

### STUDENT HANDOUT – UNIT 2: BASKETBALL GAME SCENARIO

#### Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to a basketball game scenario.

#### Instructions:

Work as a team to complete the following activity:

1. Review the scenario and resources 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 your results in 30 minutes.

**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ from how you might experience the incident evolving in your jurisdiction or agency. It is important to focus on the learning activities rather than the details of the scenarios.**

### Scenario:

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

**Your Notes:**

**STUDENT HANDOUT – UNIT 3: BASKETBALL GAME SCENARIO**

**Purpose:**

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command.

**Instructions:**

Work as a team to complete the following activity:

1. Review the scenario update 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:

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

### STUDENT HANDOUT – UNIT 4: BASKETBALL GAME SCENARIO

#### Purpose:

This activity will provide practical instruction on the methods and tools used to assess incident/event complexity. It focuses on the following issues:

- Types of agency policies and guidelines that influence management of incident or event activities.
- Processes for developing incident objectives, strategies, and tactics.
- Steps in transferring and assuming incident command.
- Incident objectives.

#### Instructions:

Work as a team to complete the following activity:

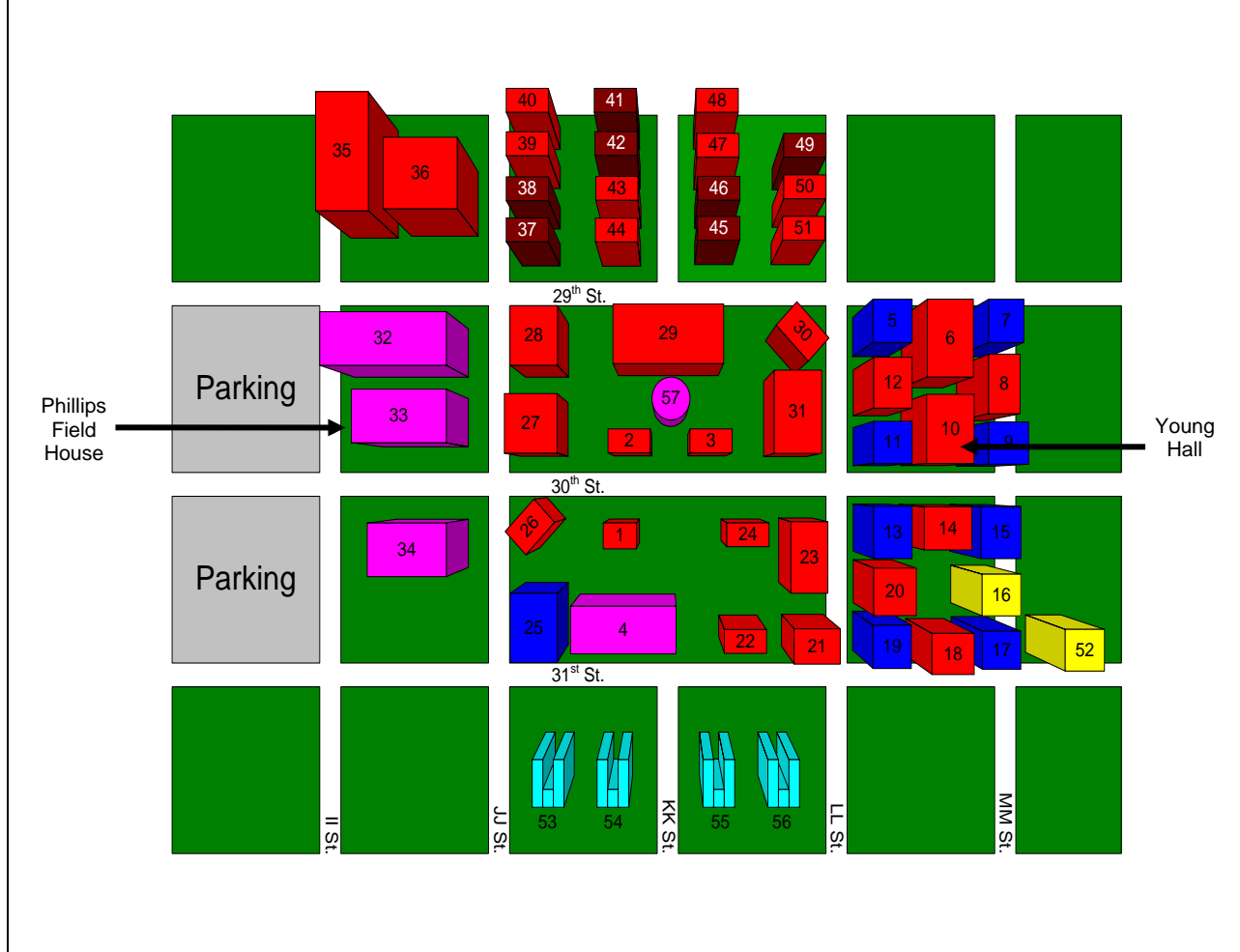
1. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
2. 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. Complete an ICS chart on the ICS Form 201.
4. Complete the missing element 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.

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

**Resources Summary**

Warhawk/Bulldog Championship Game	April 7	1900
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**Map Sketch**



**Current Organization**



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

Resource Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Central City SWAT Team	CCERT	16:30		Staging
Special Investigations Unit	CC3 & CC4, plus CC11-14	1200		Intel Section
EMS	ALS 2,4 BLS 3,5	1700		Staging
Fire Department	E1, T1, S1, (Hazmat Unit)	1700		Staging
Patrol Officers	Central City PD 17 University 16 LCSD 10 CSP 10	1600		Staging
Mobile Command Post		1200		Intel Section

**Summary of Current Actions**

*Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.*

**Situation:** Law enforcement will establish a security perimeter 3 hours prior to the game in order to complete a sweep of the area and begin to provide security in advance of the arrival of fans. Central City Fire and EMS will stage 2 hours prior to the event and E1, T1, and S1 will do an assessment for possible hazardous materials issues. The level of security measures in force will be determined by the Central City Special Investigations Unit based upon current intelligence. The Special Investigation Unit will utilize the Central City Mobile Command Post as their base of operations. The ICP for the game will be located in the upper level of the auditorium in the press box area. Command and General Staff will report at 1600 hours for a briefing.

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**Your Notes:**

### INSTRUCTOR NOTES – UNIT 5: BASKETBALL GAME SCENARIO

#### **Purpose:**

The purpose of this activity is to complete the planning cycle by conducting a planning meeting, developing a written Incident Action Plan (IAP), and conducting an operations briefing for a simulated incident.

#### **Instructions:**

Work as a team to complete the following activity:

1. Complete the ICS Form 215 for resources.
2. Based on the tactics selected in the ICS Form 215, complete the Safety Analysis (ICS Form 215A).
3. Prepare an Incident Action Plan, using (at a minimum) ICS Forms 202, 203, 204(s), 205, and 206.
4. Outline the agenda for the operations briefing. Select a spokesperson to present your IAP as a concise 5- to 10-minute operations briefing. Be prepared to present in 60 minutes.

## Unit 5. Planning Process

### 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

<b>Resource</b>	<b>Kind</b>	<b>Number &amp; Type</b>
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

## Unit 5. Planning Process

### Additional Available Resources

Columbia State Police

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

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
<b>Total Staff</b>		<b>202</b>	<b>165</b>	<b>37</b>

## Unit 5. Planning Process

### 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
<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>

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

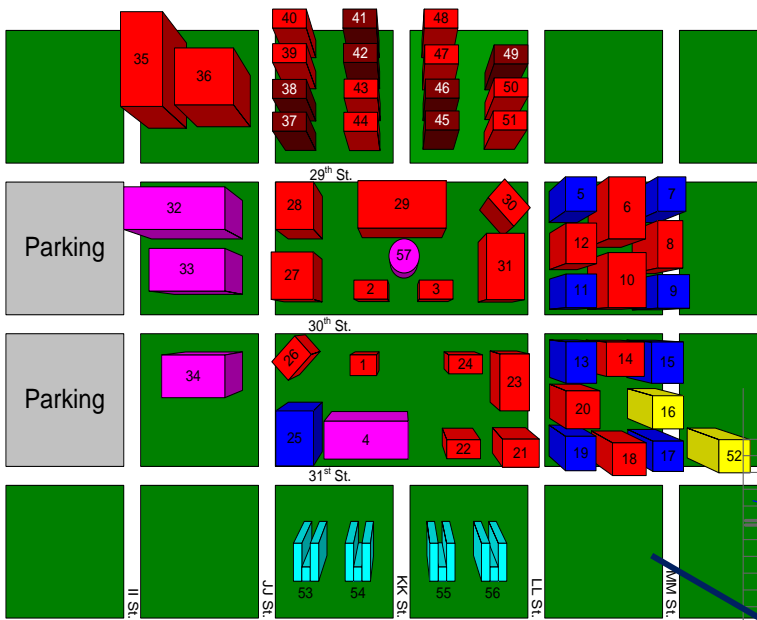
# Unit 5. Planning Process

## Central City EMS Units

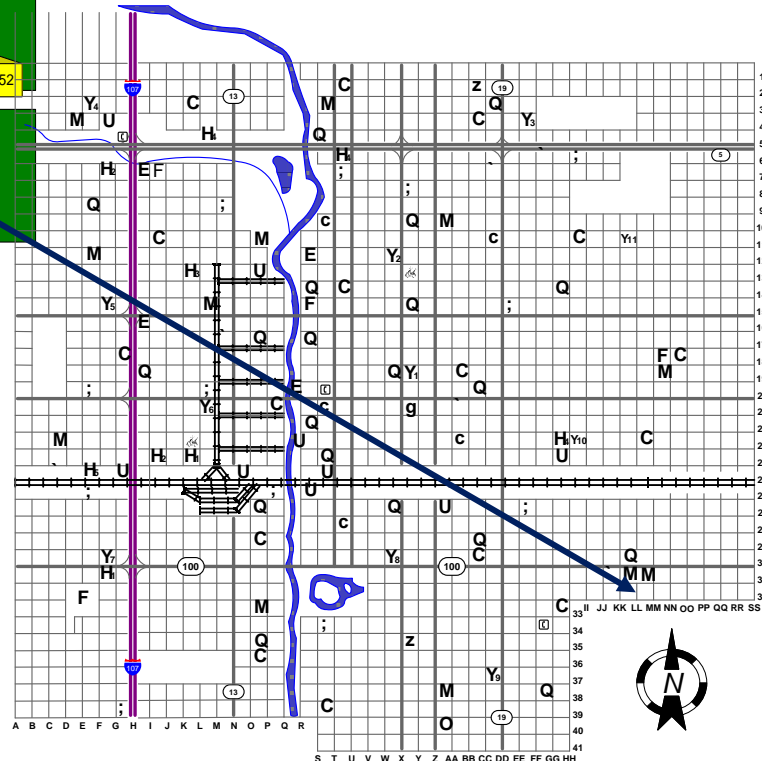
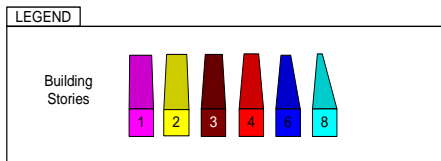
### Unit Assignments Daily Staffing Central City EMS Resource/Staffing Level

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 Vehicle	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 Maintenance
57	War Memorial



LEGEND

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

SCALE: 7 BLOCKS = 1 MILE

**Central City University Campus Buildings**

<b>Location on Map</b>	<b>Name</b>	<b>Stories</b>	<b>Department or Use</b>
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



### STUDENT HANDOUT – UNIT 6: BASKETBALL GAME SCENARIO

#### Purpose:

The purpose of this activity is to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### Instructions:

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:**

**STUDENT HANDOUT – UNIT 7: BASKETBALL GAME SCENARIO**

**Purpose:**

The purpose of this activity is to develop a Demobilization Plan for a simulated incident.

**Instructions:**

Work as a team to complete the following activities:

1. Review the information you developed in all of the previous activities and the scenario updates.
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 Chancellor.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

### Scenario Update:

Friday evening, April 7<sup>th</sup>, 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.