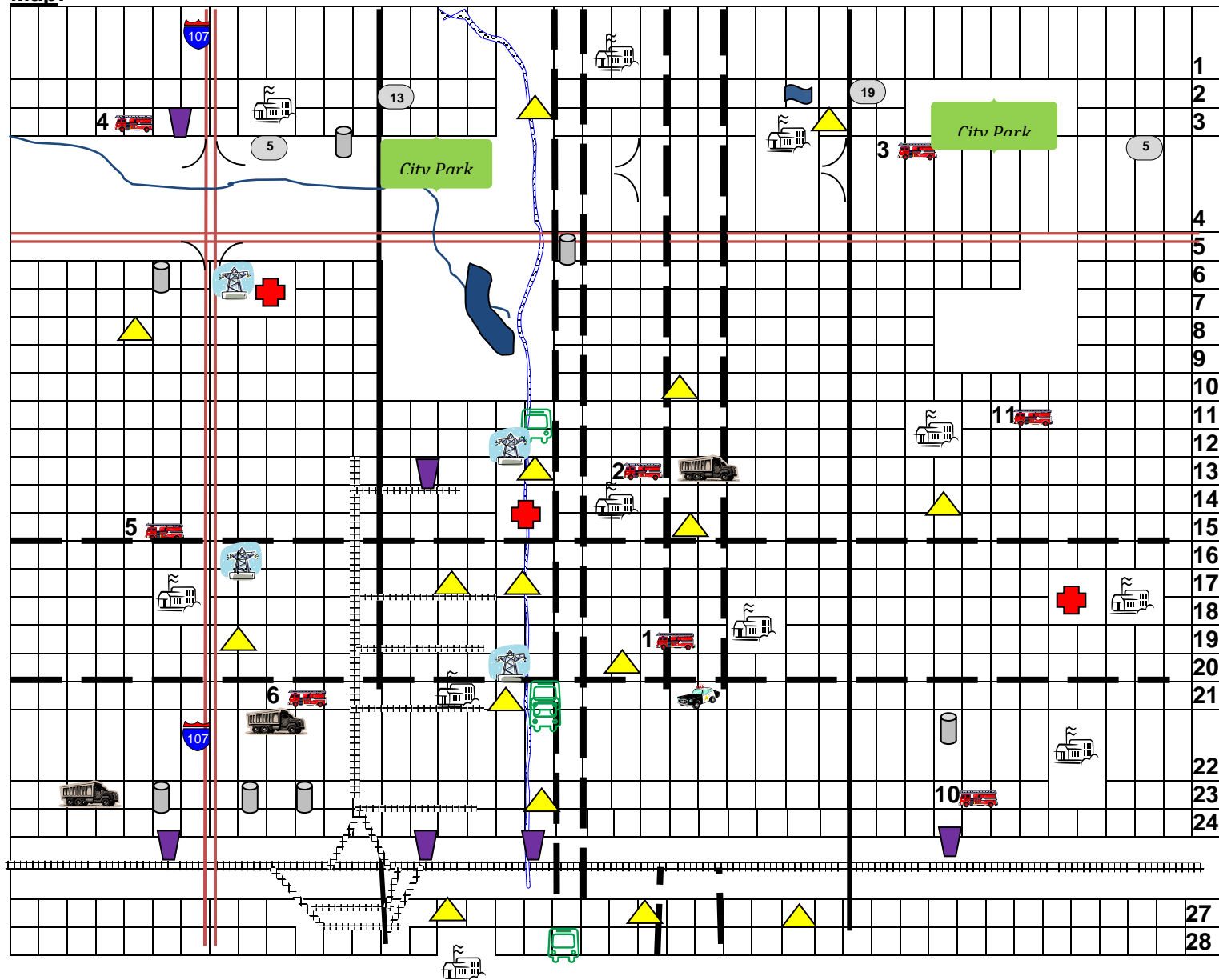
## Unit 2. ICS Fundamentals Review

The following school bus companies are located in Liberty County.

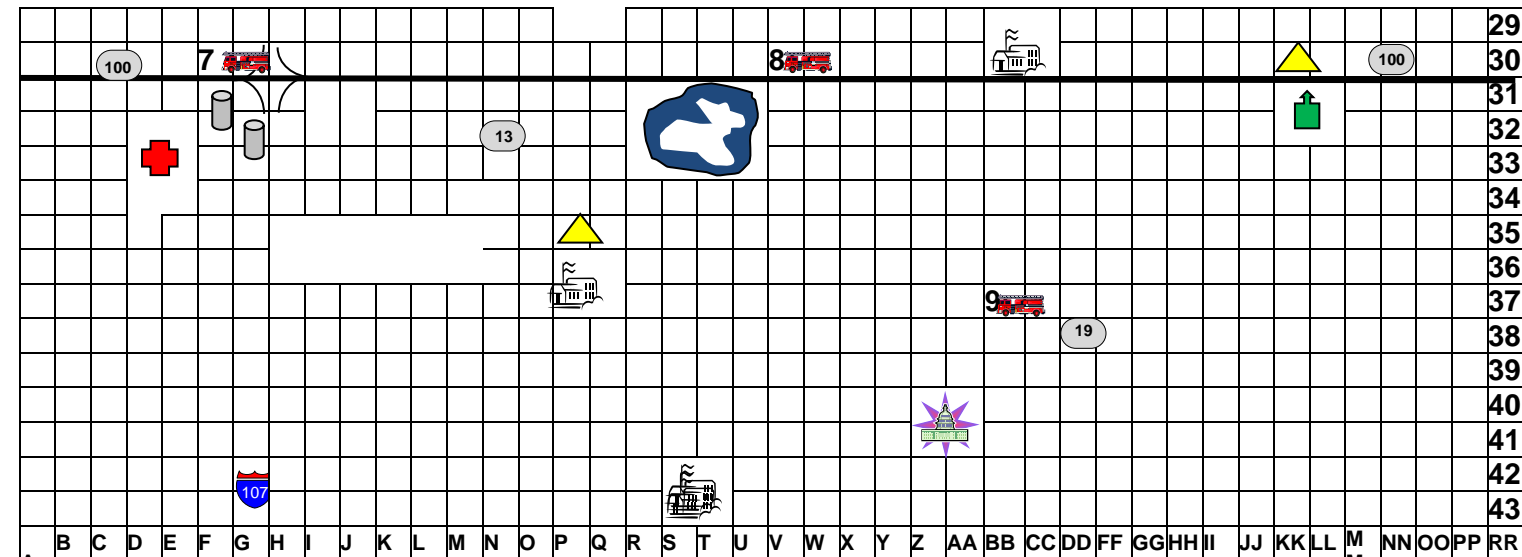
Bus Barn Location	Phone	# of Buses	Capacity
Central City			
T & 14th Streets	436-4636	100	60
Apple Valley			
I-102 & SR 5	332-7120	40	60
Bayport			
Marine Blvd.	447-3190	10	50
Fisherville			
I-107 & 32 <sup>nd</sup> Street	452-2327	20	65
		3	15
Harvest Junction			
T & 10th Streets	863-5550	25	60
		3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


















## Unit 2. ICS Fundamentals Review

**Map:**



## Unit 2. ICS Fundamentals Review



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

### The Situation

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

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

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

**Your Notes:**



### INSTRUCTOR NOTES – UNIT 3: SCHOOL FIRE SCENARIO

#### **Objective:**

To apply key principles of Unified Command.

#### **Instructions:**

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

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

#### **Debrief:**

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

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

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

### Scenario Update:

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

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

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

### Critical Issues

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

**INSTRUCTOR NOTES – UNIT 4: SCHOOL FIRE SCENARIO****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 participants to work in teams to complete the following activity:

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

**Debrief:**

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

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

	<b>1. Incident Name</b> SCHOOL FIRE AND REUNIFICATION	<b>2. Date</b> Nov 22nd	<b>3. Time</b> 10:30 Hours
<b>4. Map Sketch</b>			
<b>5. Current Organization</b>			
<pre> graph TD     A[ ] --- B[ ]     A --- C[ ]     B --- D[ ]     B --- E[ ]     C --- F[ ]     C --- G[ ]     C --- H[ ]     D --- I[ ]     D --- J[ ]     D --- K[ ]           </pre>			



**Your Notes:**

### INSTRUCTOR NOTES – UNIT 5: SCHOOL FIRE SCENARIO

#### **Objective:**

To allow participants to complete the planning cycle by conducting a planning meeting, developing a written IAP, and conducting an operations briefing for a simulated incident. This scenario continues to build on the school fire.

#### **Instructions:**

Tell the participants to work in teams to complete the following activity:

1. Review the scenario update and resource list in your handouts. Make sure that the participants locate the Incident Briefing, ICS Form 201, developed in the previous unit.
2. Complete the ICS Form 215 for resources. Point out that the Operational Planning Worksheet (ICS Form 215) has the information needed to complete tactical direction for the school fire 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 participants with blank copies of the ICS Forms.

#### **Debrief:**

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

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

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

#### **Round 1**

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

### Round 1 Feedback

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

### Round 2

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

### Scenario Update:

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

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

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

Parents are 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



## Unit 5. Planning Process

Incident Management Team to put together an Incident Action Plan for an operational period beginning at 5:00 p.m., and 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**

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

### Additional Available Resources

#### Central City Department of Public Works:

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

#### Air Operations:

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

#### State Police:

15 marked units  
Hazardous Materials Response Team

### Incident Communications

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

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

### INSTRUCTOR NOTES – UNIT 6: SCHOOL FIRE SCENARIO

#### **Objective:**

To allow participants 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 participants to work in teams to complete the following activity:

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

#### **Debrief:**

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

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

**Your Notes:**

### INSTRUCTOR NOTES – UNIT 7: SCHOOL FIRE SCENARIO

#### **Objective:**

To develop a Demobilization Plan for a simulated incident.

#### **Instructions:**

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

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

#### **Debrief:**

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

##### **Demobilization Plan Criteria:**

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

### Scenario Update:

It 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.