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 3.4. 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 Division. 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:

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

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS FORM 215A)

Partially Completed ICS Form 215:
Refer to ICS_300_AAM_CCFS_ICSS_Form_215.pdf

Blank ICS Form 215A:
Refer to ICS_300_AAM_CCFS_ICSS_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 Information Officer** - Provides public information plan and methodologies to meet objectives and verifies that public information outreach meets objectives.
- **Liaison Officer** - Confirms interagency issues are being addressed.
- **Other Staff** or **Technical Specialists** as needed.
- **Safety Officer** - Provides Safety Plan/Site Safety Plan using wall-sized Incident Action Plan Safety Analysis (ICS Form 215A) discusses hazards/risks, and mitigation measures employed to mitigate and manage risks.
- **Planning Section Chief** - Final confirmation and support by polling Command and General Staff members to solicit their final input and commitment to the proposed plan.
- **Incident Commander/Unified Command** - Approves the AIP as presented and committed to by Command and General Staff.
- **Incident Commander/Unified Command** - Provides any final or closing comments.
- **Planning Section Chief** - Identifies assignments and deadlines to appropriate Incident Management Team members for developing IAP components for the next operational period.
- **Planning Section Chief** - Provides schedule for upcoming meetings and briefings and adjourns the meeting.
CENTRAL CITY FLOOD SCENARIO

Unit 6: Incident Resource Management

Instructor Notes

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

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

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