

SCHOOL FIRE SCENARIO

Unit 2: ICS Fundamentals Review

Objective:

To apply key Unified Command principles.

Instructions:

Working in your groups, 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.

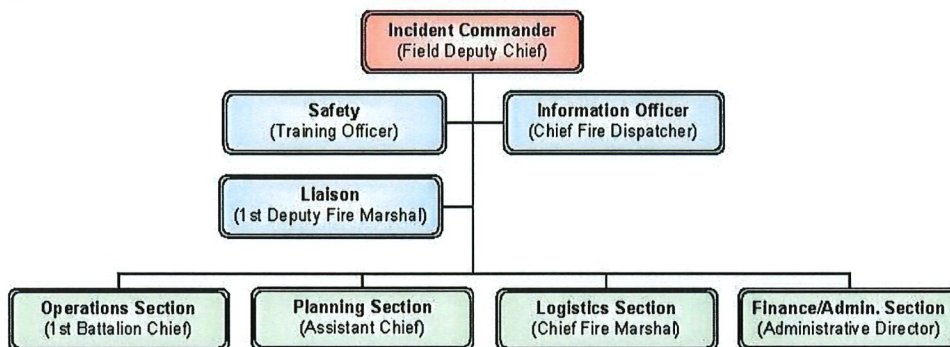
Police Department Unit#	Vehicle Type	Staffing
P1,P2	Field Supervisor	1 SGT
P3,P4,P5,P6,P7,P8,P9,P10,P11,P12	Patrol Vehicle	1 Police Officer
P13,P14,P15,P16,P17,P18,P19,P20	Patrol Vehicle	1 Police Officer (DARE)

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)

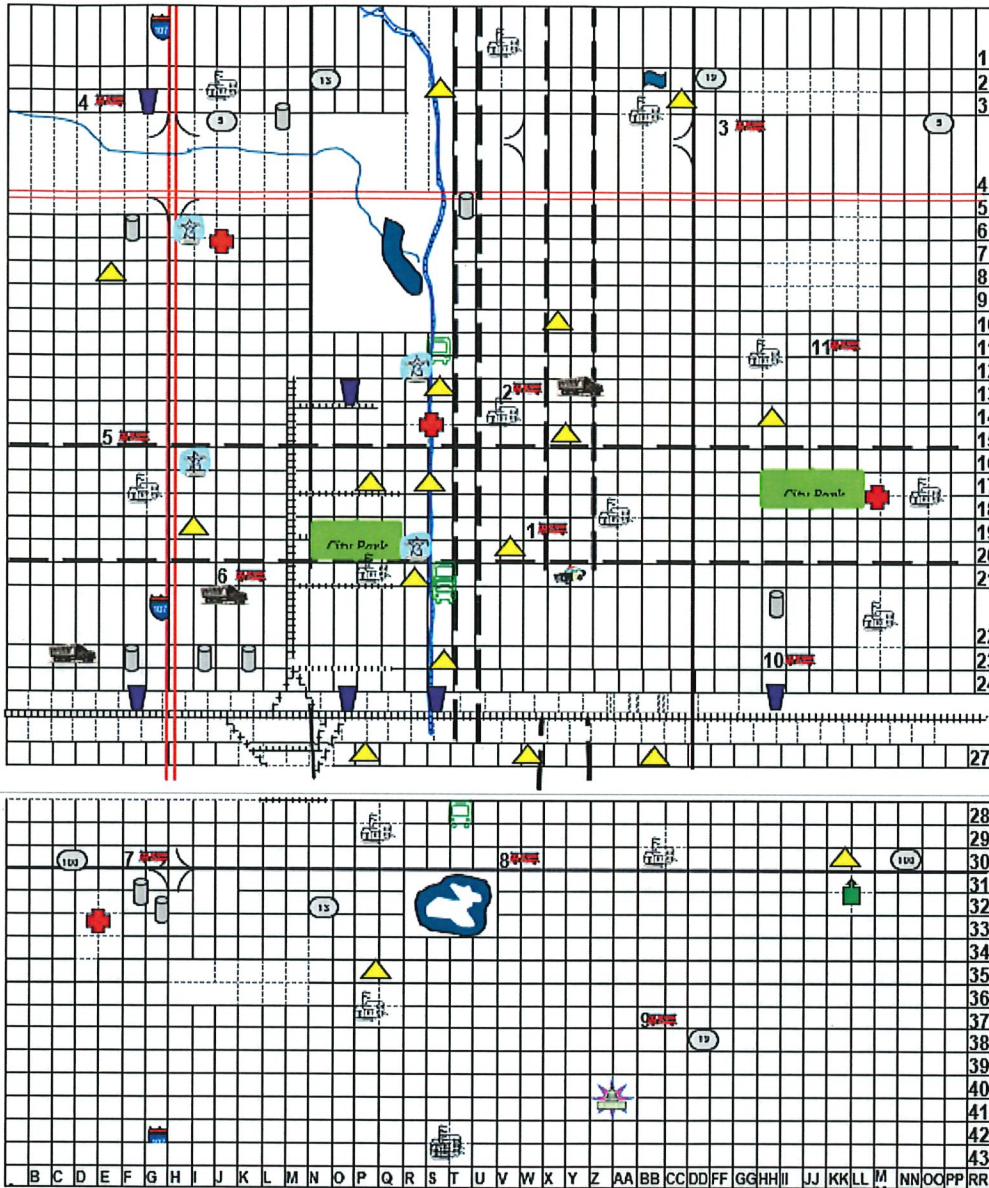
The following Private bus companies are located in Liberty County:

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:

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Unit 3: Initial Actions for Unified Command

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:

Working in your groups, 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:

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Unit 4: Implementing an Operational Planning Process

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:

Working in your groups, 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:

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Unit 5: Planning Process, IAP, and Operations Brief

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:

Working in your groups, 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:

Working in your groups, 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, Division, Group and Staging Area as appropriate for the incident operational period.
- Identifies assigned resources as appropriate for the incident operational period.

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

Communications List (ICS Forms 205 or 205A)

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

Medical Plan (ICS Form 206)

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

Incident Organization Chart (ICS Form 207)

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

Safety Message/Plan (ICS Form 208)

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

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

Your Notes:

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Unit 6: Incident Resource Management

Objective:

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

Instructions:

Working in your groups, 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:

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

Objective:

To identify demobilization considerations, given the threaded scenario.

Instructions:

Working in your groups, 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.