

### INSTRUCTOR NOTES – UNIT 2: AVIAN INFLUENZA SCENARIO

#### Objective:

To review the key concepts of ICS.

#### Instructions:

Ask the participants to 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.

Emphasize that the spokespersons should be able to explain the rationale for the team's decisions.

#### Debrief:

Monitor the time. After 30 minutes, conduct a debrief as follows:

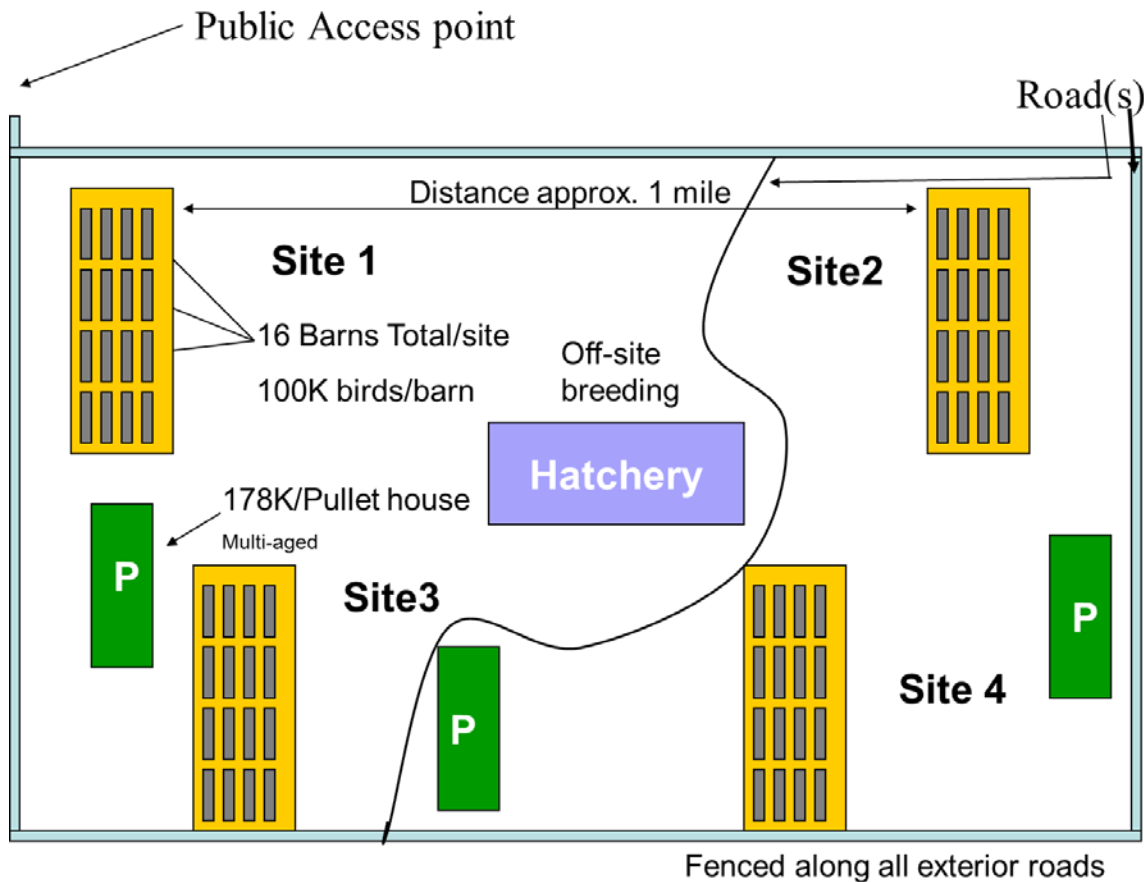
1. Have each team present its organizational chart.
2. Compare the similarities and differences among the charts presented. There is no one correct answer. However, proposed organizational structures should be consistent with ICS principles and terminology.
3. Have each team present the activities delegated. Call on different teams to take the lead on presenting the tasks delegated to the following:
  - Command Staff
  - Operations Section Chief
  - Planning Section Chief
  - Additional General Staff Positions

**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 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:**

### INSTRUCTOR NOTES – UNIT 3: AVIAN INFLUENZA SCENARIO

#### Objective:

To apply key principles of Unified Command.

#### Instructions:

Ask the participants to 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 work in 30 minutes.

#### Debrief:

Monitor the time. After 30 minutes, conduct a debrief as follows:

1. Ask one team to present who they would include in the Unified Command structure and where the Unified Command would be located.
2. Ask the other teams if they had different responses. Compare the similarities and differences among the teams. There is no one correct answer.
3. Next, ask a different team to present the challenges and strategies. After the team presents, ask the other teams if they identified different challenges and strategies.
4. Summarize the key learning points.

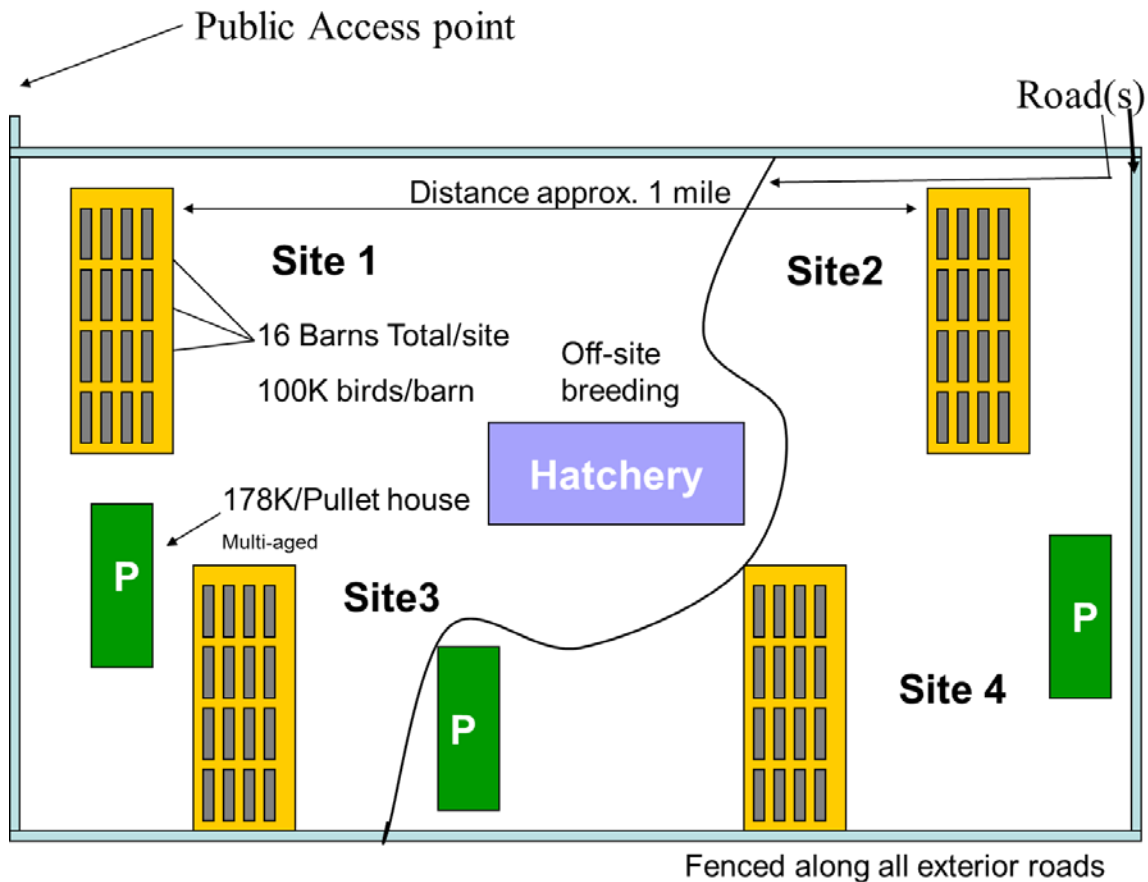
**Instructor Note:** There is not enough tactical information provided to develop specific tactical assignments. Keep the participants focused on the issues associated with the establishment of Unified Command.

**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:**



### INSTRUCTOR NOTES – UNIT 4: AVIAN INFLUENZA SCENARIO

#### Objective:

To organize groups into Incident Management Teams; review ICS Form 201, Incident Briefing; and identify issues related to the simulated incident.

#### Instructions:

Ask the participants to 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 and be prepared to present your work in 30 minutes.

#### Debrief:

1. Ask the teams to hang the chart paper with their incident objectives and organization (if different than on Form 201) in a location where the entire class can view them.
2. Select a team to present its incident objectives.
3. Compare the team's proposed incident objectives to those proposed by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose a different objective or organizational structure. Continue this process until all of the potential objectives have been discussed.
4. Next ask the Public Information Officer from the first group to identify an issue related to public information on this incident.
5. Ask the Public Information Officer from the second group to identify another issue. Repeat until all groups have reported and no more issues are identified.
6. Repeat steps 4 and 5 for each member of the Command and General Staff. Have the Incident Commanders report last. Ask the Incident Commanders if they have confidence that the Command and General Staff have addressed all the issues related to the incident.

**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>4. Map/Sketch</b> (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):		
<p>The map shows a rectangular area enclosed by a fence. At the top, a road is labeled 'Road(s)'. A 'Public Access point' is indicated on the left side. A double-headed arrow at the top indicates a 'Distance approx. 1 mile' between Site 1 and Site 2. Site 1 is on the left, containing 16 barns (represented by yellow rectangles with vertical lines) and 100,000 birds per barn. Site 2 is on the right, also with 16 barns. In the center is a purple box labeled 'Hatchery'. Below the hatchery is a green box labeled '178K/Pullet house Multi-aged'. Site 3 is at the bottom left, with a green box labeled 'P' next to it. Site 4 is at the bottom right, with a green box labeled 'P' next to it. A wavy line connects the hatchery area to Site 3, labeled 'Off-site breeding'. The bottom of the map is labeled 'Fenced along all exterior roads'.</p>		
<b>5. Situation Summary and Health and Safety Briefing</b> (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.		
<b>6. Prepared by:</b> Name: J. Roberts    Position/Title: Initial Response Incident Commander    Signature: __		
ICS 201, Page 1	Date/Time: _____	

**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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**7. Current and Planned Objectives:**  
*Based on the information provided, develop the initial incident objectives and summarize the current actions being taken.*

**Situation:** Confirmed positive diagnosis of H5N1 from samples in Site #1. Currently, Site #1 has 90 percent mortality. Approximate total number of birds is nearly 7,000,000. Except for the pullet houses, these are layers and the birds are in cages (5 per cage). Funding is not an issue, all levels of government have committed to fund the effort. The decision from the State Veterinarian and State AVIC is to depopulate the entire site. Additionally, they want the 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 is 4 weeks to be completed. Disposal onsite is approved and the water table is okay for this. Euthanasia in dumpsters/carts using CO2 is approved and the use of Foam is also approved.

**8. Current and Planned Actions, Strategies, and Tactics:**

Time:	Actions:

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

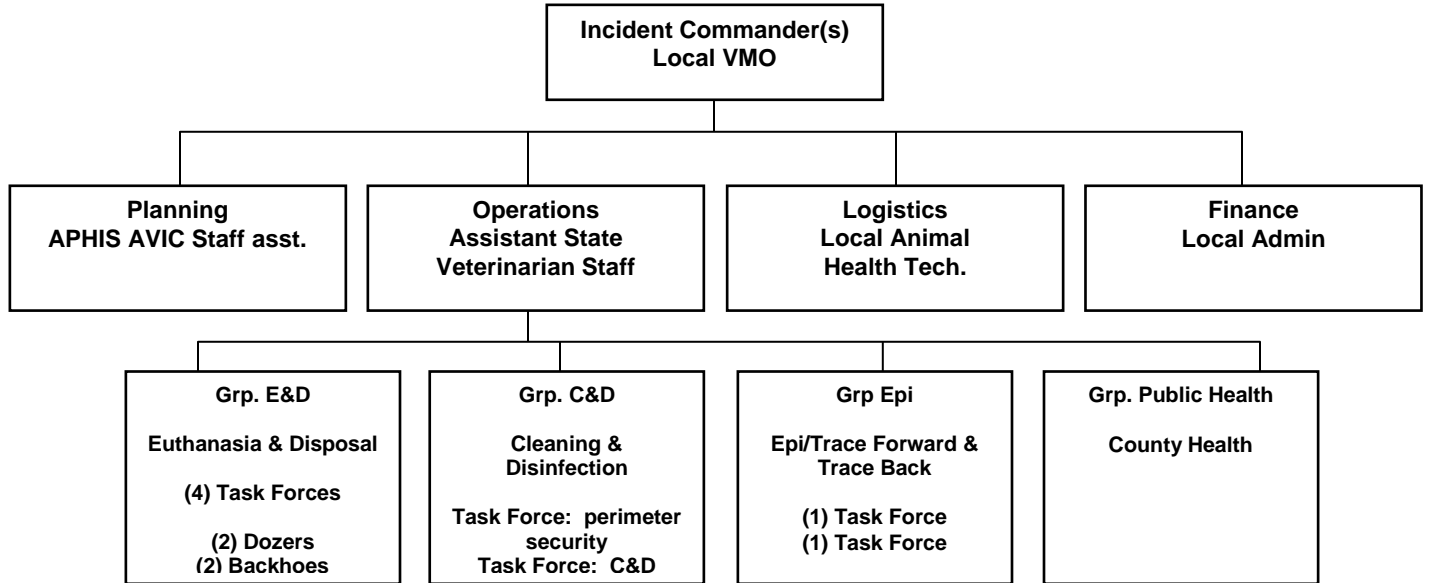
ICS 201, Page 2	Date/Time: _____
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**INCIDENT BRIEFING (ICS 201)**

<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:**

### INSTRUCTOR NOTES – UNIT 5: AVIAN INFLUENZA SCENARIO

#### Objective:

To allow participants to identify the importance of planning for incidents and events, and to complete the Incident Action Plan (IAP).

#### Instructions:

Ask the participants to 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-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

Thirty minutes has been allotted for team presentations.

#### Debrief:

Monitor the time. After 1 hour, call time. The report out may be structured in two ways.

**Option 1:** Have each IMT conduct its briefing to the class as a whole. In this option, the entire class role-plays the oncoming operations function. Each team takes a turn as the team presenting the operations briefing.

**Option 2:** Pair up two teams together. Have the teams take turns presenting the briefings to each other as follows:

#### Round 1

- Team 1: Present the operational period briefing.
- Team 2: Participate as resources being briefed. Ask questions as appropriate.

#### Round 1 Feedback

- Team 1 Self-Assessment: Strengths of Plan and Presentation and Areas for Improvement
- Team 2 Peer Feedback
- Instructor Feedback

### 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 nearly 7,000,000. Except for the pullet houses, these are layers and the birds are in cages (5 per cage).

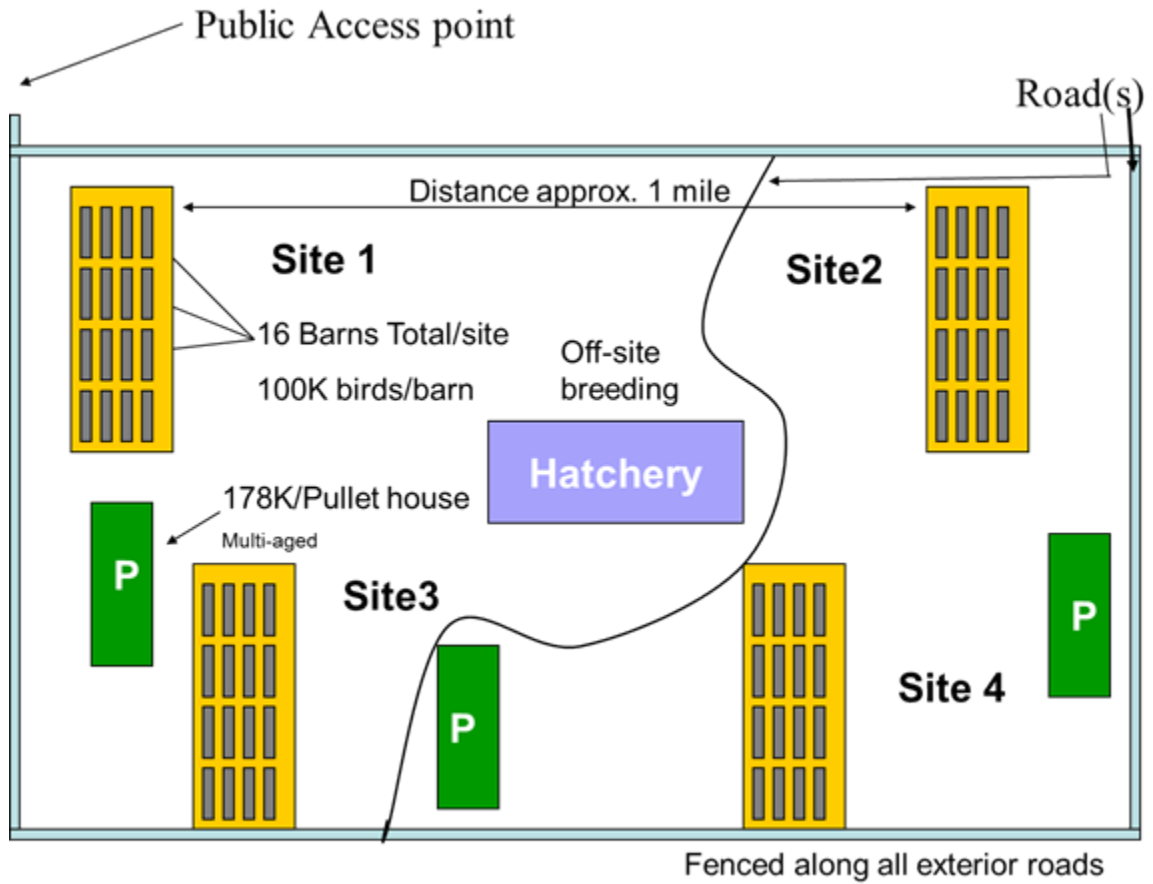
The decision from the State Veterinarian and State AVIC is to depopulate the entire site. Additionally, they want your IMT to assure that the company gets back into business as soon as possible (continuity of operations for Fresh Egg). The time line they have given you is 4 weeks to be completed, and 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

### INSTRUCTOR NOTES – UNIT 6: AVIAN INFLUENZA SCENARIO

#### Objective:

To allow participants to gain an understanding of how resources are ordered and to understand the challenges and strategies for managing resources during an incident.

#### Instructions:

Ask the participants to 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.

Thirty minutes has been allotted for team presentations.

#### Debrief:

Monitor the time. After 30 minutes, call time. Then conduct a debrief as follows:

1. **Emphasize that there is NO one correct solution.**
2. Ask the team spokesperson to present its team solutions.
3. Discuss the similarities and differences among the team responses and rationales for their answers.

**Your Notes:**

**INSTRUCTOR NOTES – UNIT 7: AVIAN INFLUENZA SCENARIO**

**Objective:**

To develop a Demobilization Plan for a simulated incident.

**Instructions:**

Ask the participants to 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.

Thirty minutes has been allotted for team presentations.

**Debrief:**

1. Ask one group to present their demobilization plan using the briefing format.
2. Ask the remainder of the class to provide feedback on the plan.
3. Provide any additional feedback based on the criteria below.

**Demobilization Plan Criteria:**

- No personnel or equipment are to be released without specific instructions.
  - Logistics will manage transport of personnel/equipment.
  - Criteria for safe release of personnel, including medical issues, must be included.
  - Reporting criteria to Demobilization Unit Leader must be included.
  - Travel parameters, notification upon arrival, and timeframes must be included.
  - Release priorities must be determined.
  - Release procedures must be determined.
  - Agency policy is that the Command and General Staff will demobilize as a group after the final transfer of command to the cleanup company and agency closeout.
4. Continue with this process until all groups have presented.

### 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.