

STUDENT HANDOUT – UNIT 2: PET FOOD RECALL 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 pet food recall.

Instructions:

Work in teams to complete the following activity:

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

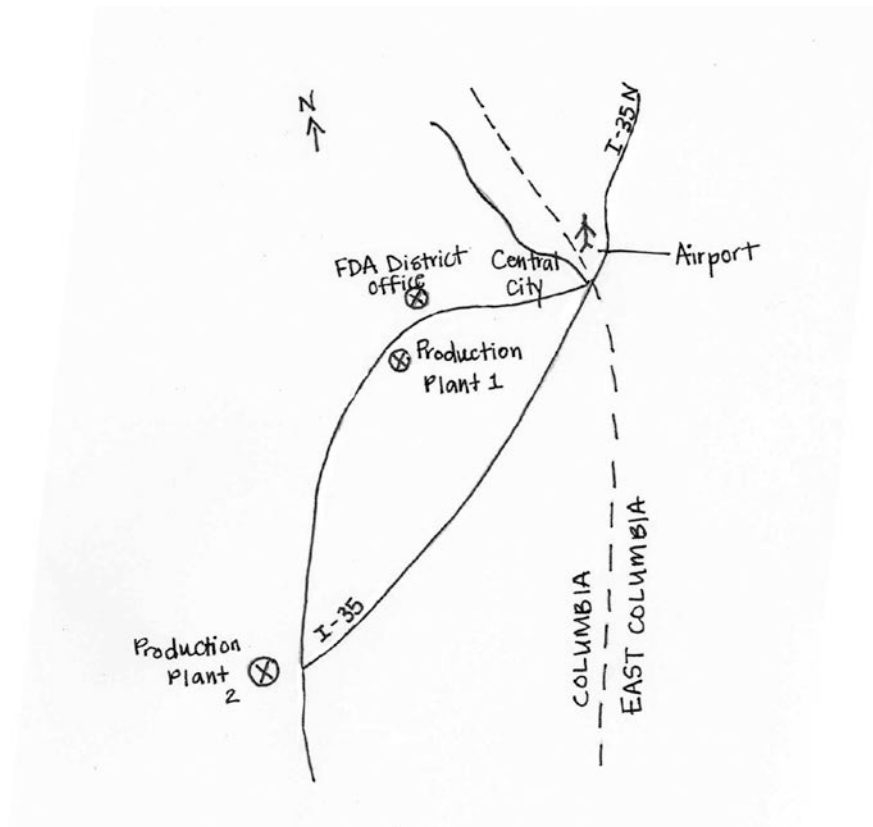
Unit 2. ICS Fundamentals

Scenario:

The Food and Drug Administration has learned of a problem with pet food manufactured by a company that has two plants. The problem arose after the company reported that several cats and dogs had become very ill and some had died after consuming their food products with gravy additives. The company markets its products under 100 different brand names and distributes it in all 50 States. The actual source of contamination is unknown.

The report is received at the FDA's Central City District Office. The company that manufactures the pet food has its largest factory within the Central City office's jurisdiction. The District Director notifies the FDA Regional Office and also contacts the Columbia State Department of Agriculture. In addition, the FDA Office of Emergency Operations (OEO) has been notified. OEO notifies the Office of Regional Operations (ORO), the Office of Enforcement (OE), and the Center for Veterinary Medicine (CVM).

Map:



STUDENT HANDOUT – UNIT 3: PET FOOD RECALL 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 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 work in 30 minutes.

Scenario Update:

After the initial assessment of the situation by the Central City District Office, a conference call was coordinated by the Emergency Operations Center (EOC) with FDA Headquarters, the Center for Veterinary Medicine (CVM), the five Regional Offices, and the other 19 District Directors to evaluate the information that had been gathered. The group determined that the incident had the potential to be far reaching and complex. Upper management agreed with the strategy that had been employed to begin to track down the source of the contamination, account for all the pet food that had been manufactured and/or shipped, and complete an analysis of the pet food.

STUDENT HANDOUT – UNIT 4: PET FOOD RECALL 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:

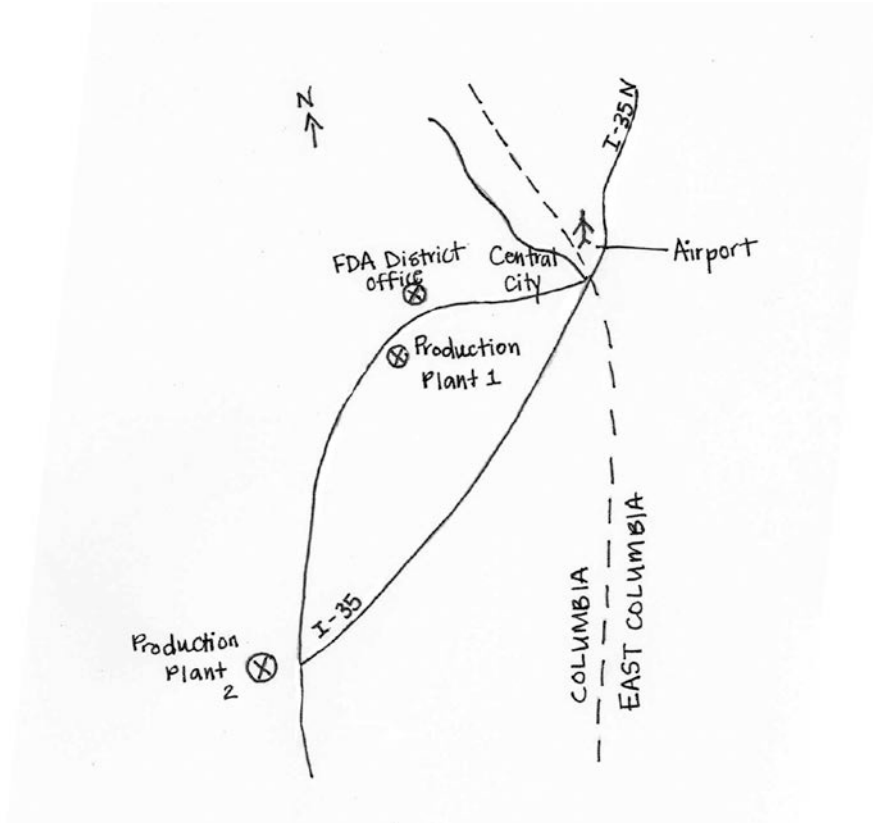
Work in teams to complete the following activity:

1. Review the scenario update 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 to present your work in 30 minutes.

INCIDENT BRIEFING (ICS 201)

1. Incident Name: FDA Pet Food Recall	2. Incident Number:	3. Date/Time Initiated: Date: September 17 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: Fritz Cahill	Position/Title: Incident Commander	Signature: _____
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ICS 201, Page 1	Date/Time: _____
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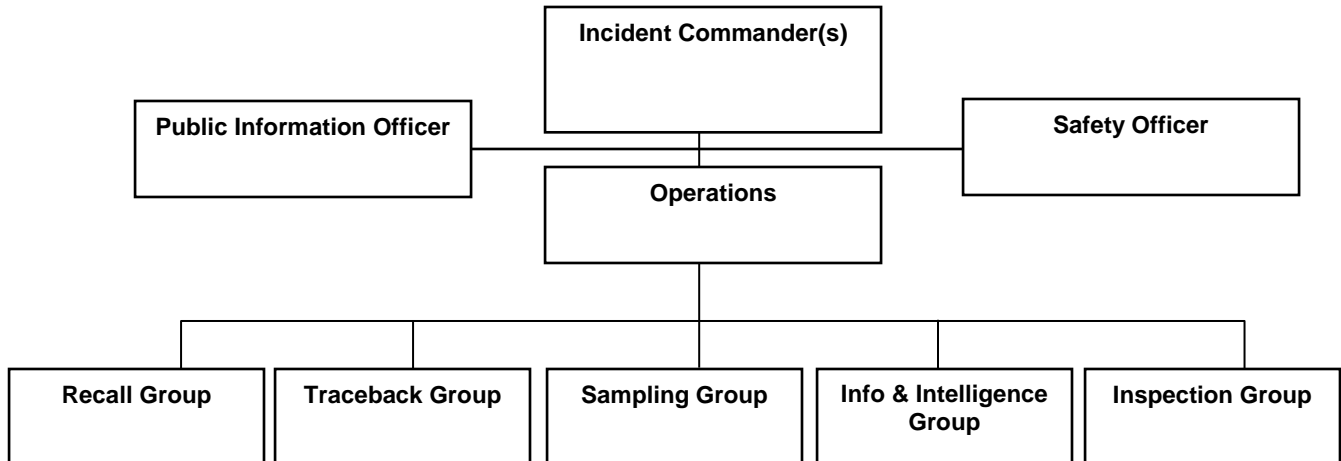
INCIDENT BRIEFING (ICS 201)

1. Incident Name: FDA Pet Food Recall	2. Incident Number:	3. Date/Time Initiated: Date: September 17 Time: 0900
7. Current and Planned Objectives: <i>Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.</i>		
8. Current and Planned Actions, Strategies, and Tactics:		
Time:	Actions:	
6. Prepared by: Fritz Cahill	Position/Title: Incident Commander	Signature: _____
ICS 201, Page 2	Date/Time: _____	

INCIDENT BRIEFING (ICS 201)

1. Incident Name: FDA Pet Food Recall	2. Incident Number:	3. Date/Time Initiated: Date: September 17 Time: 0900
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9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Fritz Cahill	Position/Title: Incident Commander	Signature: _____
ICS 201, Page 3	Date/Time: _____	

INCIDENT BRIEFING (ICS 201)

1. Incident Name: FDA Pet Food Recall	2. Incident Number:	3. Date/Time Initiated: Date: September 17 Time: 0900
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10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
Additional FDA Investigators (25)			3/19	<input type="checkbox"/>	Track shipment locations and product
Field Office District Director				X	Assume Command and Liaison
Sampling CSOs (2)			3/19	<input type="checkbox"/>	Coordinate the field sampling efforts and the lab analysis work
Compliant Team (1)	Leader plus 4		3/19	<input type="checkbox"/>	Incident Command Post and complete complaint reports
Laboratory Liaison (1)			3/19	<input type="checkbox"/>	TBD
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6. Prepared by: Fritz Cahill Position/Title: Incident Commander Signature: _____

ICS 201, Page 4 Date/Time: _____

Your Notes:

STUDENT HANDOUT – UNIT 5: PET FOOD RECALL 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, incident objectives, and current organization in your handouts.
2. Review the hazard analysis and identify potential safety concerns and mitigation measures.
3. Identify strategies and tactics. Then select a course of action.
4. Based on the selected course of action, review the current resources and identify resource requirements to implement the tactics.
5. Complete the Operational Planning Worksheet (ICS Form 215).
6. Prepare an agenda for briefing based on your completed ICS Form 215. Select a spokesperson to present your completed ICS Form 215 as a concise 5- to 10-minute briefing. Be prepared to present in 60 minutes.

Scenario Update:

All 20 District Offices and the 5 Regional Offices are dedicating personnel to take consumer complaints and conduct inspections and investigations. Employees have been mobilized to assist with the collection of pet food samples and prepare consumer complaint reports.

FDA Field Laboratories and the FDA Forensic Chemistry Center are continuing to provide analysis of the pet food and its ingredients. The FDA is in collaboration on investigative and analytical efforts with regulatory counterparts in the agricultural and health agencies of all 50 States.

The FDA's EOC is now staffed 24 hours a day, and the overall management of the situation has been transitioned to that facility. An information center has been assembled to deal with media contacts and maintain an up-to-date Web site for information on the situation.

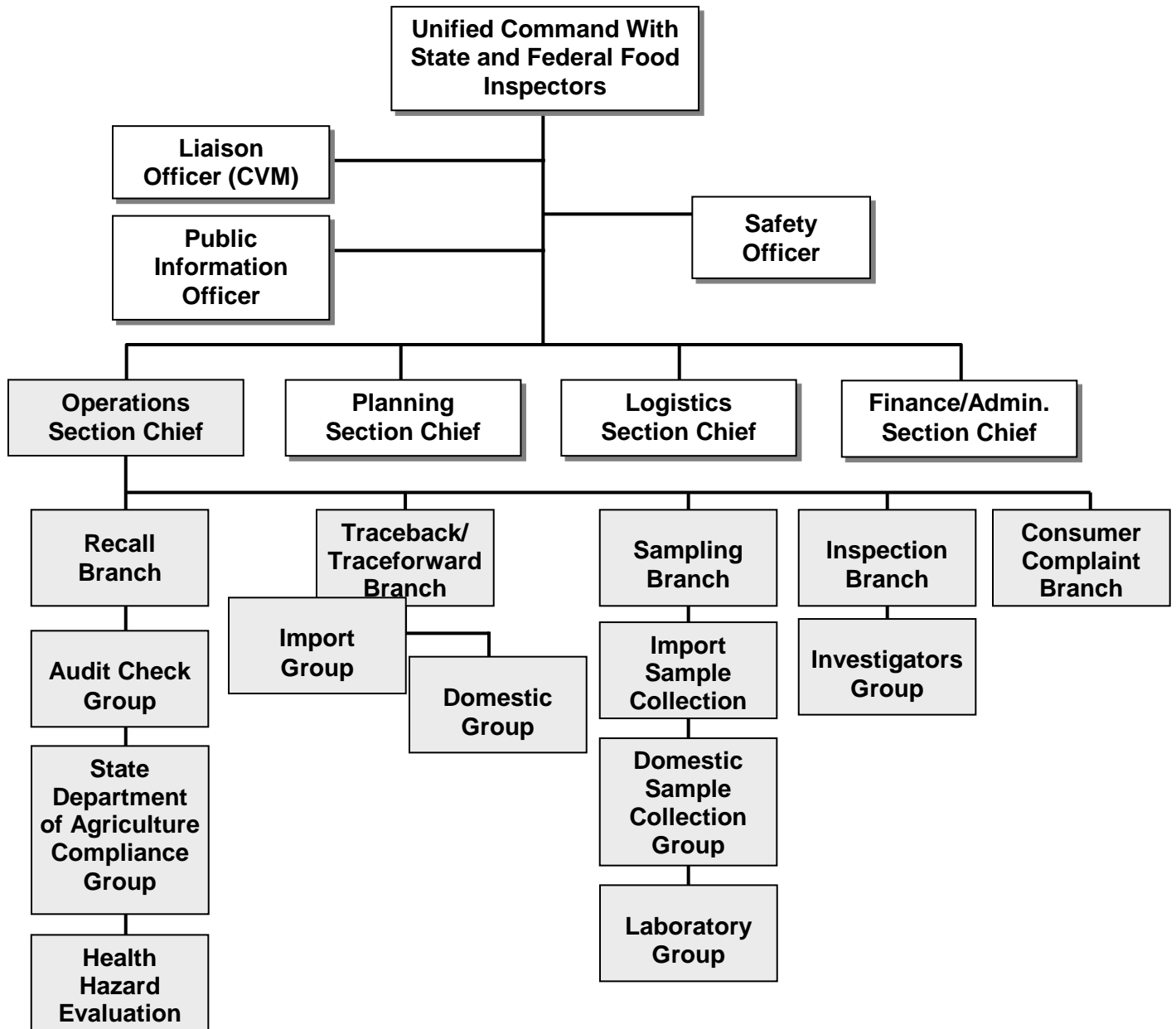
Some pet food ingredients are known to have been imported and are suspected of contributing to this case of contamination.

Incident Objectives:

1. Implement required safety measures to protect responding personnel and the public.
2. Identify all manufacturing facilities that need inspection by 1800.
3. Complete pet food sampling plan by 1800.
4. Complete public information plan and issue press releases by 1500 with phone numbers to the consumer complaint hotlines.

Unit 5. Planning Process

Organizational Structure for the Next Operational Period:



Resources Ordered After Initial Assessment:

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
100 Inspectors		3/22		FDA District Office
15 Sampling Crews		3/22		Assigned to each district
200 Information & consumer complaint contacts		3/21		Emergency Operations Center at each District Office
5 Lab Teams		3/22		TBD

Resources:

Resource	Kind	Number & Type
Incident Management Team (IMT)	FDA	1, Type III
Inspectors	FDA, State Ag. Dept.	120 per district
Investigators	FDA Local law enforcement	10 2 representatives
Sampling Crews	FDA	5-person crews, assigned C-1 through C-15
Public Information Officers	Qualified through agency approval or NIMS	50, minimum Type III
ORA Support		15

Additional Available Resources:

- State food inspection and product safety department personnel
- USDA Food Service Inspection Service personnel
- National Incident Management Organization (NIMO) teams to assist with the organization and management of the overall incident
- University of California at Davis Emergency Veterinary Assistance program
- State Veterinary Department personnel

Hazard Analysis:

The contaminated pet food has been traced to one manufacturer that distributes products under 100 different brand names. The source of the contamination has not been identified, but it has been confirmed as the cause of severe illness and death in many cats and dogs.

A common practice of pet food manufacturers is to sell the scrap and excess food to agricultural firms that raise chicken and beef for human consumption. This could lead to the contaminant being introduced into the human food chain.

Note: This information would be inserted on the ICS Form 215A.

Strategic/Tactical Option	Analysis

Your Notes:

STUDENT HANDOUT – UNIT 6: PET FOOD RECALL 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: PET FOOD RECALL 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 the previous activities and the scenario update.
2. Write a Demobilization Plan using the five elements described in Unit 7.
3. Develop a detailed agenda for a closeout briefing to be presented to the Commissioner of FDA and the Secretary of Health and Human Services and any other senior elected or appointed officials.
4. Select a spokesperson and be prepared to present your work in 45 minutes.

Scenario Update:

It has been 6 weeks since the pet food recall began. The source of the contaminant has been identified, production of the affected pet food has stopped, and the pet food with the contaminant has been removed from the market. The recall of the pet food and the elimination of the contaminant from the food have been determined to be successful.

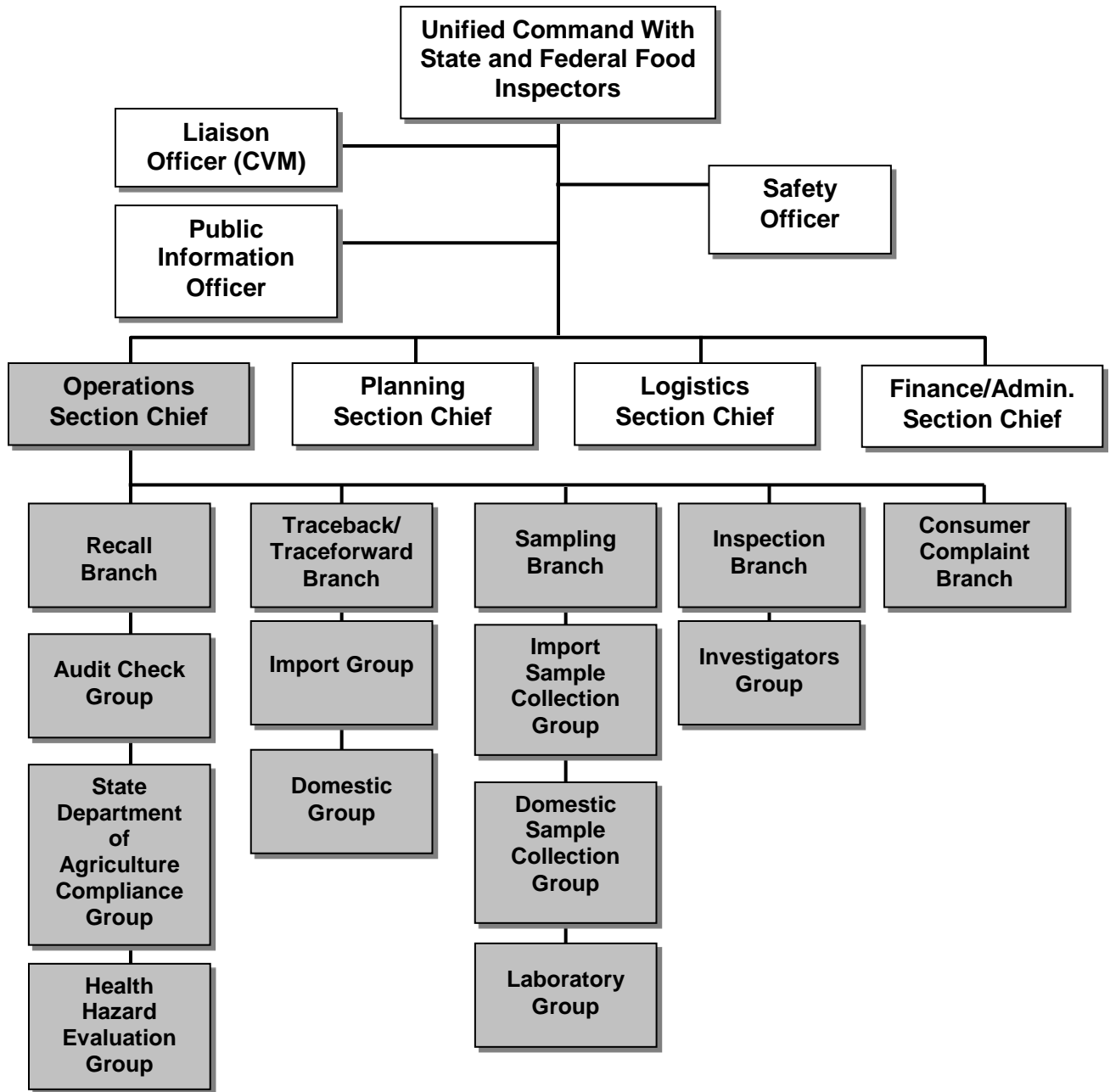
The Incident Command organization feels that the incident objectives can now be changed and the focus can shift to terminating the incident.

Incident Command determines that the incident priorities will now be restructured to focus on debris removal and cleanup rather than response.

Current Incident Objectives:

1. Implement required safety measures to protect responding personnel and the public.
2. Develop a timeline for terminating the incident. The target date for the completion of the timeline is 48 hours.
3. Develop and implement a plan for conducting random sampling of pet food products to ensure the safety of the ingredients. Implementation of the plan shall begin within 5 business days.
4. Develop plan to transition to an oversight program. The plan shall be developed within 48 hours.
5. Develop and implement a Demobilization Plan to ensure that surplus personnel and equipment are released in a timely manner.

Current Organization:



Your Notes: