Final Exercise – Student Guide
Unit 11

Purpose

The purpose of this exercise is for students to synthesize and apply all of the information they have learned in the course in a hands-on setting.

Objectives

Students will:

- Complete the tasks of a COML on an incident from initial arrival through demobilization.

This exercise uses a new incident scenario, a tornado that hits Central City. Based on this information, you will discuss the significance of the information received and what conclusions to draw as you utilize appropriate forms to request resources, and document Communications Unit activities. You will develop a Communications plan for the 2nd operational period, to support at least one Command channel and tactical talkgroups supporting Fire, Law, EMS and other responders that you would expect with this magnitude of an event. You will also evaluate staff and prepare for demobilization. The exercise is scheduled to last approximately 1 1/2 hours, including 1 hour of hands-on practice and 1/2 hour of guided debrief.

You should have the following materials:

- LSC Briefing / Incident Overview
- Map of Central City
- Plot plans of Nick Dunn HS and Emily Paige Community Center
- ICS Form 213s, three for each group
- ICS Form 214s, one per student
- Form 217A, use the completed Central City one used throughout the course
- ICS Form 205, one per student
- ICS Form 225, one per student
- Blank easel chart paper as appropriate
- Assortment of colored markers
- T-cards: 25 equipment and 10 overhead per group

Rules, Roles, and Responsibilities

Participants will work in groups, led by the instructor. Following are the specific activities / instructions for your participation in the exercise:

1. Review the information provided.

2. Complete ICS Forms 213, 214, 205, 225 and develop a demobilization plan based on the Central City, Tornado scenario and updated information.
3. Make corrections according to the Instructor's feedback.

Instructors moderate discussions, answer questions and provide additional information as required.

Final Exercise Schedule

Activity	Duration	Participation Type
Exercise Introduction	5 minutes	Classroom
Review of Incident Overview	10 minutes	Individually
Complete ICS Form 213	10 minutes	Individually
Complete ICS Form 205	15 minutes	Small Group
Complete ICS Form 225	5 minutes	Individually
Develop Demobilization Plan	10 minutes	Small Group
Complete ICS Form 214	5 minutes	Individually
Review with Instructor	30 minutes	Classroom

Incident Overview

- At approximately 1400 hours on April 26, 20XX an F- 3 Tornado touched down in Central City. The path of destruction began in the area of 9th Ave paralleling Hwy 79 and continued northeast across the center of town through the downtown area of the city and into the rural area before dissipating.
- The current time is 1900 on April 26, 20XX.
- There are several incidents involving fires and gas leaks throughout the tornado's path.
- The fire water mains have been disrupted by numerous water breaks and a loss of pumping capacity due to city-wide power outage.
- There are significant hazardous materials involved.
- More than 10,000 people are directly affected by blown out windows, and power outages.
- The local Emergency Management Agency in Central City, is reporting overwhelming severe damage to homes and businesses. The local hospitals are exceeding their capacity. City services have been rendered non-operational, there is a water contamination advisory, and power is out for most of the city.
- There are additional reports of tornadoes that have touched down 45 miles farther to the east. The rain has continued to fall, causing flooding throughout the region surrounding Central City. The rainfall has reached an alarming amount and the local rivers and streams have become swollen; the rainfall has caused a serious impact and is expected to continue through the week.

Specific Information:

- Students should assume they are planning for the second operational period, as the COML.
- On site they have a COMT, INCM, a THSP for data systems and a THSP for telephone.
- The city ordered a gateway and satellite trailer during the first operational period and they are at the COML's disposal.
- The City of Central City is paralyzed, particularly because the master site for their trunking system was heavily damaged by an explosion. There are two remaining sites operational in site trunking mode, but with much more limited capacity. Reduced coverage is affecting the operations at the rail yard and immediately adjacent areas.
- Participants should keep in mind this is likely to be a long event and day-to-day operations need to continue in Central City. Using the 217A, develop a 205 to support at least one Command channel and tactical talk groups supporting Fire, Law, EMS and other responders that you would expect with this magnitude of an event, including NTSB, Railroad, HazMat teams from several agencies, Red Cross for temporary housing, EPA, FBI, etc.

- The Nick Dunn High School at W. 13th Ave and S. Redbud St in Central City is being made available for communications use, but no facilities have been established. The school population is 600 students when in session. It has a combination of fixed facilities including a pool, stadium- type football field, several softball/baseball fields, soccer field, and bus repair facilities. There is an adjacent open field, which is owned by a private property owner having approximately 55 acres of flat land.
- The Emily Paige Community Center has also been made available. It has a gym with 200 person bleachers, bathroom facilities, a pool, 3 meeting rooms with 50-, 70-, and 100-person capacities respectively, a kitchen service buffet line, and a 300-person auditorium. The community center is located at 1105 S. Walnut St. between W. 3rd Ave and W. 4th Ave in Central City.
- The Central City EOC is not functional, but the Columbia County EOC is open and operational.
- The Central City Memorial Hospital is a 200-bed facility and is at maximum capacity from normal operations prior to the incident and with self-presenters.
- All city departments are actively operating and attempting to secure the city services and get a status report on the effects and impact of the destruction.

Weather:

- Due to a tropical depression gaining strength in the Gulf, there are thunderstorm watches in effect for the Central City area and surrounding counties. (See extended weather forecast.)
- Rules, Roles, and Responsibilities

Weather

NWS Forecast for: LOCAL AREA

Issued by: National Weather Service

This Afternoon: Scattered showers and thunderstorms. Chance of precipitation is 40%. Mostly cloudy, with a high around 88. Windy, with a southeast wind between 15 and 20 mph.

Tonight: Scattered showers and thunderstorms before 8 p.m., then a slight chance of showers. Chance of precipitation is 40%. Mostly cloudy, with a low around 76. Southeast wind between 10 and 15 mph.

Thursday April 27, 201X: A slight chance of showers, then showers and thunderstorms likely after 8 a.m. Chance of precipitation is 60%. Mostly cloudy, with a high around 89. South-southeast wind between 10 and 15 mph.

Thursday Night: Showers and thunderstorms likely, mainly before 8 p.m. Chance of precipitation is 60%. Partly cloudy, with a low near 76. Southern wind between 10 and 15 mph.

Friday April 28, 201X: Scattered showers and thunderstorms before 8 a.m. Scattered showers and thunderstorms after 2 p.m. Chance of precipitation is 50%. Partly cloudy, with a high near 90. South- southwest wind between 10 and 15 mph.

Friday Night: Scattered showers and thunderstorms before 2 a.m. Chance of precipitation is 50%. Partly cloudy, with a low around 75. South-southwest wind between 5 and 15 mph.

Saturday April 29, 201X: Scattered showers and thunderstorms after 2 p.m. Chance of precipitation is 30%. Partly cloudy, with a high around 90. Southwest wind between 5 and 10 mph.

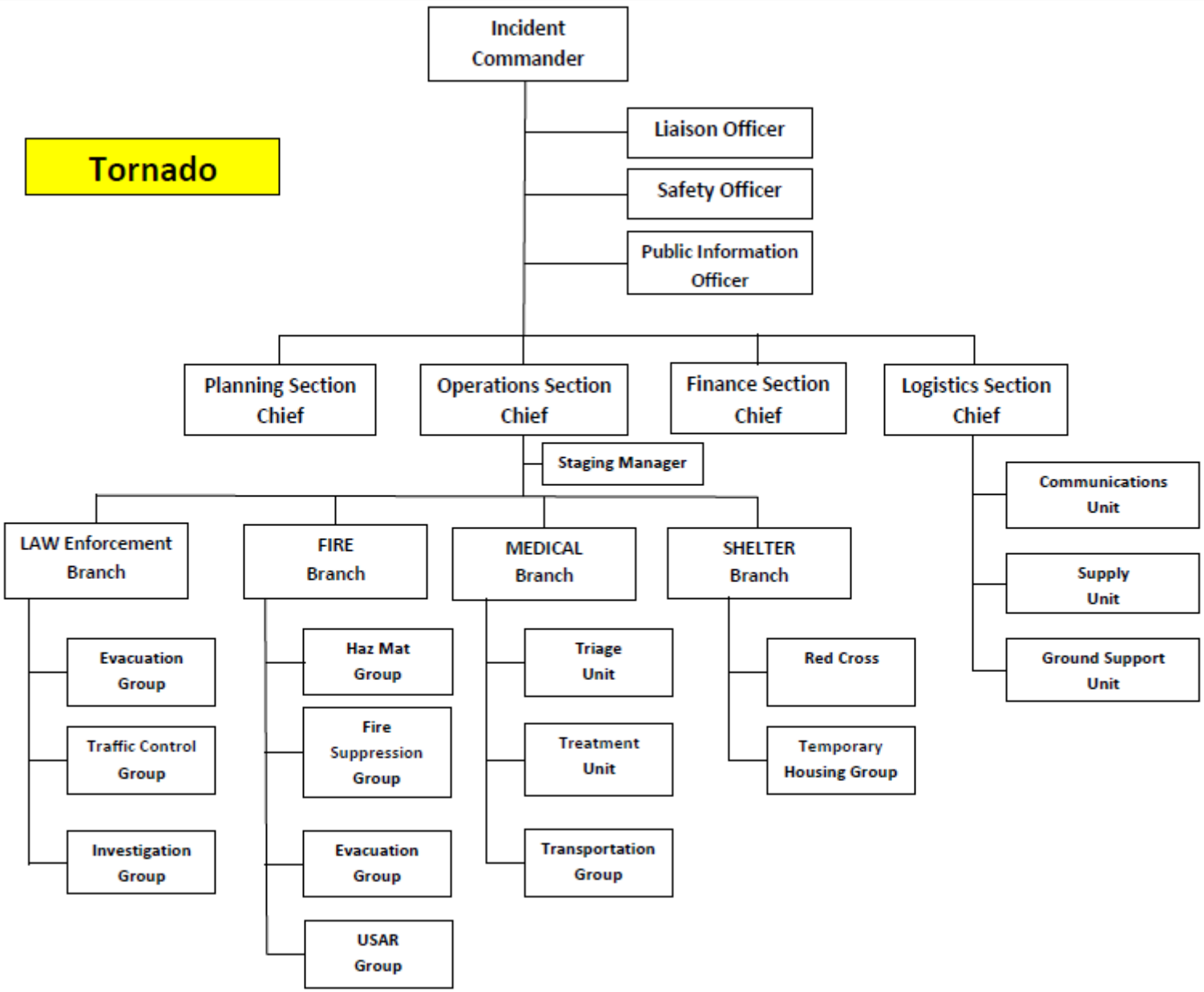
Saturday Night: Scattered showers and thunderstorms, mainly before 8 p.m. Chance of precipitation is 30%. Partly cloudy, with a low around 74. West-southwest wind between 5 and 10 mph.

Sunday April 30, 201X: A 30% chance of showers and thunderstorms after 2 p.m. Partly cloudy, with a high around 89. Western wind around 5 mph becoming south.

Sunday Night: A 30% chance of showers and thunderstorms, mainly before 8 p.m. Partly cloudy, with a low near 73. Southern wind around 5 mph.

Monday May 1, 201X: A 30% chance of showers and thunderstorms after 2 p.m. Partly cloudy, with a high around 89. South-southeast wind around 5 mph.

Monday Night: A 30% chance of showers and thunderstorms before 8 p.m. Partly cloudy, with a low around 73. East-southeast wind around 5 mph.


Tornado
Incident Commander
Liaison Officer
Safety Officer
Public Information Officer
Planning Section Chief
Operations Section Chief
Finance Section Chief
Logistics Section Chief
Staging Manager
Communications Unit
Supply Unit
Ground Support Unit
LAW Enforcement Branch
FIRE Branch
MEDICAL Branch
SHELTER Branch
Evacuation Group
Traffic Control Group
Investigation Group
Haz Mat Group
Fire Suppression Group
Evacuation Group
USAR Group
Triage Unit
Treatment Unit
Transportation Group
Red Cross
Temporary Housing Group

Emergency Resources On-Scene

CENTRAL CITY FIRE DEPARTMENT

The local emergency resources are overwhelmed and handling numerous incidents throughout the city. Central City Fire Department has 5 fire stations, with approximately 30 personnel on duty every day covering 5 Engines, 1 Ladder Truck, 2 Squads, 1 Battalion Chief, and 3 Staff Chief Officers. Total CCFD staffing is 102 personnel.

City Population: 87,000

LIBERTY COUNTY FIRE DEPARTMENT

The Liberty County Fire Department has 4 Fire Stations with daily line staffing of 25 personnel & 88 personnel department-wide, with 4 Type 1 Engine Companies, 1 Type 1 Ladder Truck, 1 Patrol Squad, 1 Battalion Chief and 2 Staff Chief Officers. They have sent limited resources to the City of Central City and are handling the reported smaller structure fires, natural gas leaks, light rescues, and medical assistance.

County Population outside of Central City: 71,000

McKee AMBULANCE SERVICE:

McKee Ambulance Service is a contract service provider and has 3 ambulances serving the City and County. It has 1 ambulance is reserve status and is unstaffed.

3 Type 1 Ambulances with1 Paramedic and 1 EMT on each.

LAW ENFORCEMENT:

City Police Department

12 Officers on Duty; 75 Agency Total

Liberty County Sheriff's Office

8 Officers on Duty; 45 Agency Total

Law Enforcement Staffing:

1 Officer per patrol vehicle

*All on-duty Central City Police, EMS, and Fire resources are committed to the tornado Incident. Emergency call back has been initiated and is in effect although it is anticipated that 20% of the respective service organizations will report back for duty.

Definitions

Law Enforcement Squad – An organized element of a platoon consisting of 11 officers and a supervisor (sergeant), 12 total personnel in a minimum of 3 patrol vehicles.

Type 2 Ambulance Strike Team – 5 Type 2 ambulances (ALS w/no HAZMAT), 2 persons per ambulance.

Type 2 FEMA IST – 22 persons

USAR TF – 70 persons

DMAT – 30 persons

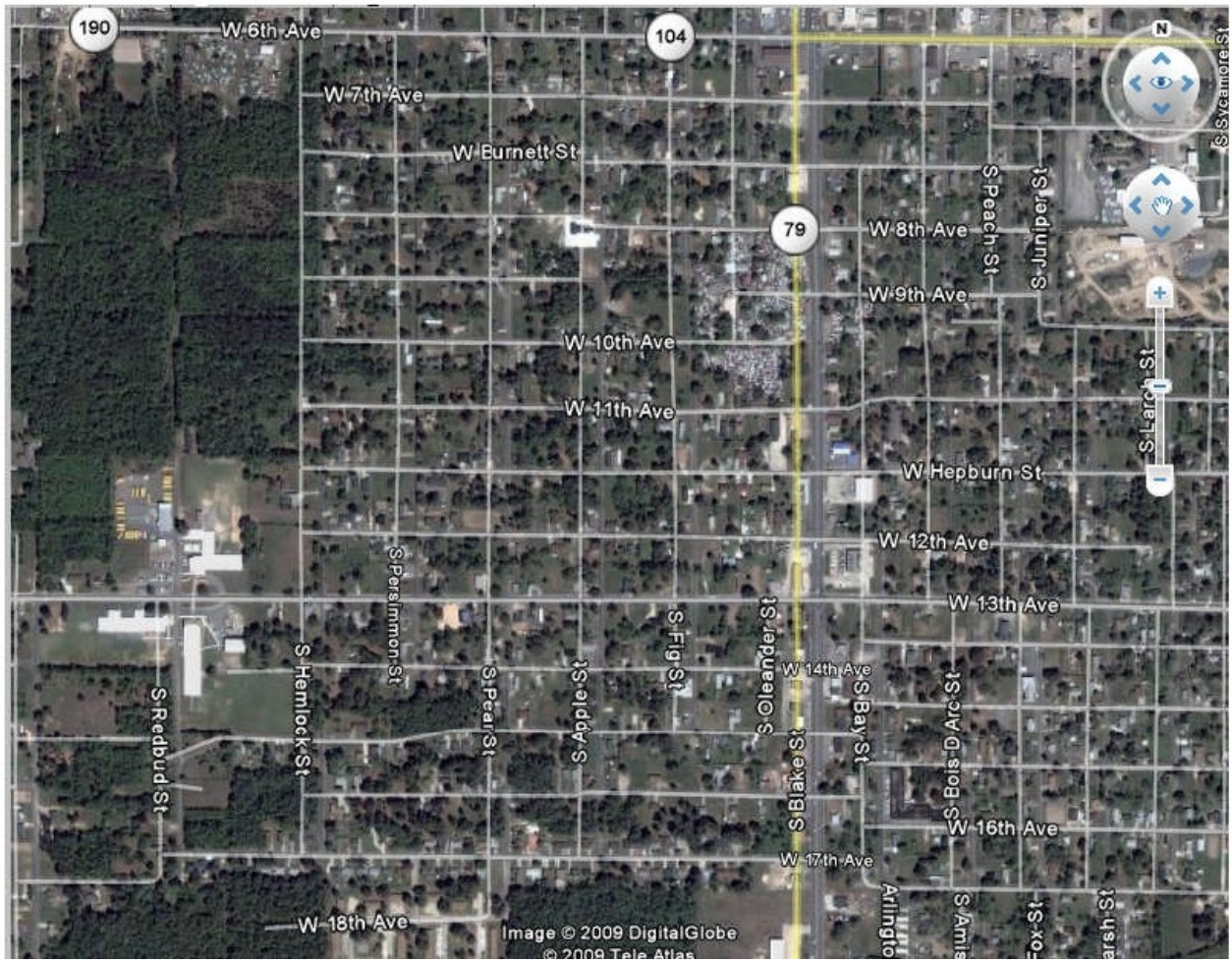
National Guard Platoon – 66 persons

Fire Staffing:

5 Type 1 Engines	4 firefighters on each
1 Type 1 Ladder Truck	5 firefighters on each
2 Squads	2 firefighters on each
Command Vehicle	1 Chief Officer

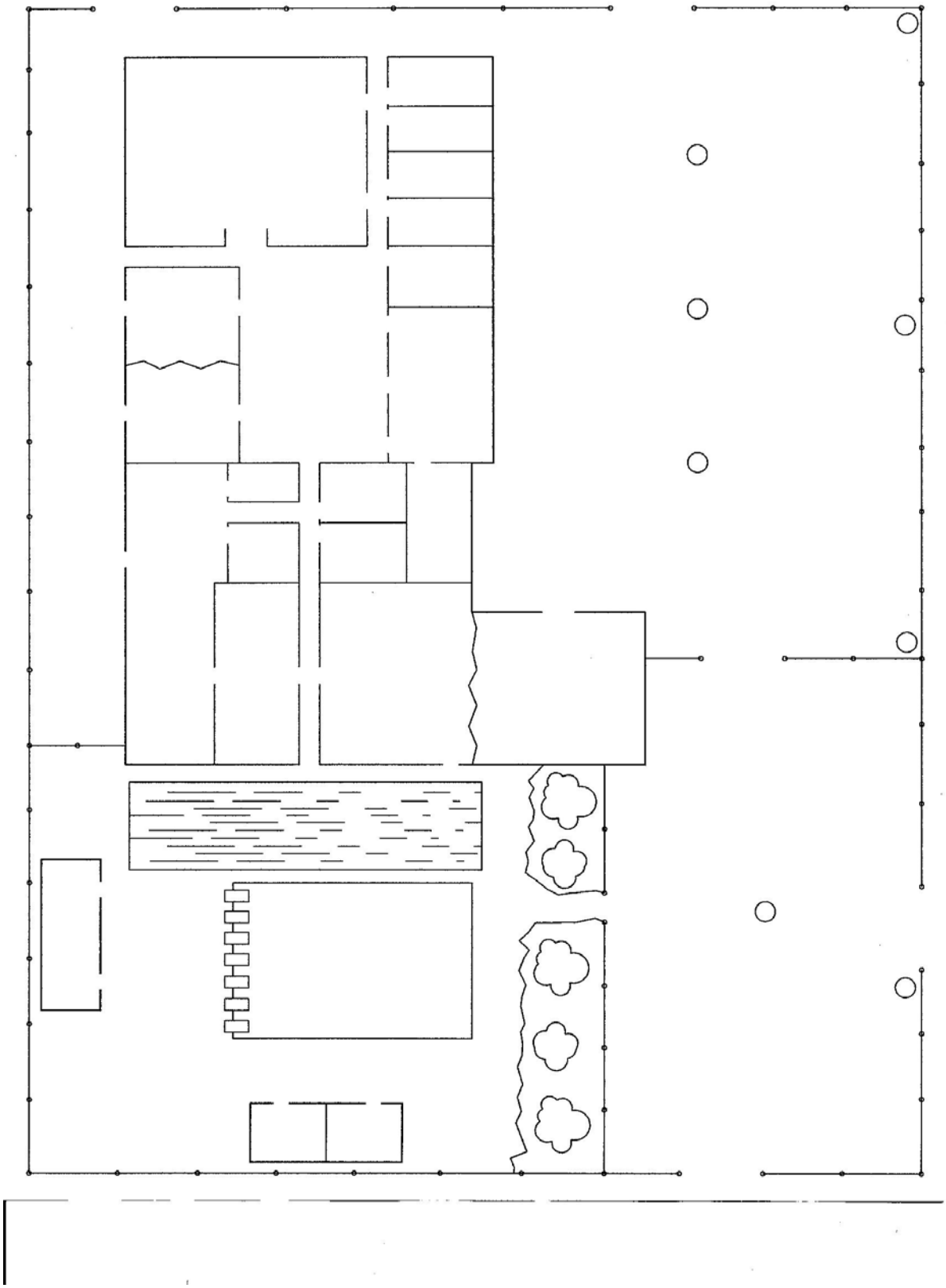
Central City, Map 1

Image Description: This is a satellite view of central city.

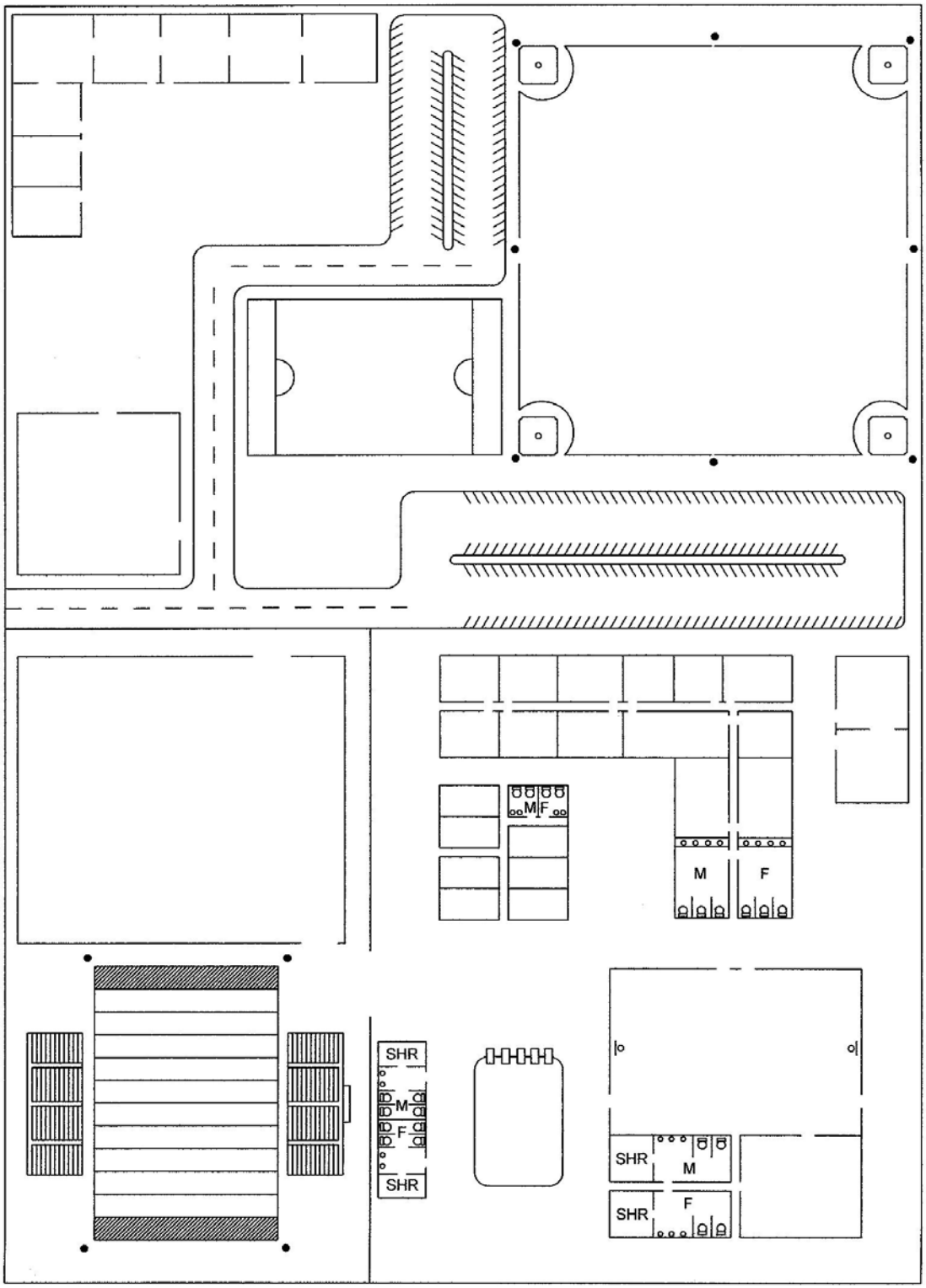


Central City, Map 2

Emily Page Community Center



Nick Dunn High School



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Incident Radio Communications Plan (ICS 205)

1. Incident Name:	**2. Date/Time Prepared:** Date: Time:	**3. Operational Period:** Date From: Date To: Time From: Time To:

4. Basic Radio Channel Use:

Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by (Communications Unit Leader)**:** Name: _____ Signature: _____

ICS 205 | **IAP Page** _____ | Date/Time: _____

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Communications List (ICS 205A)

1. Incident Name:	**2. Operational Period:**	Date From:	Date To:
		Time From:	Time To:

3. Basic Local Communications Information:

Incident Assigned Position	Name (Alphabetized)	Method(s) of Contact (phone, pager, cell, etc.)

4. Prepared by: Name: Position/Title: Signature: _____

ICS 205A	**IAP Page**	Date/Time:

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General Message (ICS 213)

1. Incident Name (Optional)**:**		
2. To (Name and Position)**:**		
3. From (Name and Position)**:**		
4. Subject:	**5. Date:**	**6. Time**
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: _____	

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Activity Log (ICS 214)

1. Incident Name:	**2. Operational Period:** Date From: Time From:	Date To: Time To:
3. Name:	**4. ICS Position:**	**5. Home Agency** (and Unit)**:**

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 214, Page 1	Date/Time: _____

Activity Log (ICS 214)

1. Incident Name:	**2. Operational Period:** Date From: Date To: Time From: Time To:

7. Activity Log (continuation):

Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 214, Page 2 Date/Time: _____

Incident Personnel Performance Rating (ICS 225)

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name:	**2. Incident Name:**	**3. Incident Number:**
4. Home Unit Name and Address:	**5. Incident Agency and Address:**	
6. Position Held on Incident:	**7. Date(s) of Assignment:** From: To:	**8. Incident Complexity Level:** ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
		9. Incident Definition:

Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
11. Knowledge of the Job/ Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs. ☐	☐	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs. ☐	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work. ☐
12. Ability To Obtain Performance/Results: Quality, quantity, timeliness, and impact of work.	☐	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve. ☐	☐	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness. ☐	☐	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement. ☐
13. Planning/ Preparedness: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	☐	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information. ☐	☐	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed. ☐	☐	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact. ☐
14. Using Resources: Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	☐	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods. ☐	☐	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost conscious, sought ways to cut waste. ☐	☐	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency. ☐
15. Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations. ☐	☐	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities. ☐	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change. ☐
16. Communication Skills: Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread. ☐	☐	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously. ☐	☐	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives. ☐

Incident Personnel Performance Rating (ICS 225)

1. Name:	2. Incident Name:	3. Incident Number:

Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
17. Ability To Work on a Team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	☐	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals. ☐	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level. ☐
18. Consideration for Personnel/Team Welfare: Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	☐	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members. ☐	☐	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members. ☐	☐	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal. ☐
19. Directing Others: Ability to influence or direct others in accomplishing tasks or missions.	☐	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task. ☐	☐	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations. ☐
20. Judgment/Decisions Under Stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization. ☐	☐	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information. ☐	☐	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results. ☐
21. Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	☐	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored. ☐	☐	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods. ☐	☐	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking. ☐
22. Physical Ability for the Job: Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	☐	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need. ☐	☐	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively. ☐	☐	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being. ☐
23. Adherence to Safety: Ability to invest in the IMT's future by caring for the safety of self and others.	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐	Demonstrated a significant commitment toward safety of personnel. ☐

24. Remarks:

25. Rated Individual (This rating has been discussed with me)**:**
Signature: _____ Date/Time: _____

26. Rated by: Name: _____ Signature: _____
Home Unit: _____ Position Held on This Incident: _____

ICS 225 Date/Time: _____