

### STUDENT HANDOUT – UNIT 2: AVIAN INFLUENZA SCENARIO

#### Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a confirmed positive diagnosis of Avian Influenza in a poultry operation.

#### Instructions:

Work in teams to complete the following activity:

1. Review the scenario and resource list in your handouts.
2. Complete the following steps:
  - Identify who would assume the leadership of the ICS organization.
  - Develop initial incident priorities and SMART objectives.
  - Draw an organizational chart to support the objectives and manage resources. Your organization should maintain an effective span of control and include Command and General Staff, where appropriate.
  - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present your results in 30 minutes.

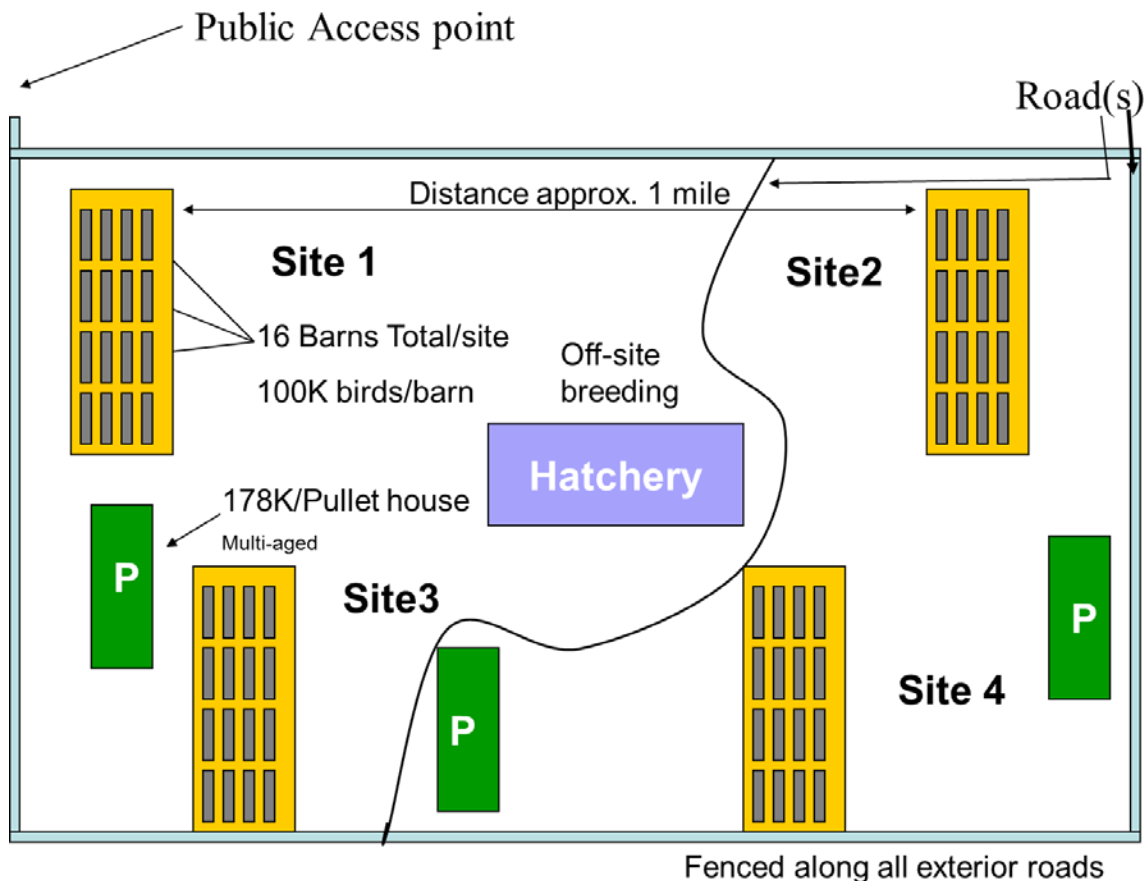
**Scenario-based activities are designed to help you apply what you are learning in this course. Although based on actual incidents, the scenarios have been altered to ensure that certain teaching points can be emphasized and work with the timeframe allocated. Therefore, the events and timing may differ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

**Scenario:**

Columbia Fresh Egg Company is a large poultry operation located in a rural area in eastern Columbia. This establishment produces eggs and poultry products for distribution to chain grocery stores. The facility includes four sites. Each site has 16 barns with a total of 100,000 birds each.

The facility is fairly well isolated with only one public access point and is surrounded by wooded areas, with the nearest other farm facility being 2 miles away. Two weeks ago the workers noticed that some of the poultry in Site #1 began to show decreased egg production and seemed to lack energy and appetite. After further examination they contacted the company's staff veterinarian, who noted nasal discharge, and purple discoloration of the wattles, combs, and legs. She immediately notified the State Veterinarian, who sent a Foreign Animal Disease Diagnostician (FADD) to the site. Samples have been taken and sent for confirmation but results are not in at this time. Highly Pathogenic Avian Influenza is suspected.

The staff veterinarian and the FADD, in coordination with the company, have agreed to stop all movement into and out of the facility until the results are known. The State Veterinarian has notified the U.S. Department of Agriculture, Animal, and Plant Health Inspection Service (APHIS) State Veterinarian in Charge (AVIC).



### Conditions:

- The FADD has asked for the State Department of Agriculture Incident Management Team.
- Shipments from the facility have been halted.
- Local law enforcement was dispatched to the scene at the request of the FADD.
- Company employees are asking about being able to leave the site and go home, and some have called home to tell their families something is going on.
- At this time, there are no reports of illnesses reported from any company workers.

### Critical Issues:

- Implement required safety measures to protect responding personnel and the public.
- Immediately stop movement into and out of the facility and establish biosecurity measures on site.

### Resources:

#### **Company Employees/Equipment:**

Catch Crew Labor	(2) 10-person crews
Bulldozers	(2) D6 Bulldozers
Backhoes	(2) Case Backhoes
Supervisory personnel	6 Company employees

#### **Local Law Enforcement:**

Local police officers/cruisers	1 unit with 2 officers
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#### **State Department of Ag. Employees:**

Veterinarian	1 FADD
Animal Health Technicians	4 AHTs
Epidemiologists	2
Livestock Inspectors	10
Vet. Medical Officers	4

#### **Emergency Services Personnel:**

EMTs with equipment	2 EMTs (one Basic Life Support vehicle)
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**Your Notes:**

**STUDENT HANDOUT – UNIT 3: AVIAN INFLUENZA SCENARIO**

**Purpose:**

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

**Instructions:**

Work in teams to complete the following activity:

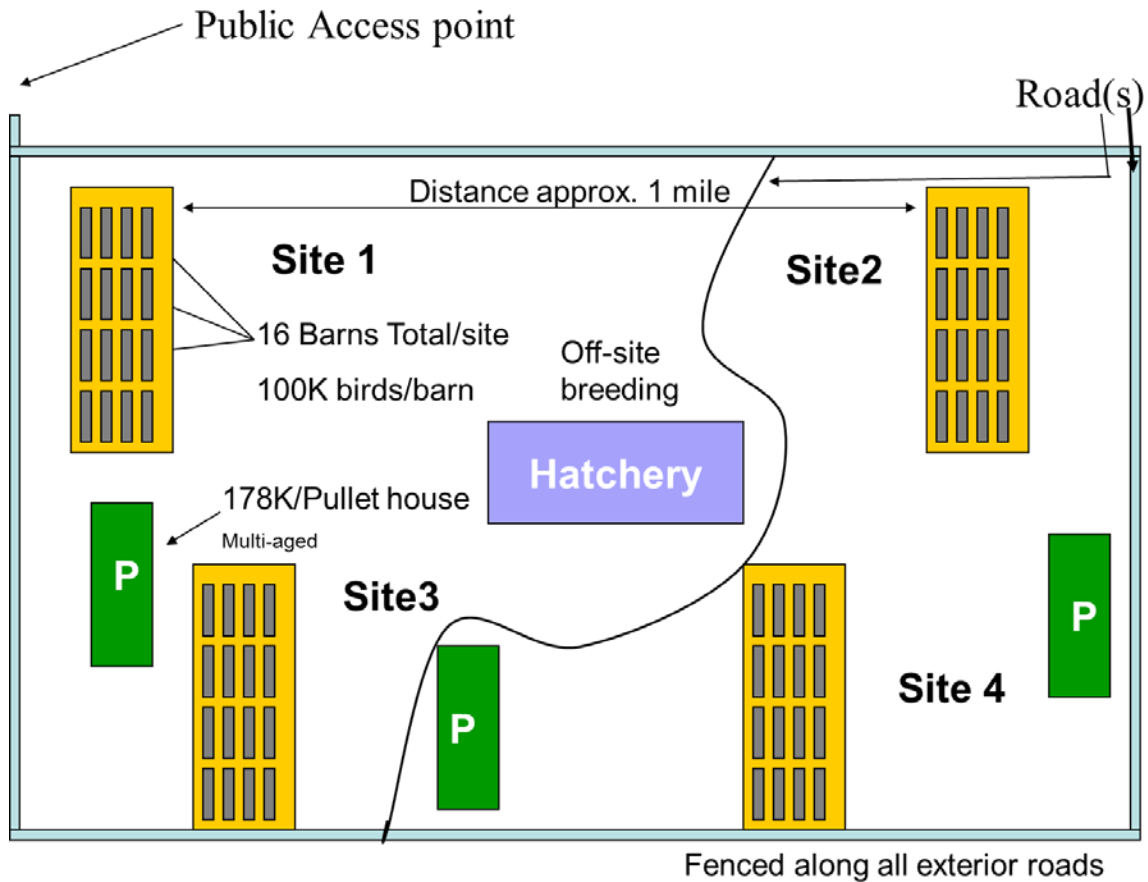
1. Review the scenario update, map, and resource list in your handouts.
2. Complete the following steps:
  - List who would be included in the Unified Command structure.
  - Describe the challenges facing the Unified Command.
  - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your results in 30 minutes.

**Scenario Update:**

Polymerase Chain Reaction (PCR) testing has indicated that it is Avian Influenza H5N1. APHIS and the State Veterinarian continue to work in close coordination.

Questioning of the workers reveals that some of their family members have recently gotten ill. The local county health department has received several calls from people complaining of flu-like symptoms and some of the individuals have, in fact, been confirmed as family members of the workers at the company. Concurrently, there have been numerous complaints registered by the Centers for Disease Control liaison and the State Public Health Veterinarian to APHIS. The local urgent care centers have noticed a recent increase in patients exhibiting flu-like symptoms.

Because of the law enforcement road block at the facility and nearby highway, local news media are speculating that the outbreaks of illnesses are due to “bird flu.”



**Resources:**

**Company Employees/Equipment:**

Catch Crew Labor	(3) 10-person crews
Bulldozers	(2) D6 Bulldozers
Backhoes	(2) Case Backhoes
Supervisory personnel	8 Company employees
Facility Manager	1 VP of Operations

**Local Law Enforcement:**

Local police officers/cruisers	1 unit with 2 officers
State police officer/cruiser	1 unit with 1 officer

**State Department of Ag. Employees:**

Veterinarian	2 FADD
Animal Health Technicians	6 AHTs
Epidemiologists	2
Livestock Inspectors	10
Vet. Medical Officers	4

**State Health Department:**

State Health Dept. Veterinarian	1 DVM
Workers/monitoring/surveillance	4 State Health Workers

**Emergency Services Personnel:**

EMTs with equipment	2 EMTs (one Basic Life Support vehicle)
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Resources:

**Local Resources Alerted:**

County Health Department  
Hospitals/Urgent Care

**Your Notes:**



### STUDENT HANDOUT – UNIT 4: AVIAN INFLUENZA SCENARIO

#### Purpose:

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

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

#### Instructions:

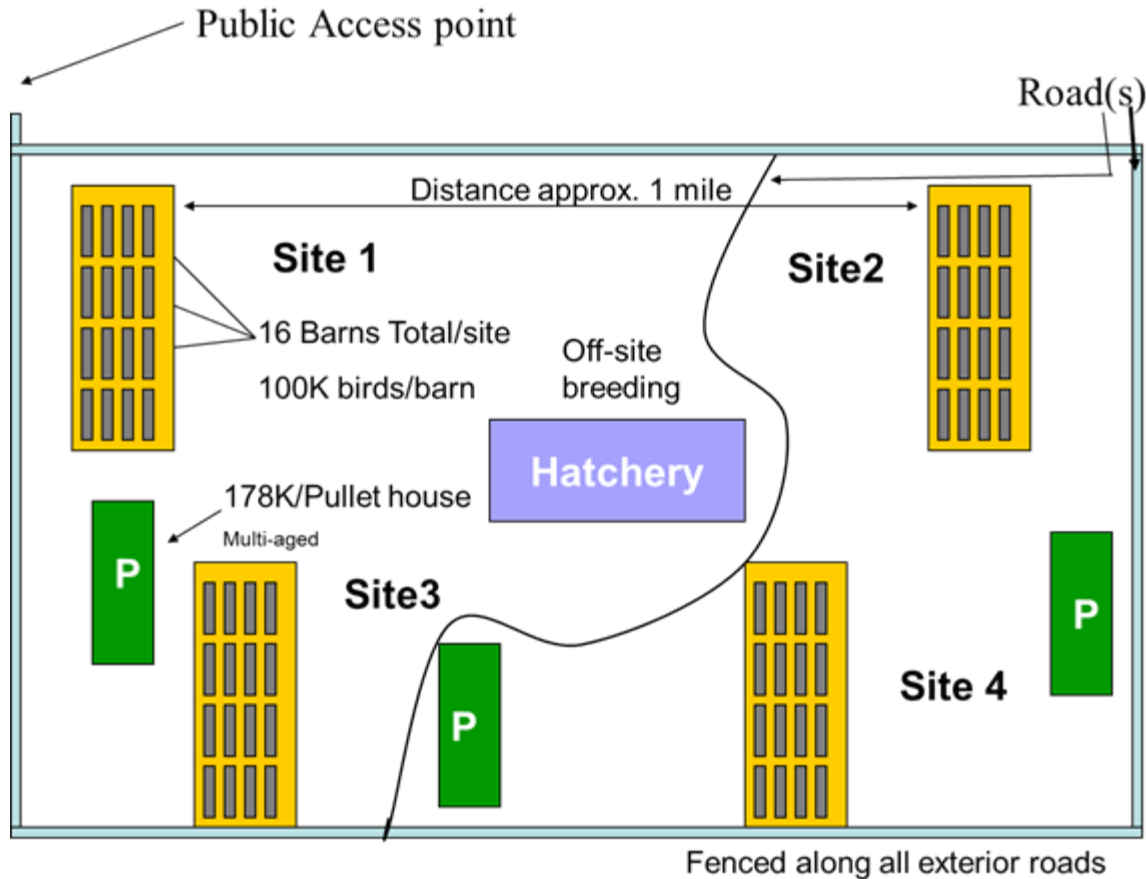
Work in teams to complete the following activity:

1. Review the scenario update and partially completed ICS 201, Incident Briefing in your handouts.
2. Assign an Incident Commander to the Unified Command, Safety Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group, you may also assign a Liaison Officer.
3. Develop incident objectives for the next operational period and revise the organization as needed. Document your objectives and organization on chart paper and the partially completed ICS Form 201. Make sure your objectives are SMART!
4. Select a spokesperson and be prepared to present your work in 30 minutes.

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> Columbia Fresh Egg – Avian Flu	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 4-1-20XX      Time: 0900
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**4. Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):



**5. Situation Summary and Health and Safety Briefing** (for briefings or transfer of command): Recognize potential incident health and safety hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

**6. Prepared by:** Name: J. Roberts    Position/Title: Initial Response Incident Commander    Signature: \_\_\_\_\_

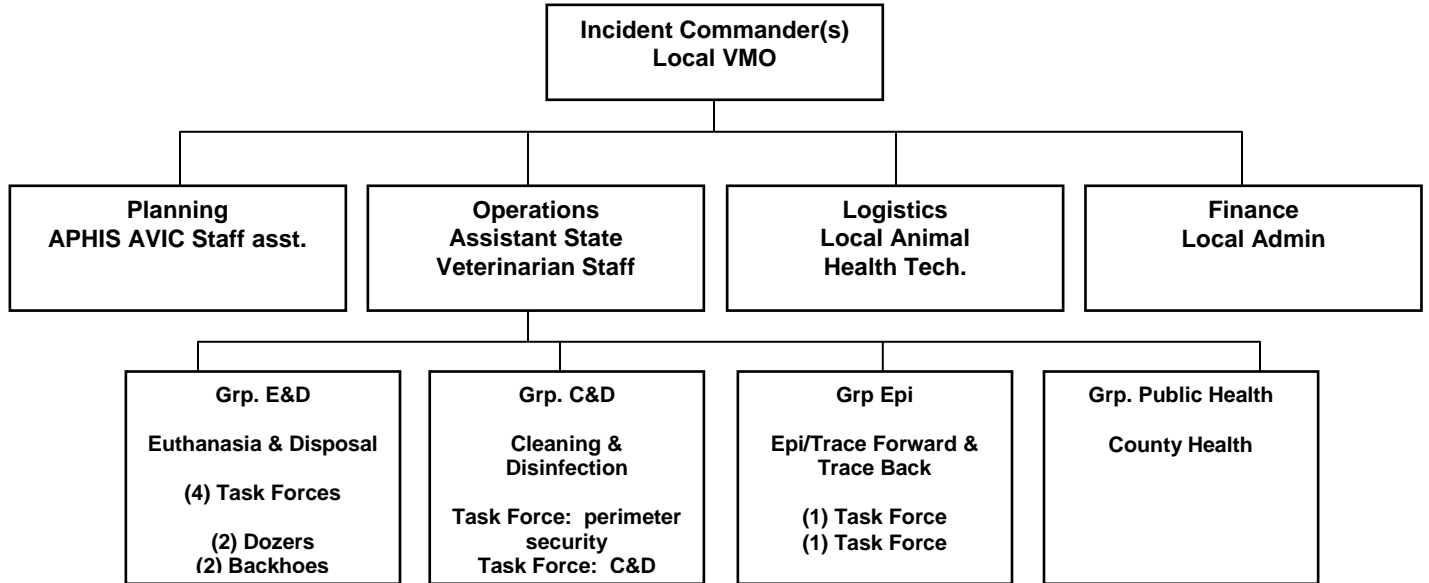


**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> Columbia Fresh Egg – Avian Flu	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 4-1-20XX      Time: 0900
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**9. Current Organization** (fill in additional organization as appropriate):

Safety Officer:	Local AHT
Liaison Officer or Agency Rep:	
Public Information Officer:	Dept. of Aq. PIO



**6. Prepared by:** Name: J. Roberts    Position/Title: Initial Response Incident Commander    Signature: \_\_\_\_\_

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> Columbia Fresh Egg – Avian Flu		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 4-1-20XX      Time: 0900	
<b>10. Resource Summary:</b>					
Resource	Resource Identifier	Date/ Time Ordered	ETA	Arrived	Notes (location/assignment/status)
6 Vet. Medical Officers	DVMs: Cole, Brewer, Schick, Holley, Doyle, Pruitt		1000	<input type="checkbox"/>	Group Sup/TFL
4 Epidemiologists	DVMs: Roberts, Herrin, Myers, Woodbridge			0900	
12 Animal Health Techs.	Embry, Stewart, Heck, Polk, See, Terry, Wayne, +5?		1100	<input type="checkbox"/>	To be assigned (C&D and E&D groups)
4 Foreign Animal Disease Diagnosticians	Healey, Shear, Diaz, Davidson		1400	0900*	*Davidson on scene assigned TSP to Ops
20 Livestock Inspectors	On order – no names		1200	<input type="checkbox"/>	To be assigned
5 (2 officer) police cars & 2 EMTs	Car #: 54, 75, 22, 65, 55 EMTs: Fortner, Maddux			0900	Medical Unit – Logistics can be assigned to OPS
2 fully outfitted depop trucks	Depop: #1 & #2 w/operators			0900	Assigned to E&D Group Supervisor
2 High Capacity Foam Units	Foam Units: #77, #78 w/operators			0900	Assigned to E&D Group Supervisor
6 Group Supervisors	On order		1100	<input type="checkbox"/>	To be assigned: Ops & Plans
12 TFL (Task Force Leaders)	On order		1100	<input type="checkbox"/>	To be assigned: Ops & Plans
4 Appraisers	On order		1200	<input type="checkbox"/>	To be assigned: Ops, Plans, Finance/Admin.
2 Dozers & 2 Backhoes	(2) D6 + Two Backhoes w/operators			0830	Fresh Egg company equip. w/operators – E&D Group
4 Investigative Enforcement Services personnel	On order			1500	To be assigned
(4) 10-person catch crews	Fresh Egg personnel			0800	Assigned as Task Force personnel to E&D groups
<b>6. Prepared by:</b> Name: J. Roberts Position/Title: Initial Response Incident Commander Signature: _____					
<b>ICS 201, Page 4</b>			Date/Time: _____		

**Your Notes:**

### STUDENT HANDOUT – UNIT 5: AVIAN INFLUENZA SCENARIO

#### Purpose:

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

#### Instructions:

Work in teams to complete the following activity:

1. Review the scenario update, scenario objectives, and resource list.
2. Discuss the strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing.
6. Select a spokesperson to present your IAP as a concise 5- to 10-minute operational briefing. Be prepared to present in 60 minutes.

### Scenario Update:

There is now a confirmed positive diagnosis of H5N1 from samples in Site #1. Currently, Site #1 has 90 percent mortality. Approximate total number of birds is 7,000,000. Except for the pullet houses, these are layers and the birds are in cages (5 per cage).

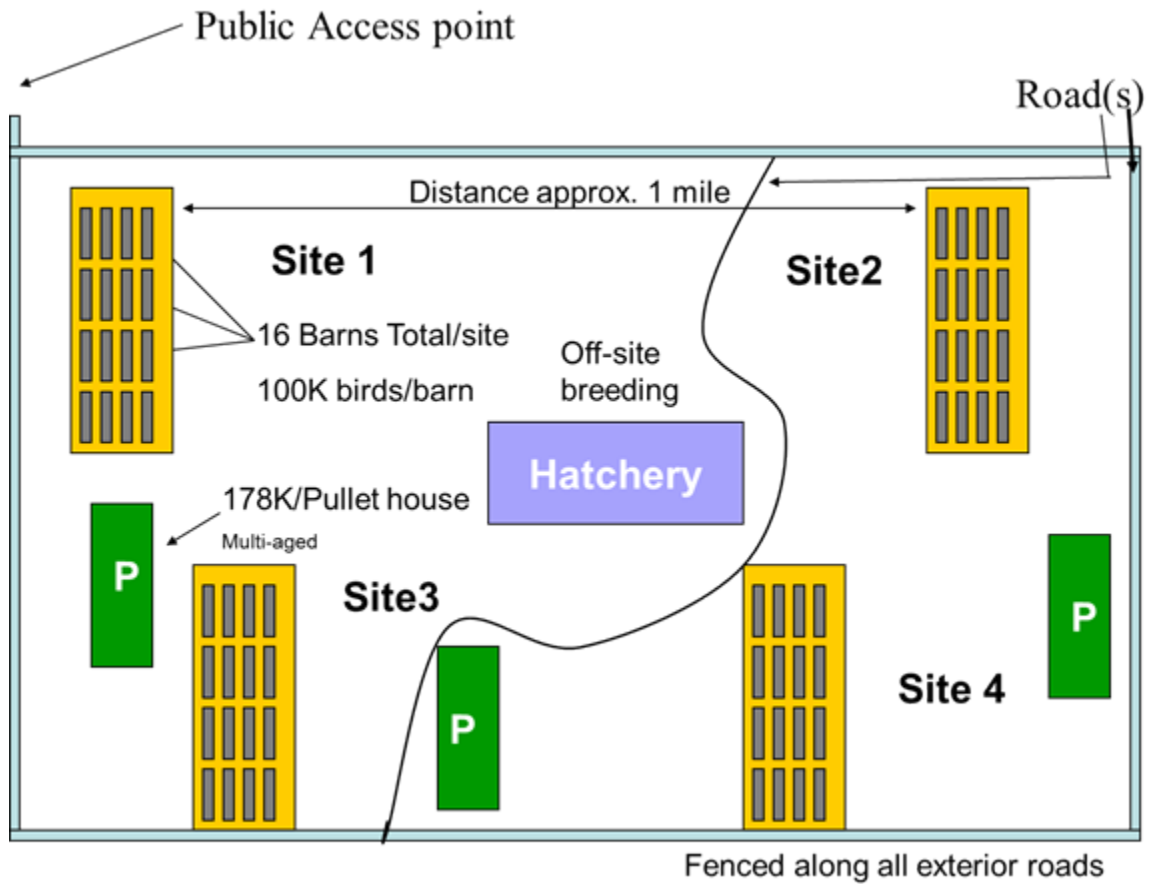
The decision from the State Veterinarian and State AVIC is to depopulate the entire site. Additionally they want your IMT to assure that the company gets back into business as soon as possible (continuity of operations for Fresh Egg). The time line they have given you is 4 weeks to be completed, and they encourage you to have (2) 12-hour operational periods, day/night. Disposal on site is approved and the water table at the facility is approved for this. Euthanasia in dumpsters/carts using CO<sub>2</sub> is approved and the use of Foam is also approved.

State and County Health are discussing the start of their own ICS organization, but at present they want to work under your organization as a functional group. The local county health department and CDC have issued a bulletin via the health-alert network system notifying local medical treatment facilities to be aware of patients exhibiting illness symptoms.

The State Veterinarian and State AVIC have given you the following incident objectives as a minimum:

- Implement required safety measures to protect responding personnel and the public.
- Review safety procedures to ensure an appropriate level of personal protective equipment.
- Establish an aggressive education and outreach program as part of the incident operations.
- Develop a plan (before the end of this operational period) to prevent the spread of Avian Flu from this location.
- Depopulate the entire facility and complete disposal onsite using approved methods within four (4) weeks.
- Clean and disinfect the entire facility to allow business to return to normal operations. Target date is 4 to 6 weeks.





Notes:

- Layers/birds in cages: 5/cage
- \$ not an issue/90% mortality Site #1
- Water table OK – disposal approved
- Depop entire site was Unified Command decision
- Must be completed within 4 to 6 weeks

## Unit 5. Planning Process

### Resources:

#### **Company Employees/Equipment:**

Catch Crew Labor	(4) 10-person crews
Bulldozers	(2) D6 Bulldozers
Backhoes	(2) Case Backhoes
Supervisory personnel	8 Company employees
Facility Manager	1 VP of Operations

#### **Local Law Enforcement:**

Local police officers/cruisers	3 units with 2 officers each
State police officer/cruiser	2 units with 1 officer each

#### **State Department of Ag. & APHIS Employees:**

Veterinarian	4 FADD
Animal Health Technicians	12 AHTs
Epidemiologists	4
Livestock Inspectors	20
Vet. Medical Officers	6
Group Supervisors	6
Task Force Leaders	12
Wildlife Services personnel	4
Investigative Enforcement Svc.	4
Appraisers	4
Depop Truck w/CO2	2
Foam units	2

#### **State Health Department:**

State Health Dept. Veterinarian	1 DVM
Workers/monitoring/surveillance	4 State Health Workers

#### **Emergency Services Personnel:**

EMTs with equipment	2 EMTs (one Basic Life Support vehicle)
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#### **PPE/Equipment:**

All necessary PPE has been provided from the State cache for the workers listed here. Additional orders for personnel will require additional ordering of PPE.

#### **Local Resources Alerted:**

County Health Department  
Hospitals/Urgent Care

### STUDENT HANDOUT – UNIT 6: AVIAN INFLUENZA SCENARIO

#### Purpose:

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

#### Instructions:

Work in teams to complete the following activity:

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

**Your Notes:**

**STUDENT HANDOUT – UNIT 7: AVIAN INFLUENZA SCENARIO**

**Purpose:**

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

**Instructions:**

Work in teams to complete the following activity:

1. Review the information you developed in all the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop an agenda for a closeout briefing to be presented to the appropriate government officials of the affected area.
4. Develop a transfer of command briefing to be delivered to the Incident Commander who will be assuming the responsibility for the incident.
5. Select a spokesperson and be prepared to present your results in 45 minutes.

### Scenario Update:

It has been 4 weeks now and the euthanasia and disposal is complete. There is still some cleaning and disinfecting to be done but things are winding down rapidly. Command has determined that the incident priorities will now be restructured to focus on cleaning and disinfection, cleanup, and return to normal operations.

### Incident Objectives:

- Implement required safety measures to protect responding personnel and the public. Return the business to normal operations within 2 weeks.
- Develop a plan to turn the site back over to the company personnel with the consideration of continued surveillance by State and Federal personnel. The target date for the completion of the plan is 5 business days.
- Maintain perimeter control until surveillance is completed.