
STANDARDIZED EMERGENCY MANAGEMENT SYSTEM
APPROVED COURSE OF INSTRUCTION FOR
THE INCIDENT COMMAND SYSTEM

FIELD COURSE
INSTRUCTOR GUIDE

INSTRUCTOR GUIDE
2003

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ACI Field Course Instructor Guide

I. Introduction

The Instructor Guide provides guidelines for the use of the Approved Course of Instruction (ACI).

The Field Course curriculum provides:

- A comprehensive modular description of the Incident Command System (ICS)
- A flexible training vehicle for use by a mix of agencies and disciplines
- A training standard for all users.

The Instructor Guide consists of five parts and three attachments:

- I. Introduction
- II. Curriculum Description
- III. General Instructor Guidelines
- IV. Module Specific Information
- V. Frequently Asked Questions

The attachments are:

- A. Module and Course Exercise Catalog
- B. Module Test Answers
- C. Course Test Answers

Supporting Materials for Instructor and Participants:

- Forms Catalog
- ICS Position Descriptions and Responsibilities
- History of ICS
- Glossary of Terms
- Information Sources
- ACI Syllabus
- Module and Course Tests
- PowerPoint Visuals

II. Curriculum Description

The Field Course curriculum consists of seventeen modules of instruction on the principles, features and general use of the Incident Command System. Each module covers a functional part of ICS or related systems, and includes the following:

- A Student Reference Manual
- PowerPoint Visuals
- A Test

For ease of use, the modules in the Field Course have been arranged into four progressive courses that are described below. There is no SEMS requirement to use the courses. Users may elect to mix and match modules or parts of modules or design their own training programs using this or other material to meet ACI Course Objectives.

Orientation Course - (I-100) **Module 1 - ICS Orientation**

A self-study course of one module that provides basic information about the Incident Command System.

Target Audience:

This course is suggested for entry-level (non-supervisory) personnel assigned to an incident; persons working in support roles; off-incident personnel who require a minimum of ICS orientation; and technical specialists assigned to support an incident.

This course is also helpful as an introduction to ICS for personnel functioning in DOCs and EOCs.

Remarks:

For many personnel not directly involved in field ICS applications, this course may suffice for orientation and training purposes. The course may also be given in an instructional mode. An exercise in organization development may also be used.

Module 1 is often used as a mail-out prior to participants taking the Core Modules Course.

Core Modules - (I-200)

- Module 2 - Principles & Features of ICS
- Module 3 - Organizational Overview
- Module 4 - Incident Facilities
- Module 5 - Incident Resources
- Module 6 - Common Responsibilities (**self-study**)

Target Audience:

This course is intended for personnel who respond to an incident to assist or support the organization working in functional units, but do not normally supervise others. It is also helpful as an introduction to ICS for personnel functioning in DOCs and EOCs.

Suggested Prerequisite Course/Modules:

None.

Intermediate Modules - (I-300)

- Module 7 - Organization and Staffing
- Module 8 - Organizing for Incidents or Events
- Module 9 - Incident Resources Management
- Module 10 - Air Operations
- Module 11 - Incident and Event Planning

Target Audience:

This course is intended for personnel who may supervise ICS branches, divisions, groups or units or are members of the Command Staff.

Suggested Prerequisite Course/Modules:

Core Modules 2 - 6 (I-200)

Advanced Modules - (I-400)

- Module 12 - Command and General Staff
- Module 13 - Unified Command
- Module 14 - Major Incident Management
- Module 15 - Area Command
- Module 16 - Mutual Aid
- Module 17 - Field & Local Government Coordination

Target Audience:

This course is intended for personnel who will supervise sections; command staff; incident or area commanders; also those who may assume key agency management roles over incidents.

Suggested Prerequisite Course/Modules:

Intermediate Modules 7-11 (I-300)

Remarks:

Modules 12-15 expand on much of the material covered in the intermediate modules. The course emphasizes large-scale organizational development; roles and relationships of the General and Command Staff's staff; operational, logistical and fiscal considerations on an incident, the planning process and Incident Action Plans. Modules 16 and 17 describe how Mutual Aid is obtained and used, and the ways in which incidents coordinate with other SEMS levels.

III. General Instructor Guidelines

A. Management System Emphasis

The SEMS ACI Field Course modules provide information to improve the capability of personnel to more effectively manage incidents. Instructors should emphasize to participants that this curriculum does not teach specific tactical skills related to particular disciplines, (e.g., fire, law enforcement, public works, etc.).

Do not consider these as detailed lesson plans. Instructors must develop their own lesson plans based on participant needs.

B. Instructor Qualifications

Curriculum instructors should have had “real world” experience in the use of ICS on incidents. As an instructor, you should have previously attended training sessions on the modules you are presenting as well as a good background in the methods of adult education.

Instructors should be familiar with the contents of all the modules, and be able to direct participants to other material in the curriculum as necessary. There is currently no instructor certification required to instruct the SEMS ACI Field Course.

C. Meeting Participant Needs

Instructors should spend some time in advance of each training session to become familiar with participant backgrounds and experiences. This will help to prepare and present the instruction in such a way as to be most meaningful.

Some points to remember:

- Take particular care not to overemphasize experiences from your own background, particularly if that background is different from that of the participants. Avoid excessive reliance on “war stories.”
- Present a balanced and unbiased approach.
- Emphasize that the ICS is a tested and proven emergency management model. Following the principles of ICS is what is important. School solutions can differ significantly from the “real world.”
- Take time to interact with participants at breaks, lunch, etc., to learn their needs and to monitor how the instruction is going.

D. Introducing the Module

Review the major topics to be covered, the instructional objectives, and discuss participant expectations. Indicate if there will be an exercise, and discuss the format of the test.

Determine who has had previous modules and when. This will assist in determining whether to supplement the current module with information from previous modules, or to reduce time spent on areas that have already been covered.

E. Prerequisite Guidelines

The modules were prepared with an assumption that the participants would start with Module 1, a self-study orientation. The participant then would proceed sequentially through the courses stopping at whatever level was appropriate to the participants responsibility. This may not always be the case.

In some modules participants may not understand the subject matter if they have not taken the listed prerequisite modules. In these situations, participants should be directed to take the instruction of earlier modules.

F. Time Elements

Times given in the syllabus and in the introductory material for each module are estimates only. You must gauge your time carefully. You can estimate that roughly 25% of the available time will be dedicated to small group exercises and testing.

G. Tests and Exercises

Open-book tests have been prepared for each module. If you elect not to use the open-book testing method, you may wish to eliminate some of the questions requiring fill-ins.

The Module and Course Exercise Catalog in Attachment A will provide you with additional ideas for use in developing class exercises.

General criteria that may help in evaluating exercises follow:

There are no perfect school solutions given for curriculum organizational exercises. In evaluating small group exercises, use the following guidelines, (as appropriate to the exercise):

1. Clear Incident Objectives (with timelines for accomplishment).
2. Strategies make sense for objectives.
3. Have defined Operational Periods.
4. Consider the need for a written Incident Action Plan.
5. Logistics, Planning, Finance/Administration support considered.

6. Organization would appear to meet the workload.
7. Organization could easily be expanded.
8. Organization span-of-control is adequate.
9. Consider the use of Unified Command.
10. Consider the use of deputies, also from other agencies.
11. Consider the need for Technical Specialists.
12. Use of Staging Areas considered.
13. Other facilities as designated.
14. Aviation organization is established.
15. Participant groups have used appropriate ICS terminology.
16. Participant groups were proactive in their approach.

H. Space and Classroom Requirements

Classroom and support facilities can have a great impact on the learning environment and can determine the success or failure of the module.

A key consideration in selecting a training site is how it will help to meet training goals. Facilities should be selected and organized to meet the requirements and objectives outlined in the module. Consideration should be given to class size, group interaction, and audiovisual needs. Small group exercises which are highly recommended may require additional accommodations.

If you are responsible for selecting a training site, logistical issues should be a principal consideration. Transportation, parking, lodging, food services and support facilities should be included with other cost factors.

The classroom should:

- Be quiet and free of outside distractions.
- Have controlled lighting (e.g., lights can be dimmed and windows shaded to permit the showing of films, overheads, etc.).
- Have good acoustics.
- Provide adequate ventilation.
- Have sufficient space, desks, tables, and equipment for the number of course participants.
- Be equipped with audiovisual aids.
- Provide support facilities such as outdoor smoking areas, restrooms, break areas, etc.

When setting up the classroom, you should:

- Arrange desks or tables to allow participants to work in small groups or individually, depending on the course. You should also be able to move freely through the classroom.
- Make name tags for each participant. If participants are grouped around small tables, try to ensure that no table has two participants from the same location. Ideally, each table would include participants from three to five different agencies.

Equipment and material needs will vary for each module. Most modules will require at least the following items:

- Projectors (35mm, overhead, PowerPoint)
- Lectern
- Chalkboard or whiteboard, erasers
- Easel and flip charts, marking pens

I. Good Learning Principles

1. **Readiness** - Participants need to be ready to learn for your instruction to be successful.
 - External motivation includes having a proper classroom atmosphere.
 - Internal motivation includes participant willingness to learn.
 - Pre-entry skill level refers to each participant's current skills. You do not want to be so far over their heads that they are lost, or so basic they are bored.
2. **Exercise** - Repetition and practice aid retention. Consider ways to build them in without creating boredom. Most of the modules contain exercises and/or other group participant activities.
3. **Intensity** - The more vivid the experience, the more participants are apt to retain. Therefore, vary your voice, stances, expressions, etc., during lectures and include visual aids. Try to design activities rather than just lectures. Involving more senses will help participants retain more information. Color adds intensity to visuals. For instance, a full-color picture often has more impact than a black-and-white picture.
4. **Involvement** - People who are actively involved in the learning process retain information longer. Design participatory activities into the training wherever possible.
5. **Anxiety** - Too much anxiety makes people freeze so they can't learn; too little anxiety makes people bored and they may fall asleep or leave. Research shows that a mild amount of anxiety is best for learning.

6. **Success** - Design your course for immediate participant success. Keep what you say positive and your participants will also be more positive.

IV. Module Specific Information

The following provides instructors with some specific indications of how to use Modules.

Module 1 - ICS Orientation (self-study)

- This module originally intended for self-study, now comes with visuals and a test, and can be given in an instructional setting.
- It should be used in a stand-alone mode, and not combined with other modules. For example, do not use Module 1 as a lead-in to Modules 2-6.

Module 2 - Principles and Features of ICS

- This module is intended to be an introduction to ICS, and to introduce participants to twelve of the primary features of ICS. It is not necessary to dwell on any one feature, as they will all be covered in future modules.
- This module provides a quick snapshot of the major features, and the features described in this module all contribute to making ICS an effective management system.

Module 3 - Organizational Overview

- Key point of this module is to show how the organization develops as the need requires.
- Most incidents will require only a partial activation of ICS components.
- It is not necessary to activate higher level positions in order to use sub-elements.
- To introduce the use of the Incident Briefing Form (ICS 201) which provides a written record and can serve in some cases as the initial Incident Action Plan.

Module 4 - Incident Facilities

- The six facilities described will cover most incident needs. However, other facilities can be added to meet discipline specific or operational requirements.

Module 5 - Incident Resources

- Part of the Incident Command Systems accountability feature is the ability and requirement to use resource status states.
- Typing of resources allows for making cost effective decisions on resource applications.
- Ordering and using resources in clusters of teams, squads, task forces, etc., allows for a much larger resources base than just single resources.

Module 6 - Common Responsibilities

- This module is designed for self-study.

Module 7 - Organization and Staffing

- This module was originally designed for self-study. It is the introductory module for the Intermediate Course.
- This is the only module that deals extensively with ICS position descriptions and responsibilities.
- This module expands upon the organizational material presented in Module 3. If participants have recently taken Module 3 (within the last six months), some of this module's material need not be covered or be briefly reviewed.
- ICS Position Descriptions and Responsibilities should be used to augment module instruction.

Module 8 - Organizing for Incidents or Events

- This is the only module that covers the application of ICS for planned events.
- Exercises for this module can deal both with events and incidents.
- Exercise critiques should include review of participant groups determination of minimum staffing necessary to meet incident action plan requirements.
- A portion of this module deals with Unified Command. Unified Command is covered here for those participants not taking the Advanced Course.

Module 9 - Incident Resources Management

- This module is an extension of material in Module 5 which can be reviewed.
- The focus of an exercise should be on determining the appropriate selection of resources to satisfy the selected strategy.

- This is the only module in which the Operational Planning Worksheet (ICS 215) is explained in some detail. It will be used again in Module 11. Instructors will need to be well informed on this worksheet prior to using it in class.

Module 10 - Air Operations

- This module may have little or no application for some audiences.
- Key point is to show that the Air Operations organization is required when tactical and logistical operations are being conducted.
- Single air resources, e.g., a helicopter will normally be assigned to Operations as a single resource.

Module 11 - Incident and Event Planning

- This module is intended for those incidents and events that will require use of written Incident Action Plans.
- Emphasis is on the planning process, who does what, and the various forms which when completed make up the Incident Action Plan.
- The exercise for this module can take up to two hours. A completed Incident Action Plan should be a part of each group presentation.

Module 12 - Command and General Staff

- This is the lead in module to the Advanced Course.
- Some of the information in Module 12 was covered in Modules 3 and 7, and need not be repeated if participants recently took the previous modules.

Module 13 - Unified Command

- It is important to clearly distinguish between the Command Meeting for Unified Command and the subsequent planning meeting.
- Often a short skit between 2-3 participants can be used to demonstrate what is covered in the Unified Command Commanders meeting, and why it is important for subsequent planning.

Module 14 - Major Incident Management

- This module has been of major interest to municipalities considering how they can support the management of multiple simultaneous incidents within SEMS.
- The use of incident complexes is of most importance and should be emphasized.

- Expanding incident operations and logistical functions need only be covered briefly.

Module 15 - Area Command

- Possible point of confusion in this module deals with role of Area Command vs. Department and Emergency Operations Centers.
- Need to stress that Area Command was initially established for multi-agency single discipline use where a level of management above inter jurisdictional DOCs was necessary and where EOCs, if activated at all were for coordination and not command purposes.
- For multiple single discipline, single jurisdiction incidents, Area Command today may well be managed by a Department Operations Center.
- The concepts described in this module have relevance for multi-jurisdiction and multi-discipline applications where a single command authority is warranted.

Module 16 - Mutual Aid

- This module is attached to the Advanced Course and deals primarily with off-incident descriptions of mutual aid systems that fall under the umbrella of the California Mutual Aid Program.
- It is important that participants are aware of the diversity of mutual aid systems and the variation within and among them for ordering and coordination of mutual aid resources.

Module 17 - Field and Local Government Coordination

- Under SEMS, there is considerable flexibility for how incidents interact with Local Governments.
- Several models are presented for these interactions. Some of the models are also covered in the EOC course.
- There is no exercise described for this module.

V. Frequently Asked Questions

1. Do we have to use the ACI in order to be in compliance with SEMS?

No, the SEMS requirement is that agency personnel must be trained to meet the course objectives described in the syllabus and contained in the module instructional material. The ACI provides a vehicle to do that, but agencies may use their own training programs as long as they meet the course objectives stated in the Curriculum Syllabus.

2. What is the difference between the SEMS ACI and the National ICS Training Curriculum used by the California Fire Services?

The first fifteen modules of the SEMS ACI were adopted from the National ICS Training Curriculum. Adaptations have been made in some of the modules to include additional material related to multi-discipline use. Additional visuals have been included to augment the text. Module 16 and 17 were prepared for California and are not part of the National ICS Curriculum.

3. Are Module and Course tests mandatory?

No, tests are to be used according to agency training requirements. There is no minimum passing score.

4. Do instructors for the SEMS ACI Field Course have to be certified?

No, there is currently no certification required for SEMS ACI instructors. Agencies will determine instructor prerequisites. General guidelines for instructors are found in the Instructor Guide.

5. Are participants certified in ICS positions as a result of taking appropriate SEMS ACI modules and courses?

No. There is currently no certification within SEMS for ICS positions. Agencies will self-certify their personnel.

6. If our personnel receive ICS training through the fire services National ICS Training Curriculum will they be qualified to fill ICS positions?

That is up to the agency. The programs are essentially the same. The California fire services use state certified instructors. There is no qualification standard established under SEMS other than to meet stated course objectives.

7. Can jurisdictional fire service personnel take the SEMS ACI?

Yes, however they will not receive fire service certification.

8. Is there any ICS positional training available?

Yes, extensive positional training courses exist. However they are only offered through fire service programs at the state and national level. The courses are oriented toward and around fire service needs. There are no SEMS ACI position training courses at this time.

Attachment A
MODULE AND COURSE EXERCISE CATALOG

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM
APPROVED COURSE OF INSTRUCTION
COURSE EXERCISES

General Guidelines

1. Course exercises are designed to further acquaint participants with ICS principles and features and to test their ability to apply what they have learned in their study of course modules.
2. Some or all of the Course Objectives included in the various modules should be the basis for course exercises.
3. Exercise scenarios should, to the extent possible, reflect the disciplines of the participants. These exercises are all multi-disciplined.
4. Instructors may modify these scenarios, or create additional scenarios based on participant needs.

Exercise Guidelines

1. Divide participants into groups of 5 to 7 unless otherwise noted.
2. Each group should have a leader/facilitator and a person to make a presentation of the group's findings.
3. Each group should have a separate work area if possible, and be provided with chart paper and marking pens. Some exercises may require additional materials to be completed.
4. All groups should receive the scenario and any exercise ground rules in a joint session prior to separating in to work groups.
5. Instructor will provide supplemental instructions and exercise timelines.

Exercise Summary

The following is a summary about the exercises contained in this attachment.

Exercise #	Type Exercise	Exercise Objective	Exercise Application
1	Vehicle accident with Injuries and small HazMat	Determine immediate objectives, resource needs, develop the initial organization.	Suitable for Module 3, or use for I-100. Optional for I-200 with some expansion to include Section buildups.
2	Lost child search in state park	Determine resource needs, establish facilities.	Use for exercise covering Modules 4 and 5. Could be expanded to include objectives and organization development, and use for I-200.
3	Parade and Festival Planned Event	Determine objectives, establishing organization, recommending staff sizes.	Only exercise that deals with applying the ICS for a planned event. Best used with Module 8.
4	Airliner crash, multiple incidents	Use of Form 215 to determine resource needs, an establish tactical assignments.	(Objectives are given). Use for Module 9. Exercise could be expanded to include objectives and organization and then could be used for I-300.
5	Air search for lost aircraft	Develop air operations organization.	Currently focus only on Air Operations Branch. Use for Module 10. Could be expanded to require full ICS organization and used for I-300.
6	Missing person	(Objectives given). Develop strategies, conduct planning meeting using ICS process. Develop a complete Incident Action Plan.	Only exercise that deals with preparation of the written IAP. Complete exercise requires 2-3 hours for teams to develop and critique IAP. Would be a good overall exercise for I-300 if time allows.
7	Train derailment	Develop General and Command staff organization, develop full ICS organization.	Focus now more on General and Command Staff, and best used with Module 12. Could be expanded for use in I-400.
8	Multi-agency HazMat	Develop a Unified Command ICS organization.	Complex situation, with multi-agency involvement. Use for Module 13. Could be expanded for I-400.
9	Three incidents for a complex	Given three incidents, develop an incident complex organization.	Three major incidents. Exercise involves expansion of one incident's ICS team to cover three incidents. Use for Module 14.
10	Major disaster, Area Command	Develop the Area Command organization.	Does not deal with individual ICS structures. Best used for Module 15.

Exercise Descriptions

Exercise # 1

Type Exercise: Vehicle Accident - HAZMAT

Use For: ICS Orientation and Core Modules (I-100 and I-200)

Scenario:

(First unit on scene: - Fire, Police, or Public Works unit)

You come upon a two-vehicle accident involving a panel truck and a passenger car, which has just occurred on a two-lane, non-state highway outside of town. The driver was ejected from the truck and is lying injured on the roadway. The truck is on its side in a water filled ditch. The truck contained a number of 5-gallon containers. Some of these are in the ditch and appear to be leaking.

There were two occupants in the car. Both are out of the vehicle and appear to have serious injuries.

Traffic has stopped on the highway. Several citizens have come over to assist you. You have called for an ambulance, a police unit and a fire engine co., which are now arriving.

One of the citizen bystanders inspecting the inside of the truck suddenly becomes ill and begins to vomit.

You are advised that the media are enroute and the state fish and game department has been notified.

You realize you need additional units, and that you are no longer in a good position to provide supervision over all of the on-scene and incoming resources. Your supervisor is enroute and will be on scene in thirty minutes.

Exercise Tasks:

In small groups discuss the scenario, and prepare the following on chart paper:

1. A list of immediate objectives in priority order. State times for objectives to be completed.
2. A list of additional resources that should be ordered for this incident.
3. An ICS organization adequate for managing the incident.

Optional Suggestions for use as (I-200) exercise:

1. Expand scenario to include (as desired):
 - A larger more complex event

- State Highway
 - Dusk to evening time frame
 - Need for more logistical support
2. Determine what additional facilities may be needed, e.g., base, staging area, etc.
 3. Prepare the Incident Briefing Form (ICS 201) as though you were going to turn over command of this incident to another person. Diagram the scene, your proposed organization, list the resources you have and those ordered/enroute, and state current objectives and actions.

Exercise Time Period:

If this is the first exercise, allow 30-45 minutes for small group discussions. Allow 10 minutes per group for presentations and critiques.

Exercise # 2

Type Exercise: Lost Child Search

Use For: Core Modules (I-200) - Determining kinds and types of resources and facilities

Scenario:

An eight year-old-boy is lost in Fish Lake Park on a Sunday afternoon. He was last seen three hours ago at Campground # 2. It is now 6 p.m. and sunset is at 6:30. The parents, realizing he was missing, began to search around 4 p.m., and then contacted the Park Ranger.

Two park rangers and several volunteers have begun the search in the vicinity of Campground # 2. Search will continue through the night, and a full-scale search is being planned for daybreak tomorrow.

There is one, two lane paved road into the park headquarters, and unpaved roads to campgrounds and lakes.

Exercise Tasks:

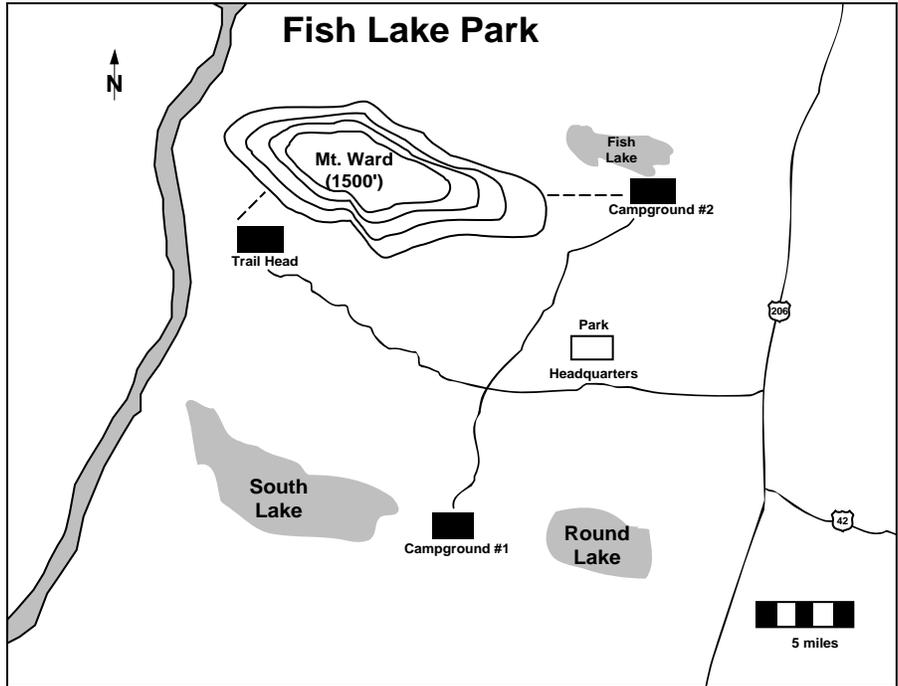
1. Identify the kinds and types of resources that must be ordered for this search.
2. Identify and place locations on the map for any incident facilities that should be established.

Optional Suggestions:

If desired, include the ICS search organization to be in place for daybreak search effort.

Exercise Time Period:

Allow 30-45 minutes for small group discussions. Allow 10 minutes per group for presentations and critiques.



Exercise # 2

Exercise # 3

Type Exercise: Planned Event

Use For: Intermediate Modules (I-300) - Developing Organization for a Planned Event

Scenario:

You are the Planning Director of Riverdale, a city of 125,000. Riverdale is going to have a centennial celebration during the month of _____. The major activity will be a celebration at the fairgrounds. You are in charge of the planning associated with this event.

Activities on the day of the event will include:

- A variety of sporting activities.
- A barbecue to serve an estimated 3 - 4 thousand people.
- Speeches and presentations. A U.S. Senator and the Governor will be present.
- A fireworks display.
- Dancing to a nationally know rock group.

No other jurisdictions are involved. Alcohol will be available at the fairground activities. Other City Departments have been directed to cooperate.

Exercise Tasks:

1. Develop the objectives for the day of events.
2. Develop the ICS organization to cover the day of the event. Be as detailed as possible.
3. Develop the recommendations for staff sizes for the various units within the organization.
4. Determine what other resources may be needed.

Exercise Time Period:

Allow 45 minutes for small group discussions. Allow 10 minutes per group for presentations and critiques.

Exercise # 4

Type Exercise: Airliner Crash

Use For: Intermediate Modules (I-300) - The use of Operational Planning Worksheet (ICS 215)

Scenario:

An airliner with 38 passengers is struck by a small private aircraft during climb-out from Murkey Municipal Airport. The accident takes place late afternoon on a weekday. The weather is cold and rainy.

The airliner comes down in an industrial area on State Boulevard in downtown Murkey, a city of 120,000. The wings are torn off and the fuselage breaks in half after traveling nearly half a block. There were explosions, fires, and loss of electrical power over a several block area. Five persons survived the crash and have been removed from the aircraft. Two of the five are now enroute to the Murkey Hospital.

One of the buildings affected by the crash was a warehouse containing swimming pool chemicals (chlorine and muriatic acid). A number of containers were broken open. There may be a number of injured and/or persons trapped in nearby buildings.

The Incident Command Post is at 4th and State Blvd. A Staging Area is at Murkey Park. The name of the incident is “State”.

The Incident Commander has the following incident objectives.

1. Remove, triage, and transport the injured.
2. Evacuate nearby residential areas because of possible HazMat.
3. Search adjacent structures for injured and trapped.
4. Contain fires, isolate and contain chemical leaks.
5. Establish a perimeter and secure the area.

Exercise Tasks:

1. On the Operational Planning Worksheet (ICS 215), list the work assignments that must be made based on the current objectives.
2. Determine the allocation of on-scene and additional resources required to perform each assignment.

On-scene resources are:

- 10 Fire Engine Co.’s
- 12 Police patrol and traffic units
- City HazMat Unit
- 4 ALS Units
- 4 ambulances

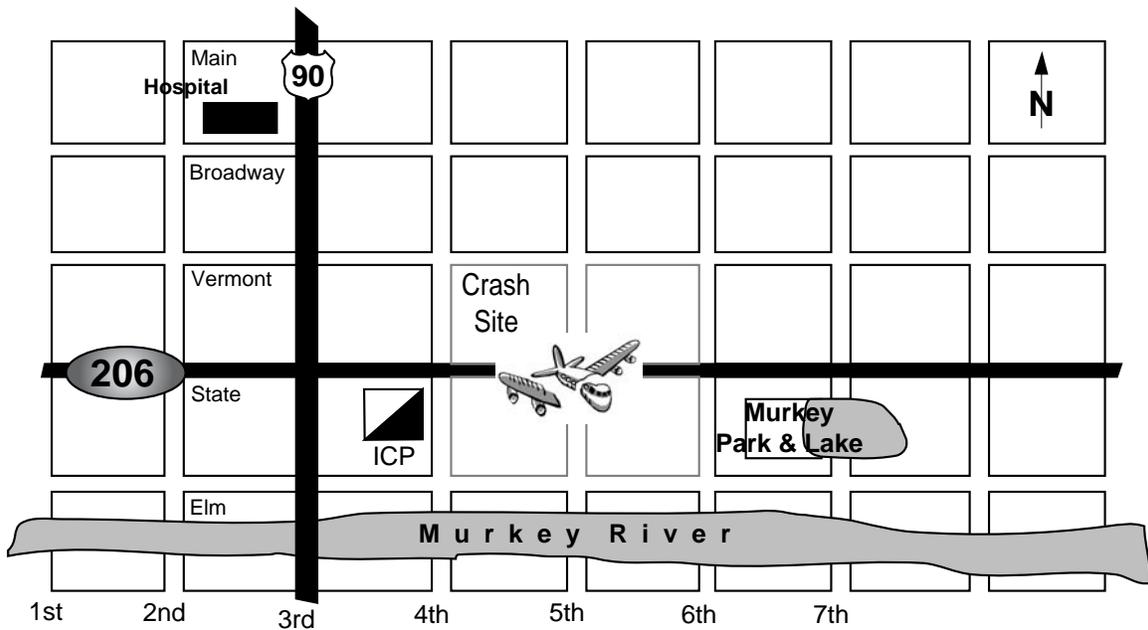
- 3 Gas Company crews
- 3 Electric Utility crews

Optional for Intermediate Course - (I-300):

In addition, have participants develop the ICS organization needed for this incident.

Exercise Time Period:

Allow 60 minutes for small group discussions. Allow 10 minutes per group for presentations and critiques.



Exercise # 4

Exercise # 5

Type Exercise: Search of Lost Aircraft

Use For: Module 10 - Development of an Air Operations Organization

Scenario:

A twin engine aircraft with eight passengers is overdue on a Sunday afternoon flight from _____ to _____. On board is the Governor of _____, his wife, the Japanese consulate representative, his wife, the Governor's daughter, who is five months pregnant, and her husband. The plane has a crew of two.

Last contact with the aircraft was at 1400 hours over the Wenatchee, a large wilderness area in the northern part of the state. The pilot was obtaining weather information at the time of the last contact, and gave no indication of any problems. So far there has been no receipt of any emergency signals. Rain and high winds have precluded any air search attempt until Monday.

You were notified at 1600 hours on Sunday, that you were to be part of an ICS management team being assembled for this incident. You will be the Air Operations Branch Director. You are to report to the Bigelow Municipal Airport, which is on the southwest edge of the Wenatchee area. The Bigelow Airport will be the Base and Incident Command Post.

The airport has a 5000 foot runway and plenty of parking for other aircraft. Limited fueling and mechanical services are available. It will accommodate a C-130. In addition to Bigelow, there are two other smaller airstrips in the Wenatchee. Both are 3500 foot dirt strips with no services.

When advised of your assignment, you were told that a state National Guard C-130 is available for use. The National Guard and Civil Air Patrol have been notified. Three helicopters and three fixed wing aircraft, all from different agencies, are being readied for the search. Ground search teams are also being assembled.

The Japanese Embassy in Washington has been notified and has requested to help in any way possible.

The first planning meeting will be at 0300 hours on Monday at the Bigelow ICP. You are scheduled to arrive at 0200 hours with other members of the team. You have been advised that the initial search activity will be conducted from the air using all available aircraft.

Weather in the area is in the 40's during the night with occasional rain showers. A high pressure area is scheduled to move across the area within the next 24 hours. Weather for tomorrow should be clear.

Additional Information that may be required:

- Airspace jurisdiction
- Ownership and Certification of aircraft for use
- Ground rules regarding fueling responsibilities
- Medivac responsibility

- Standards for qualifications, fiscal arrangements, maintenance, etc.

Exercise Tasks:

1. Develop the Air Operations organization adequate to initially support this incident. It should include all organizational positions, facilities and support services that may be needed.
2. Recommend what additional aviation equipment and personnel resources that may be useful or necessary.

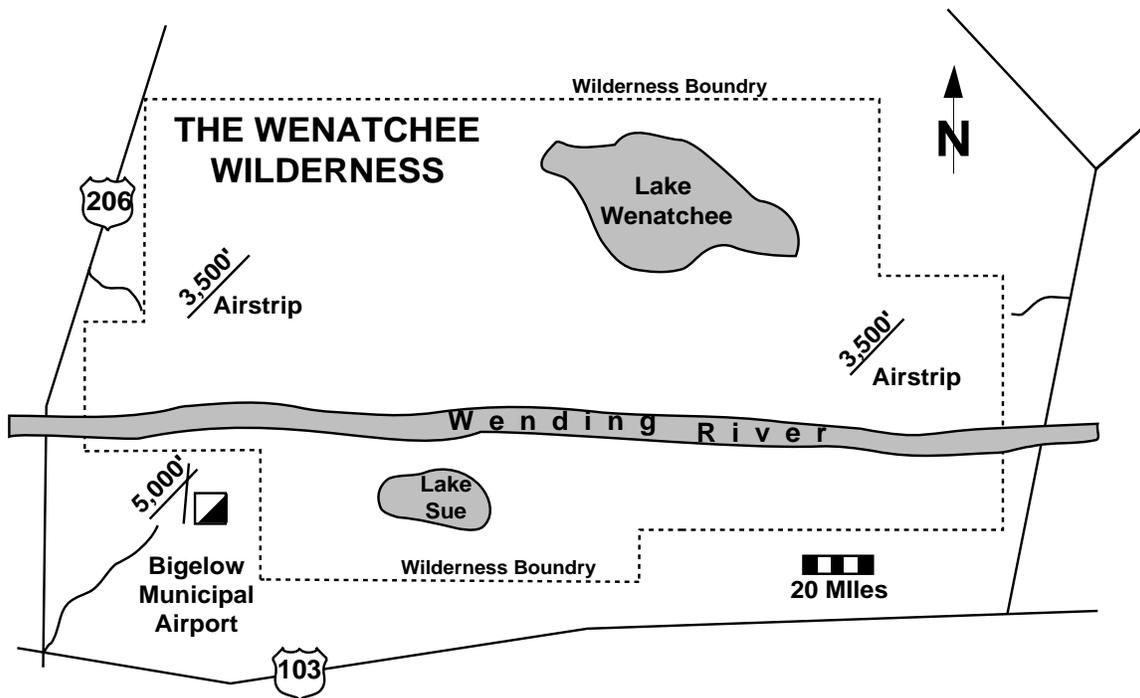
Optional for Intermediate Course (I-300)

Have participants develop:

- Objectives for the next Operational Period
- Complete ICS Organization for the Incident

Exercise Time Period:

Allow 60 minutes for small group discussions. Allow 10 minutes per group for presentations and critiques.



Exercise # 5

Exercise # 6

Type Exercise: Missing Person Search

Use For: Intermediate Modules (I-300) - Setting objectives, developing Incident Organization and Incident Action Plan

Scenario:

Nine year old Wendy Warren is missing in Woolsey Regional Park. She loves the outdoors and likes to explore. She was last seen on Saturday afternoon at 2:30 p.m. in Campground #1. Both parents thought she was going with the other and it was not until 4:30 p.m. that they realized she was missing. They made a quick search of Campground #1 and contacted the Park Ranger. The ranger took a report and called the Willow County Sheriff's Search and Rescue Team.

The SAR Team arrived at Park Headquarters at 5:15 p.m. Realizing the late hour and the delay in requesting help, Sergeant Maloy of the SAR team decided to focus the search in the immediate campground area tonight and begin the planning for a full scale search to start at 6 a.m. the next day.

Woolsey Regional Park is a 150 sq. mile semi-wilderness area located on the Ruby River. The terrain is heavily forested with elevations ranging from 600 to 2000 feet. The park is famous for its Indian ruins. It has many caves and at one time the area was used for gold mining. There are three other campgrounds in the park, and two small lakes. The park is entirely within Willow County. The western edge of the park is the boundary between Frazier County and the City of Green Isle. At this time of the year the campgrounds are nearly full.

The date is _____. The Weather is clear, mild, no change in the next 24 hours.

Resources on Scene:

- Sheriff's Sergeant, and four person SAR Team
- Park Ranger
- Assistant Park Ranger
- County fire paramedic unit
- Wendy's parents
- 10 camper volunteers

The City of Green Isle and Frazier County have offered to provide resources.

Exercise Tasks:

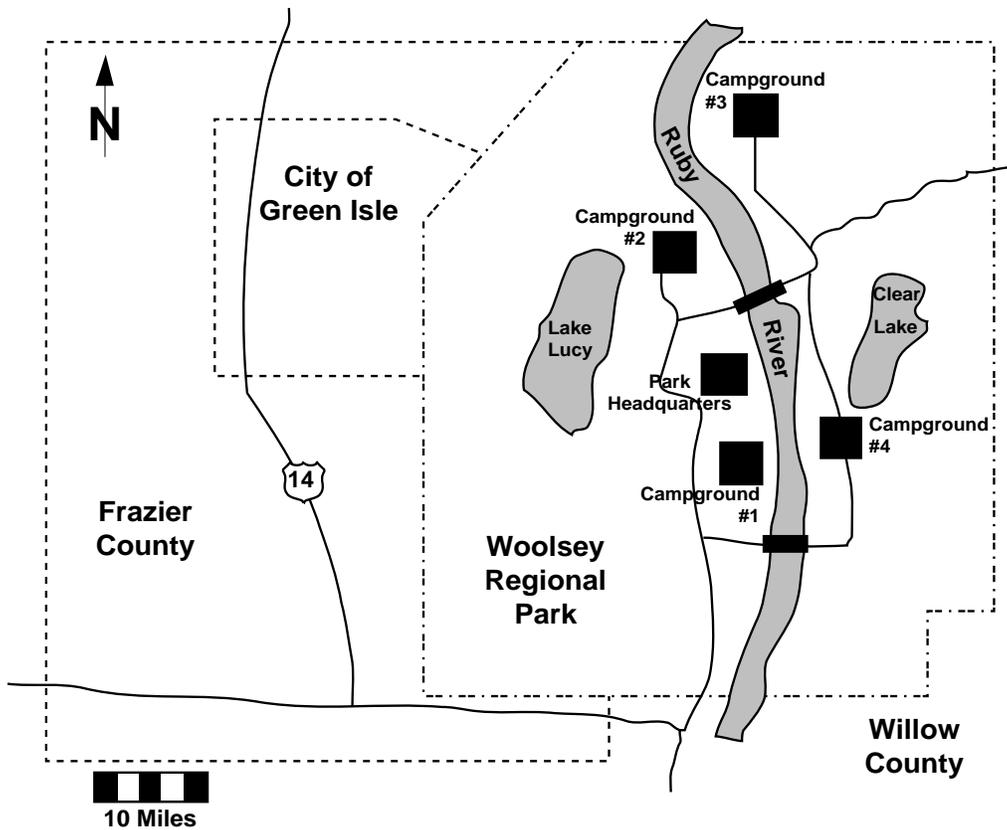
Prepare a complete Incident Action Plan for the Operational Period beginning at 6 a.m. tomorrow.

- Divide participants into groups of 10-13
- Each Group to assign ICS positions to members
- Develop objectives

- Determine resource requirements
- Establish operations organization and assignments
- Prepare/complete IAP using appropriate ICS Forms
- Brief on resource requirements and organization.

Exercise Time Period:

Allow 2 ½ hours for small group discussions, and IAP development. Allow 10 minutes per group for presentations and critiques.



Exercise # 6

Exercise # 7

Type Exercise: Train Derailment

Use For: Intermediate Modules (I-300) - Command and General Staff - Small Group Discussion

Scenario:

Five cars of a twenty-five car freight train have derailed in the canyon on the west side of the Murkey River. The location is five miles south of the City of Prescott (population 15,000). The closest city to the south (downstream) is Warrington (population 35,000) which is about three miles. The accident has occurred in Wilson County, and both cities are in that county.

There is one, two-lane state highway above the tracks on the west side of the river. The Julian National Forest borders the river on the east.

Two of the derailed cars were tanker cars and both are slowly discharging liquid products into the river. You have not yet been able to identify the products. Three persons are injured. There may be additional injuries.

You have been on scene for 10 minutes.

Resources on Scene:

- 1 County Fire Engine Co.
- 1 County paramedic ambulance
- 2 County Sheriff Patrol Units
- 1 County road crew
- 1 State Police Unit

The media is enroute with a helicopter and a ground unit.

Exercise Tasks:

Questions for small group discussion: (address all or select). Be prepared to discuss reasons for your answers.

1. The organization needed for this scenario could best work as:

Single Command
Single Command with deputies
Unified Command

Which would you suggest? Why?

2. Which Command Staff and/or General Staff positions would you want to activate?
3. What would be your order of activation for these positions?

4. Within Operations, would you favor a branch structure? If so, do you feel it should be a functional or geographic/jurisdictional structure?
5. Does the incident call for the use of Staging Areas? If so, should there be one or more Staging Areas established?
6. Where would you place Staging Areas?
7. Would Staging Areas be set up by function? For one kind of resource; by agency, or open to all resources?
8. Would this incident call for any air operations? If so, diagram the organization to be used.

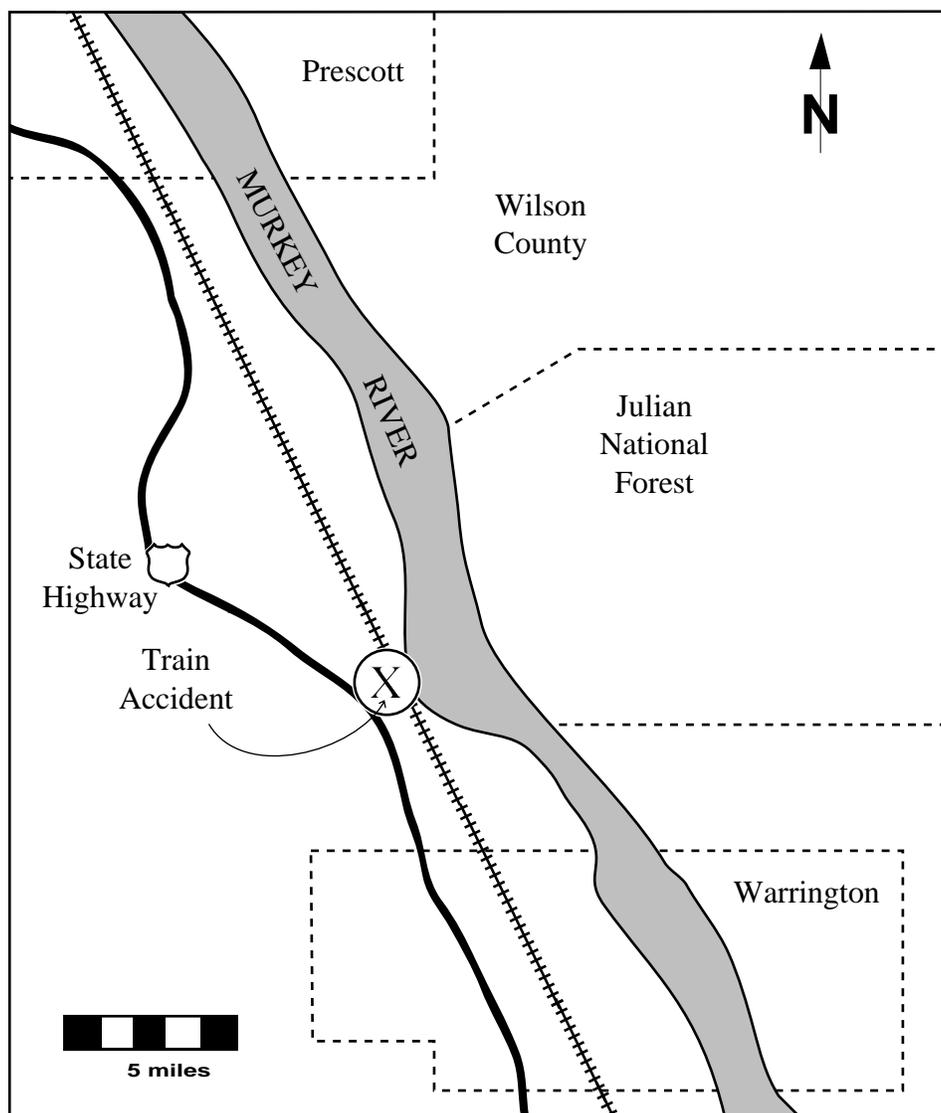
Optional Suggestions:

Exercise could be expanded from discussion to:

- Establish immediate objectives
- Determine what additional resources would need to be ordered
- Diagram overall ICS organization needed.

Exercise Time Period:

Allow 60 minutes for group discussions.



Exercise # 7

Exercise # 8

Type Exercise: Hazardous Materials

Use For: Advanced Modules (I-400) - Multi Agency Unified Command

Scenario:

A semi-trailer containing forty, 55-gallon drums of potassium chlorate was involved in an accident at State Highway 42 in the City of Longview. The truck severely damaged a railroad overpass over the state highway. The driver was killed. There is no fire at the present time, however several of the drums have ruptured and contents are flowing onto the highway and into an adjacent stream.

The state police have closed the highway in both directions and traffic is rapidly backing up. The Wilson County Fire Dept. HazMat Unit is on the scene along with Longview fire, police, and public works departments. The media is on scene with helicopter and ground vehicles.

City, County and State agencies are not yet in a Unified Command, although all are familiar with ICS.

There are commercial businesses along both sides of the highway, and a trailer park with seventy-five units is located ¼ mile east.

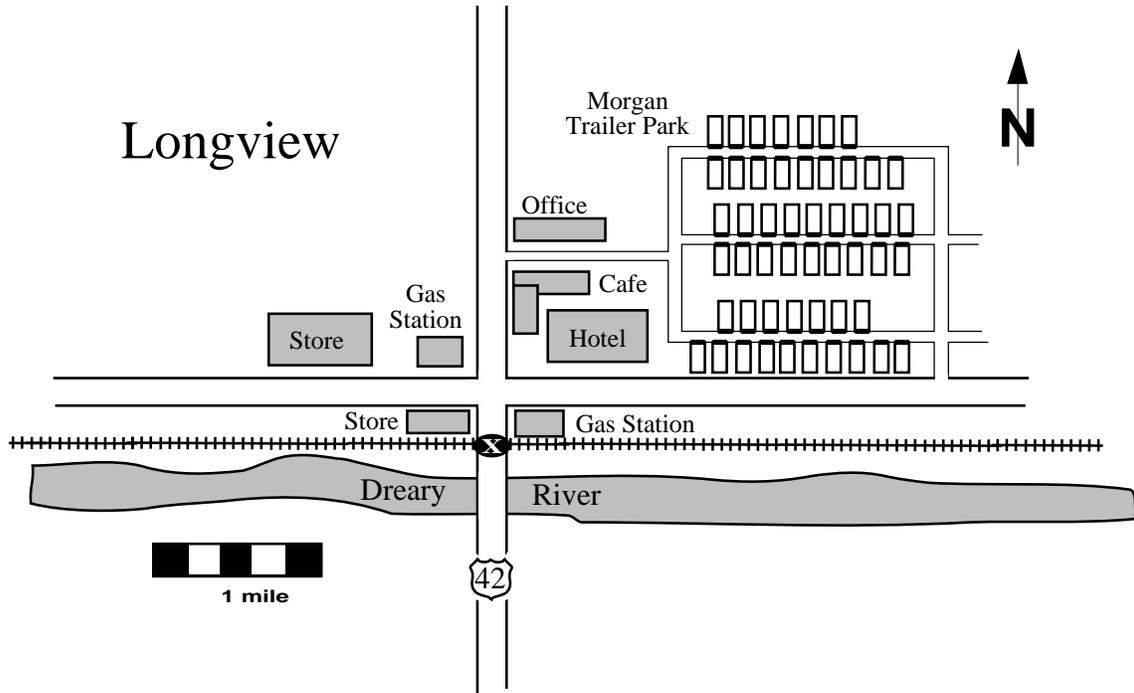
It is 4 p.m. on a Saturday, it is clear, the temperature is 65, the wind is from the SW at 5 mph. There is no change in the weather.

Exercise Tasks:

1. Develop a Unified Command organization based on this scenario.
2. Determine which agencies would fill Command and General staff positions.
3. Brief on your recommendations.

Exercise Time Period:

Allow 45 minutes for small group discussions, and IAP development. Allow 10 minutes per group for presentations and critiques.



Exercise # 8

Exercise # 9

Type Exercise: Multi Incident Situations

Use For: Advanced Modules (I-400) - Developing Organizations for Incident Complexes

Scenario:

(Hurricane or Tornado) has affected a major portion of the city. Three major incidents are reported within a four-block area. Initially, each of these was designated as an individual incident, and incident management teams and resources were separately assigned to each.

Hospital Incident (A):

Damage to a hospital requiring evacuation, search and rescue, and relocation of 50 persons.

HazMat Incident (B):

Fire and possible HazMat situation at a commercial chemical storage facility.

Collapse Incident (C):

Collapse of a roof in an open supermarket. Persons trapped, injured and some looting is taking place.

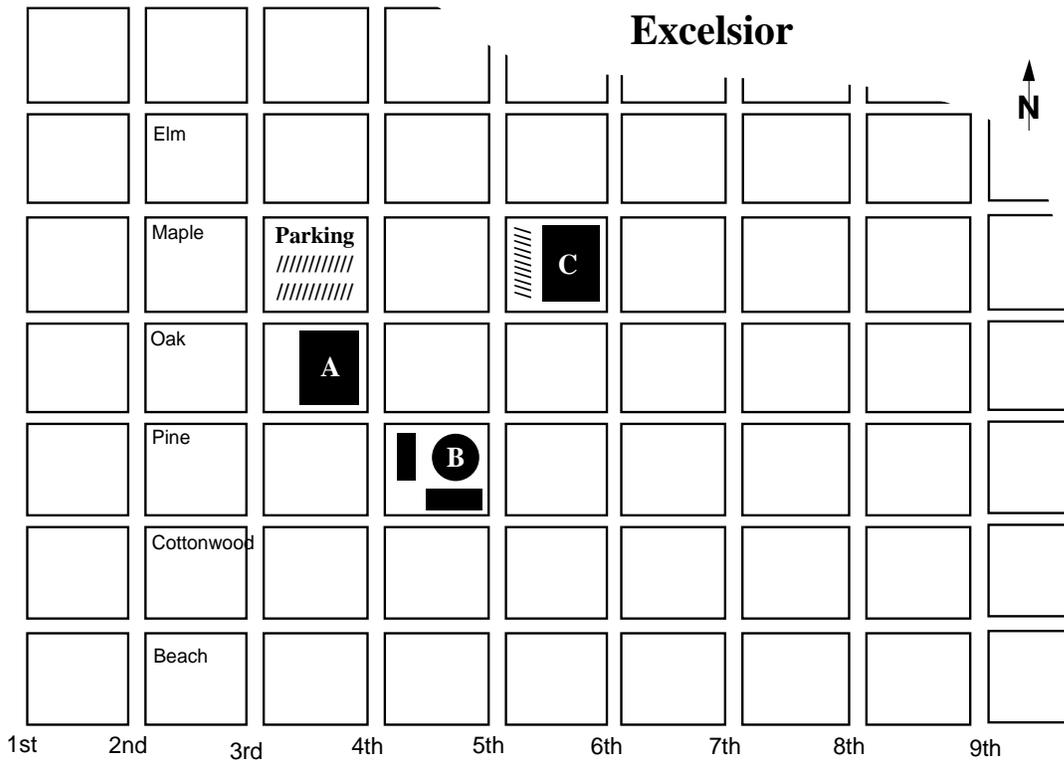
Because of the large number of simultaneous incidents throughout the City, the EOC has directed that one Incident Management Team assume on-scene responsibility for all three of these incidents. The most qualified Incident Commander is in charge of Incident B.

Exercise Tasks:

1. Develop the incident organization for this Incident Complex.
2. How would the Operations Section be set up to address these incidents? Should it be functional, geographic, or both?
3. How would Staging Areas be handled?
4. How would you recommend that incident action planning be done?

Exercise Time Period:

Allow 45 minutes for small group discussions. Allow 10 minutes per group for presentations and critiques.



Exercise # 9

Exercise # 10

Type Exercise: Area Command - Earthquake Damage in a City

Use For: Advanced Modules (I-400) - Establish an Area Command Organization

Scenario:

Baytown has suffered severe damage from an earthquake, and has many incidents spread throughout the city. Baytown is a coastal city with a harbor channel dividing it. The eastern part of the city has been isolated. The Director of Emergency Services has directed that a Unified East Area Command should be set up at the Riverton Junior High School to oversee incidents in the eastern part of the city.

Incidents on the East side of the Channel to be placed under the Unified Area Command are:

1. The Baytown City Jail and Juvenile Detention facility has had extensive damage. Power and water are out. Jail population is 200 adult males, 50 adult females and 30 male juveniles in the detention facility. Relocation of inmates is essential and has been directed. Only cold meals and very limited water are available. A Baytown Police Captain has established an ICP at the jail.
2. Ten blocks in the southern part of the area have experienced extensive flooding. Search and Rescue operations are underway. There is no electrical power, and the water and sewer systems have been damaged. An ICP has been established by the Unified Command of Baytown Fire and Police.
3. A southbound train loaded with chemicals headed for the shipping terminal has derailed. Several cars are overturned and are spilling unknown liquid products. There are several injuries reported. A joint Police and Fire ICP has been established.
4. On the east jetty of the main channel, a gas leak and explosion have ignited a major fire and warehouse structures are heavily involved. There are numerous burn victims still being treated at the scene. A Baytown Police Sergeant is beginning to set up an ICP.

There is a major problem in sharing limited resources between these incidents. Many volunteers have come forward, the Incident Commanders are looking for ways to organize and use them effectively. Several news media representatives are on-scene at the various incidents.

Requests for critical resources from the incidents have included:

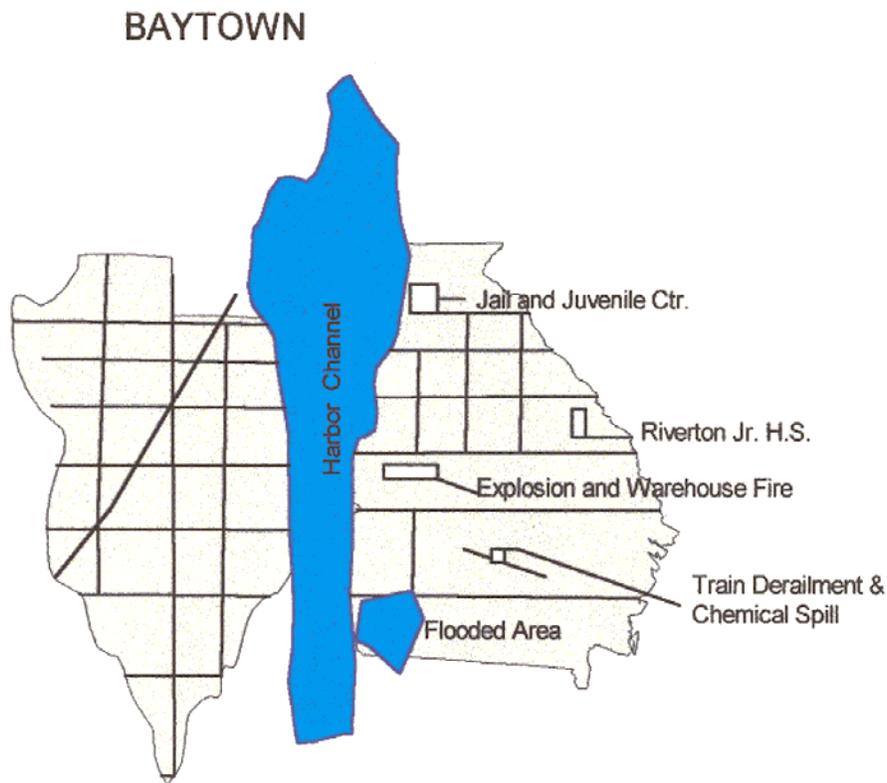
- Search and Rescue units
- Helicopters
- Emergency Medical Teams
- Traffic Control personnel
- Shelter and mass feeding
- Debris clearance

Exercise Tasks:

1. Develop an Area Command organization chart.
2. Determine Area Command staffing requirements.
3. Describe facility and support needs.
4. Develop a statement of policy to be given to Incident Commanders.
5. Establish resource priorities between incidents.

Exercise Time Period:

Allow 45 minutes for small group discussions, and IAP development. Allow 10 minutes per group for presentations and critiques.



Exercise # 10

Attachment B
MODULE TEST ANSWERS

MODULE 1 - ICS ORIENTATION TEST ANSWERS

1. Command
Operations
Planning/Intelligence
Logistics
Finance/Administration
2. Operations Section Chief
Planning/Intelligence Section Chief
Logistics Section Chief
Finance/Administration Section Chief
3. Information
Safety
Liaison
4. True
5. True
6. Section
Branch
7. Branch 5
Section 4
Division 3
Command Staff 2
Group 3
8. True
9. Incident Command Post
Staging Area
Base
Camp
Helibase
Helispot
10. Functional
Geographic

11. Incident Commander
12. Objectives
Assignments
Supporting plans and materials
Organization
13. Incident Command Post (at the Resources Unit)
Staging Areas
Base or Camps
Helibases
Division or Group Supervisors (for direct assignments)
14. No fixed length
15. Branch
16. Three to seven
17.

a.	<u>F</u>	k.	<u>O</u>
b.	<u>O/L</u>	l.	<u>L</u>
c.	<u>L</u>	m.	<u>O/L</u> <u>(Logistics is acceptable for some disciplines)</u>
d.	<u>P</u>	n.	<u>P</u>
e.	<u>L</u>	o.	<u>F</u>
f.	<u>P</u>	p.	<u>L</u>
g.	<u>O</u>	q.	<u>F</u>
h.	<u>P</u>	r.	<u>P</u>
i.	<u>L</u>	s.	<u>O</u>
j.	<u>F</u>	t.	<u>L</u>
18. False
19. Use clear text in all radio communications at an incident.
Bring any specialized supplies or equipment required for your job.
Organize and brief any subordinates assigned to you.
Upon arrival, follow the Check-in procedure for the incident.
Obtain a briefing from your immediate supervisor.
Demobilize according to plan.
Brief your relief at the end of each Operational Period.
Complete required forms and reports and give them to your supervisor or the Documentation Unit before you leave.
Acquire necessary work materials, locate and set up your work station.

20. Operations Section Responsible for Staging Areas.
Logistics Section Provides support and services to meet incident needs.
Incident Command Sets objectives and priorities.
Planning/Intelligence Section Collects and evaluates information, maintains status.
Information Officer Prepares information releases.
Finance/Administration Section Monitors costs, provides accounting, procurement, and time recording services.
Safety Officer Develops measures for assuring safety of all personnel.
Operations Section Chief Conducts tactical operations, develops tactical objectives, and directs all tactical resources.
Liaison Officer Primary contact for Agency Representatives.

MODULE 2 - PRINCIPLES AND FEATURES OF ICS TEST ANSWERS

1. Command
Operations
Planning/Intelligence
Logistics
Finance/Administration
2. Understand agency policy and direction
Establish the overall Incident Objectives
Select the strategy that will be used
Perform tactical direction
3. Section
Command
Branch
Division/Group
Unit
4. A more qualified person assumes command.
The incident situation changes over time to where a jurisdictional or agency change in command is legally required or makes good management sense.
Normal personnel turnover on long or extended incidents.
5. One to Five
6. Organizational elements
Position titles
Resources
Facilities
7. By unit logs
By check-in
By Division/Group Assignment Lists
8. Two or more jurisdictions are involved.
The incident will overlap major changes in personnel or go into a new operational period.
There is a partial or full activation of the ICS organization.
9. False
10. True
11. False

12. Support
Tactical
Command
13. Single Resources
Task Forces
Strike Teams/Squads/Mobile Field Forces
14. Out-of-Service
Assigned
Available

MODULE 3 - ORGANIZATIONAL OVERVIEW TEST ANSWERS

1. Single Command
Unified Command
2. Reassign command
Assume command
Maintain command as is
3. Qualified for the position
4. To perform specific tasks as requested by the Incident Commander.
To perform the function in a relief capacity.
To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.
5. Branch
Incident Commander
Section
6. Must be qualified
Must be only one primary person per position
7. By divisions
By groups
By branches
8.

<u>Task Force/Strike Team, Unit</u>	Leader
<u>Command Staff</u>	Officer
<u>Division/Group</u>	Supervisor
<u>Section</u>	Chief
<u>Branch</u>	Director
9.

a.	<u>F</u>	k.	<u>O</u>
b.	<u>O/L</u>	l.	<u>L</u>
c.	<u>L</u>	m.	<u>O/L</u> (<u>Logistics is acceptable for some disciplines</u>)
d.	<u>P</u>	n.	<u>P</u>
e.	<u>L</u>	o.	<u>F</u>
f.	<u>P</u>	p.	<u>L</u>
g.	<u>O</u>	q.	<u>F</u>
h.	<u>P</u>	r.	<u>P</u>
i.	<u>L</u>	s.	<u>O</u>
j.	<u>F</u>	t.	<u>L</u>

10. True
11. True
12. Must have a manager
Report to the Operations Section Chief, Logistics Chief or Incident Commander
13. To reduce span of control
14. True
15. Check-in
16. cost
17. Maintain Resource Status.
Maintaining and displaying situation information.
Preparing the Incident Action Plan.
Providing documentation services.
Preparing the Demobilization Plan.
Providing Technical Specialists as needed.
18. Goes to the next higher level in the organization
19. False
False
True
False
20. Briefing
Acceptance of command by new IC
21. Command Staff
Units at Camps
22. Situation status
Communications Unit plan
Prognosis, concerns, related issues
Objectives and priorities plan
Facilities established
Resource assignments
Resources enroute and/or ordered
Current organization.

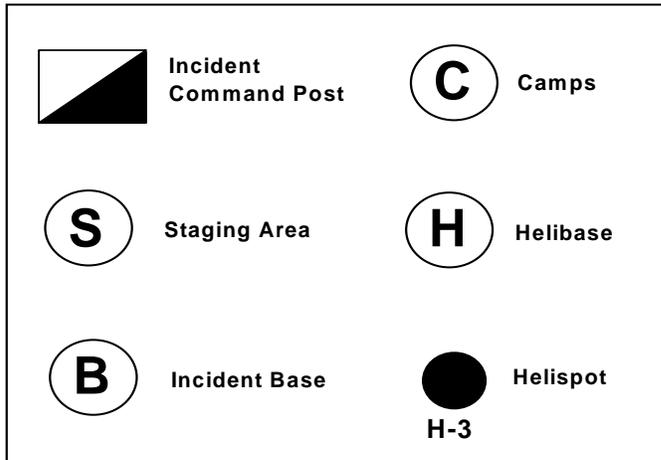
MODULE 4 - INCIDENT FACILITIES TEST ANSWERS

1. Command Post
Staging Area
Base
Camp
Helibase
Helispot
2. Base Primary location for Logistics functions
Incident Command Post Location for Incident Commander
Staging Area Temporary location for available resources
Helibase Location for helicopter refueling
Camps Temporary locations for sleeping and meals
Incident Command Post Location for Planning/Intelligence functions
Helispot Temporary location to load/unload helicopters.
3. Staging Areas
Helibases
Helispots
Camps
4. Outside the present and potential hazard zone
5. True
6. False
7. The name of the incident
8. Outside the hard effects zone
Within 3-5 minutes of tactical assignment
Can be relocated
Has different access routes for incoming and outgoing resources.
9. True
10. Available
11. True
12. False
13. Logistics

14. Facilities Unit Leader
15. False
16. True
17. Facilities Unit Leader
18. True
19. True
20. Air Support Group Supervisor
21. False
22. An Incident Command Post
23. Incident Command Post
Base
Camp
Helibase
Helispot
24. Helibase Manager
25. Staging Areas
Helispots
26. False
27. Available for assignment
Fully equipped

28.

Incident Facilities



MODULE 5 - INCIDENT RESOURCES TEST ANSWERS

1. Kind and by Type
2. Helps in planning
Helps in ordering
Helps in monitoring resource use.
3. False
4. As single resources
As task forces
As teams
5. As single resources
6. A mix of different kinds of resources
The same kind but different types
Several resources of one kind mixed with other resources.
7. Of the same kind and type
8. Must have a leader
Must have communications between the resources and the leader
Must have transportation as required
Must be within span of control limits.
9. Enables more effective resource use planning.
Provides an effective way of quickly ordering just what is necessary.
Reduces radio communications traffic, by communications going to a task force or team leader.
Provides another management level which increases the ability to expand the organization for large incident operations.
Provides close resource control and accountability.
10. Available
Assigned
Out-of-Service
11. Available
12. Mechanical Lack of staffing Financial limits
Rest Environmental
13. True

14. False

MODULE 6 - COMMON RESPONSIBILITIES TEST ANSWERS

1. Assemble or update a travel kit containing any special technical information, e.g., maps, manuals, contact lists, and other reference materials.
Prepare personal items that you will need for your estimated stay.
Review your emergency assignment.
Know to whom you will report and what your responsibility will be.
Have a clear understanding of the decision making authority you hold for your agency while at the incident. Determine this as soon as you realize you may be assigned to an incident.
Determine what communications procedures should be followed so you can contact your headquarters or home office if necessary.
Ensure that family members know your destination and how to contact you in the event of a family emergency.
Familiarize yourself with travel and pick-up arrangements that have been established for you.
Determine what your return mode of transportation will be if possible.
2. Incident type and name or designation
Incident check-in location
Reporting time
Travel instructions
Communications instructions
Resource order number or request number (if applicable)
Your unit's radio designation.
3. Personnel accountability
Resources Units status keeping
Preparing assignments and reassignments
Locating personnel for emergency notifications
Establishing personnel time records
Release planning.
4. Incident Command Post (Resources Unit)
Base or Camps
Staging Areas
Helibase
Division/Group Supervisors
5. Division/Group Supervisor
6. True
7. False
8. False

9. Using clear text
Passing essential information only

10. Complete all work assignments.
Brief subordinates regarding demobilization.
Complete and file required forms and reports.
Follow incident and agency check-out procedures.
Evaluate performance of subordinates prior to release from the incident.
Return any incident-issued communications equipment or other non-expendable supplies.
Report to assigned departure points on time or slightly ahead of schedule.
As appropriate, stay with your group until you arrive at your final destination.

MODULE 7 - ORGANIZATION AND STAFFING TEST ANSWERS

1. Approve requests to release resources
Approve the Incident Action Plan
2. False
3. False
4. True
5. Command Staff
6. Determine if there are limits on information releases
Conduct information briefings
Arrange for tours and interviews.
7. False
8. Assisting agency
9. Point of contact for Agency Representatives
Coordinate interagency contacts
10. Anytime
11. Ground Resources
Air Resources
Staging Areas
12. False
13. As Single Resources
As Task Forces
As Teams/Squads
14. Operations Section or Air Operations Branch
15. All resources within the Staging Area belong to the incident.
Resources assigned to the Staging Area must be capable of active assignment within three minutes.
Staging Areas can be set up anywhere, and moved as needed.
16. True

17. Manage all operational information relative to the incident
Supervise preparation of the Incident Action Plan.
18. Resources
19. Planning/Intelligence
20. True
21. True
22. Documentation Unit in the Planning/Intelligence Section
23. Demobilization
24. Service Branch
Support Branch
25. True
26. Facilities
27. Ground Support
28. Assist in processing injury related claims
Prepare major medical emergency procedures
Prepare Medical Emergency Plan.
29. Procurement Unit
30. True

MODULE 8 - ORGANIZING FOR INCIDENTS OR EVENTS TEST ANSWERS

1. Type of incident or event
Location, size, expected duration
Single or multi-agency
Single or multi-jurisdictional
Kind, type, and number of resources required.
2. An emergency occurs
Time is of the essence
Situation is unstable
Incident has potential to expand
Communications and information lacking
Staff may not be experienced in managing large incidents.
3. True
4. IC should assess the situation
IC must be adequately briefed
Transfer time should be set
Notice of transition should be made
Reassign previous IC if appropriate.
5. Size up the situation.
Determine if there are lives at immediate risk.
Establish the immediate objectives.
Determine if there are enough, and the right kind of resources on-scene and/or ordered.
Consider if span of control is, or soon will approach practical limits.
Ensure that personnel safety factors are taken into account.
Establish if there are any immediate environmental issues to be considered.
6. When deemed essential
7. Incident briefings
8. Operations Section
9. Span of Control
10. Geographic
Functional

11. Functional
Geographic
Jurisdictional
12. True
13. Group Supervisors
14. False
15. True
16. One set of objectives
Information flow and coordination is improved between jurisdictions
Agency Authority is not compromised
Each agency is aware of plans, actions and constraints of others
Combined efforts of all agencies are optimized
Duplicated efforts are reduced
Reduces costs.
17. True

MODULE 9 - INCIDENT RESOURCES MANAGEMENT TEST ANSWERS

1. Planning
Organizing
Directing
Controlling
2. Establishing resource needs
Resource ordering
Resource use
Resource demobilization
3. Mistakes may compound to affect all further actions.
4. Incident Commander
5. Logistics Section Chief
Supply Unit Leader
6. Planning Meeting
7. Incident name
Order and/or request number (if know or assigned)
Date and time of order
Quantity of resources
Kind and type
Reporting location (specific)
Requested arrival time
Radio frequency to be used
Person/title placing request
Callback phone number or radio designation.
8. Jurisdictional dispatch center
9. Certain kinds of resources must be ordered directly from suppliers
Agency policy
More convenient or effective.
10. Base or Camps
Direct assignments to Divisions/Groups
Staging Areas
(Accept Helibases).
11. Incident Base or Camps

12. False
13. Operations Section Chief (except the Incident Commander)
14. Resources will be required during the Operational Period.
Resources are needed to provide a reserve force.
Resources are to be formed into task forces, teams, squads, etc.
15. At the completion of the incident
When no longer required
16. Operations Section Chief (except the Incident Commander)
17. True
18. Operations Section Chief
Staging Area Manager
19. Early in the incident
20. Safety
Personnel accountability
Managerial control
Adequate reserves
Cost

MODULE 10 - AIR OPERATIONS TEST ANSWERS

1. Fire Control
Search and Rescue
Earthquakes, floods, or other natural disasters
Law Enforcement
Forest or Land Management Programs
Maritime Incidents
2. Operations Section Chief (except the Incident Commander).
3. False
4. Air Tactical Group Supervisor
Air Support Group Supervisor
5. Air Support Group
6. Air Operations Branch Director
7. Air Support Group
Fixed-wing Bases
8. Air Support Group Supervisor
9. Air Tactical Group Supervisor
10. Room to expand
Adequate and accessible for supplies
Capability for 24-hour operations
Flight routes not over residential or restricted areas.
11. Air Operations Branch Director
12. False
13. True
14. Helicopter Coordinator
Air Tanker/Fixed-wing Coordinator
15. False
16. True
17. False

18. Providing fuel and other supplies
Maintenance and repair of aircraft
Supplies, equipment and personnel loading and off-loading
Retardant mixing and loading
Maintaining records of aircraft activity
Enforcement of safety regulations.
19. Air Support Group Supervisor.
20. Helispot Manager
Deck Coordinator
Loadmaster
Parking Tender
Takeoff/Landing Controller
Radio Operator
Timekeeper
21. Helibase Manager
22. True
23. Helibase Manager
24. Dust Control
Debris that may blow into rotors
Steep touchdown slopes
Insufficient rotor clearance

MODULE 11 - INCIDENT AND EVENT PLANNING TEST ANSWERS

1. False
2. True
3. Operational Periods
4. The incident goes into a new Operational Period
Two or more jurisdictions are involved
There is a large ICS organization in place.
5. Incident Commander
6. Can be over or under 12 hours
7. Incident Objectives
Organization
Assignments
8. A specific operational period only
9. Attainable
Measurable
Flexible
10. Makes good sense (feasible, practical, suitable)
Is within acceptable safety norms
Is cost effective
Meets environmental constraints
Meets political constraints
11. True
12. Incident and tactical objectives
Organization
Assignments
13. Planning/Intelligence Section (except Documentation Unit)
14. Planning/Intelligence Section Chief

15. General discussion of the demobilization procedure
 - Responsibilities
 - Release priorities
 - Release procedures
 - Directory

MODULE 12 - COMMAND AND GENERAL STAFF TEST ANSWERS

1. Different agencies or jurisdictions involved on a single incident.
Different organization structures.
Lack of communications.
Different terminology.
Span of Control too large.
All authority and decision making at one location.
Decisions not made in a timely manner.
(Except others that seem reasonable or were discussed)
2. L Operations
 S Liaison
 L Planning/Intelligence
 S Information
 L Finance/Administration
 L Logistics
 S Safety
3. False
4. Complexity of the incident
5. Only one person will be designated to lead each of the General Staff positions.
General Staff positions may be filled by qualified persons from other agencies and/or jurisdictions.
Each member of the General Staff reports directly to the Incident Commander.
6. Number of tactical resources
Span of Control considerations
7. Deputies must have the same qualifications as the position they serve, and be able to take over the position. Assistants fill subordinate positions.
8. Manage tactical operations.
Develop the operations portion of the Incident Action Plan.
Supervise the execution of the Incident Action Plan for Operations.
Request additional resources to support tactical operations.
Approve release of resources from active assignments (not release from the incident).
Make or approve expedient changes to the Incident Action Plan.
Maintain close communications with the Incident Commander.
9. True

10. Command Staff positions may be filled by persons from other agencies and/or jurisdictions.
Assistants can be designated from other jurisdictions or agencies as appropriate.
The Command Staff reports directly to the Incident Commander.
Command Staff members may interact with any position within the ICS for purposes of information exchange.
11. News media
Incident personnel
Appropriate agencies or organizations
12. An obvious high visibility or sensitive incident.
Media demands for information may obstruct the IC's effectiveness.
The media's capability to acquire (and interpret) its own information is increasing.
Reduces the risk of multiple sources releasing information.
13. False
14. Act as point of contact for Agency Representatives.
Maintain a list of assisting and cooperating agencies and Agency Representatives.
Assist in setting up and coordinating interagency contacts.
Monitor incident operations to identify current or potential inter-organization problems.
Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.
15. At any time
16. To have been delegated authority to make decisions on matters affecting that agency's participation at the incident.

MODULE 13 - UNIFIED COMMAND TEST ANSWERS

1. Jurisdictional and agency administrators
2. By the agency designated officials working as a team at the scene of the incident.
3. True
4. Policy and Objectives
Organization
Resources
Operations
5. The Operations Section Chief
6. One overall Incident Action Plan
7. False
8. Commercial airplane crash involving multiple agencies.
Fire burning in more than one jurisdiction.
Hazardous materials incident involving multiple agencies.
Major natural disaster (earthquake, storm) that impacts multiple geographic and functional agencies.
9. A single Integrated Incident Organization.
Collocated Facilities.
A Single Planning Process and Incident Action Plan.
Shared Planning/Intelligence, Logistical and Finance/Administration Operations.
Unified Command Resource Ordering.
10. Location and kind of incident
11. True
12. False
13. Develop a collective set of incident objectives
Agree on the basic organizational structure
Agree on cost-sharing procedures
14. True
15. Planning Meeting
16. False

17. True
18. False
19. All members of the General Staff
20. Efforts are optimized as agencies perform their respective assignments.
Only one organizational structure, with staffs together in one centralized location or Command Post.

MODULE 14 - MAJOR INCIDENT MANAGEMENT TEST ANSWERS

1. Involves more than one agency (often many).
May involve more than one political jurisdiction.
Has the more complex management and communication problems.
Requires more experienced, qualified supervisory personnel.
Requires large numbers of tactical and support resources.
Causes more injury, death, illness.
Produce the most damage to property and the environment.
Has extreme elements of crisis/psychological trauma that diminishes human capacity to function
Are longer in duration.
Are the most costly to control and mitigate.
Require extensive mitigation, recovery and rehabilitation.
2. Starting as major incidents
Growing into or becoming major incidents
3. Less than 10 percent
4. F An Agency Executive at the incident
F An Air Organization
T Written Incident Action Plans
F Camps
F Multi-agency deputy positions
5. Span of Control
Logistical, planning and support needs
Potential for growth
6. The span of control ratio is normally 1 to 5 . It should not exceed 1 to 7.
7. Multiple incident management with a single ICS organization.
Dividing a single incident into two (or more) incidents.
Expanding the ICS organization to accommodate another Operations Section.
Expanding the ICS organization to accommodate another Logistics Section.
Expanding the ICS Planning capability for incidents.
8. False
9. An earthquake, tornado, flood.
Several separate fires in close proximity to one another.
10. Branches

11. An incident which has spread into another jurisdiction.
Large earthquake and wildland fire situations.
HAZMAT or spill situations which affect both an initial location and expand to affect other areas.
12. False
13. When it is impossible to continue to provide operational, logistical or planning support.
14. False
15. Ensure that all other General and all Command Staff functions can adequately support the expansion.
Ensure that adequate Incident Action Planning can be accomplished and that all incident supervisory personnel are aware of the expanded organization.
Establish the second Operations Section at the beginning of a future Operational Period.
16. At the beginning of an operational period
17. Increased incident action planning take place at the Branch level
18. Technical Specialist
Deputy Planning/Intelligence Section
Special unit within the Planning/Intelligence Section

MODULE 15 - AREA COMMAND TEST ANSWERS

1. False
2. Agency Executives
3. Set overall strategy and priorities.
Allocate critical resources to Area Command incidents.
Make sure incidents are properly managed.
4. Agency Executive
5. Area Commander
6. True
7. False
8. False
9. True
10. Reduces the amount of off-incident coordination that ICs have to do.
Ensures best use of critical resources for high value/risk incidents.
11. Several similar kinds of incidents are active in close proximity to one another.
Critical life or property values are at risk due to incidents.
Incidents will continue into the next operational period.
Incidents are using similar and potentially scarce resources.
Problems are occurring in inter-incident resource allocation and coordination.
12. False
13. False
14. Close proximity to incidents
Sufficient size (for staff, displays and conferences)
Capable of full operation
Adequate communications
Availability of backup power
Capable of supporting radio communications to incidents and agency offices
Adequate and secure parking
Near feeding and lodging facilities.
15. False

16. Area Commander
Area Command Logistics Chief
Area Command Planning/Intelligence Chief
Information Officer
17. False
18. False
19. False
20. To the agency or jurisdictional administrative authority for providing effective oversight for assigned incidents.
Ensuring that Incident Commanders have a clear understanding of Agency expectations, intentions and constraints related to the incident.
Establishing critical resource use priorities between various incidents based on incident needs and agency policy and direction.
Ensuring that incident management team personnel assignments and organizations are appropriate for the kind and complexity of the incidents involved.
Maintaining liaison with officials in charge, assisting and cooperating agencies and other interested groups.
Coordinating the demobilization of assigned incidents.
21. False
22. False
23. Discuss Agency/Jurisdictional priorities for incidents
Determine a schedule for update briefings
State requirement for reviewing Incident Command Post
Review media contact and relations procedures.
24. Priorities between incidents
Priorities related to critically needed resources
Priorities related to demobilization.
25. False
26. False
27. False
28. True

MODULE 16 - MUTUAL AID TEST ANSWERS

1. Six
2. Jurisdiction
3. False
4. Additional resources for incidents are first requested through DOCs or local government EOCs.
5. 2 Operational Area
 4 State level
 1 DOCs or local government EOCs
 3 Region level
6. False
7. Marshaling Areas
Mobilization Centers
Staging Areas
8. True
9. Fire and Rescue
Law Enforcement
Emergency Services
10. False
11. Fire and Rescue
12. Law Enforcement
13. Public Works
Emergency Managers
Volunteer Engineers
14. Incident
15. Incident Commander
Logistics Section Chief
Supply Unit
16. Planning/Intelligence

17. Resources Unit
Supervisor assigned to resources
18. Kind of resource
Type of resource
Numbers of resources needed
Special qualifications of equipment/personnel
Specific reporting location and position
Time required
Communications requirements.
19. False
20. True

MODULE 17-FIELD & LOCAL GOVERNMENT COORDINATION TEST ANSWERS

1. Local Government
2. True
3. EOC
4. False
5. Coordination of the jurisdiction's emergency operations.
Coordination with other local governments.
Coordination with the operational area.
Information gathering and dissemination.
6. Management
Operations
Planning/Intelligence
Logistics
Finance/Administration
7. DOC
8. True
9. Unified and Area Commands
10. True
11. EOC
Outside location
Via conference calls
12. False
13. True
14. Local policies
Available communications systems
Nature of the incident
15. True
16. True

17. County Board of Supervisors
18. Information gathering and dissemination within the operational area.
Coordination with local governments within the operational area.
Coordination with the Regional EOC.
19. Logistics
20. Two or more cities within the operational area have proclaimed a local emergency.
A city has requested a governor's proclamation of a state of emergency.
The operational area is requesting resources from outside its boundaries.
The operational area has received resource requests from outside its boundaries

Attachment C
COURSE TEST ANSWERS

(I-100) MODULE 1 - ORIENTATION COURSE TEST ANSWERS

1. Command
Operations
Planning/Intelligence
Logistics
Finance/Administration
2. Operations Section Chief
Planning/Intelligence Section Chief
Logistics Section Chief
Finance/Administration Section Chief
3. Information
Safety
Liaison
4. True
5. True
6. Section
Branch
7. Branch 5
Section 4
Division 3
Command Staff 2
Group 3
8. True
9. Incident Command Post
Staging Area
Base
Camp
Helibase
Helispot
10. Functional
Geographic

11. Incident Commander
12. Objectives
Assignments
Supporting plans and materials
Organization
13. Incident Command Post (at the Resources Unit)
Staging Areas
Base or Camps
Helibases
Division or Group Supervisors (for direct assignments)
14. No fixed length
15. Branch
16. Three to seven
17.

a.	F	k.	O	
b.	O/L	l.	L	
c.	L	m.	O/L	(Logistics is acceptable for some disciplines)
d.	P	n.	P	
e.	L	o.	F	
f.	P	p.	L	
g.	O	q.	F	
h.	P	r.	P	
i.	L	s.	O	
j.	F	t.	L	
18. False
19. Use clear text in all radio communications at an incident.
Bring any specialized supplies or equipment required for your job.
Organize and brief any subordinates assigned to you.
Upon arrival, follow the Check-in procedure for the incident.
Obtain a briefing from your immediate supervisor.
Demobilize according to plan.
Brief your relief at the end of each Operational Period.
Complete required forms and reports and give them to your supervisor or the Documentation Unit before you leave.
Acquire necessary work materials, locate and set up your work station.

20. Operations Section Responsible for Staging Areas.
Logistics Section Provides support and services to meet incident needs.
Incident Command Sets objectives and priorities.
Planning/Intelligence Section Collects and evaluates information, maintains status.
Information Officer Prepares information releases.
Finance/Administration Section Monitors costs, provides accounting, procurement, and time recording services.
Safety Officer Develops measures for assuring safety of all personnel.
Operations Section Chief Conducts tactical operations, develops tactical objectives, and directs all tactical resources.
Liaison Officer Primary contact for Agency Representatives.

(I-200) MODULES 2 - 6 COURSE TEST ANSWERS

1. (2) Understand agency policy and direction
Establish the overall Incident Objectives
Select the strategy that will be used
Perform tactical direction.
2. (2) Section
Command
Branch
Division/Group
Unit
3. (2) Organizational elements
Position titles
Resources
Facilities
4. (2) True
5. (2) False
6. (2) Out-of-Service
Assigned
Available
7. (3) Reassign command
Assume command
Maintain command as is
8. (3) Qualified for the position
9. (3) Branch
Incident Commander
Section
10. (3) Must be qualified
Must be only one primary person per position
11. (3) True
12. (3) True
13. (3) True

14. (3) Goes to the next higher level in the organization
15. (4) Outside the present and potential hazard zone
16. (4) True
17. (4) True
18. (4) An Incident Command Post
19. (4) Available for assignment
Fully equipped
20. (5) False
21. (5) A mix of different kinds of resources
The same kind but different types
Several resources of one kind mixed with other resources.
22. (5) Of the same kind and type
23. (5) Available
Assigned
Out-of-Service
24. (5) Available
25. (5) False
26. (6) Incident type and name or designation
Incident check-in location
Reporting time
Travel instructions
Communications instructions
Resource order number or request number (if applicable)
Your unit's radio designation.
27. (6) Personnel accountability
Resources Unit status keeping
Preparing assignments and reassignments
Locating personnel for emergency notifications
Establishing personnel time records
Release planning.

28. (6) Division/Group Supervisor

29. (6) True

30. (6) Using clear text
Passing essential information only

(I-300) MODULES 7 - 11 COURSE TEST ANSWERS

1. (7) Approve requests to release resources
Approve the Incident Action Plan
2. (7) Determine if there are limits on information releases
Conduct information briefings
Arrange for tours and interviews.
3. (7) Point of contact for Agency Representatives
Coordinate inter-agency contacts
4. (7) Anytime
5. (7) Manage all operational information relative to the incident.
Supervise preparation of the Incident Action Plan.
6. (7) True
7. (7) Assist in processing injury related claims
Prepare major medical emergency procedures
Prepare Medical Emergency Plan.
8. (8) Size up the situation.
Determine if there are lives at immediate risk.
Establish the immediate objectives.
Determine if there are enough and the right kind of resources on-scene and/or ordered.
Consider if span of control is or soon will approach practical limits.
Ensure that personnel safety factors are taken into account.
Establish if there are any immediate environmental issues to be considered.
9. (8) When deemed essential
10. (8) Functional
Geographic
Jurisdictional
11. (8) Group Supervisors
12. (8) False
13. (8) True

14. (9) Establishing resource needs
Resource ordering
Resource use
Resource demobilization
15. (9) Incident Commander
16. (9) Logistics Section Chief
Supply Unit Leader
17. (9) Jurisdictional dispatch center
18. (9) False
19. (9) At the completion of the incident
When no longer required
20. (9) Operations Section Chief (except the Incident Commander)
21. (9) True
22. (10) False
23. (11) False
24. (11) True
25. (11) The incident goes into a new Operational Period
Two or more jurisdictions are involved
There is a large ICS organization in place.
26. (11) Incident Commander
27. (11) Makes good sense (feasible, practical, suitable)
Is within acceptable safety norms
Is cost effective
Meets environmental constraints
Meets political constraints
28. (11) Incident and tactical objectives
Organization
Assignments
29. (11) Planning/Intelligence Section (except the Documentation Unit)

30. (11) Planning/Intelligence Section Chief

(I-400) MODULES 12 - 17 COURSE TEST ANSWERS

1. (12) L Operations
 S Liaison
 L Planning/Intelligence
 S Information
 L Finance/Administration
 L Logistics
 S Safety
2. (12) False
3. (12) Complexity of the incident
4. (12) Only one person will be designated to lead each of the General Staff positions.
General Staff positions may be filled by qualified persons from other agencies and/or jurisdictions.
Each member of the General Staff reports directly to the Incident Commander.
5. (12) Command Staff positions may be filled by persons from other agencies and/or jurisdictions.
Assistants can be designated from other jurisdictions or agencies as appropriate.
The Command Staff reports directly to the Incident Commander.
Command Staff members may interact with any position within the ICS for purposes of information exchange.
6. (12) At any time
7. (13) Jurisdictional and agency administrators
8. (13) By the agency designated officials working as a team at the scene of the incident
9. (13) The Operations Section Chief
10. (13) One overall Incident Action Plan
11. (13) False
12. (13) Develop a collective set of incident objectives
Agree on the basic organizational structure
Agree on cost-sharing procedures
13. (13) True

14. (14) F An Agency Executive at the incident
F An Air Organization
T Written Incident Action Plans
F Camps
F Multi-agency deputy positions
15. (14) Span of Control
Logistical, planning and support needs
Potential for growth
16. (14) False
17. (14) Branches
18. (14) False
19. (14) When it is impossible to continue to provide operational, logistical or planning support.
20. (14) False
21. (15) Agency Executive
22. (15) Set overall strategy and priorities
Allocate critical resources to Area Command Incidents
Make sure incidents are properly managed.
23. (15) True
24. (15) Several similar kinds of incidents are active in close proximity to one another.
Critical life or property values are at risk due to incidents.
Incidents will continue into the next Operational Period.
Incidents are using similar and potentially scarce resources.
Problems are occurring in inter-incident resource allocation and coordination.
25. (15) False
26. (16) Six

27. (16) 2 Operational Area
4 State level
1 DOCs or local government EOCs
3 Region level
28. (16) Marshaling Areas
Mobilization Centers
Staging Areas
29. (16) Fire and Rescue
Law Enforcement
Emergency Services
30. (16) False
31. (17) True
32. (17) True
33. (17) Unified and Area Commands
34. (17) True
35. (17) True