CHAPTER 8
INCIDENT COMMAND SYSTEM CONCEPTS IN RRTs

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1.0. PURPOSE

This chapter defines Rapid Response Teams (RRT) Best Practices in forming unified federal-state incident management structures using the Incident Command System (ICS). Implementation of these principles facilitates improved interagency communication, coordination, and documentation of response activities. This may also serve as an important element of federal and state emergency response or operation plans.

2.0. SCOPE

ICS is a modular management system that can support the emergency response needs of a single organization or multiple organizations working under a unified (i.e., shared) command. ICS is a component of The National Incident Management System (NIMS), which is the management system mandated for all emergency response agencies throughout the U.S.

This chapter complements but does not replace the detailed guidance provided by the National Response Framework (NRF) for “all-hazards” response. This chapter also does not supplant ICS resources developed by the Federal Emergency Management Agency (FEMA). Moreover, it is recommended this chapter is used in conjunction with ICS classroom training and/or ICS-related response experience. See Chapter 9 - Rapid Response Team Training for ICS training information.

The best practices described in this chapter identify key areas and elements of ICS but are neither comprehensive nor specific to unique situations. Local, state, and federal agencies seeking to improve human and animal food incident responses (e.g., states, the FDA inspectorate divisions) may utilize this chapter to assess and improve their response capabilities. Agencies with varying responsibilities (e.g., regulatory, public health, animal food/animal health, law enforcement) and capacities may differ in how they customize and apply these best practices.

Outlined in this chapter are various factors for states and the FDA inspectorate divisions to consider when implementing ICS principles identified in general ICS classroom training (see related documents, below). This chapter also identifies how ICS forms (e.g., ICS 209 for situational reports) are useful for identifying strategies and providing updates to agency leadership during incident responses.

3.0. RESPONSIBILITY

3.1. RRT (or investigatory team, in states without an RRT) Leadership/Agency Administrators Group

RRT Leadership (state and FDA inspectorate divisions) is responsible for working cooperatively with other agencies to effectively institute ICS concepts for the command, control, and coordination of responses. Leadership commitment to and implementation of these concepts is critical for effective implementation of a Unified Command Structure. RRT leadership is also responsible for ensuring that internally participating team members are properly trained prior to a response. Additionally, Command and General Staff positions are pre-identified using the standard definitions found in Section 4.

3.2. RRT Members

RRT Members are responsible for ensuring that they are: a) familiar with the concepts, forms, policies, and Standard Operating Procedures (SOPs)/Standard Operating Guidelines (SOGs) for implementing ICS; and b) can fulfill their assigned roles in an ICS structure.

4.0. DEFINITIONS

A glossary of ICS terms and definitions, including definition of ICS command and general staff roles and responsibilities can be found in the FEMA training glossary and ICS Organizational Structure and Elements Document:

- https://training.fema.gov/programs/emischool/el361toolkit/glossary.htm
- https://training.fema.gov/emiweb/is/icsresource/assets/ics%20organizational%20structure%20and%20elements.pdf

See BPM “Glossary of Key Terms” for definitions of additional terms used throughout various BPM Chapters, including ICS/Chapter 8.

5.0. BACKGROUND

The U.S. food supply consists of many highly complex and interconnected systems. Incidents impacting the U.S. food supply (referred to as human or animal food incidents in this chapter) may require management through a Unified Command Structure. These incidents can be distinguished by at least one of the following characteristics:

- Multi-Jurisdictional Incidents routinely involving agencies of different regulatory responsibilities (e.g., federal, state, local, tribal, and territorial).
- Geographically Dispersed Incidents that are spread throughout defined geographical areas.
- Extended Duration Incidents routinely involving multiple operational periods.
- Continuity of Routine Operations are within smaller incidents, responders continue to perform at least some of their day-to-day responsibilities.

Incidents meeting the characteristics listed above often require participating organizations to shift resources to adequately respond, and a Unified Command Structure may help ensure availability of adequate response-specific resources.

Table 1: National Response Framework (NRF) Incident Typing with Examples and Potential Triggers (human or animal food incidents). This table uses a progressive investigation to help identify escalation triggers and response activities between agencies.

NRF Incident Type	Example Incident	Example of Incident Response	Possible Response Structure	Potential Escalation Factor
5-Local Response	**Food:** *Listeria monocytogenes* (*LM)* isolated from patients in local hospital.	• Epi: Identify chicken salad as common exposure among case patients. • EH: Visit hospital kitchen, review food prep; learn chicken salad is made onsite, sample chicken salad and ingredients (incl. celery), collect records of origin of ingredients. • Lab: Isolate *Lm* from chicken salad, celery tests positive for *Lm*.	Local-level response possibly involving clinical and food labs, epi and EH (either state or local). Designated state RRT Point of Contact (POC) notified by local partners. ***RRT Posture**: **State Lead w/Situational Awareness.**	EH determines celery is purchased from a local wholesale food distributor.
5-Local Response	**Animal Food:** Vet reports single ill dairy cow possibly associated w/on-farm custom feed mix.	• Animal Health/State Vet: Visit farm, investigate illness, obtain feed samples. • State Chemist: Analyzes samples for chemical and biological contaminants.	Coordinated response between local/state feed partners and animal health. ***RRT Posture**: **State Lead w/Situational Awareness.**	Illness seems particularly debilitating and/or lethal. Farm sent mix to a dairy in neighboring county.
4-State & Local Response	**Food**: State reviews purchase invoices and distribution records at the wholesaler that distributed celery to the hospital.	• Epi: Cont. case investigations, coordinators use of supplemental questionnaires re: celery exposures. • EH: Conduct traceback (TB) investigation to determine source of celery. • Lab: Conduct PFGE/WGS analysis on clinical and commodity samples.	Local-level response possibly involving clinical and food labs, epi and EH (either state or local). State RRT POC notifies FDA ERC. ***RRT Posture**: **State Lead w/Situational Awareness.**	Records collected indicate celery is processed/packed in-state with interstate distribution. Additional PFGE/WGS match *LM* cases reported across state.

NRF Incident Type	Example Incident	Example of Incident Response	Possible Response Structure	Potential Escalation Factor
	Animal Food: More livestock illnesses reported in close proximity to each other; traceforward (TF) indicates limited distribution to farms in small geographical area.	• Animal Health/State Vet: Visit additional farms with illnesses to determine cause. • State Chemist: Conduct TF to determine where product was sent. Continue to analyze samples to determine contaminant.	Coordinated response between local/state feed partners and animal health, communicate with federal partners. ***RRT Posture**: **State Lead w/Situational Awareness.**	Feed was further distributed to or shared with secondary accounts through an informal process.
3- Multiple Regions in State	**Food:** State reviews produce records at celery processor/ packer and collects invoices showing distribution in commerce during timeframe of interest.	• Epi: Coordinate with CDC and other states to determine potential multi-state clusters. • EH: Continues TB investigation to determine source of celery. • Lab: Characterizes positive specimens using PFGE and WGS and uploads data into PulseNet.	Local-level response possibly involving clinical and food labs, epi and EH (either state or local level). ***RRT Posture: State Lead w/Assistance.**	Purchase invoices collected at the celery packer indicate the celery was purchased from a wholesaler in another state/country.
	Animal Food: TF indicates feed associated with livestock illnesses was distributed to dairy farms within the state.	• Animal Health/State Vet: Prepare press notice; outreach to farms w/in the state. • State Chemist: Continue TF to determine where product was sent. Keep analyzing samples to determine contaminant.	Coord. response between local/state feed partners and animal health. Communicate with federal partners. ***RRT Posture: State Lead with Assistance.**	Feed product distribution is larger than expected. A farmer purchased a load of feed for a friend and delivered it to him/her (in a nearby state).

NRF Incident Type	Example Incident	Example of Incident Response	Possible Response Structure	Potential Escalation Factor
2-State & Federal Response	**Food:** Invoices from the celery packer show it was obtained from an out of state wholesaler.	• Epi: States notify CDC that product is in interstate commerce. Coordinates surveillance with CDC • EH: Cont. TB/TF, notify federal partners, schedule activation meeting. • Lab: Cont. clinical/commodity characterization.	RRT activated w/a unified ICS structure (+ local involvement) for recalls. ***RRT Posture**: **Joint RRT Response or Activation.**	PulseNet reports outbreak PFGE matches outbreak strains in multiple states.
2-State & Federal Response	**Animal Food:** Investigation of feed formulation shows an ingredient has bone meal and mammalian meat not for ruminants.	• Animal Health/State Vet: Place hold on feed and animal movement on affected farms. • State Chemist: Analysis confirms ingredient contains mammalian meat and bone meal not for consumption by ruminants.	Unified Command w/State Ag, Animal Health, the FDA, and USDA. ***RRT Posture: Joint RRT Response or Activation.**	Investigation reveals that feed containing prohibited material was distributed to dairy farms in multiple states.
1-State & Federal Response (Nation-wide)	**Food:** RRT conducts TB, participates in the FDA multi-state Coordinated Outbreak Response, Evaluation Preparedness (OCORE+EP) Tactics calls, environmental assessment.	• Epi: CDC coordinates multi-state epi investigation. • EH: TB continues to identify source, TF continues, Recall Audit Checks start. • Lab: Coord. w/CDC or FDA lab for verification. • Feds: OCORE+EP Response activated, coordinates TB/TF efforts.	The FDA and Multi-state UCS implemented in multiple states or FDA/multi-state UCS Implemented. ***RRT Posture**: **RRT Activation.**	Recall, audit checks, and response could expand if celery was used as an ingredient in additional food products.

NRF Incident Type	Example Incident	Example of Incident Response	Possible Response Structure	Potential Escalation Factor
	Animal Food: Microbiological/ microscopic analysis of ruminant tissue in feed reveals possible Bovine Spongiform Encephalitis (BSE).	• Animal Health/State Vet: BSE Response Plans activated at federal and state levels. • State Chemist: Coordinate with USDA and the FDA labs on analysis of additional product as well as animal tissues.	The FDA and Multi-State UCS implemented in multiple states or the FDA/Multi-State UCS implemented. USDA Office of Inspector General, Law Enforcement notified. ***RRT Posture: RRT Activation.**	Investigation reveals that contamination of feed with BSE positive meat and bone meal was intentional and widespread.

** These are possible RRT postures. Actual posture will depend on State regulatory and epidemiology structure and Standard Operating Procedures/guidelines within the RRT or investigatory team.*

6.0. SAFETY

Preventing or minimizing the loss of life is the primary objective during any incident response. Human or animal food related incidents can pose several potential threats to response personnel including biological, chemical, and potentially physical threats, even to those accustomed to human or animal food environments. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander (IC) and Safety Officer (SO).

The SO is also responsible for the set of systems and procedures necessary to ensure all on-going safety efforts. For example, the SO might work with any state or the FDA inspectorate division to determine any safety alerts or issues related to a firm that might be inspected. The SO has authority to stop and/or prevent unsafe acts during incident operations and may coordinate and execute “just-in-time” safety training as necessary for specific hazards identified for an incident.

7.0. EQUIPMENT/MATERIALS

Personnel, facilities, equipment, and materials under a command structure are often referred to as resources. Resources can be specific teams, items, or a single person (i.e., Subject Matter Expert). During an incident, RRTs will need to be able to quickly identify personnel resources that may serve on an Incident Management Team (IMT). Although resources for each state and the FDA inspectorate division RRT will vary based on human or animal food industry type, incident type, size,

and complexity, it is recommended that the following types of resources be discussed and acquired as part of a response teams preparedness measures before an incident occurs:

- A team roster with position "back-ups" if possible;
- A pre-filled Delegation of Authority citing specific expectations, authorities, and the charge of the team (see Attachment A for example templates)
- Personal protective equipment (PPE)
- Sample collection supplies
- Previously agreed upon forms (hardcopy and digital) (i.e., inspection forms, ICS forms) and Standard Operation Procedures. (See Section 10.0. Related Documents, for links to ICS Forms)
- Incident Management Handbooks and other Incident Management reference materials (i.e., the FDA's Incident Management Handbook (IMH) (see related documents section within this chapter), FEMA's Field Operations Guide, U.S. Coast Guard Incident Management Handbook)
- Predetermined, redundant communications (i.e., team contact info, audio conference lines, video-conference lines, web-conference accounts, data sharing sites (e.g., FoodShield, Sharepoint, etc.).
- Base of Operations (i.e., Physical or Virtual Incident Command Post)

It is important that resource items be stored in a readily accessible location or locations throughout a given state or FDA inspectorate division. An individual(s) should be assigned to monitor the equipment inventory, so that consumed, damaged, or expired items are replaced in a timely manner.

Maintaining a roster that specifies each ICS position with a listing of all RRT members who fill each role is ideal as a preparedness-measure. This list can also be used to help ensure that each agency has depth for each position, current contact information, and properly documented training. RRTs should have a method for requesting if personnel are available and notifying personnel of participation in an ICS response.

Documentation is a critical aspect of any response, especially an ICS response. Therefore, it is crucial that the RRT initially agrees on the set of forms and references that will be utilized during an incident to create the Incident Action Plan (IAP) and appropriately document the response.

Hard-copy references and electronic forms should be provided to RRT members for use in exercises and responses, and to enable preparation of unified reports during incident responses.

8.0. PROCESS DESCRIPTION

8.1. Preparedness

It is recommended each member of the RRT completes ICS training prior to participating in an actual response. Active roles in the IMT will be determined based on each member's level of training and experience. FEMA courses are recommended to help establish an educational foundation in ICS for individuals on the response roster who will serve within the command and general staff positions: http://training.fema.gov/is/nims.aspx**.**

Note: Several variations of ICS classroom training are also available and strongly recommended, for example:

- ICS 300 - Intermediate ICS for Expanding Incidents
- ICS 400 - Advanced ICS: Command and General Staff – Complex Incidents

Note: See the RRT Training Chapter 9 for more information regarding response team training.

8.2. Proposed RRT Unified ICS Structure and Flow

During an ICS response, the agency with direct responsibility for any current or subsequent regulatory action, must have direct participation in the decision-making process for any information and evidence that will be collected as part of the team's response objectives. Entities within a state without direct tactical field responsibilities (i.e., epidemiology, laboratories, etc.) can occupy specific sections in either the Command or General Staff of the ICS structure (e.g., epidemiology or laboratory personnel could serve as part of a Technical Specialist under the Operations or Planning Sections or engage by communicating directly with the Liaison Officer within the Command Staff).

Incident communications during an ICS response are dependent on the continual flow of information among all the Command and General Staff (or those under Unified Command).

When responding jointly with the FDA, state or local IMT members must be operating under an active FDA 20.88 agreement so the FDA can share information collected by the FDA staff among all responders in the IMT**.**

When other federal agencies are involved (e.g., CDC, USDA FSIS, etc.), a similar check should be done to ensure that appropriate information sharing agreements (e.g., MOUs, etc.) are in place among all agencies represented in the Unified Command and IMT.

A formal written Delegation of Authority (sometimes called Re-Delegation of Authority) template should be part of any RRTs preparedness and/or activation process (see Attachment A). Ideally, the Delegation of Authority, should reference:

- The lead agency (or agencies if "unified") involved
- Incident Commander (or Commanders, if "unified")
- Incident timeframe
- Response priorities per agency leadership
- Resources assigned/committed
- Financial allotments and overtime per operational period
- Signature and date of authorizing official(s)

RRTs have found that when an incident escalates to involve more than one agency, it is best to develop a Unified Command Structure. The diagram in Attachment B-1 (Proposed RRT Unified ICS Structure and Flow) is a functional, generic template of a Unified Command Structure that can be used for various types of multi-agency response and coordination. In this model, incident information continually flows up and down the structure. Additional information-sharing (e.g., investigational, laboratory) is expected at all levels within the ICS chain of command (e.g., laboratories communicating to ensure the same methods/worksheets are being utilized).

Although example structures are shown in Attachments B-1 and B-2, the use and exact structure of ICS will ultimately be the decision of the RRT state agency or agencies and the cooperating FDA Divisions / Districts.

This proposed structure can be developed into the following two uniquely different models during a response, depending on the needs of the agencies involved:

1. Use of a **Unified Command Structure** (Attachment B-1) allows for the preservation of each regulatory entity's jurisdiction and independence.

2. Use of an **Integrated Command Structure** (Attachment B-2), in which the agency providing most resources or with lead jurisdictional authority staffs the Section Chief positions while the other agency provides deputies to ensure their responsibilities are fulfilled.

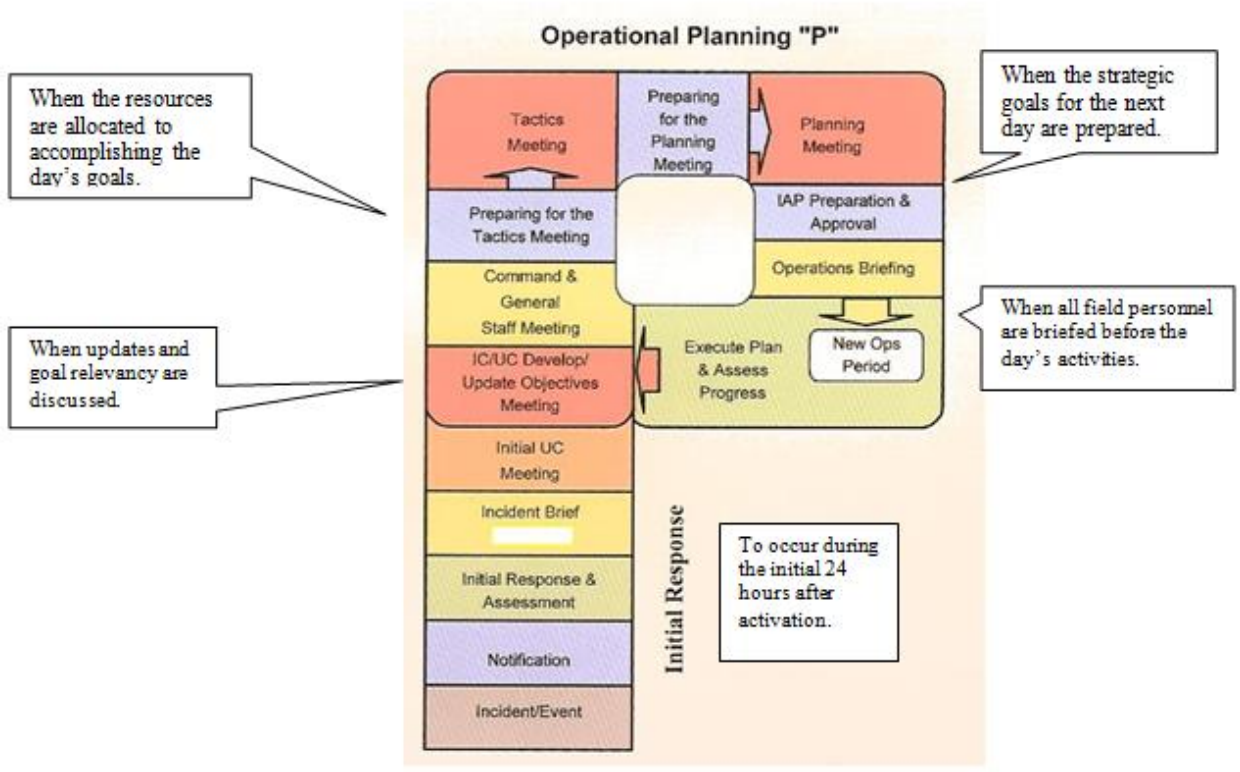
It is important to emphasize that, within the ICS structure, roles can be occupied by any qualified individual regardless of the day-to-day title (e.g., a Branch Director under ICS is not necessarily equal to a branch director within a regulatory agency). Each agency is responsible for ensuring that personnel designated to staff positions (e.g., Section Chief) in the ICS structure are qualified (i.e., properly trained) to fulfill those responsibilities.

The ICS basic command structure will coordinate the response and can expand, or contract as determined by the size and complexity of the incident and the

availability of resources. Effective communication throughout this response framework is necessary for an effective response. Post-response evaluations (e.g., After Action Reviews/Reports) frequently identify interagency and interpersonal communication challenges as a cause of inefficiencies in the actual response.

The central role of communication in emergency response necessitates a pre-established plan to optimize use of operational resources. For example, building briefings and planning meetings into the ICS structured response through the "Planning P" (depicted below) establishes a foundation for regular communication.

Figure 8.1. ICS Operational Planning "P"



Execution of this model provides a coordinated, cohesive approach to communications during a response to an incident.

8.3. RRT ICS Compressed Best Practices

Human or animal food incidents can be large (e.g., Castleberry Chili Sauce, King Nut Peanut Butter), but are typically small-scale incidents that don't rise to the level of needing all elements of a full IMT. Identified barriers to using ICS and establishing an IMT include the complexity of the Planning "P" process, uncertainty about what role staff would play in the response, and the unknown duration of staff involvement while balancing other food program work. The RRT ICS Compressed approach provides structure and examples to overcome these barriers while still

maintaining the coordination capabilities of ICS, which make it more efficient to use IMTs during small-scale human or animal food incidents.

Many human or animal food incidents are handled routinely through food regulatory program resources and don't require finance and logistics functions associated with a traditional IMT, thus the scaled down ICS Compressed approach described here may be effectively utilized. ICS (i.e., full or compressed) is a scalable system and all positions and duties needed may be added or removed at any time by the IC. The IC is always the first, and sometimes the only, position created, and the last position to demobilize. Using the ICS Compressed approach routinely will save time and resources by maintaining RRT staff ICS training through IMT response experience, documenting response actions using the streamlined ICS forms, and using time saved to conduct more after-action reviews (AARs) and implementing improvements.

Benefits for RRTs Using ICS Compressed
There are many reasons why using an ICS Compressed approach is beneficial:

- It provides a formal structure to make the incident easier to manage.
- It's a scalable approach allowing flexibility based on the specifics of the incident.
- It's good for Continuity of Operations (COOP) during small food-related incidents.
- Staff/responders still have some time to perform at least some of their day-to-day responsibilities.
- Using the ICS structure routinely keeps staff trained in their IMT roles and responsibilities.
- Captures information on ICS forms that documents the response and assists with the AAR process.

When to use ICS Compressed varies based on the agency/program criteria/triggers for setting up an IMT.
Some example RRT "triggers" for using ICS:

- Multi-jurisdictional responses
- Emergencies involving imminent health hazards
- Time-sensitive responses or multiple simultaneous operations
- Rapidly escalating reports of illnesses/deaths
- Significant impact to vulnerable populations
- Extra resources required or resources outside of your organization
- Politically sensitive investigations
- Highly visible investigations to upper management, the public, or industry partners
- Unusual incidents

- Logistically challenging responses due to location, weather events, or safety concerns
- Geographically spread-out responses
- Complex sampling or investigational assignments

ICS Compressed is a scalable approach based on the specifics of the incident. Prior to standing up an IMT, gather all the information about the incident, obtain approval from supervisor/Agency Administrators Group and pursue a delegation of authority, if required. See Attachment A for an example of supervisor approval and a template of delegation of authority.

Figure 8.2. RRT ICS Compressed Flow Diagram – this flow diagram walks through the steps of ICS Compressed, from incident notification to after-action review

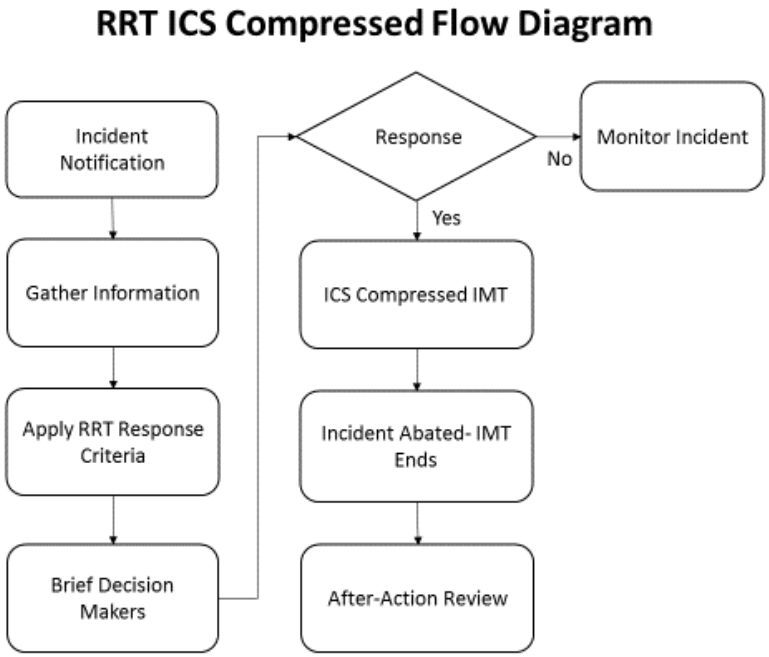
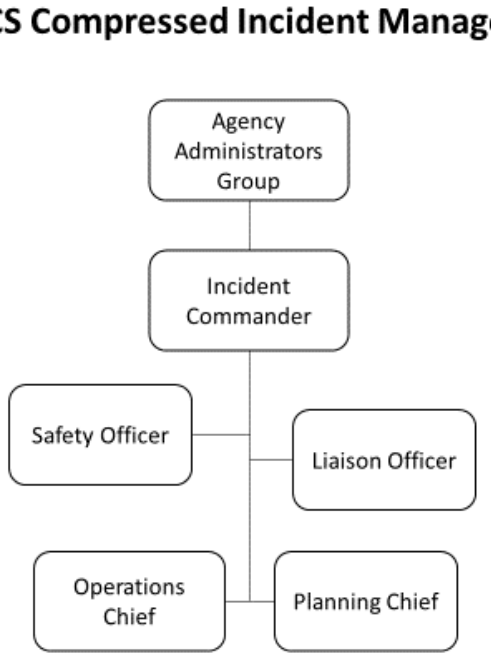


Figure 8.3. Basic RRT ICS Compressed Incident Management Team – this diagram outlines a streamlined set of roles present in an ICS Compressed IMT.



When the steps outlined in Figure 8.1 are completed and any other agency/program requirements are met, stand up the IMT. Only utilize staff positions that are needed. The following positions are recommended when implementing ICS compressed: IC, SO, Liaison Officer, Operations Chief, and Planning Chief. Other positions may be staffed or removed as needed by the IC. The duties of the SO should always be covered. If a SO is not appointed, the IC or their designee will cover the duties. Responder safety should always be the number one priority. A Liaison Officer may not be needed if no external outreach is occurring between multiple jurisdictions.

There are many considerations for expanding the IMT to include additional positions and functions. If human or animal food incidents continue to escalate or overwhelm existing staff and resources, consider expanding to a full IMT to include logistics and finance and any other capabilities needed to effectively coordinate the response. A unified federal/state command structure can be used while in an ICS Compressed structure or during a fully staffed IMT. During federal/state responses, there are often two ICs (federal and state) designated to jointly run the IMT. The Agency Administrators Group should consist of federal and state human and animal food program leadership (i.e., decision makers).

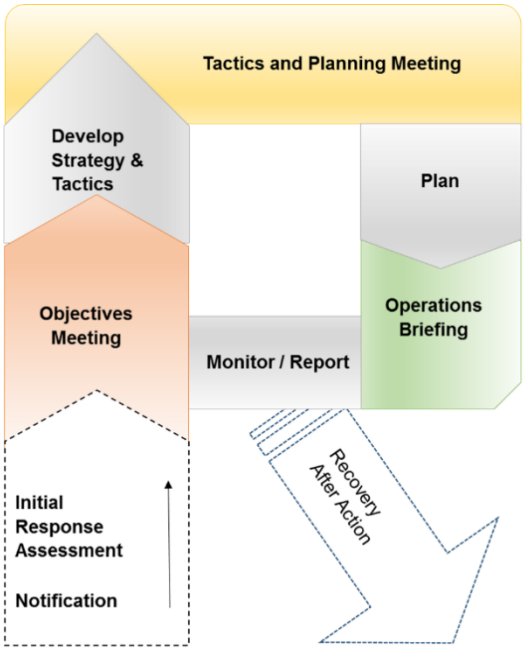
Below is a listing of example scenarios that could potentially lead the IC to expand the ICS Compressed IMT structure to properly manage an escalating or large-scale human or animal food incident:

- Multiple simultaneous joint operations
- Coordinating mobile command posts in multiple locations
- High profile incident (e.g., high media interest and inquiries)
- Long duration requiring time tracking (e.g., federally reimbursable activities under a Presidential declaration of emergency or Secretarial designation)
- Public messaging requiring standing up a joint information center (JIC)
- More resources are required than the agency/program can provide
- When multiple expenses need to be managed and tracked

When selecting staff to fill the IMT positions, identify staff who have received ICS training, ideally position-specific training to fill their designated positions. Maintaining a roster of RRT staff training is recommended. Consider personalities and pre-existing working relationships of IMT staff. An example of RRT ICS job aid and skillset guides for various IMT positions is found in Attachment C.

The Planning “P” remains the foundational planning process while implementing ICS Compressed. An ICS Compressed Planning “R” is a condensed version of the Planning “P” that streamlines meetings and communications and adds recovery and after-action activities at the end.

Figure 8.4. ICS Compressed Planning "R" – this image shows the steps in the planning process, from notification to recovery, and after action.



Example IMT incident objectives used by FDA and RRTs can be found in Attachment F.

Traditional ICS forms (201, 202, 203, 204, 215A, etc.) can be utilized during an ICS Compressed IMT. Link to ICS fillable forms: https://training.fema.gov/icsresource/icsforms.aspx. RRTs have provided some abbreviated versions of forms that may also work well for regulatory agencies using ICS Compressed, see Attachments C, D, and E.

8.4. Incident Action Plans (IAPs) and Other ICS Forms

An IAP is a collection of forms that the IMT completes during the planning process to communicate the work objectives and tactics for each operational period. A new IAP is generated prior to each operational period for the duration of the incident.

A typical IAP includes ICS forms 202, 203, 204, 205, and 206 and additional supporting documents such as detailed maps of the incident area, weather forecast, etc. (See the Related Documents section for a link to any pertinent ICS Forms). It is important to emphasize that an IAP is dynamic, so the forms necessary and amount of information included may vary throughout an incident as the scope changes during the incident. In addition to the IAP forms, the IMT may also use other ICS forms such as 215 (Operational Planning) and 215A (Incident Safety Analysis), to support decision-making and record-keeping of incident related

events, and Form 209 (Incident Status Summary), to share updates among agency administrators.

RRTs should use the references, forms, and templates as previously agreed upon and/or documented in procedures, to appropriately document the incident response and create the IAP.

The ICS forms listed in the Related Documents section is solely for reference within this chapter. Prior to the incident as well as during a response, a digital and dynamic IAP should always be used to provide computerized record entry and storage.

RRTs should jointly participate in an After Action Review and create an After Action Report (AAR) once the incident response ends. More information can be found in the After Action Reviews - Chapter 14.

9.0. DESIRED OUTCOMES (ACHIEVEMENT LEVELS)

9.1. Achievement Levels

The traditional ICS structure outlined in this chapter represents a best practice. This involves fully trained personnel staffing each of the positions within an IMT (i.e., IC with Command and General Staff) and effective communication among jurisdictions operating under one IAP. The achievement levels below may also be used for implementing an ICS Compressed structure.

Level	Description
1	Novice – Responders identified, and initial ICS training completed.
2	Intermediate – Use of ICS in response is exercised and AAR completed.
3	Advanced – advanced/complex ICS exercises, training, responses, and AAR completed.
4	Advanced and Integrated – advanced/complex ICS exercises, training, responses or activations, and AAR completed, which included use of a Unified or Integrated IMT.

9.2. Process Overview

9.2.1. Level 1: Novice – Responders identified and initial FEMA training completed

1. Identify individuals within an agency/department that will occupy a position on, or provide support to, an incident management team.
2. Take FEMA's ICS 100, 200, 700 and 800 online.
3. State and federal partners should take ICS 300 and 400 as face-to-face courses together when possible.

9.2.2. Level 2: Intermediate – Use of ICS in response is exercised and AAR completed

1. Exercise (discussion, workshop, or tabletop format) an incident with trained staff.
2. Conduct an AAR to identify strengths and weaknesses and assign an improvement plan.
3. Enhance training of incident management team command and general staff with FEMA's position-specific courses.

9.2.3. Level 3: Advanced – More advanced/complex exercises, training, and responses completed

1. Conduct an exercise (e.g., functional, full-scale), or actual response with fully trained Federal/State incident management team to generate an IAP.
2. Conduct an AAR to identify strengths and weaknesses and assign an improvement plan.
3. Enhance training of incident management teams with FEMA's course for the development of incident management teams/position-specific training.
4. Seek additional position-specific shadowing opportunities on major incidents.

9.2.4. Level 4: Advanced/Integrated

1. Staff have completed advanced ICS position specific training for IMT roles.
2. Unified or Integrated IMT has been activated/used during an incident response.
3. A continuous improvement process (e.g., AAR and Improvement Plan) is utilized on a routine (i.e., at least yearly) schedule.
4. Capable of mentoring other RRTs on implementing ICS.

10.0. RELATED DOCUMENTS

As a preparedness measure, it is important for RRTs to mutually agree on the references and documents each team will utilize during a human or animal food incident response. This should be determined prior to an actual emergency/incident response (e.g., as part of a tabletop exercise or strategy meeting). Below are both FEMA and the FDA links for dynamic ICS forms for use in creating an IAP:

- EMA Incident Command System documents (fillable PDF forms from FEMA) https://training.fema.gov/emiweb/is/icsresource/icsforms/ .
- Federal Emergency Management ICS Forms Booklet https://training.fema.gov/emiweb/is/icsresource/assets/nims%20ics%20forms%20booklet.v3.pdf

- The FDA ICS forms (Adobe PDF and MS Word) http://www.fda.gov/EmergencyPreparedness/NIMS/ucm268797.htm
- The FDA's Incident Management Handbook: https://www.foodshield.org/member/workgroups/docs.cfm?dir=1087 (FoodSHIELD pathway: login, workgroups, RRT Program Workgroup; folder: examples and sharing, subfolder: ICS)

11.0. REFERENCES AND OTHER RESOURCES

- Homeland Security Presidential Directive (HSPD) 5: http://www.dhs.gov/publication/homeland-security-presidential-directive-5
- Presidential Policy Directive (PPD) 8: http://www.dhs.gov/presidential-policy-directive-8-national-preparedness
- EMA ICS Forms: https://training.fema.gov/icsresource/icsforms.aspx
- The National Response Framework: https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response
- The FDA Commissioning and Credentialing: https://www.fda.gov/ForFederalStateandLocalOfficials/CommunicationsOutreach/ucm472941.htm
- The FDA Information Sharing and the 20.88 Agreement: https://www.fda.gov/ForFederalStateandLocalOfficials/CommunicationsOutreach/ucm472936.htm
- The FDA 20.88 Single Signature Agreements Database: http://www.accessdata.fda.gov/scripts/sda/sdNavigation.cfm?sd=singlesignaturefood

12.0. ATTACHMENTS

- Attachment A – Examples of Delegation of Authority
- Attachment B-1 – Proposed RRT Unified ICS Structure and Flow
- Attachment B-2 – Proposed RRT Integrated ICS Structure and Flow
- Attachment C – Michigan RRT ICS Compressed Model
- Attachment D – Rhode Island RRT ICS Quick Start Compressed Model Form
- Attachment E – Minnesota ICS OneNote Form
- Attachment F – Example Incident Objectives from FDA and RRTs
- Attachment G – Example Mission Ready Packages

13.0. DOCUMENT HISTORY

Version #	Status*	Date	Author
1.0	I	9/26/2011	RRT ICS WG (New England District**, MI(**), MA, Florida District/program division)
1.1	R	2/1/2012	ORA/OP
1.2	R	1/24/2013	ORA/OP
2.0	R	5/26/2017	RRT ICS Ch. Revision WG (MI, TX, WA, BLT-DO, DAL-DO, DET-DO, SEA-DO, FDA CORE, CVM, MD**, NER**)
3.0	R	5/25/21	RRT ICS Compressed Workgroup (CA, IA, IN, KS, MD, MI, MN, MO, PA, RI, VA, WA, FDA OP, OEO, OHAFO SERCs and Division ERCs representing- 1W, 2W, 4W, 1E, and 2E)
4.0	R	12/29/21	ORA/OP-AFDO Compiled Revisions
5.0	R	12/1/2024	ODP-AFDO Compiled Revisions

*Status Options: Draft (D), Initial (I), Revision (R), or Cancel (C)
**Workgroup Lead

Change History

1.1 – Editorial revisions made by ORA for document clearance.
1.2 – Revision to achievement levels for clarification purposes based on RRT recommendations.
2.0 – Revised for the 2017 Edition of the RRT Manual by the RRT ICS Chapter Revision Workgroup
3.0 - Revised for 2023 Edition by the RRT ICS Compressed Workgroup
4.0 - AFDO compilation for 2023 Edition of RRT Manual
5.0 - AFDO compilation for 2025 Edition of RRT manual. Updated FDA program names resulting from the 10/2024 FDA reorganization.

Attachment A: Examples of Delegation of Authority from IA, TX, MI, and WA RRTs

IOWA RRT

Delegation of Authority

Memorandum

Date: [Click here and type Date]

From: [Click here and type From name]

Subject: Delegation of Authority,_____ (Name of Incident)

To: _____, Incident Commander

I hereby delegate authority for the management of _____(Name of Incident) to you as Incident Commander.

This incident is currently under the jurisdiction of_____. You will report to me daily as well as the appropriate headquarters staff on the incident and any updates.

Your team will assume full command of the incident as of _____ and I expect your team to comply with all applicable policies and guidance.

I have designated_____ as my representative in my absence. I or my representative will be available for daily review/consultation throughout this incident.

Effective management of costs commensurate with resource values to be protected is critical and property accountability should demonstrate adherence to departmental protocols. Your fund allocation is a maximum of $_____ per day.

Resources committed to the incident are_____. All resources assigned to this response will report to you until further notice.

Media relations will be coordinated with _____ in partnership with your agency's Public Information Officer _____.

I request that personnel assigned be sensitive to all issues related to this incident.

You can reach me and/or my representative at_____ (List contact information for both).

TEXAS RRT

All Hazards Emergency Response
Delegation of Authority for
(*Incident name*)

_____(*Name of Incident Commander*)_____is assigned as an Incident Commander for the unified Command of (*incident name*). While the Incident Commander listed here has full authority to act, due to the nature of the Incident *(Name*), the EAB has assigned _(*Name of Lead Incident Commander*)_____ as the lead Incident Commander.

(*Name of Incident Commander*) _____has full authority and responsibility for managing all incident management activities within the frame work of the law, agency policy, and direction. The primary responsibility of the Incident Commander is to organize and direct resources for efficient and effective management of the incident.

Incident Commander(s) are accountable to the Agency Representatives for the agencies responding to the incident. The Incident Commander and Command staff will provide updates for each operational period to all Agency Representatives and EAB as listed on the Incident Specific TRRT Organizational Chart.

Specific directions for management and environmental concerns follow:

Mission tasks:

_____

_____

_____

Resource limitations

The IC shall conduct all operations in a cost effective and efficient manner. Specifically, the following shall apply to this incident:

The IC has the authority to mobilize TRRT resources (mobilized and reserve) as specified below for each participating agency. Agency Specific Logistic Section

Representatives will identify TRRT staff with appropriate skills through Agency supervisory channels and notify mobilized personnel:

FDA # of personnel _____
DSHS # of personnel _____
OTSC # of personnel _____

The IC has the authority to request emergency supplies within the scope of the event such as lab supplies, sampling supplies, sampling gear, etc.

The maximum amount of initial expenditures on supplies shall not exceed:
FDA _____
DSHS _____
OTSC _____

The maximum number of initial laboratory samples is specified below. It is assumed that if a sample is reported positive a PFGE will be run:
FDA (Food/Feed) _____
DSHS (Clinical)_____
DSHS (Food)_____
OTSC (Food/Feed) _____

The IC has the authority to authorize travel of staff to response locations. When possible, the logistics section should utilize staff in the area of the incident to control travel expenses. Approval for travel remains with the Agency. All travel orders for staff should be handled through the Agency specific Logistic Chiefs to ensure proper protocols are followed.

If overtime is required for staff in order to meet the incident objectives, the IC must contact the Agency Representatives.

Due to the differing travel and purchase requirements of each responding agency, a Logistics Chief (and if needed a Finance Chief) will be assigned from both federal and state level agencies.

The IC must contact the Agency Representatives when the resource needs are beyond the initial TRRT resource limitations identified for the *(incident name)*. Public Information Management

A PIO will be established for each responding agency. The PIO conducts media relations and public information management according to *Appendix C – Communications SOP*. Expiration of delegation _____.

The Incident Commander shall take over management of the incident on or before _____.

The agency representative as shown below for Department of State Health Services (DSHS) will be available and the contact information will be maintained on ICS Form 204.

_____
Name Agency Representative

_____
Agency

_____
Signature

_____
Date

The Incident Commander shall take over management of the incident on or before _____.

The agency representative as shown below for the Office of the Texas State Chemist (OTSC) will be available and the contact information will be maintained on ICS Form 204.

_____
Name Agency Representative

_____
Agency

_____
Signature

_____
Date

The Incident Commander shall take over management of the incident on or before _____.

The agency representative as shown below for the Food and Drug Administration (FDA) will be available and the contact information will be maintained on ICS Form 204.

_____
Name Agency Representative

_____
Agency

_____
Signature

_____
Date

MICHIGAN RRT

Memorandum

Date:

From:

Subject: Delegation of Authority (or Mission Assignment)

To: Incident Commander _____

I hereby delegate authority for the management of _____ to you as Incident Commander of the _____ event OR I hereby provide you with the mission assignment of _____ as Incident Commander or the _____ event.

This incident is currently under the jurisdiction of _____. You will report to me daily as well as to the appropriate management staff responding to the incident. You will also report to me immediately any updates or incidents involving injury or deaths of anyone involved in the response.

Your team will assume full command of the incident as of _____ and I expect your team to comply with all MDARD and State of Michigan policies and procedures.

I have designated _____ as my representative in this matter. I or my representative will be available for daily review/consultation throughout this incident.

Effective management of costs commensurate with resource values to be protected is critical and property accountability should demonstrate adherence to State of Michigan standards. Your fund allocation is a maximum of $_____ for the project. The funding source will be _____ and the CFDA (if applicable) is _____. Contact me if additional resources are needed.

Staff resources committed to the incident are _____. All resources assigned to this response will report to you until further notice.

At the end of your assignment, you will be expected to provide _____ forms and documentation as part of the final incident documentation package. Any questions about incident documentation should be directed to _____.

Media relations will be coordinated with MDARD's Public Information Officer and if operational, the Joint Information Center.

I request that personnel assigned be sensitive to all issues related to this incident. I welcome the team and wish you a safe and successful assignment.

You can reach me and/or my representative at _____.

Additional Considerations for Delegating Authority to an IMT

- Incident personnel and public safety are the number one priority. Management and tactical decisions must be consistent with this objective.
- ICS-214 Daily Activity Logs are required minimum recordkeeping.
- Outline positive working relationships with all cooperating partners. List as needed.
- Address geographic boundaries if they apply.
- Manage the incident in such a manner that all operations are conducted in a manner that is safe and causes as little environmental impact as possible.
- All resource ordering shall be conducted through [identify contact].
- Keep the public informed and reassured of the incident objectives and the strategies and tactics used to reach those goals.
- Personnel assigned to the incident must be sensitive to local residents by respecting individuals, private property, and public interests. Your team should utilize local services, vendors, and contractors to support incident requirements as is feasible.
- Outline any needs to limit access to the incident by the public.
- Provide for training opportunities for personnel to strengthen our organizational capabilities and in helping build an effective and successful incident management program.
- The agency representative for MDARD will be [name, title, phone, email]. An alternate contact is [name, title, phone, email].
- Prior to activation, the agency should describe forms and documentation required to be maintained as part of the final incident documentation package.
- Before the IMT is demobilized, please develop detailed demobilization plans that address resource drawdown and transition as needed.

WASHINGTON RRT

Washington Rapid Response Team (RRT) Multi-Agency Letter of Expectation

Date: [Date]

Re: [NAME OF RRT INCIDENT/RESPONSE]

To: [NAME], Incident Commander, Washington State Dept. of Agriculture Food Safety and Consumer Services (WSDA FS&CS)
[NAME], Incident Commander, Food and Drug Administration Human and Animal Food Program Division 6 West (HAF6W)/Seattle District Office (FDA SEA-DO)

From: [NAME] Assistant Director, WSDA FS&CS
[NAME] Program Division Director FDA HAF6W, District Director FDA SEA-DO

Incident Commander(s) [LAST NAME(S)],

Effective [INSERT MILITARY TIME] hours on [MONTH] [DAY], 20[##] you are hereby delegated authority to manage the Washington RRT response stated above occurring in/at [GENERAL LOCATION]. Abiding by your professional skills and abilities along with those of your Incident Management Team members, you are responsible for the management of resources and costs directly associated with this incident/response.

The participating agencies have established the following general priorities for this incident:

- Ensure life safety of all RRT responders and associated personnel.
- [INSERT PRIORITY #2]
- [INSERT PRIORITY #3]
- [INSERT PRIORITY #4]
- [INSERT PRIORITY #5, ETC.]

The response must be accomplished within the following parameters:

[*Note: The following list is highly customizable and is expected to change based on the response-specific needs/desires of the agencies/stakeholders.]*

- You will work with [STAKEHOLDER ENTITIES] and will enter into a Unified Command with [SELECTED STAKEHOLDER ENTITIES].

- You will establish your Incident Command Post (ICP) at [LOCATION].
- The FDA HAF6W/SEA-DO representative and your point of contact for daily response operations will be [NAME]. This individual hereby has full authority to make decisions on behalf of the FDA HAF6W/SEA-DO Program Division Director/District Director.
- The WSDA FS&CS representative and your point of contact for daily response operations will be [NAME]. This individual hereby has full authority to make decisions on behalf of the WSDA FS&CS Assistant Director.
- Any requested changes to this letter must be submitted to the FDA HAF6W/SEA-DO and WSDA FS&CS representatives stated above for approval.
- You are authorized up to [NUMBER] days of operation. Additional days, if needed, will require authorization from the appropriate Agency Executive.
- You are authorized up to [NUMBER] staff members, including Food Safety Officers/Consumer Safety Officers and management personnel.
- You are authorized up to [NUMBER] work hours per day for all response personnel. Additional hours for selected personnel, if warranted, will require authorization from the appropriate Agency Executive.
- Overtime-time exempt WSDA employees who are participating in the RRT response may accrue Exchange Time, hour-for-hour, to a maximum amount of eighty (80) hours. During special circumstances such as authorized extended operations, the eighty (80) hour maximum may be increased for specific personnel pending approval from myself or my representative and the Unified Command.
- If warranted, FDA HAF6W/SEA-DO employees who are participating in the RRT response may request approval for overtime through the FDA SEA-DO representative of the Unified Command.
- You are authorized to use vehicles assigned to WSDA Food Safety field staff and those available through Washington State and GSA Motor Pools. Additional rental vehicles [ARE/ARE NOT] authorized.
- All personnel living farther than fifty (50) miles from the ICP or their temporary duty station are authorized per diem and travel status. Personnel living within 50 miles of the ICP or their temporary duty station are authorized per diem and travel status, if necessary for their health and safety or to facilitate the RRT response (according to state travel policy 10.30.30b).
- [DETAIL INSTRUCTIONS ON FDA TRAVEL ORDERS, IF NECESSARY].
- [DETAIL CONTENTS AND FREQUENCY OF REQUIRED FINANCIAL REPORTS, IF ANY].
- Public information releases will be coordinated through the WSDA/FDA HAF6W/SEA-DO Joint Information Center (JIC). Public information releases [NEED/DO NOT NEED] to be reviewed and approved by each agency prior to distribution.

The Unified Command will work within all legal statutes and current policy of the responsible agencies, the focus provided in this Letter of Expectation, and the broad direction provided at the initial incident briefing. If you are replacing another Incident

Commander, ensure that the transfer of command is appropriately documented according to Washington RRT procedure.

All documentation related to the RRT response will be archived in accordance with Washington RRT policy. Freedom of Information Act (FOIA) requests will be addressed in accordance with the policies and procedures of the agency receiving the request.

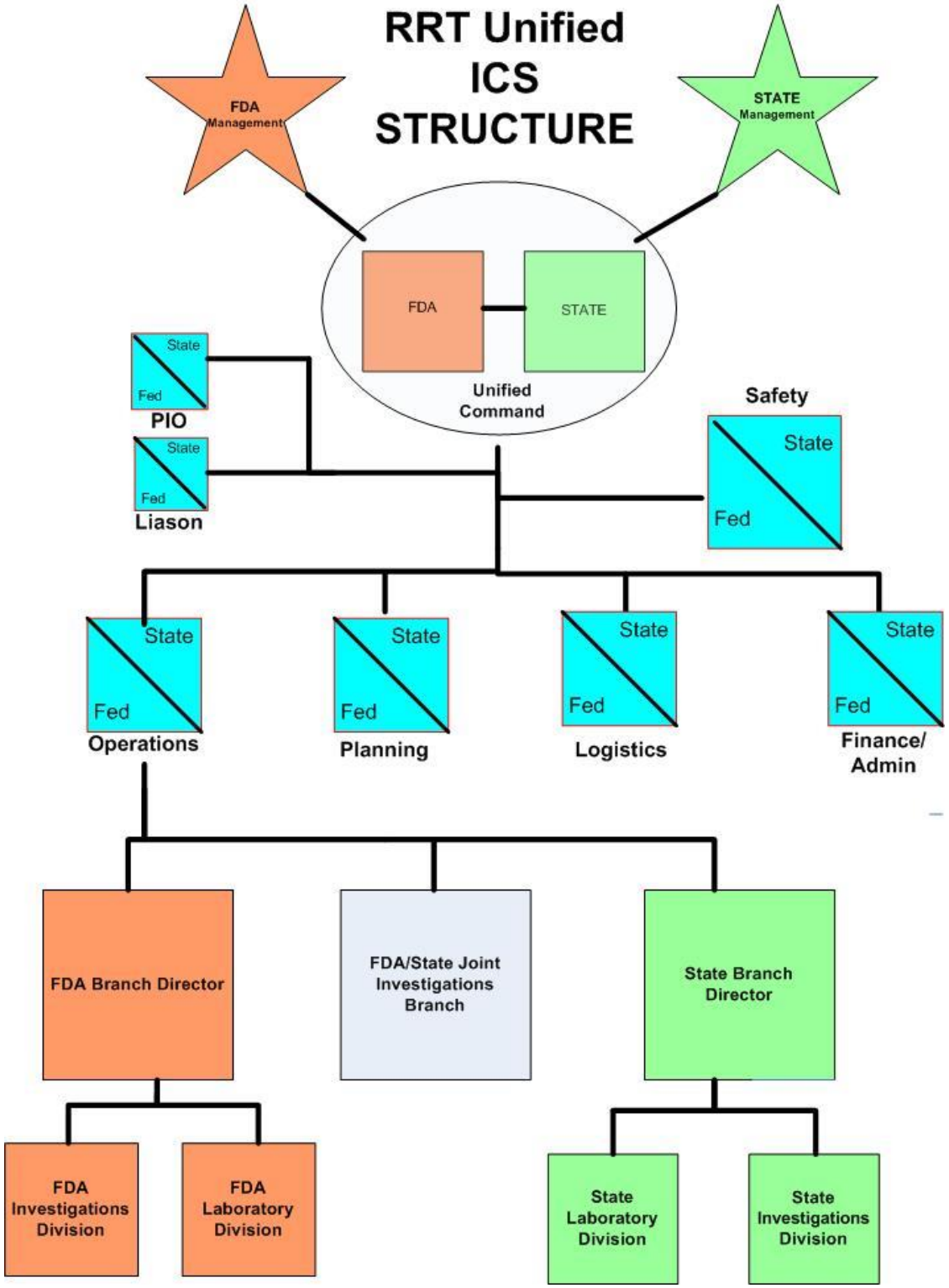
Please forward any questions to your appropriate Agency Executive or their designated representative as they may arise. We wish you a safe and successful RRT response.

/s/	/s/
Assistant Director, WSDA FS&CS	Program Division Director, FDA HAF6W
[PHONE]	District Director, FDA SEA-DO
	[PHONE]
Date	Date
/s/	/s/
[NAME]	[NAME]
Incident Commander, WSDA	Incident Commander, FDA HAF6W/SEA-DO
[###-###-####]	[###-###-####]
Date	Date

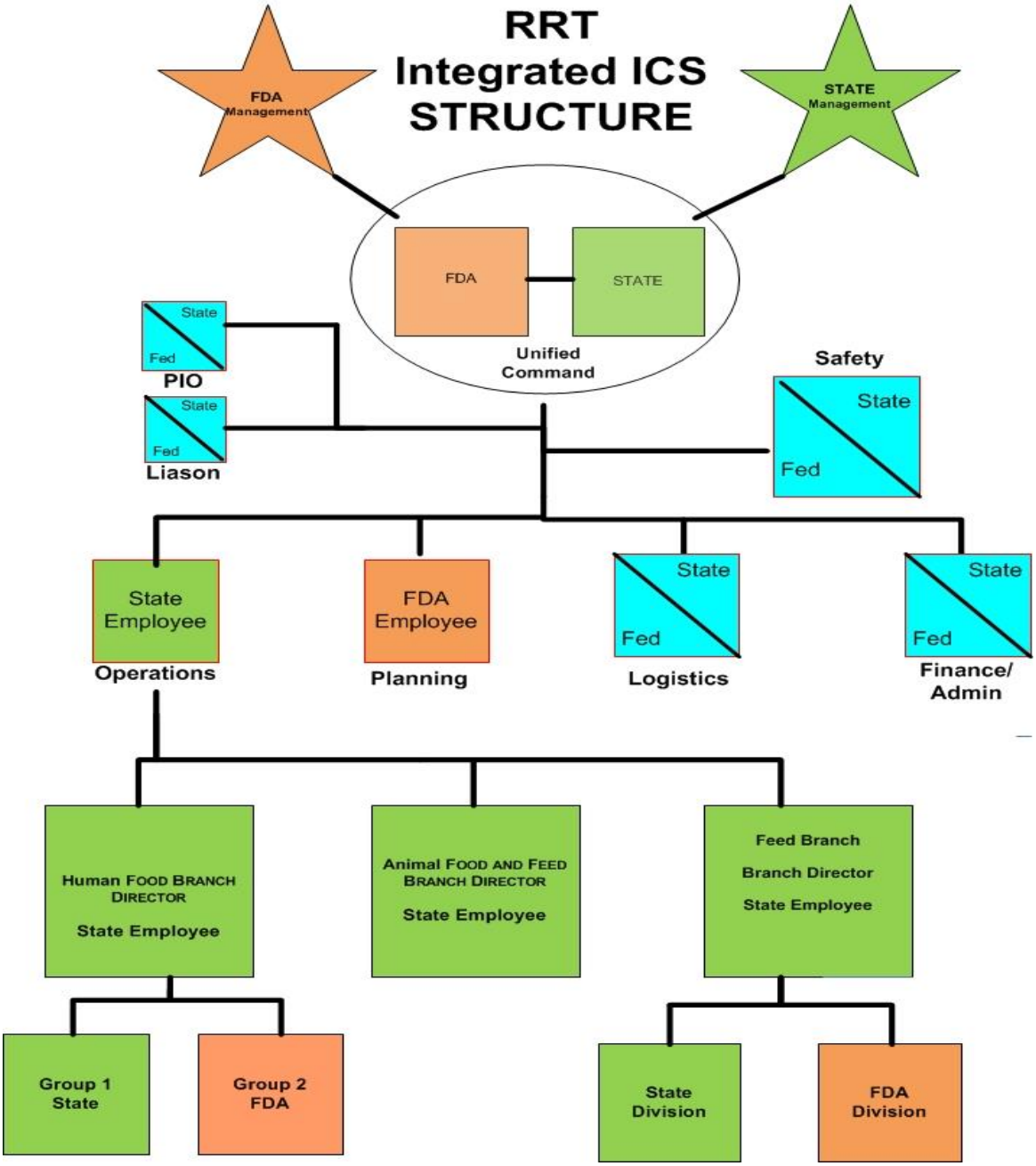
List of Agency Contacts

Role	Agency	Name	Cell Number Office Number
Agency Rep	WSDA		Cell: Office:
Agency Rep	FDA HAF6W SEA-DO		Cell: Office:
Incident Commander	WSDA		Cell: Office:
Incident Commander	FDA HAF6W SEA-DO		Cell: Office:
Finance/Admin. Advisor	WSDA		Cell: Office:
Finance/Admin. Advisor	FDA HAF6W SEA-DO		Cell: Office:
PIO	WSDA		Cell: Office:
PIO	WSDA		Cell: Office:
PIO	FDA HAF6W SEA-DO		Cell: Office:

Attachment B-1: Proposed RRT Unified ICS Structure and Flow (Example using FDA & State Unified Command)



Attachment B-2: Proposed RRT Integrated ICS Structure and Flow (Example using FDA & State Unified Command)



Attachment C: Michigan RRT ICS Compressed Model Information & Job Aid Guide

Revision: 07/18/2018

MDARD ICS

ICS Compressed Model

Purpose: Incrementally institutionalize consistent use of the Incident Command System (ICS) by streamlining the traditional ICS model during non-routine responses.

The use of the Incident Command System (ICS) for emergency response management activities has numerous benefits. ICS helps facilitate a consistent response to food safety incidents by employing a common organizational structure that can be expanded or contracted in a logical manner based on the level of required response. It defines responder roles and responsibilities and establishes a clear decision-making process. It minimizes redundancy in roles, provides effective two-way communication between response personnel, and facilitates improved multijurisdictional coordination commonly associated with food safety incident responses.

Michigan Department of Agriculture and Rural Development (MDARD) Food and Dairy Division (FDD) staff are debriefed after each ICS response, and an After-Action Report (AAR) is compiled. Frequent feedback identified in AARs centers around how the response became more organized once ICS principles were applied, and that the incident response would have improved by forming the Incident Management Team (IMT) earlier in the response. The AARs identified barriers to activating an IMT, including the complexity of the Planning "P" process, uncertainty on what role staff would play in the response, and the unknown duration of staff involvement in the response while balancing a full plate of routine inspection activities.

ICS Compressed Model

The ICS Compressed Model aims to institutionalize the ICS model throughout FDD in a simplified format to overcome IMT activation barriers. The objectives are to:

- Simplify and compress the entire ICS and Planning "P" process.
- Use ICS for preparedness instead of being reactionary to chaos.
- Bring order and organization to rapid responses.
- Provide an accountability tool during responses.
- Offer continuous quality improvement opportunities.

IMT Activation Triggers

FDD's Field Guide Procedures for Emergency Responses activates IMTs for Level 3 responses and above
(See Attachment A, Levels of Response and Attachment B, #FG02.05, Field Guide Procedures for Emergency Responses), and Level 5 responses are routine and handled regionally. The ICS Compressed Model is targeted towards Level 4 events that go beyond a routine expanding local event, but not quite to the scope of a State-led Level 3 event.

ICS Compressed triggers include, but are not limited to:

- multijurisdictional responses (state, local and federal)
- emergencies involving imminent health hazards
- time sensitive responses
- rapidly escalating reports of Michigan illnesses
- significant impact to vulnerable populations
- politically sensitive investigations
- highly visible investigations

Planning "R" Agendas, Templates and Toolkits

The ICS Compressed model adopts a Planning "R" which consolidates many of the incident command and general staff meetings used in the traditional ICS Planning "P", and adds a Response Termination leg to address demobilizing the IMT and debriefing the response (See Attachment C, ICS Compressed Planning "R" and ICS Planning "P"). The role of the agency administrator in the ICS process is also made clearer in the ICS Compressed model. Other resources developed to support the ICS Compressed model include:

- A set of Planning "R" meeting agendas created for ease of use (See Attachment D, ICS Compressed Agendas).
- A compressed set of Incident Action Plan templates, included to allow staff to spend less time on forms and planning busy work and better focus on establishing a clear set of objectives, communications, and operational activities (See Attachment E, ICS Compressed Incident Action Plan Template).
- An AAR Toolkit to build continuous quality improvement concepts into the process, with job aids and templates to help the IMT quickly demobilize and provide feedback during the Response Termination (See Attachment F, AAR Toolkit).
- A list of specific notification elements to help brief Agency Administrators, IMT and applicable stakeholders on response activities (See Attachment G, Agency Administrator Notifications).

Planning "R" Components

1. **Command Briefing:** (can be combined with Objectives Meeting)
Prior to the Command briefing, initial response should include the following:

- Initial assessment and agency administrator approval
- Development of an action plan (may be written)
- Completion of the ICS-201 form

During the Command Briefing:

- Brief Command on initial response activities
- Agree on organization structure
- Clarify issues and concerns
- Discuss action plan (i.e. planned operations and directions)
- Identify incident escalation potential and adjust IMT as necessary (i.e. Identify needs for PIO and other C&G staff)

2. **Objectives Meeting**: (can be combined with Command Briefing)
Prior to meeting, Command should identify, develop, and update:

- Response emphasis, priorities, and objectives
- Applicable operating policy, procedures, and guidelines

During the Objectives Meeting:

- Brief on command direction, objectives, and priorities
- Assign work tasks
- Resolve problems
- Clarify staff roles and responsibilities and adjust as necessary

3. Tactics and Planning Meeting:
Prior to Tactics and Planning Meeting:

- Update info, maps, plans (i.e. communications, safety, etc.) as needed

During Tactics and Planning Meeting:

- Identify requirements, strategies, and tactics to meet objectives
- Get tactical approval from IC on planned actions
- IMT review updated planned actions
- Ops and Plans discuss strategies, tactics, and contingencies
- Determine situation report frequency – when and how agency admin and stakeholders are updated

4. Operations Briefing: Prior to Ops Briefing:

- Finalize IAP and obtain approval
- Distribute IAP to Section Chiefs and other required personnel

During Ops Briefing:

- Provide briefing to Operation Section field personnel
- Ensure support and resources for current and next op period

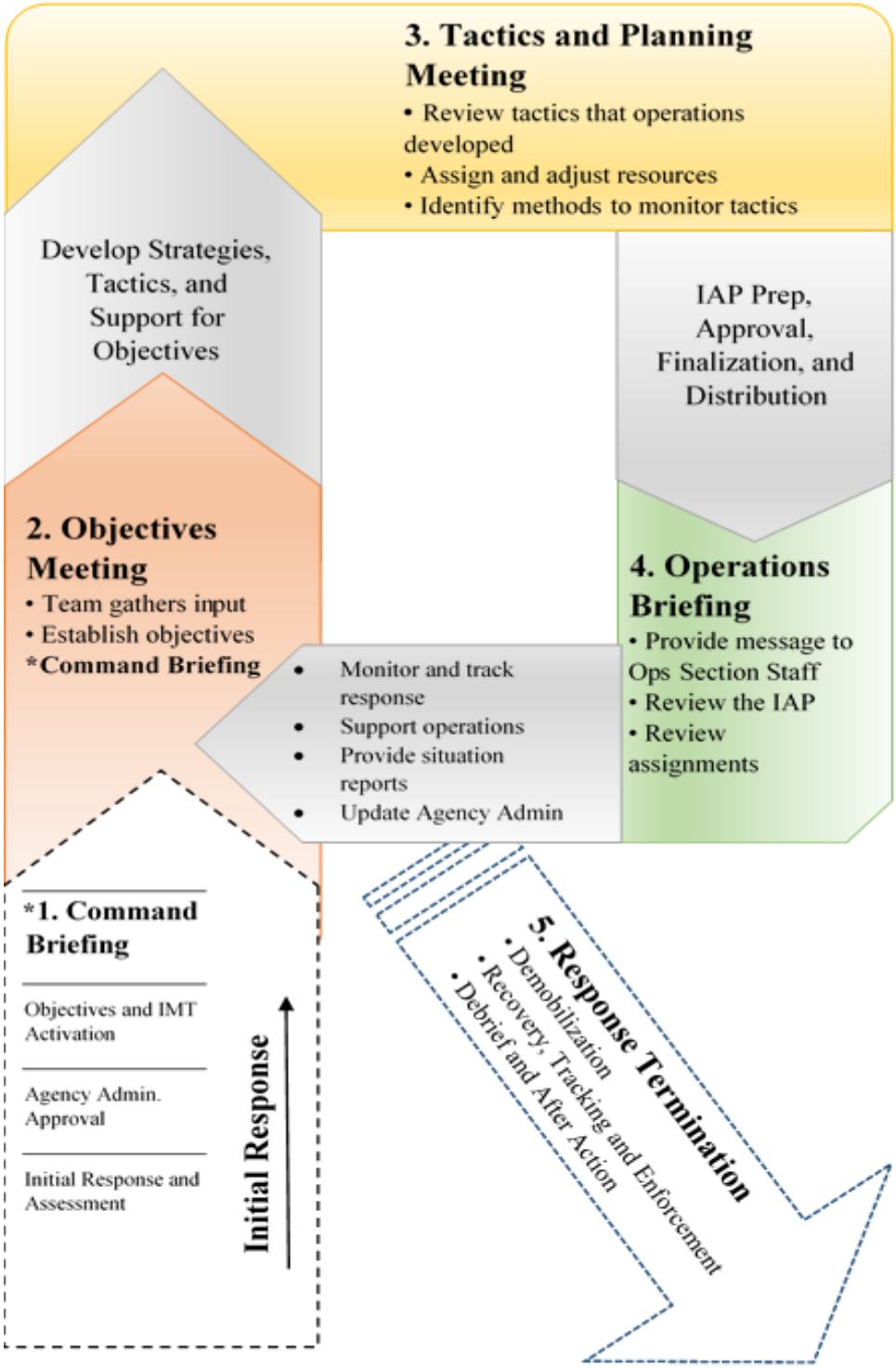
Execute plan and assess progress:

- Monitor on-going operations; adjust tactical processes as necessary
- Measure and ensure progress against stated objectives
- Debrief resources coming off shift
- Update Agency Administrators on accomplishments and next steps

5. Response Termination:

- Demobilize and brief command and agency administrators on activities
- Debrief command staff, identify lessons learned and apply to associated response plans

ICS Compressed – Planning "R"



ICS Compressed Incident Management Team Chart - Sample

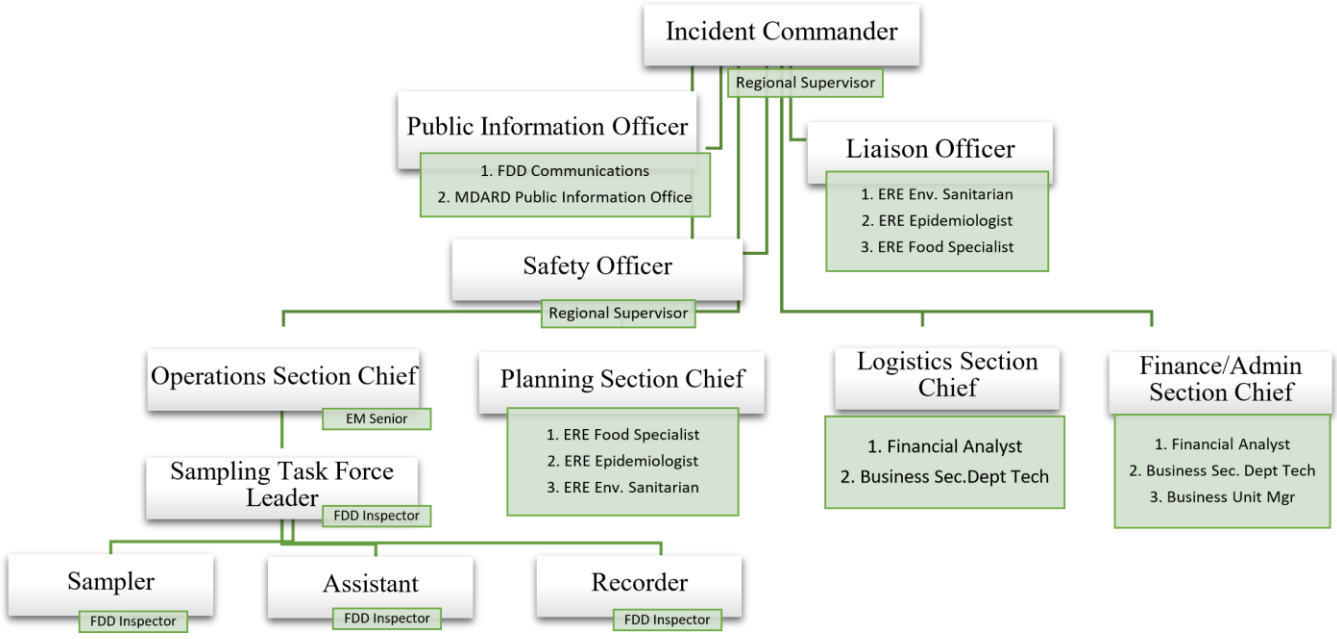
Identify Staff Roles and Responsibilities: FDD IMTs rarely need to fill all eight positions to manage responses to foodborne illness outbreaks and food contaminations incidents. The following positions were most frequently filled during past responses:

- Incident Commander
- Planning Section Chief
- Operations Section Chief
- Liaison Officer

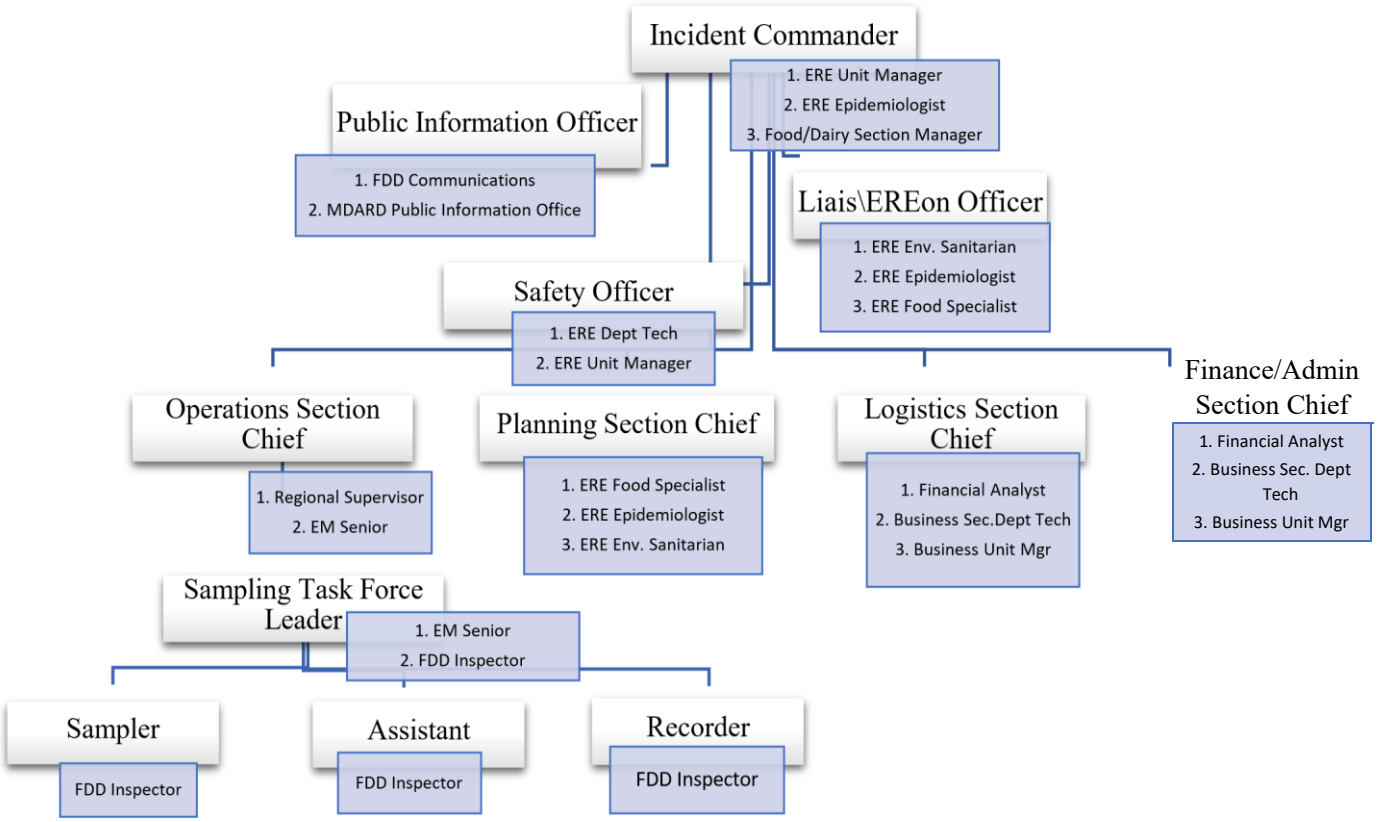
Below are two examples of ICS Compressed response structures within FDD. Positions are filled as needed to effectively manage the incident. Back-ups are identified in case the first staff listed is unavailable or assigned to another position or response. These organizational structures will be used for FDD emergency responses when an IMT is activated, unless a specific event organizational chart is created.

The Emergency Response and Enforcement (ERE) Unit helps support emergency response activities in FDD.
Some procedures refer to the Unit's former name, Food Safety Planning and Response (FSPR). Emergency Management (EM) Seniors are senior inspection staff in FDD and the Pesticide and Plant Pest Management Division that act as regional leads with additional training in emergency responses.

Region Lead Response (Levels 4-5)



Lansing Office Lead Response (Levels 1-3)



Agency Administrator Notifications

The Incident Commander (IC) is responsible for briefing the MDARD Executive Office and FDD Directors on the response status and IMT activities. The IC may delegate this responsibility to a Lansing based IMT staff when appropriate. The primary means to update the Agency Administrators is e-mail. In person briefings may also be conducted. Agency Administrators shall be notified immediately if the response rapidly escalates in scope and if any highly sensitive or significant safety related issues arise. *See Attachment G, ICS Compressed Agency Administrator Notifications*, for templates and specific notification elements.

There are three main phases of Agency Administrator notification from the IC – initial, ongoing and final.

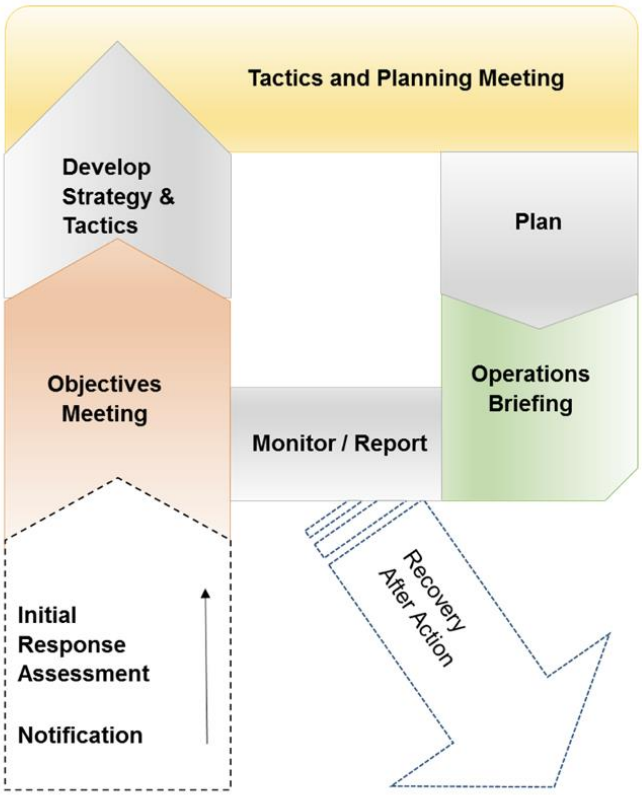
- **Initial Notification/Delegation of Authority** – e-mail to Agency Administrators indicating that an ICS Compressed IMT is being activated for a specific event. The e-mail will request the agency administrators to verify receipt and approve IMT activation and objective(s).

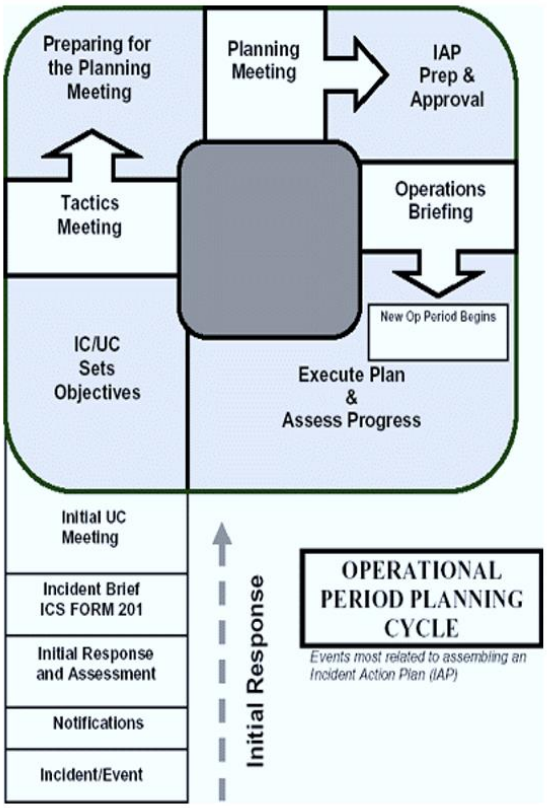
- **Ongoing Notifications** – e-mails during the event to keep Agency Administrators updated on response activities and accomplishments. Frequency follows the Planning "R" cycle.
- **Final Notification** – e-mail sent at the end of the event to Agency Administrators, IMT and applicable stakeholders. It will include the final response summary, IMT demobilization date and begin scheduling debrief and other After-Action Report activities. (*See Attachment F, AAR Toolkit).*

ICS Compressed Resources (Not Included due to space limitations)

Attachment A	Levels of Response	
Attachment B	#FG02.05 Field Guide Procedures for Emergency Responses	
Attachment C	ICS Compressed Planning "R" and ICS Planning "P"	
Attachment D	ICS Compressed Planning "R" Agenda	
Attachment E	ICS Compressed Incident Action Plan Template	
Attachment F	AAR Toolkit	
Attachment G	ICS Compressed Agency Administrator Notifications	

ICS Compressed Planning "R" and ICS Planning "P"





Michigan Department of Agriculture & Rural Development
Emergency Plan Manual
Operations and Response: Incident Management Team Deployment Checklist

Incident Management Team Deployment Checklist

The following activities should be completed by the Emergency Management Coordinator or alternate in anticipation, preparation for, during, and after deployment of MDARD Incident Management Team (IMT) personnel.

Phase I: Informal Request Received

____ MDARD Emergency Management Coordinator (EMC) or alternate receives an informal request for an MDARD IMT or Incident Management single resources to assist in emergency management response activities.

____ MDARD EMC or alternate provides requesting agency with IMT Deployment Requesting Agency Checklist.

____ If the request came from a state or local agency, MDARD EMC or alternate notifies the State Emergency Operations Center Director, Operations Section Chief and Finance Section Chief that a formal request for an IMT or single resources may be coming, and MDARD evaluates if the request can be fulfilled.

____ MDARD EMC notifies MDARD Executive Team and Human Resources (HR). MDARD Executive Team may decide that the department is not able deploy personnel before moving further with the request.

____ If deployment is likely, MDARD EMC sets up a meeting with SEOC Finance Section Chief, MDARD Budget Officer and requesting agency Budget Officer to discuss cost and reimbursement. Depending on the nature of the deployment, a meeting with MDARD Safety Officer and HR may be needed to discuss hazards and employee safety. ***Safety and budget concerns are reasons an MDARD IMT deployment may not be approved.***

____ MDARD EMC or alternate reviews training records, identifies individuals who would be appropriate for the deployment, and begins making informal contact to determine interest in deployment. Depending on staff availability and leadership approval, shadowing opportunities should be considered.

Phase II: Formal Request Received

____ MDARD EMC or alternate receives a formal request for an MDARD IMT or Incident Management single resources via the Michigan Critical Incident Management System (MI CIMS). The request must include distinct mission, scope, and objectives, an established cost reimbursement plan, and closeout documentation the team will be expected to provide to the requesting agency upon demobilization.

____ MDARD EMC or alternate forwards formal request to MDARD Executive Team for approval or denial. If approved, MDARD Human Resources will submit requests for overtime exemptions for staff.

____ MDARD EMC or alternate sends a formal request to staff who have been identified as potential deployable personnel. The request should contain as much information as possible, including:

- In person or virtual deployment?
- Supervisor approval is required
- Start and end dates
- Objectives
- HR considerations – overtime/comp time eligibility, length of workdays, weekends, etc.
- Expectation that everyday work will not get done during deployment period
- Expectation that employees may need “decompression time” following the deployment

MDARD EMC tracks responses and acts as liaison between SEOC, requesting agency, and potential deployable personnel.

____ MDARD EMC or alternate prepares the final deployment roster and, with Executive Team, HR, Budget Officer approval.

Phase III: Delegation of Authority (or Mission Assignment) and Deployment)

____ The requesting agency completes a draft Delegation of Authority or Mission Assignment to the IMT and provides it to the MDARD EMC. MDARD EMC or alternate facilitates negotiation and finalization of the IMT Delegation of Authority or Mission Assignment. When the delegation is complete, the MDARD EMC or alternate updates the formal request for IMT resources in MI CIMS.

____ MDARD EMC or alternate identifies any resources to provide to deploying staff, and ICS coaches or mentors that can be available to the team during the deployment.

____ MDARD EMC or alternate ensures staff are ready to deploy and have the supplies and equipment necessary to get started and issues EM Go-Kits as necessary.

____ MDARD EMC or alternate works with MDARD Budget Officer and other Finance staff to provide staff instructions for special time and expense coding.

____ MDARD EMC or alternate facilitates a pre-deployment call with IMT personnel.

Example Meeting Agenda:
Welcome (EMC)
Introductions and Expectations (All)
What we know (EMC)
Resources & Best Practices (Deputy EMC)
Questions / Thoughts / Wonderings / Concerns (All)

____ MDARD EMC or alternate facilitates a pre-deployment call with the requesting agency point of contact and any key resources.

____ MDARD IMT personnel deploy and complete their mission.

Phase IV: Demobilization and After-Action

____ MDARD EMC or alternate keeps in close contact with the Incident Commander, requesting agency, and the SEOC to facilitate additional deployment of relief staff, demobilization of staff, and any other needs.

____ MDARD EMC or alternate may facilitate a post-deployment hotwash with IMT, Budget, HR, requesting agency, and/or the SEOC.

____ MDARD Budget Officer initiates reimbursement request in coordination with requesting agency's Budget Officer or other applicable party.

____ MDARD EMC or alternate may draft an After-Action Report and Improvement Plan to improve future MDARD IMT deployments.

Form Completed by:

Date:_____ Event: _____

Time:_____ Name: _____

Michigan Department of Agriculture & Rural Development
Emergency Plan Manual
Operations and Response: IMT Deployment – Requesting Agency Checklist

MDARD IMT Deployment – Requesting Agency Checklist

Provide to the MDARD EMC with Formal Request for IMT Resources:

____ Background: history of the project or incident and why an Incident Management Team (IMT) is needed.

____ Mission, Scope & Objectives: as specifically as possible, explain:

Mission: what the team is being asked to accomplish

Scope: what is and isn't included in the mission and deliverables

Objectives: any specific outcomes the team needs to accomplish by a certain time

____ Organizational structure: who is the single Agency Administrator or designee the Incident Commander will report to?

____ Timeframe: how long will an IMT be needed? Who will relieve this IMT and when? Typically, MDARD IMTs are deployed on two-week rotations.

____ Finance: provide a budget estimate, define the funding mechanism to support the costs of the deployment of the IMT itself, and, if applicable, provide a finance contact within the requesting agency.

____ Provide MDARD EMC with a written draft delegation of authority or mission assignment. MDARD will review and may suggest changes prior to finalization.

Be Prepared to Provide the Incoming IMT with:

____ Mission, Scope & Objectives: as specifically as possible, explain specifically what the team is being asked to accomplish (and, if appropriate, what is outside of scope).

____ History of the project or incident – what has and hasn't been done, logistical and political factors, and any other details the team should know to be successful.

____ All relevant plans, policies, and procedures that have been created relating to the issue.

____ Organizational charts that clearly show the organization of the IMT and the surrounding reporting structures, including who the Incident Commander reports to.

____ Briefing to each of the incoming Command and General staff, with introductions to key personnel who can assist the IMT with meeting their objectives.

____ Minimum requirements for the final incident documentation package, to be provided by the IMT to the requesting agency upon demobilization.

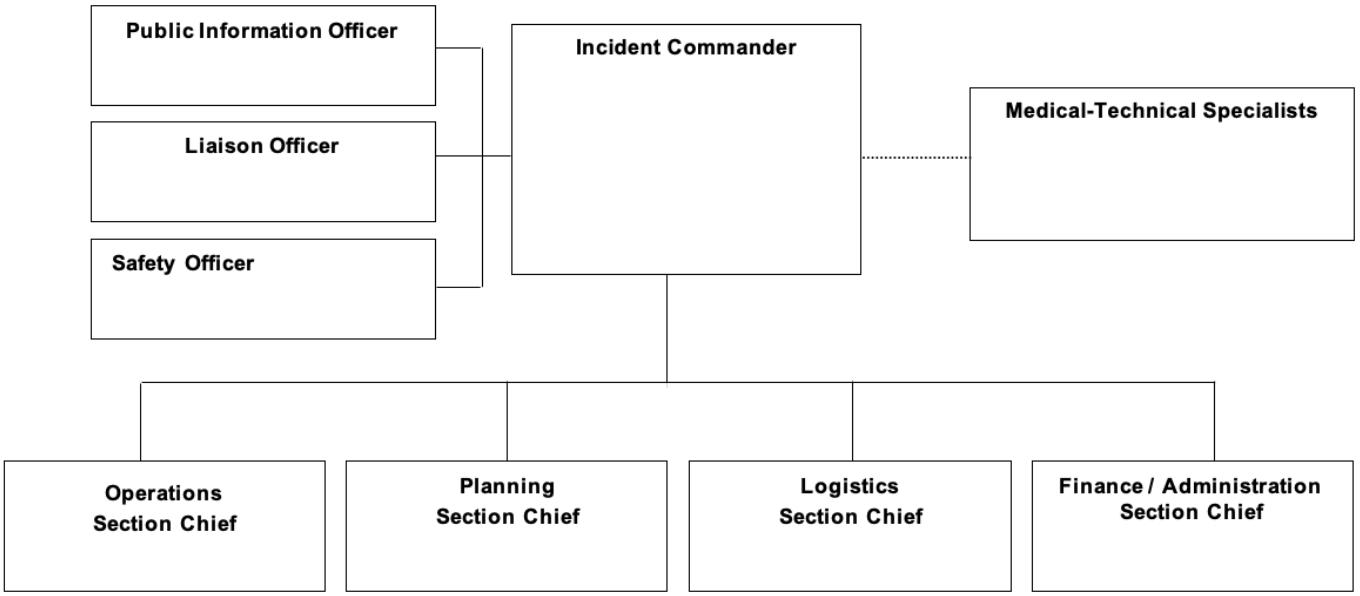
Attachment D: RI RRT ICS Quick Start Compressed Model and Forms

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED ICS 201—202—203—204—215A

1. Incident Name	2. Operational Period (#)
	DATE: FROM: _____ TO: _____
	TIME: FROM: _____ TO: _____

3. Situation Summary — **ICS 201** —

4. Current Incident Management Team (fill in additional positions as appropriate) — ICS 201, 203 —



Purpose: Short form combining ICS Forms 201, 202, 203, 204, and 215A
Origination: Incident Commander or Planning Section Chief
Copies to: Command Staff, Section Chiefs, and Documentation Unit Leader

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED ICS 201—202—203—204—215A

5. Health and Safety Briefing Identify 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. **— ICS 202, 215A —**

6. Incident Objectives **— ICS 202, 204 —**

6a. OBJECTIVES	6b. STRATEGIES / TACTICS	6c. RESOURCES REQUIRED	6d. ASSIGNED TO

7. Prepared by PRINT NAME: _____ SIGNATURE: _____

DATE/TIME: _____ FACILITY: _____

Purpose: Short form combining ICS Forms 201, 202, 203, 204, and 215A
Origination: Incident Commander or Planning Section Chief
Copies to: Command Staff, Section Chiefs, and Documentation Unit Leader

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED ICS 201—202—203—204—215A

INSTRUCTION GUIDE

PURPOSE: The Incident Action Plan (IAP) Quick Start is a short form combining ICS Forms 201, 202, 203, 204 and 215A. It can be used in place of the full forms to document initial actions taken or during a short incident. Incident management can expand to the full forms as needed.

ORIGINATION: Prepared by the Incident Commander or Planning Section Chief.

COPIES TO: Duplicated and distributed to Command and General staff positions activated. All completed original forms must be given to the Documentation Unit Leader.

NOTES: If additional pages are needed for any form page, use a blank ICS IAP Quick Start and repaginate as needed. Additions may be made to the form to meet the organization's needs.

NUMBER	TITLE	INSTRUCTIONS
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period**	Enter the start date (m/d/y) and time (24-hour clock) and end date and time for the operational period to which the form applies.
3	**Situation Summary**	Enter brief situation summary.
4	**Current Hospital Incident Management Team**	Enter the names of the individuals assigned to each position on the Hospital Incident Management Team (HIMT) chart. Modify the chart as necessary and add any lines/spaces needed for Command staff assistants, agency representatives, and the organization of each of the General staff sections.
5	**Health and Safety Briefing**	Summary of health and safety issues and instructions.
6	**Incident Objectives**	
	6a. Objectives	Enter each objective separately. Adjust objectives for each operational period as needed.
	6b. Strategies / Tactics	For each objective, document the strategy/tactic to accomplish that objective.
	6c. Resources Required	For each strategy/tactic, document the resources required to accomplish that objective.
	6d. Assigned to	For each strategy/tactic, document the Branch or Unit assigned to that strategy/tactic.
7	**Prepared by**	Enter the name and signature of the person preparing the form. Enter date (m/d/y), time prepared (24-hour clock), and facility.

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
Instruction Sheet

C. perfringens Outbreak Exemplar

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED ICS 201—202—203—204—215A

1. Incident Name	2. Operational Period (# 1-3)
07 2019/*C. perfringens* (suspect)/I	DATE: FROM: 07/12/2019 TO: 7/17/2019 TIME: FROM: 3:00pm TO: 4:00pm

3. Situation Summary — ICS 201 —

Operation Period #1 (07/12/2019-07/15/2019): On 07/12/2019, the Center for Food Protection (CFP) received an illness complaint that 4 individuals ate at . in , RI on Thursday 07/11/2019 and that two of these individuals became ill with diarrhea, with an onset of 6 and 15 hours after eating at .). These two individuals had no other recent shared exposures and both ill individuals ordered the Chicken Burrito .) with rice and beans. On 07/12/2019, Environmental Health Food Specialists (EHFS) conducted an on-site investigation where they found cold holding violations, cooling violations with the meats, and hot holding violations. All food that was out of temperature was disposed and was instructed to hire a consultant. Based on this information, chicken is the likely suspect food item to conduct a food flow.

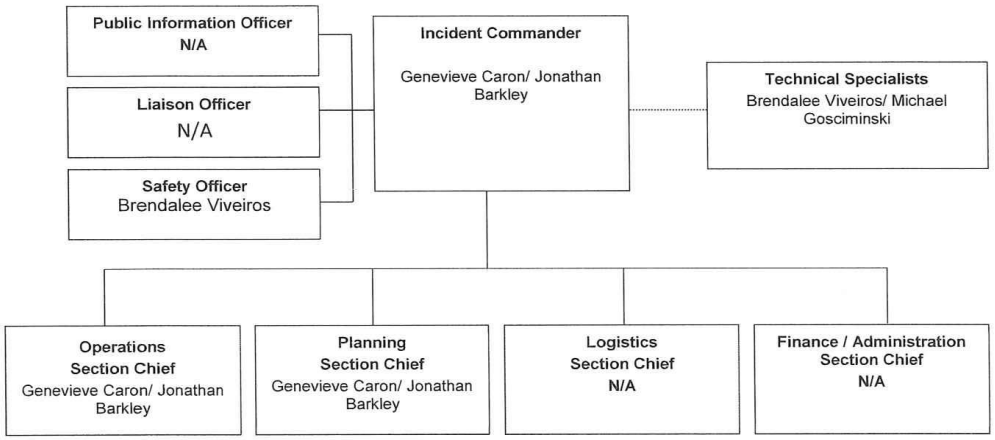
Operational Period #2 (07/15/2019-07/16/2019)- On 07/15/2019, the Center for Acute Infectious Disease Epidemiology (CAIDE) re-interviewed the initial complainant to confirm illness duration. No new illnesses have been identified and there were no reports of any other complaints to the restaurant. On 07/16/2019, an environmental assessment was performed at the establishment, and a food flow was conducted for the shredded chicken. At this time, shredded chicken that had been cooled the day prior was observed in the walk-in at 48 degrees F, suggesting it had not been cooled properly. As instructed during the initial on-site investigation, the facility has hired a consultant.

Operational Period #3 (07/17/2019)- On 7/17/2019, CFP and CAIDE held a close out meeting to determine contributing factors. Based on the symptoms and environmental evidence, *Clostridium perfringens* was identified as the most likely pathogen and chicken was identified as the suspect food item. The primary contributing factor that was identified for this outbreak was P8 "cold holding due to malfunctioning refrigeration equipment" and S2 "Insufficient time and/or temperature during reheating".

Purpose: Short form combining ICS Forms 201, 202, 203, 204, and 215A
Origination: Incident Commander or Planning Section Chief
Copies to: Command Staff, Section Chiefs, and Documentation Unit Leader

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED ICS 201—202—203—204—215A

4. Current Incident Management Team (fill in additional positions as appropriate) — ICS 201, 203 —



5. Health and Safety Briefing Identify 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. — ICS 202, 215A —

Personal protective equipment is available in CFP's to-go kits for field staff. Take breaks and drink water as needed. If at any time an inspector feels uncomfortable or feels that the food establishment management/employees become hostile, please contact a supervisor or chief of CFP immediately.

6. Incident Objectives — ICS 202, 204 —

6a. OBJECTIVES	6b. STRATEGIES / TACTICS	6c. RESOURCES REQUIRED	6d. ASSIGNED TO
(OP#1): Prevent additional illnesses by identifying the etiological agent.	Conduct interviews of ill individuals.	-CAIDE Epidemiologist -CAIDE Disease Intervention Specialist	-Jonathan Barkley -Cassandra Calcione

Purpose: Short form combining ICS Forms 201, 202, 203, 204, and 215A
Origination: Incident Commander or Planning Section Chief
Copies to: Command Staff, Section Chiefs, and Documentation Unit Leader

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED ICS 201—202—203—204—215A

(**OP#1**): Identify persons at risk and determine the size and scope of the outbreak.	-Conduct interviews of ill individuals. -Determine if there have been any other complaints at restaurants.	-CAIDE Epidemiologist -CAIDE Disease Intervention Specialist -CFP Senior EHFS -CFP EHFS	-Jonathan Barkley -Cassandra Calcione -Dena Vezina -Leslie MacDougall
(OP#1): Identify suspect food item(s).	-Conduct interviews of ill individuals. -Investigate all common ingredients at restaurant and how they are prepared.	-CAIDE Epidemiologist -CAIDE Disease Intervention Specialist -CFP Senior EHFS -CFP EHFS -Inspection equipment/tools (Thermometer, alcohol swabs, test strips, tablet, etc.)	-Jonathan Barkley -Cassandra Calcione -Dena Vezina -Leslie MacDougall
(OP#1): Implement control measures to prevent the ongoing transmission of foodborne illness.	Conduct an on-site investigation.	-CFP Senior EHFS -CFP EHFS -Inspection equipment/tools (Thermometer, alcohol swabs, test strips, tablet, etc.)	-Dena Vezina -Leslie MacDougall
(OP#2): Identify any possible survival/proliferation concerns with the suspect food item.	Conduct a food flow.	-Principal Public Health Promotion Specialist	Brendalee Viveiros
(OP#2): Identify the root cause of the outbreak.	Conduct an environmental assessment.	-Principal Public Health Promotion Specialist -Inspection equipment/tools -NEARS Forms	Brendalee Viveiros
(OP#3): Confirm contributing factors and environmental antecedents and wrap up outbreak.	Hold a close out meeting between CFP and CAIDE.	-CAIDE Epidemiologist -CAIDE Senior Epidemiologist -Principal Public Health Promotion Specialist -CFP Epidemiologist	-Brendalee Viveiros -Genevieve Caron -Jonathan Barkley -Michael Gosciminski

7. Prepared by PRINT NAME: Brendalee Viveiros SIGNATURE: Brendalee Viveiros
DATE/TIME: 9/26/19 9:38am FACILITY: RIDOH

Purpose: Short form combining ICS Forms 201, 202, 203, 204, and 215A
Origination: Incident Commander or Planning Section Chief
Copies to: Command Staff, Section Chiefs, and Documentation Unit Leader

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
COMBINED ICS 201—202—203—204—215A

INSTRUCTION GUIDE

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7	**Prepared by**	Enter the name and signature of the person preparing the form. Enter date (m/d/y), time prepared (24-hour clock), and facility.

RIDOH INCIDENT ACTION PLAN (IAP) QUICK START
Instruction Sheet

Attachment E: Minnesota Planning Call Agenda Template

Tip: The Planning Section Chief should use this Planning Call agenda to focus the planning calls. Tips are highlighted in each section below. A blank form without tips is in a subpage.

A. Roll Call

Tip: create a new OneNote and pull in the Meeting Details from the Outlook Item. Then use the invitee list to take roll.

1. Suggested invitees for initial planning meeting:
    a. Inspector(s) for the facility
    b. Inspector supervisor(s)
    c. Affected program manager
    d. RRT staff
    e. Compliance Unit contact

    < ICS Org Chart Template>

B. Summary of current actions

1. Considerations to determine priority for field action (immediate vs. routine):
    -
2. Review last Operational Period actions:
    -
3. *Tip: paste the Operational Period Actions from last Operational Period here before the meeting and use it as a guide to get updates.*
4. Additional current actions & investigation updates:
    -

C. Incident Objectives

Tip: paste Incident Objectives here prior to meeting. When you get to this section, ask IC to review these for any changes.

Next Operational Period Action items:

1. Set next Operational Period:
    - [date]
2. Operational Period actions:
    - [actions]
    -

D. Safety and Logistical issues

Tip: These are Safety Officer and Logistics Section Chief duties which are filled by the IC if SOFR and LSC not appointed. Can split these sections out if there are several Safety and Logistics items.

Communication Plan with Facility

Facility operational hours:

Day	Hours
Monday	
Tuesday	
Wednesday	
Thursday	
Friday	
Saturday	
Sunday	

- MDA Contact:
- FDA Contact:
- Facility Contact(s):
  - Authorized Representative:
- Preferred form of communication: [email, phone]

Tip: These are Liaison Officer duties which are filled by the IC if an LOFR not appointed.

E. Investigational Communication Internal & External Partners

Tip: These are Liaison Officer duties which are filled by the IC if an LOFR not appointed.

F. Communication with the Public

Tip: These are Public Information Officer duties which are filled by the IC if PIO not appointed. Include here any tasks or items to communicate to MDA's Communication Director.

G. Closing Remarks from IC

Attachment F: Example Incident Objectives from FDA and RRTs

Contents

General Guidance on Incident Objectives

The Incident Objectives are captured on the ICS 202 form. The ICS 202 describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Objectives should follow the SMART model or a similar approach:

- **S**pecific – Is the wording precise and unambiguous?
- **M**easurable – How will achievements be measured?
- **A**ction-oriented – Is an action verb used to describe expected accomplishments?
- **R**ealistic – Is the outcome achievable with given available resources?
- **T**ime-sensitive – What is the timeframe?

Source: FDA

Incident Objectives for Disaster Response Examples

Natural Disaster Examples

Hurricane/Tornado Objectives

- Ensure the safety of all personnel within the IMT.
- Conduct Telephone Assessments of human and animal food, biologics, pharmaceutical quality, medical device, radiological health, and bioresearch monitoring firms within the identified affected areas daily to ensure safety of FDA regulated products.
- Review completed telephone assessment forms daily and determine if follow-up is required for firms reporting extensive structural damage, flooding, or extended power loss.
- Perform onsite assessments of high-risk firms reporting extensive structural damage, flooding, or extended power loss for more than 48 hours.
- Assess the potential drug shortages related to damages to respective manufacturing facilities.
- Conduct onsite assessment of retail food establishments per FEMA Mission Assignment.
- As requested, provide technical assistance to states in the Shellfish, Milk, and Retail Food programs.
- Collaborate with state, local, and federal officials on the completion of firm assessments in program areas as applicable.
- Provide timely updates to FDA internal and external stakeholders as requested.
- Generate daily cost analysis for incident response activities.
- Maintain communications with all Command and General Staff.

Source: FDA

FEMA Mission Assignment-related Hurricane Objectives

- Provide for the safety of all personnel/responders within the IMT.
- Initiate contact with retail food establishments, conduct damage and safety assessments, assist with destruction and disposal of adulterated food products, and reopen facilities daily as applicable.
- Inspect impacted milk plants and dairy farms in the New Orleans Metro Area.
- Identify FDA laboratory to perform analyses of state samples.
- Assess shellfish harvest areas for safety of shell stock.

- Assess and/or reopen food service facilities within hospitals, nursing homes, schools, and primary care centers.
- Assess identified retail pharmacies in the French Quarter and Garden District and ensure proper control and disposal of damaged drugs and devices.

Source: FDA

Snowstorm Objectives

- Ensure safety of personnel throughout response.
- Submit a "GIS Request Form" immediately after the snowstorm for mapping and list of firms impacted by power outages and/or storm damage.
- Determine high-risk firms to contact upon receiving firms list for review.
- Initiate calls to high-risk firms in a timely manner to assess power outage/storm damage impact using the provided questionnaire.
- Review each questionnaire upon completion to determine if a firm site visit is warranted.
- Assist state partners as soon as practicable and safe.
- Visit impacted firms to assess and dispose of damaged products as soon as practicable and safe.
- ***Source: FDA***

Earthquake Objectives

- Account for all FDA personnel in the affected regions.
- Verify status of FDA government property (GOVs) and buildings.
- Assess impact of earthquakes on FDA-regulated industries.
- Contact state officials and determine degree of impact to their states.
- Coordinate with state and local Emergency Operation Centers (EOCs) regarding safety of area prior to deploying teams to conduct site visits.
- Provide technical assistance to states as requested.

Source: FDA

2010 Kalamazoo River Spill

- Update communications:
  - Provide MDA staff with message maps by August 2, 2010
  - Participate in August 2, 2010 Marshall IMT town hall meeting and coordinate w/ Calhoun County EOC
  - Adjust river water bans/advisories as additional data becomes available

- Develop a contingency plan by August 3, 2010 for communicating with Kalamazoo River water users should contamination move downstream.
- Contact MDCH, MDNRE, MSU, federal agencies, and other appropriate entities to determine exposure assessment protocols appropriate for humans, lands, crops, and animals (wildlife, livestock, and pets)
- Continue to support wildlife rehabilitation services as is mutually agreeable between Animal Industry Division with Company personnel
- Document agency costs related to the spill response – provide participating staff with reminders
- Initiate next round of Incident Action Plan development meetings on Thursday August 5, at 0830-0900 – Incident Command Update Objectives Meeting

Source: MI RRT – Michigan Department of Agriculture and Rural Development

Man-made Disaster Examples

Radiological Exposure Objective(s)

- Ensure responder safety.
- Contact subject matter experts regarding development of radiological assessment questionnaire.
- Develop radiological assessment questionnaire.
- Conduct telephone assessment checks for 156 facilities.
- Collaborate with state and local partners to obtain and disseminate incident related information.
- Disseminate private industry request.
- Contact infant formula manufacturer/distributer, and state partners to discuss a plan to notify the consumers to wash the containers of infant formula before opening and using the formula.

Source: FDA

Oil Spill Objective(s)

- Ensure safety of all Incident responders.
- Complete 130 Limited Seafood HACCP inspections of primary processors by COB on 7/2/10.
- Collect 20 crab and shrimp samples from primary or secondary processors by 1630 on 7/2/10.
- Hand deliver FDA Industry Letter dated 6/14/10 to all firms inspected during the operational period.

- Obtain accurate status - inactive, out of business, or active – of all primary processors in the official establishment inventory (OEI) that are included in the assignment by COB on 7/2/10.
- Facilitate the accurate and timely handling of baseline and re-opening samples from states.
- Ensure timely completion of sample analysis by FDA mobile lab.
- Share accurate baseline sample results with states immediately upon receipt.
- Complete field assignment in timely manner.
- Provide timely and accurate responses to questions, guidance documents, and other information to all internal and external stakeholders.
- Provide timely and accurate technical assistance to all stakeholders.
- Maintain situational awareness with states at all times.

Source: FDA

Sampling Initiative Objectives

Sampling for Polycyclic Aromatic Hydrocarbons (PAH) Residues in Seafood

- Ensure safety of FDA Mobile Laboratory and ORA SER employees deployed to Dauphin Island.
- Facilitate proper receipt and documentation of seafood samples collected by the Gulf Coast Seafood Laboratory staff for analysis in the Mobile Laboratory.
- Conduct daily analysis of seafood samples (finfish, crab, shrimp and oysters) received, for PAH residues and report results of those samples before 1400 each Friday.
- Ensure that all sample analyses are being performed to the expectations of the Mobile Laboratory Team Lead.
- Provide timely and accurate public information to consumers, industry and media related to seafood surveillance sampling.
- Provide timely communications, situational awareness and information to all internal and external stakeholders.

Source: FDA

2019 Sample Team Exercise – Multiple Sessions - Compiled Objectives

- **Exercise 1 – Radiological Emergency Preparedness**
  - Ensure the life, health, and safety of all response personnel.
  - Coordinate and execute Just-in-Time training to collect all necessary samples in a safe and defensible manner.

  - Collect several types of samples according to MDARD Radiological Sampling Procedures for the purpose of decision-making at the State Emergency Operations Center (SEOC).
  - Follow procedures for avoiding cross contamination, use of dosimeters, sample labeling and chain of custody.
  - Successfully navigate "cold" and "hot" zones as directed by the Federal Radiological Monitoring and Assessment Center (FRMAC).
  - Adhere to proper check-in and check-out procedures, including radiological readings and decontamination.
- **Exercises 2 & 3 – Luster Dust & Bulk Spice Sampling**
  - Ensure the life, health, and safety of all response personnel.
  - Coordinate and execute Just-in-Time training to collect all necessary samples in a safe and defensible manner.
  - Adhere to proper check-in and check-out procedures.
  - Prepare for the possibility of positive samples.
- **Exercise 4 – Pesticide Sampling**
  - Ensure the life, health, and safety of all response personnel.
  - Coordinate and execute Just-in-Time training to collect all necessary samples in a safe and defensible manner.
  - Collect samples following sampling and chain of custody procedures.
  - Adhere to proper check-in and check-out procedures.
  - Prepare for the possibility of test results requiring regulatory follow up actions.
- **Exercises 5 & 6 – FMD Field Surveillance**
  - Ensure the life, health, and safety of all response personnel.
  - Delivery of just-in-time training on foot-and-mouth disease.
  - Delivery of just-in-time training on biosecurity measures and personal protective equipment donning and doffing.
  - Adhere to proper check-in and check-out procedures.
  - Prepare for the next operational period's activities.

- **Exercises 7 & 8 – Increased Threats on Food, Feed, and Fuel Supplies.**
  - Ensure the life, health, and safety of all response personnel.
  - Delivery of just-in-time training on personal safety and sampling procedures.
  - Adhere to proper check-in and check-out procedures.
  - Prepare for the next operational period's activities.

Source: MI RRT – Michigan Department of Agriculture and Rural Development

Incident Objectives for Outbreak Response Examples

Foodborne Illness Outbreak Response Objectives

E. coli O157:H7 in Romaine – Traceback, Environmental Assessment, Sampling, Recall

- Assist LHJ in continued traceback and environmental assessment activities related to illnesses associated with the restaurant and products in question.
- Share response information/documentation with appropriate response partners as it becomes available.
- Share final sample analysis results with appropriate response partners, once available;
- Assist in identifying/confirming distribution information for the product-of-interest, if sample results confirm;
- Share confirmation sample analysis results with firm and provide technical assistance on follow-up activities as needed;
- Identify/confirm distribution information for the product(s)-of-interest;
- Assist firm with product recall activities;
- Assist firm with public messaging of recall activities, if requested;
- Identify/confirm distribution information for the product-of-interest, including retail points of sale;
- Provide subject matter expertise and technical assistance to response and industry partners in disposal and recovery efforts associated with the February 9-10 blizzard in Eastern Washington;
- Maintain situational awareness of current response efforts and offer assistance as required and appropriate;
- Provide informational updates to response partners and stakeholders, as appropriate.
- Conduct additional traceback and traceforward activities, as required, for *E. coli* O157:H7 romaine outbreak in Washington State;
- Conduct additional environmental assessment and root cause analysis activities to determine possible environmental antecedents leading to illnesses
- Collaborate with the firm to conduct investigation, environmental assessment, sampling, remediation, and/or other follow-up activities;
- Complete laboratory analysis on the positive L. mono sample isolates and share with appropriate response partners and firm;
- Collaborate with the firm to conduct voluntary recall activities, including notifying the public;

- Work with FDA OHAFO-W6 to provide laboratory, product, and manufacturer information to FDA Center for Veterinary Medicine (CVM);
- Work with FDA OHAFO-W6 to provide laboratory and product information to appropriate FDA Division and FDA Center for Veterinary Medicine (CVM) for possible on-site investigation, assessment, and follow-up;
- Provide technical assistance to distributor(s) and retail location(s) in WA for possible withdrawal/recall activities, if needed.

Source: WA RRT- Washington Department of Agriculture

Salmonella Typhimurium 2009 (Peanut Butter)

- Ensure the safety of all personnel and property during response actions. Please see general safety message and safety analysis and mitigation plan notes.
- Ensure the microbiology laboratory is prepared for a surge in Salmonella testing by ordering supplies, rescheduling, and notifying customers of potential delays and determine testing capacity.
- Ensure all RRT members are prepared to conduct extensive tracing of foods, inspections, embargoes, and other regulatory actions.
- Maintain liaison with State Foodborne Illness Epidemiology, FDA, NCDENR, and other NCDA&CS division, and additional agencies and industry as necessary.
- Notify affected partners and stakeholders as appropriate of findings, planned actions, and investigation progress.
- Ensure web-based recall effectiveness form is ready to use.
- Determine the major bulk suppliers of peanut butter in NC by surveying Cisco (Selma and Charlotte locations), US Food Service, School and Nutrition Program (USDA commodities), and manufacturers.

Source: NC RRT- North Carolina Department of Agriculture and Consumer Services

Avian Influenza Examples

2015 – Low Pathogenic Avian Influenza (LPAI) Response Objective:

- Ensure the safety of responders, the public, and animal health.
- Contain and eliminate the threat of the disease by 10/9/2015.
- Provide surveillance and voluntary testing within the 3km (1.7 miles) infected zone.
- Protect private and public property and the environment.
- Plan for demobilization as recovery occurs.

Source: MI RRT – Michigan Department of Agriculture and Rural Development

2015 – Highly Pathogenic Avian Influenza (HPAI) Response Objective:

- Ensure the safety of responders, the public, and animal health.
- Create a plan for communication with the public regarding operations and plans for response.
- Plan and carry out depopulation and carcass disposal operation for wild birds collected by DNR in selected zones.
- MDARD staff to respond to sick bird calls within 10 mile zones
- Visit farms receiving suspect hatching eggs
- Identify private veterinarians in Macomb County (AI core area) to provide testing of healthy flocks

Source: MI RRT – Michigan Department of Agriculture and Rural Development

Attachment G: Example Mission Ready Packages

Human and Animal Food Inspections
Environmental Sampling
Human and Animal Food Commodity Specific Resources
Human and Animal Food Incident Management Teams
Recall Audit Checks
Shelter Assessment Inspections
Special Events
Traceback
Water Supply and Wastewater

The ability to coordinate resources for surge capacity purposes is critical to ensuring the continuity of all hazard's human and animal food response activities during an emergency and is an important part of preparedness planning. Particular resource coordination/surge capacity functions of interest to the RRT Program include:

- gathering records;
- traceback/traceforward;
- sampling (food/environmental);
- audit/effectiveness checks;
- high risk or other specialized inspections;
- environmental assessments;
- assisting with epidemiological investigations; and
- post response activities

RRT Program Coordinators feel that all activities undertaken by RRTs as part of all hazards human an animal food response should be considered as possible functions worthy of investment for surge capacity coordination and preparedness. These example Mission Ready Package (MRPs) templates were developed by RRTs to share with emergency management partners to let them know what capabilities RRTs may provide when needed.

	Emergency Human & Animal Food Inspection Package		
a.	**TASK & PURPOSE:** To assist local and state authorities in providing field level emergency inspections at food / feed facilities in the affected area.	b.	**MISSION:** • Perform damage assessment at food/feed establishments. • Perform inspections at food / feed facilities • Issue embargo / hold orders on suspect products
c.	**ESFs:** 5, 8 and 11	d.	**LIMITATIONS:** Requires Delegation of Authority from requesting jurisdiction in order to perform inspections and embargo / hold orders or other enforcement actions.
e.	**PERSONNEL:** • Number of personnel depending on geographical area and number of firms • Two member teams per inspection/assessment ○ Inspectors, investigators, compliance officers, sanitarians, environmental specialists, or other qualified personnel	f.	**EQUIPMENT:** Probe Digital Thermometers, Cell Phones, Cameras, Flashlights, Office Supplies, Sanitizer Test Kits/Strips, Inspection Forms, Sampling Supplies (Sanitizer, Sterile Bags, Disposable Overalls/Booties, Hair Restraints/Beard Nets, Swabs/Sponges, D/E Broth, Coolers, Cooling Media, Sterile Gloves, Trash Bags, Sample Seals), Safety Shoes, Waterproof Boots, Lab Coat, Goggles/Safety Glasses, Safety Vests, Ear Protection, N-95 Masks, Hard Hats, pH Meters/Test Strips, other PPE, GPS
g.	**REQUIRED SUPPORT:** • Lodging and Meal Support • Vehicles • Fuel Support • Internet Services • Cell/Satellite Phone Service • IT Support • General Office Supplies / Equipment • Inspection Supplies	h.	**WORKS WITH:** • State and Local EOC's • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+48	j.	**SPECIAL INSTRUCTIONS:** • Interface with local/state/federal public health, environmental health, business, and emergency response operations • Maintain all receipts/invoices for finance/reimbursement • Maximum deployment 14 days
k.	**ESTIMATED COST PER DAY:** **PERSONNEL: $** **EQUIPMENT: $** **TOTAL:**		

	Food Manufacturing Environmental Sampling/Assessment Team		
a.	**TASK & PURPOSE:** Conduct environmental sampling or assessment of implicated or targeted manufactured human or animal commodities as a part of a food/feed incident response or illness investigation.	**b.**	**MISSION:** • Team of trained food specialists able to conduct aseptic environmental sampling and/or environmental assessment of a food manufacturing establishment. • Ability to take up to 100 environmental samples using go-kits • Ability to conduct environmental assessment to try and determine the root cause, contributing factors and/or environmental antecedents that lead to the incident/illness
c.	**ESFs:** 8 and 11	**d.**	**LIMITATIONS:** • Requires Delegation of Authority from requesting jurisdiction in order to have site visit and records review authorities and ensure reimbursement of expenses • If more than 100 samples are required, the requesting agency must provide additional supplies
e.	**PERSONNEL:** • Team of trained food specialists able to conduct aseptic environmental sampling and/or environmental assessment of a food manufacturing establishment	**f.**	**EQUIPMENT:** • Computer, Portable Printer/Scanner, Spreadsheet Software, Flow-Charting or Visual Data Presentation Software (Optional) • Go-kit of sampling supplies and other necessary equipment
g.	**REQUIRED SUPPORT:** • Lodging and Meal Support • Vehicles/Transportation • Fuel Support • IT Support including Wi-Fi Access • General Office Supplies	**h.**	**WORKS WITH:** • State and Local EOCs • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+12	**j.**	**SPECIAL INSTRUCTIONS:** • Interface with local/state/federal public health environmental health, business, and emergency response operations • Maintain all receipts/invoices for finance/reimbursement • Maximum 9 day deployment • No more than 12 hours/day for 7 days a week
k.	**ESTIMATED COST PER DAY: PERSONNEL: $**	**EQUIPMENT: $**	**TOTAL: $**

Human and Animal Food Commodity Specific Strike Team Package

a.	**TASK & PURPOSE:** • A team to respond to human or animal food incidents of regional or national significance requiring a large number of trained SMEs in seafood, sprouts, produce, acidified/low acid, dairy, eggs, juice, animal food or other commodity specific areas • Natural disasters, agro-terror incidents, unintentional human or animal food contamination events, planned events, food or feed response event requiring the cooperation and joint participation of two or more agencies/jurisdictions.	**b.**	**MISSION:** • Ensure food safety/food defense • Perform monitoring/inspection at designated food facilities • Perform embargo/hold orders or other enforcement actions
c.	**ESFs:** 5, 8, and 11	**d.**	**LIMITATIONS:** • Requires Delegation of Authority from requesting jurisdiction in order to perform inspections and embargo /hold orders or other enforcement actions • May require Just in Time Training (JITT) re: Knowledge of different state statutes/regulations
e.	**PERSONNEL:** • Dairy/Seafood/Low-Acid/Acidified Canned Food /Sprouts/Produce/ Eggs/Juice/Feed Inspectors, or other qualified personnel	**f.**	**EQUIPMENT:** • Probe digital thermometers, cell phone, cameras, flashlights, office supplies, sanitizer test kits, inspection forms, sampling supplies
g.	**REQUIRED SUPPORT:** • Billeting and Meal Support • Vehicles/Transportation • Fuel Support • Internet Services • IT Support/WIFI • General Office Supplies / Equipment/Inspection Supplies • GPS	**h.**	**WORKS WITH:** • State and Local EOC's • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+48	**j.**	**SPECIAL INSTRUCTIONS:** • Interface with local/state/federal public health, environmental health, business, and emergency response operations • Maximum deployment 14 days • Team size based upon facility square footage and/or field size • Maintain all receipts/invoices for finance/reimbursement
k.	**ESTIMATED COST PER DAY:** **PERSONNEL: $** **EQUIPMENT: $** **TOTAL: $**		

Human and Animal Food Incident Management Team Package

a.	**TASK & PURPOSE:** Incident Management Team for food and feed emergencies or events to manage incidents of regional significance and other incidents requiring a large number of local, regional, state, and national resources. Resource includes Command Staff and Operational Support Staff. These staff have manufactured food and/or retail food and/or feed experience to conduct food and/or feed inspections, environmental assessments, sampling, recall, traceback and/or traceforward capabilities, hygienic restoration (appropriate facility & equipment cleaning & disinfection), and to oversee product disposal, when necessary. Team \may include epidemiological expertise that would accompany team. Natural disasters, agro-terror incidents, unintentional food/feed contamination events, planned events, food or feed response event requiring the cooperation and joint participation of two or more agencies or jurisdictions and economic & community recovery to include identifying the extent of damage caused by an incident.	**b.**	**MISSION:** • Protect public health and food and agriculture infrastructure • Ensure food safety/food defense • Perform monitoring/inspection at designated food facilities • Perform embargo/hold orders or other enforcement actions • Conduct thorough food and feed post-event assessments and determine and provide the support needed for recovery and restoration activities • Removal and disposal of potentially compromised materials from US food supply • Decontamination of affected food manufacturing facilities or retail points of purchase or service • Sampling to detect human foodborne illness or food/feed product contamination
c.	**ESFs:** 5, 8 and 11	**d.**	**LIMITATIONS:** Requires Delegation of Authority from requesting jurisdiction in order to perform inspections and embargo / hold orders
e.	**PERSONNEL:** • Incident Commander, Safety Officer, Liaison Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Admin Section Chief as needed • Subject Matter Experts (SMEs) appropriate to the incident: Manufactured Food Specialist, Retail Food Specialist, Feed Specialist, Environmental Sampling, NIMS Typed Epidemiologist, or other qualified personnel • SMEs may require separate ordering	**f.**	**EQUIPMENT:** Probe Digital Thermometers, Cell/Satellite Phones, Cameras, Flashlights, Office Supplies, Sanitizer Test Kits/Strips, Inspection Forms, Sampling Supplies (Sanitizer, Sterile Bags, Disposable Overalls/Booties, Hair/Beard Restraints, Swabs/Sponges, Sterile Gloves, Sample Seals), Safety Shoes, Water Boots, Lab Coats, Goggles/Safety Glasses, Safety Vests, Ear Protection, N-95 Masks, PPE, GPS
g.	**REQUIRED SUPPORT:** • Lodging and Meal Support • Vehicles • Maps of Location(s)/GIS Mapping Capabilities • Fuel Support • Internet Services/WIFI • IT Support • Cell/Satellite Phone Services	**h.**	**WORKS WITH:** • State and Local EOC's • Field Command Post • Field deployed teams
i.	**N-HOUR SEQUENCE:** N+48 hrs.	**j.**	**SPECIAL INSTRUCTIONS:** • Save all receipts/invoices for finance/reimbursement • Interface with local/state/federal public health environmental health, business, and emergency response operations • Maximum 14 day deployment • May require mobile command unit to deploy with team
k.	**ESTIMATED COST PER DAY:** **PERSONNEL: $** **EQUIPMENT: $** **TOTAL: $**		

**Training/Certifications: IS 100, 200, 700, 800; ICS 300 & 400; Command & General Staff Lead IMT training; All Hazards IMT training; Food-Borne Illness Investigations/EpiReady Investigations; Environmental Sampling.

	Recall Audit Checks Package		
a.	**TASK & PURPOSE:** To assist local and state authorities in providing recall audit checks at food/feed facilities to ensure that firms have received notification of a recall and the implicated product subject to recall has been removed from commerce, and to assess the adequacy of the recalling firm's recall efforts, when the authority with jurisdiction exceeds or anticipates exceeding its existing resources.	**b.**	**MISSION:** • Conduct recall audit checks via telephone or in person at the identified firms to verify that all consignees at the depth specified by the recall strategy have received notification and taken appropriate action • Coordinate with field staff to perform embargo/hold orders or other enforcement actions
c.	**ESFs:** 5, 8 and 11	**d.**	**LIMITATIONS:** • Requires Delegation of Authority from requesting jurisdiction in order to perform recall audit checks and to embargo or place hold orders on products as necessary • Recall audit checks guidance, regulations, procedures, standards, and authorities may vary from state to state
e.	**PERSONNEL:** • Number of personnel depending on geographical area and number of firms • Inspectors, investigators, compliance officers, sanitarians, environmental health specialists, or other qualified personnel	**f.**	**EQUIPMENT:** Recall Audit Check Reports, Cell/Satellite Phones, Cameras, Flashlights, Office Supplies
g.	**REQUIRED SUPPORT:** • Lodging and Meal Support • Vehicles/Transportation • Fuel Support • Internet Services • IT Support • General Office Supplies / Equipment	**h.**	**WORKS WITH:** • State and Local EOCs • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+48 hrs.	**j.**	**SPECIAL INSTRUCTIONS:** • Interface with local/state/federal public health environmental health, business, and emergency response operations • Maintain all receipts/invoices for finance/reimbursement • Maximum 14 day deployment
k.	**ESTIMATED COST PER DAY:** **PERSONNEL: $** **EQUIPMENT: $** **TOTAL: $**		

	Shelter Assessment/Inspection Package		
a.	**TASK & PURPOSE:** To assist local and state authorities in assessing/inspecting shelters during emergency response operations within the state when the authority with jurisdiction exceeds or anticipates exceeding its existing resources.	**b.**	**MISSION:** • Perform Shelter Assessment/Inspections • Perform embargo/hold orders or other enforcement actions
c.	**ESFs:** 5,8, 11 and 6	**d.**	**LIMITATIONS:** • Requires Delegation of Authority from requesting jurisdiction in order to perform shelter inspections and to embargo or place hold orders on products a necessary. • Shelter inspections/assessments guidance, regulations, procedures, standards, and authorities may vary from state to state.
e.	**PERSONNEL:** • Number of personnel depending on geographical area and number of firms • Retail Food Specialists, inspectors, investigators, compliance officers, sanitarians, environmental health specialists, or other qualified personnel	**f.**	**EQUIPMENT:** Thermocouples/Stem Thermometers, Alcohol Swabs, Cell Phones, Cameras, Flashlights, Office Supplies, Sanitizer Test Strips, Inspection Forms, Hair Restraints, GPS and Placards
g.	**REQUIRED SUPPORT:** • Billeting and Meal Support • Vehicles/Transportation • Fuel Support • Internet Services • IT Support • General Office Supplies / Equipment/Inspection Supplies • Maps of Impacted Area	**h.**	**WORKS WITH:** • State and Local EOC's • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+48	**j.**	**SPECIAL INSTRUCTIONS:** • Interface with local/state/federal public health environmental health, business, and emergency response operations • May be part of an overall Shelter Inspection Team • Maximum 14 day deployment • Maintain all receipts/invoices for finance/reimbursement
k.	**ESTIMATED COST PER DAY: PERSONNEL: $** **EQUIPMENT: $** **TOTAL: $**		

	Food-Involved Special Events Support Package		
a.	**TASK & PURPOSE:** To assist local and state authorities in providing field level inspections/assessments personnel at food facilities involved or affected during a special event when the authority with jurisdiction exceeds or anticipates exceeding its existing resources	b.	**MISSION:** • Ensure food safety/defense at the event • Perform monitoring/inspection at designated food facilities • Perform embargo/hold orders or other enforcement actions
c.	**ESFs:** 5, 8 and 11	d.	**LIMITATIONS:** • Requires Delegation of Authority from requesting jurisdiction in order to perform inspections and embargo/ hold orders • Knowledge of different state statutes/regulations
e.	**PERSONNEL:** • Minimum of 2 expanding to number available to requested need based on geographical area and number of food facilities • Inspectors, investigators, compliance officers, sanitarians, environmental specialists, or other qualified personnel	f.	**EQUIPMENT:** • Probe Digital Thermometers, Cell Phone, Cameras, Flashlights, Hair restraints/snood, Safety shoes, Water boots, Lab coat, Goggles/Safety glasses, Safety vest, Ear Protection, N-95 masks, Hard hat, etc. • Optional: Laptop, projector, thermocouple, rainwear, pH meter, GPS
g.	**REQUIRED SUPPORT:** • Billeting and Meal Support • Vehicles/Transportation • Fuel Support • Internet services • IT Support • General Office Supplies / Equipment/Inspection Supplies	h.	**WORKS WITH:** • State and Local EOCs • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+48	j.	**SPECIAL INSTRUCTIONS:** • Interface with local/state/federal public health environmental health, business, and emergency response operations • Maintain all receipts/invoices for finance/reimbursement • Maximum 14 day deployment
k.	**ESTIMATED COST PER DAY: PERSONNEL: $**	**EQUIPMENT: $**	**TOTAL: $**

	Food and Feed Traceback Package		
a.	**TASK & PURPOSE:** Conduct traceback/traceforward of implicated or targeted food or feed commodities as a part of a food- or feedborne illness investigation. The Traceback MRP provides specialized personnel to conduct record review and data analysis.	**b.**	**MISSION:** • Collect, compile, and analyze records and distribution data to determine and document links between food product sources and points of service (sale) to ill persons • Identify the documentation to be collected from various food producers, distributers, and retailers in an investigation • Construct accurate traceback timelines and flow diagrams for firms suspected in an outbreak investigation • Support environmental assessment teams as necessary
c.	**ESFs:** 5, 8 and 11	**d.**	**LIMITATIONS:** • Requires Delegation of Authority from requesting jurisdiction in order to have site visit and records review authorities • Traceback may implicate firms in other geographic or subject matter jurisdictions and may require hand-off or collaboration with other jurisdictions to fully complete task
e.	**PERSONNEL:** • Minimum of 2 expanding to number available to requested need based on geographical area and number of food or feed facilities • Inspectors, investigators, compliance officers, sanitarians, environmental specialists, or other qualified personnel	**f.**	**EQUIPMENT:** • Computers, Portable Printers/Scanners, Spreadsheet Software, Flow-Charting or Visual Data Presentation Software (Optional)
g.	**REQUIRED SUPPORT:** • Lodging and Meal Support • Vehicles/Transportation • Fuel Support • IT Support including Internet Access • General Office Supplies	**h.**	**WORKS WITH:** • State and Local EOCs • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+48	**j.**	**SPECIAL INSTRUCTIONS:** • Interface with local/state/federal public health environmental health, business, and emergency response operations • Maintain all receipts/invoices for finance/reimbursement • Maximum 14 day deployment • Some aspects of traceback may be performed remotely
k.	**ESTIMATED COST PER DAY: PERSONNEL: $ EQUIPMENT: $ TOTAL: $**		

	Water Supply and Wastewater Support Package		
a.	**TASK & PURPOSE:** To assist local and state authorities in providing field level emergency inspections of public water supplies and individual on-site wastewater systems including assessment of system connections at food or feed facilities.	**b.**	**MISSION:** • Facilitate the collection of water samples on public water supplies • Analyze water data/results • Perform damage assessments of public water supply system connections at human and animal food facilities
c.	**ESFs:** 3, 5, 6, 8 and 11	**d.**	**LIMITATIONS:** • Requires Delegation of Authority from requesting jurisdiction in order to perform inspections • Access to laboratory in proximity of incident
e.	**PERSONNEL:** • Number of personnel dependent on geographical area and number of firms • Two man teams per inspection/assessment • Food specialists, environmentalists, engineers or other qualified personnel	**f.**	**EQUIPMENT:** • Office Supplies • Sampling Equipment • Sterile 100 ml Bacteriological Bottles, Sample Seals • Cardboard Boxes and Labels, Custody and Submission Forms • Safety Shoes, PPE, GPS, Water Boots, Gloves
g.	**REQUIRED SUPPORT:** • Lodging and Meal Support • Vehicles • Fuel Support • Internet Services and IT Support • General Office Supplies /Equipment/Inspection Supplies	**h.**	**WORKS WITH:** • State and Local EOC's • Field Command Post • Local Incident Management Team • Field Deployed Teams
i.	**N-HOUR SEQUENCE:** N+48	**j.**	**SPECIAL INSTRUCTIONS:** • Save all receipts/invoices for finance/reimbursement • Interface with local/state/federal public health, environmental health, business, and emergency response operations • Maximum 14 day deployment • May require mobile command unit to deploy with team
k.	**ESTIMATED COST PER DAY:** **PERSONNEL: $** **EQUIPMENT: $** **TOTAL: $**		