

### INSTRUCTOR NOTES – UNIT 2: PET FOOD RECALL 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, 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.

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

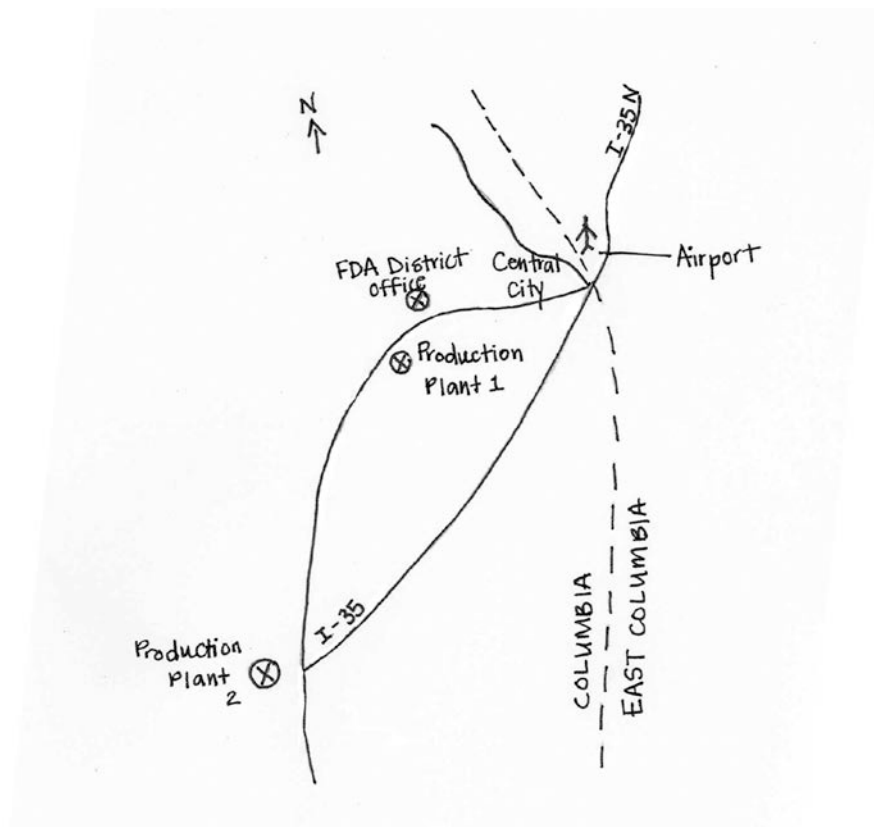
## Unit 2. ICS Fundamentals

### 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:



### INSTRUCTOR NOTES – UNIT 3: PET FOOD RECALL 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 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 that 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 debrief as follows:

1. Ask one team to present whom 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:

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.

**INSTRUCTOR NOTES – UNIT 4: PET FOOD RECALL 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 to present your work in 30 minutes.

**Debrief:**

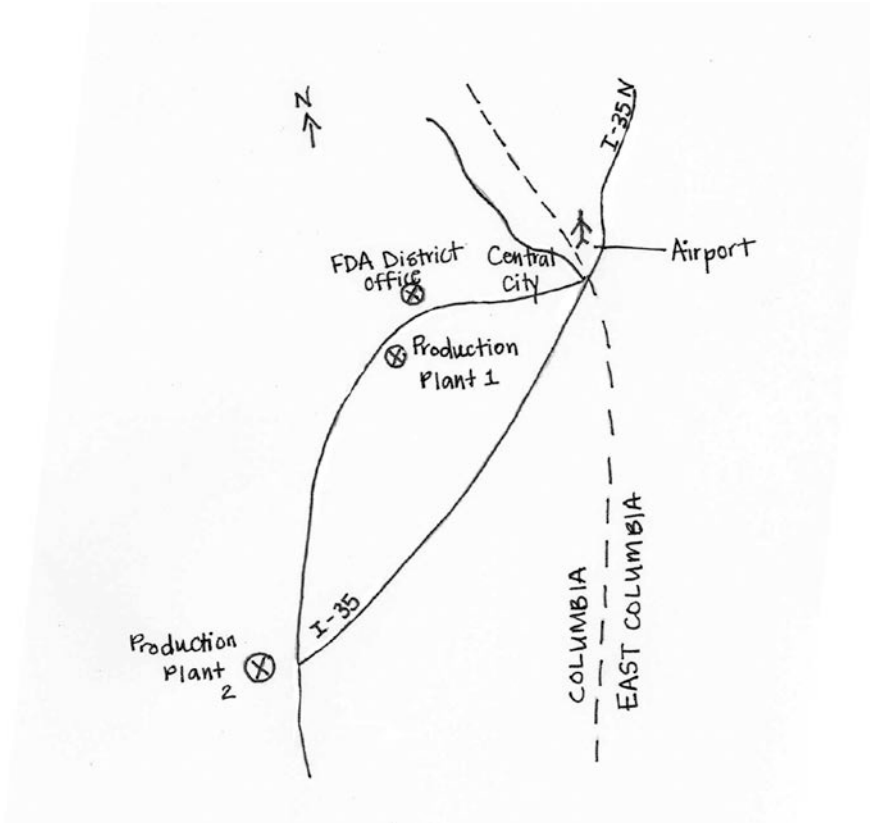
Monitor the time. After 30 minutes, call time. Conduct a debrief of the activity as follows:

1. Ask the teams to hang the chart paper with their incident objectives 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 created 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. Continue this process until all of the potential objectives have been discussed.

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> FDA Pet Food Recall	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> 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:** \_\_\_\_\_

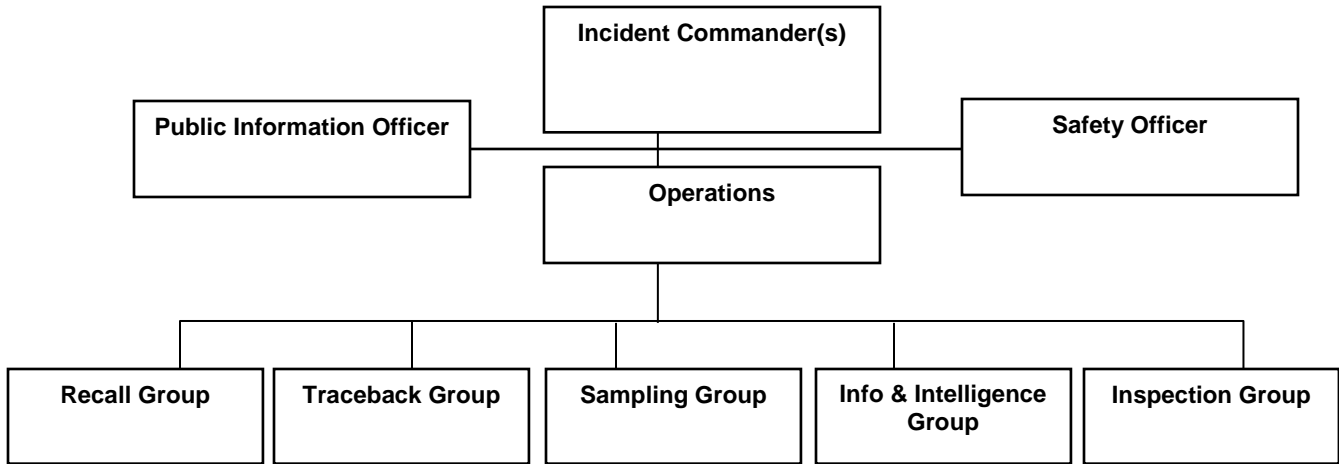
**ICS 201, Page 1**      **Date/Time:** \_\_\_\_\_



**INCIDENT BRIEFING (ICS 201)**

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



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





**Your Notes:**

### INSTRUCTOR NOTES – UNIT 5: PET FOOD RECALL SCENARIO

#### Objective:

To allow participants to complete the planning cycle by conducting a planning meeting, developing a written IAP, and conducting an operations briefing for a simulated incident.

#### Instructions:

Ask the participants to 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.

#### Debrief:

Monitor the time. After 60 minutes, call time.

1. Have the teams take turns presenting their briefings.
2. Compare the team's proposed strategies, tactics, and completed Operational Planning Worksheets (ICS Form 215).
3. Emphasize that there is NO one correct solution. Point out the similarities and differences.

**Instructor Note:** After the teams have presented their briefings, ask the participants to identify the ICS forms they include in the IAP that would be developed based on the completed ICS Form 215. List the forms and the purpose on chart paper. This is an important step to show the relations between the ICS Form 215 and the IAP process.

### 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.

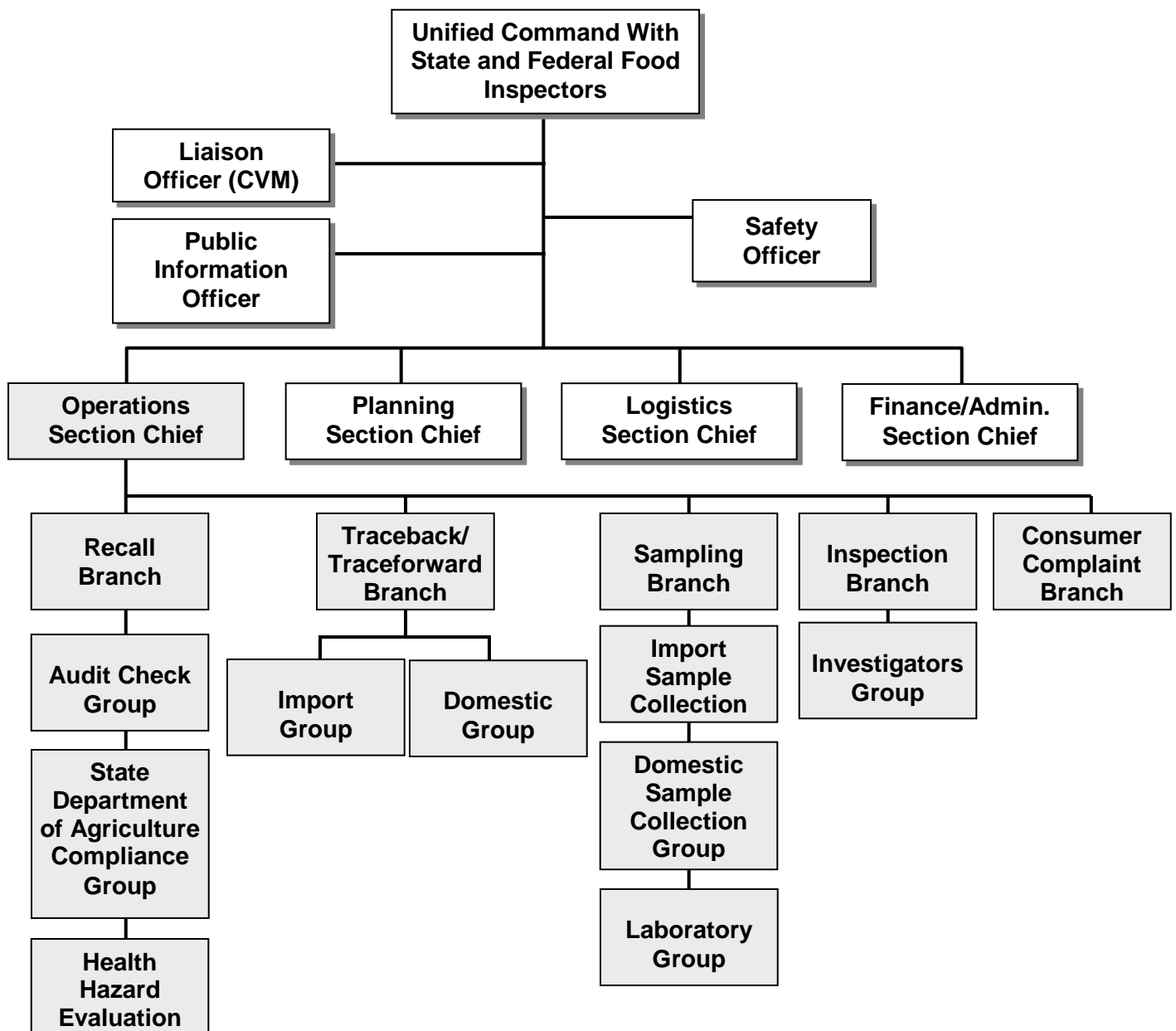
Some pet food ingredients are known to have been imported and are suspected of contributing to this case of contamination.

## Unit 5. Planning Process

### 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.

### Organizational Structure for the Next Operational Period:



**Resources Ordered After Initial Assessment:**

<b>6. Resources Summary</b>				
<b>Resources Ordered</b>	<b>Resource Identification</b>	<b>ETA</b>	<b>On Scene</b>	<b>Location/Assignment</b>
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:**

<b>Resource</b>	<b>Kind</b>	<b>Number &amp; Type</b>
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:**



### INSTRUCTOR NOTES – UNIT 6: PET FOOD RECALL 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.

#### 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: PET FOOD RECALL 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 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 the 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.

**Debrief:**

Present the following instructions to the participants:

1. Exchange your team's completed Demobilization Plan and closeout meeting agenda with another team.
2. Take 5 minutes to review the other team's work. Each team spokesperson will:
  - Identify the strong points.
  - Describe how his or her team's approach differed and why.
  - Make any suggestions.
3. Convene the group and ask each team spokesperson to report on what his or her group learned during the exercise.
4. Summarize the overall learning points.

### **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.

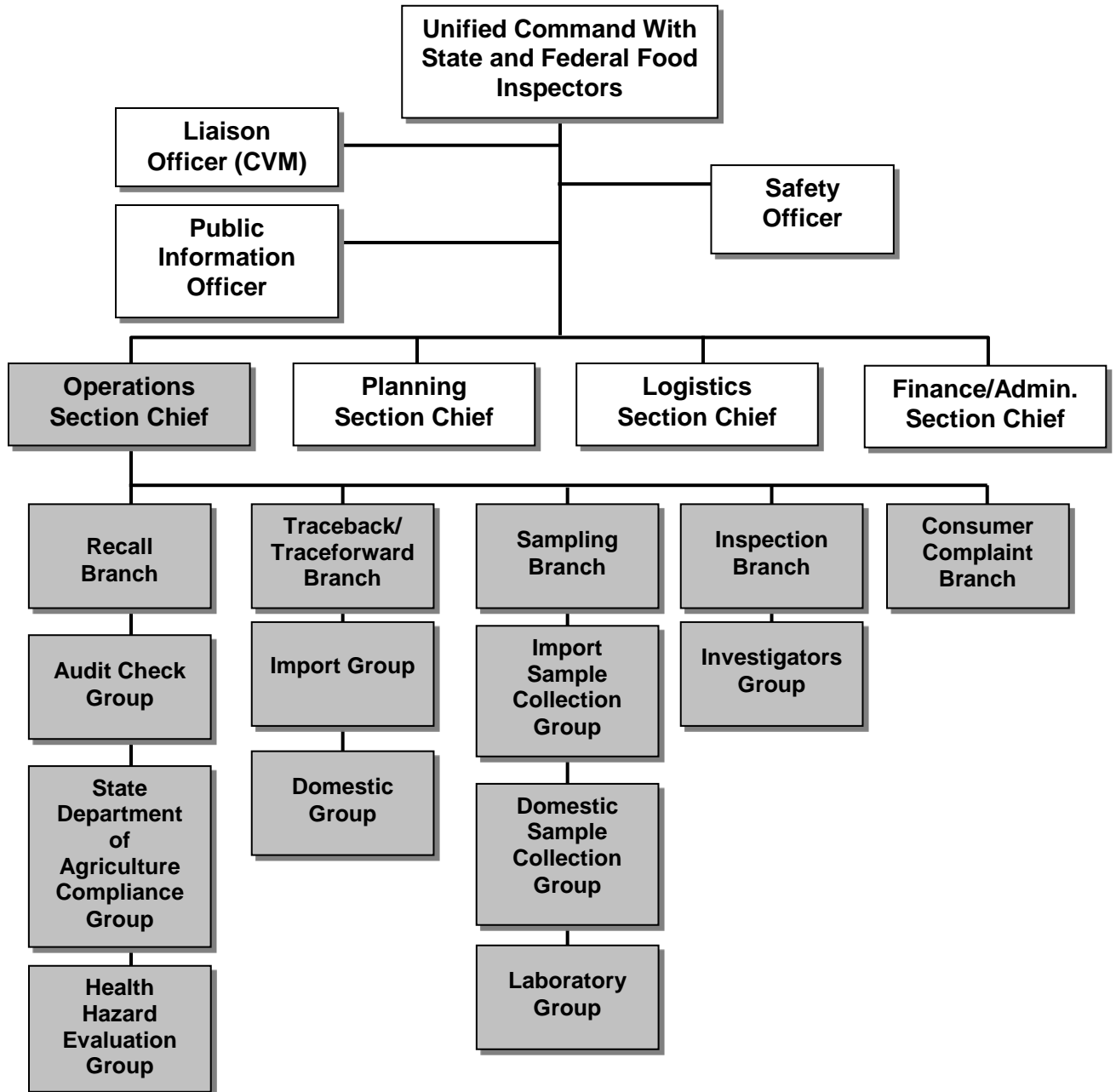
The Incident Command organization feels that the incident objectives can now be changed and the focus can shift to terminating the incident.

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:**