

Protect and Defend II Tabletop Exercise
July 25, 2007
After Action Report/Improvement Plan

Prepared by:
Paul L. DeVito, Ph.D.
Kevin Clapano, M.S.

Early Responders Distance Learning Center
Saint Joseph's University
5600 City Avenue
Philadelphia, PA 19131



TABLE OF CONTENTS

EXECUTIVE SUMMARY3

PART I: EXERCISE OVERVIEW5

 LOCATION5

 TYPE OF EXERCISE5

 FOCUS5

 EXERCISE DATE5

 PARTICIPATING ORGANIZATIONS5

 NUMBER OF PARTICIPANTS7

 FUNDING SOURCE7

 PROGRAM7

 CLASSIFICATION7

 POINT OF CONTACT7

 PROJECT OFFICER:7

 EXERCISE OVERVIEW8

 EXERCISE EVALUATION8

PART 2: EXERCISE GOALS AND OBJECTIVES9

PART 3: EXERCISE EVENTS SYNOPSIS10

 SCENARIO10

 PROTECT AND DEFEND II TABLETOP EXERCISE10

 MODULE 1: OUTBREAK, INVESTIGATION, AND COMMUNICATION12

 MODULE 2: COMMUNICATION, TRACKING CONTAMINATE, AND ISOLATION14

 MODULE 3: RECOVERY16

PART 4: ANALYSIS OF MISSION OUTCOMES18

 EMERGENCY MANAGEMENT18

 INCIDENT/HAZARD MITIGATION AND CRIMINAL INVESTIGATION19

PART 5: ANALYSIS OF CRITICAL TASK PERFORMANCE20

 TASK: III-14: PROVIDE EMERGENCY PUBLIC INFORMATION TO THE MEDIA AND THE PUBLIC
 20

 TASK: III-15: ESTABLISH AND MAINTAIN RUMOR CONTROL OPERATIONS21

PART 6: CONCLUSIONS22

EXECUTIVE SUMMARY

The Executive Summary provides a brief overview of the exercise, major strengths demonstrated during the exercise, and areas that require improvement.

The “Protect and Defend II” tabletop exercise (TTX) was designed to test and evaluate the ability of public and private agencies with responsibility for response, recovery, and mitigation endeavors during a natural or intentional interference of Pennsylvania’s food delivery system. The goal of this exercise was to bring together federal, state, local and members of the food industry (i.e., distribution, manufacturing, retail, and food service) to rehearse the actions, decisions, and procedures that need to take place to successfully react to an intentional food contamination event.

The “Protect and Defend II” tabletop exercise was held on July 25, 2007 at the Mandeville Teleorium, Saint Joseph's University, 5600 City Line Avenue, Philadelphia, PA, 19131. The exercise tested the ability of federal, state, local, and private agencies to monitor the integrity of the food delivery system. Furthermore, the produce contamination terrorism exercise brought together both primary public agencies (Federal, State and Local government, law enforcement, DA’s, Health Directors) and executives from private agencies.

The key strengths identified during this exercise were:

- All participants in the TTX agreed that life safety is the primary concern for all organizations and agencies involved.
- Familiarity involving the protocols and procedures employed by the private sector and government agencies was developed through group interaction during the TTX. Members of the private sector were given an overview protocols critical to crime scene awareness and evidence preservation and multi-agency interaction in legal proceedings.
- Members of the private sector were again immersed in the concept of the incident command system (ICS) based on the National Incident Management System (NIMS) and the National Response Plan (NRP).
- A free flow and exchange of ideas between representative sections of retailers, law enforcement, and regulatory agencies was evident during the TTX.
- Information about the Information Fusion Center was shared with the TTX participants.
- Participants in the TTX, particularly government agencies, were able to better understand components of the food supply chain by getting the opportunity to take an educational and informative tour of a produce packing plant.
- All exercise objectives were met.

Through the exercise, the public and private agencies were able to respond to a produce (i.e., tomato) contamination terrorism incident. Major recommendations were:

- Provide media training and media relations training to public and private organizations that have public information officers (PIOs). In addition, private organizations need to be trained on how to interface with a Joint Information Center before an incident occurs. Furthermore, public and private organizations need to be trained on Risk Communication.
- Conduct a follow-on exercise that would test the communication lines and protocols between regulatory agencies, law enforcement, and retailers.
- The need to develop a standard operating procedure (SOP) to initiate communication between regulatory agencies, law enforcement, and retailers once a terrorist threat is confirmed based on the National Response Plan (NRP) was identified.
- Conduct a follow-on exercise that would test the ability of the private sector to safely, effectively, and efficiently interface with the public sector when the public sector employs the Incident Command System (ICS) or engages in unified command operations.

The suggested actions in this report should be viewed as recommendations only. In some cases, agencies may determine that the benefits of implementation are insufficient to outweigh the costs. In other cases, agencies may identify alternative solutions that are more effective or efficient. Each agency should review the recommendations and determine the most appropriate action and the time needed for implementation.

Part I: Exercise Overview

The Introduction describes the exercise, identifies the agencies/organizations that participated in it, and describes how it was structured and implemented.

Exercise Name:

- A Protect and Defend II Tabletop Exercise

Location:

- Mandeville Teletorium, Saint Joseph's University, 5600 City Line Avenue, Philadelphia, PA, 19131

Scenario:

- Food contamination (i.e., tomatoes)

Type of Exercise:

Tabletop Exercise (TTX)

Focus:

Response
 Recovery
 Mitigation
 Prevention

Exercise Date:

July 25, 2007

Participating Organizations:

Federal Agencies

- Federal Bureau of Investigation (FBI)
- U.S. Attorney's Office (USAO)
- Food and Drug Administration (FDA)
- FDA (FDA) Office of Crisis Management
- United States Department of Agriculture (USDA) Farm Service Agency
- United States Department of Agriculture (USDA) Office of Inspector General
- United States Department of Agriculture (USDA) Foreign Agricultural Service
- Federal Emergency Management Agency (FEMA)
- U.S. Department of Homeland Security (DHS)
- U.S. Health and Human Services (HHS)
- U.S. HHS Medical Reserve Corps

State Agencies

FOR OFFICIAL USE ONLY

- Pennsylvania Department of Agriculture (PDA)
- Pennsylvania Department of Health
- Pennsylvania Department of Agriculture
- Pennsylvania State Police
- Pennsylvania Emergency Management Agency (PEMA)
- Pennsylvania State Police
- Office of Senator Mike Brubaker
- New Jersey Department of Agriculture
- New Jersey Department of Health and Senior Services
- New Jersey Department of Health
- Delaware Valley Healthcare Council (DVHC)

Local Agencies:

- Philadelphia Police Department
- Philadelphia Fire Department
- Philadelphia Department of Health (DOH)
- Philadelphia Department of Public Health
- Philadelphia Regional Port Authority
- Montgomery County Health Department
- Bucks County Department of Health
- Delaware County Emergency Management
- Delaware County Intercommunity Health
- Delaware County Memorial Hospital
- Chester County Department of Emergency Services
- Radnor Township
- Upper Dublin Township

Other Organizations and Commercial Agencies

- The Hospital and Health System Association of Pennsylvania (HAP)
- Crozer Keystone Health System
- Crozer Chester Medical Center
- Procacci Bros.
- Basciani Mushroom Farms
- Sodexo Campus Services
- D'Agostino Supermarkets Inc.
- Mid-Atlantic Dairy Association
- Kegel's Produce
- Sodexo Services @ Temple University
- Pathmark Stores Inc.
- Del Monte Fresh
- Acme Markets
- Grocery Headquarters Magazine
- Summerwood Corp.
- Del Monte Fresh Produce
- HMS HOST
- Giant Foods
- Berks Foods
- American Dairy Association
- Wawa
- Farmland Dairies
- Delaware supermarkets

- Weis Markets, Inc.
- Fresh Harvest Products Inc.
- Food Institute
- Winter Gardens Quality Foods
- Delta Development Group, Inc.
- Oppenheimer
- Gloucester Terminals, LLC
- Maglocen
- LifeSaver Consultants
- Ecolab
- Servaas Labs/BKFO
- Stauffers of Kissel Hill
- B. Franklin Food Service

Universities/Colleges/School Districts

- Saint Joseph's University
- Rutgers Food Innovation Center
- Penn State University
- Trenton Public School District
- W.B.Saul High School
- Delaware Valley College
- Rose Tree Media School District

International Agencies:

- None

Number of Participants: 140

- Players: 60
- Controllers/Evaluators: 2
- Observers: 78

Funding Source:

- Pennsylvania Institute for Food Marketing, Education, and Research (PIFMER) and the Pennsylvania Department of Agriculture (PDA)

Program:

- Homeland Security Exercise and Evaluation Program

Classification:

- For Official Use Only (FOUO)

POC:

- PIFMER

Project Officer:

- Bob Higgins, (610) 660-1672, rhiggins@sju.edu

FOR OFFICIAL USE ONLY

Exercise Overview

The “Protect and Defend II” tabletop exercise was designed to be an evaluation tool for the public and private agencies with responsibility for response, recovery, and mitigation endeavors during a natural or intentional interference of Pennsylvania’s food delivery system. This tabletop exercise focused on the ability to detect and isolate a contaminated food source, communication amongst private and public agencies, and the ability to maintain consumer confidence of a safe food supply during and after an intentional contamination incident.

The Secretary of the Pennsylvania Department of Agriculture and the United States Attorney for the Eastern District of Pennsylvania provided introductory remarks addressing the importance of securing Pennsylvania’s food supply. The “Protect and Defend II” exercise is a facilitated tabletop exercise that included a video and PowerPoint presentation. Participants were presented with a scenario in which they were asked to respond to a suspected threat and actual contaminant within the food delivery process. Frequent updates were provided to ensure a continuation of the scenario to help participants respond to a threat to the food delivery process. Following the issue of updates, participants had an opportunity to discuss the issues presented and provide the appropriate response measures of their respective agency/organization to the proposed threats that are described in current plans, policies, and procedures. A hot wash was conducted in the auditorium of the Procacci Brothers facility located at 3333 South Front Street, Philadelphia, Pennsylvania 9148. Information from the “report outs” during the TTX and the hot wash were incorporated into the after action report (AAR).

Exercise Evaluation

The exercise was designed to provide participants with an opportunity to assess current capabilities to perform the critical tasks required to respond to a produce industry emergency resulting from a terrorist attack. Through assessment of those capabilities, participants identified strengths, weaknesses, and future training needs.

Evaluators were positioned at all exercise locations to observe and record exercise events, including Player actions. Immediately following the conclusion of the tabletop segment and the termination of the entire exercise, a hot wash was facilitated to capture observations and opinions from TTX players and participants.

Part 2: Exercise Goals and Objectives

Part 2 lists the goals and objectives for the exercise. These are developed during the exercise planning and design phase and are used to define the scope and content of the exercise, as well as the agencies and organizations that will participate.

The “Protect and Defend II” tabletop exercise was designed to test, exercise, and evaluate the following:

- Unified command operations
- Inter-agency communications
- Crime scene awareness and evidence preservation
- Multi-agency law enforcement/public health interviews/investigations
- Multi-agency interaction in legal proceedings
- Joint agriculture/public health/hospital/first responders/private sector collaborations
- Food supply/biological threats identification and mitigation
- Forensic epidemiology investigation
- Media relations

Part 3: Exercise Events Synopsis

The Exercise Events Synopsis provides an overview of the scenario used to facilitate exercise play and the actions taken by the players to respond to the simulated terrorism attack. The activities are presented in the general sequence and timeline that they happened at each site. The events synopsis provides officials and players with an overview of what happened at each location and when. It is also used to analyze the effectiveness of the response, especially the time sensitive actions. It provides a means of looking at the ramifications of one action not happening when expected on actions taken by other players and on the overall response

Scenario

The scenario takes place during a period when the Homeland Security Advisory System's terrorist threat level has been elevated to Orange. The events depicted in the scenario take place in the summer. The region of the state has been warned of a potential threat from a domestic terrorist group, the Aryan Nation. Below are the scenarios and injects for the three modules of the tabletop exercise.

Protect and Defend II Tabletop Exercise

May 8, 2007

The FBI arrested six ethnic Albanians today who were planning a heavily armed attack against soldiers at Fort Dix as part of a jihad against America. According to law enforcement officials, the men conducted surveillance of the Army base and were caught allegedly attempting to purchase AK-47s to carry out their plan. The arrests came after several of the men were lured to a meeting with an arms-seller who turned out to be a secret FBI informant. The would-be attackers, who had been under surveillance by the FBI for months, practiced by shooting paintball guns and real weapons in a rural area of the Poconos.

June 30, 2007

Two men rammed a flaming sport utility vehicle into the main terminal of Glasgow airport today, crashing into the glass doors at the entrance in what appeared to be the third terror attack on Britain in two days.

There were no reports of injuries but the airport was evacuated and all flights were suspended. The attack came a day after British police thwarted a plot to bomb central London, discovering two cars abandoned with loads of gasoline, gas canisters and nails.

Growers of lettuce and other leafy green vegetables in San Luis Obispo California are celebrating the defeat of a state bill that would have imposed severe restrictions on the multimillion-dollar industry in the wake of last year's E. coli outbreak.

A package of bills that would have regulated the leafy greens industry died in the Senate Agricultural Committee after growers statewide insisted that they could regulate themselves.

“It is in the industry’s best interest to have a food supply we can trust,” the San Luis Obispo County Farm Bureau said in a statement.

There are strong financial reasons for the industry to avoid another outbreak, according to Richard Quandt of the Grower-Shipper Vegetable Association in Guadalupe. Spinach sales plummeted after the E. coli outbreak, he said, and “there’s tremendous liability if someone gets sick” because of lax agricultural procedures.

In a proactive attempt to address similar issues, the Pennsylvania Department of Agriculture is now developing a Food Safety and Security strategy. The strategy is based on the philosophy that the public must always have the utmost trust in Pennsylvania’s food supply and that food and the agriculture system is a key economic and social asset in Pennsylvania. Although the process of developing the strategy presents a collective challenge for the food industry and the regulatory agencies, the strategy will no doubt ensure a safe food supply from “farm to fork” for the public.

July 2, 2007

Homeland Security Secretary Michael Chertoff said that the United States remains safe after the attack at Glasgow airport and two foiled car bombs in London. Chertoff indicated that no lifting of the terror alert status is planned. The Secretary also noted that “all the terrorist plots involved a wide variety of techniques and strongly encouraged authorities in the United States to prepare for a wide variety of threats even though the suicide attacks often are the most spectacular.”

In similar news, FBI Director Robert Mueller said “while we do not have any specific credible information about an attack directed against the United States, our food and water sources could be at risk.” Mueller stressed the need to be on high alert – emphasizing that so-called chemical and biological weapons of mass destruction could be the weapons of choice in future incidents. He further indicated that while the threats are ambiguous, the nations food and water sources could be at risk and he stressed the need to be on high alert at each of these facilities.

As Americans prepare for the summer vacation season, government officials have again stressed the importance of practicing situational awareness, adding that citizens should report suspicious individuals and behaviors to the proper authorities.

July 4, 2007

Breaking News – Following a lengthy battle today in Southeastern Afghanistan between US and Taliban forces, officials have confirmed that the body of Al Qaeda leader Osama bin Laden has been positively identified.

President Bush appeared briefly outside the White House to make the announcement, promising that although the War on Terrorism is far from over; a major victory has been achieved.

Arab news agency Al Jazeera has aired footage showing huge street protests of grieving and angry Muslims in dozens of cities at the killing by Americans of yet another Arab leader. Al Qaeda leaders – appearing in undisclosed locations – promised swift vengeance and renewed, large-scale attacks on America. One Al Qaeda leader promised revenge in the name of Allah and declared Osama bin Laden a martyr in the cause of Islam, adding that “the America people will pay three fold now as we unleash our hidden and feared surprises!”

July 6, 2007

The FBI today announced the arrest of Aryan Nation Leader August Kreis. According to an FBI spokesperson and information from filed affidavits, Kreis is being charged with domestic terrorism and for masterminding a terror "spectacular" this summer. Kreis believes that Al Qaeda and his followers share a common cause – hatred of Jews and the American government – and was previously quoted as saying "You say they're terrorists, I say they're freedom fighters. And I want to instill the same Jihadic feeling in our people's heart, in the Aryan race, that they have for their father, who they call Allah."

Turning to sports, The Philadelphia Eagles and the Pittsburgh Steelers opened summer training camp at Lehigh University in Saint Vincent's College today. The players exuded confidence despite the extreme heat and both teams anticipate a return to the playoffs this season. Pennsylvania residents are hoping for a first ever all Pennsylvania Super Bowl this February in Glendale, Arizona.

As for the weather: The sweltering, ten-day heat wave shows no signs of letting up as July 2007 is on track to becoming the hottest month on record.

Module 1: Outbreak, Investigation, and Communication

Day 1

Saturday July 7th 6:15 PM

Pennsylvania Department of Health (PA DoH) received reports from area hospitals in Harrisburg, York, Williamsport, State College, and in the Philadelphia area of unexplained illnesses. Emergency rooms receiving patients with symptoms of headaches and weakness. 33 individuals mostly children and senior citizens reported additional symptoms including dry mouth, heat stroke, dizziness, and fatigue. In extreme cases, nausea and vomiting, abdominal cramps, slow pulse, and diarrhea are reported.

The following hospitals report:

- Harrisburg Hospital - 5 patients
- Carlisle Hospital - 4 patients
- Hershey Medical Center - 4 patients
- York Hospital - 3 patients
- Williamsport Hospital - 3 patients
- State College Hospital - 4 patients
- Penn State Hospital - 5 patients
- Jefferson Hospital - 3 patients

FOR OFFICIAL USE ONLY

- Lankenau Hospital - 2 patients

Day 1**Saturday July 7th 6:15 PM**

Consumers are calling into supermarkets and convenience stores to complain about feeling ill, consumers are asking if complaints about numerous food products including hamburger, hot dogs, fruits, salads, and milk have been reported.

Because it is a Saturday, store managers are off and corporate offices are closed.

Store employees are telling consumers to call back when they are in better spirits, consumers seem to fade between coherence and incoherence in their speech.

Several Farmer Emporium Supermarkets in Williamsport, PA call into their managers to ask to go home due to stomach pain, severe dizziness and anxiety. On the way home one Farmer Emporium store employee is involved in a fatal crash that takes the life of 3 people.

Day 3**Monday July 9th 4PM**

Area hospitals in Harrisburg, York, Williamsport, State College, and Philadelphia report to the PA DoH, 43 additional cases on unknown illness.

Two people, a child and an elderly woman admitted on July 9 have died of hyperthermia and cardiac arrest respectively.

The following hospitals report:

- Harrisburg Hospital - 10 patients
 - Carlisle Hospital - 6 patients
- Hershey Medical Center - 6 patients
 - York Hospital - 13 patients
- Williamsport Hospital - 11 patients
- State College Hospital - 10 patients
 - Penn State Hospital - 9 patients
 - Jefferson Hospital - 6 patients
- University of Pennsylvania - 8 patients
 - Lankenau Hospital - 7 patients

In addition, the New Jersey Department of Health received the following report from area hospitals:

- Virtua Health – 5 patients
 - Kennedy – 7 patients
 - Cooper – 6 patients

Day 5**Wednesday July 11th 6PM**

We have discovered a potentially dangerous and serious problem with our local food supply and this investigative reporter wants to know how our local and state government is responding to this crisis? Who is responsible for this tragedy that to date has killed two people with rumors of an unannounced third fatality? Of the deceased, one is known to be an elderly woman and the other is a seven-year old boy. The third case is apparently a two-year old toddler. Although health officials claim that the deaths are consistent with heat fatigue and heat stroke associated with the extreme weather conditions, there are persistent reports of dozens of others reporting to local emergency rooms with symptoms that indicate poisoning! I have also discovered that local supermarkets are being flooded with questions about contaminated food products. To that end, a well-placed and anonymous government source tells this reporter that the

FOR OFFICIAL USE ONLY

apparent 'poisoning' **IS** likely coming from our food supply and the suspected sources of this poisoning include ricin, arsenic, and anthrax! This reporter is reminded of what former Secretary of the U.S. Department of Health and Human Services Tommy Thompson noted before leaving office this past year. Why have the terrorists not attacked our food supply since it is so susceptible to wrong doing? Has it finally happened here in Pennsylvania? Is this just the beginning of a planned and devastating terrorist attack? I promise you, the loyal viewing audience that I, Sean Primetime, will break the news to you as soon as it happens.

Day 5	Wednesday July 11th 6:30 PM
--------------	---

Several reports of car crashes on RT 322. Several people are pronounced dead at the accident scenes.

Emergency rooms in Southeastern Pennsylvania are getting patients presenting with headache, dizziness, weakness, feeling of anxiety, constriction of the pupils, and blurred vision.

Medical authorities have mixed opinion on whether these symptoms are consistent with an extended and severe heat wave.

Module 2: Communication, Tracking Contaminate, and Isolation

Day 10	Monday July 6 th 4:15 PM
--------	-------------------------------------

Preliminary results of blood tests from the critically ill, indicate the poisoning agent.

Information from Bucks County Department of Health indicates that the poisoning has been documented in the past in the state of Pennsylvania through the consumption of tainted hoagie rolls.

Philadelphia Police report to the PA DoH that several of the critically ill recall eating some kind of salad within the last two days. In a follow-up investigation the PA DoH discovers that six additional patients reported that they had eaten spinach, lettuce, and tomatoes prior to the appearance of their symptoms. An elderly patient consumed potatoes, tomatoes, and citrus immediately prior to her illness.

Day 11	Tuesday July 17 th 4:30 PM
--------	---------------------------------------

Mayor J. Clampett of Sparta, PA says in a local radio broadcast, "There is not need to panic, we can't stop eating."

The PA DoH informs the PA Department of Agriculture (PA DoA) of the most recent results of their investigation including the poisoning agent and the suspected source of poisoning.

Day 12	Wednesday, July 18 th 6:00 – 6:30 PM
--------	---

PA DoH finishes testing 20 packages of *Lycopersicon* tomatoes collected from local supermarkets and stores. Eight of the 20 packages are found to have lethal doses of

FOR OFFICIAL USE ONLY

the agent. This information is immediately reported to the Philadelphia County EMC, the PA State Police, and the PA DoA.

More people are getting admitted to emergency rooms and hospitals with symptoms that are comparable to both diazinon poisoning and general anxiety disorders including irritability, restlessness, and difficulty breathing.

Day 13

Thursday, July 19th 11:00 – 11:30 PM

Local hospitals report additional victims admitted in critical condition. Tests confirm that these illnesses were the result of diazinon poisoning.

Hospitals also report an unprecedented number of extreme anxiety disorders that has overwhelmed the efficient triage of patients in most local emergency rooms.

The following hospitals report:

- Harrisburg Hospital - 25 patients
- Carlisle Hospital - 15 patients
- Hershey Medical Center - 13 patients
- York Hospital - 41 patients
- Williamsport Hospital - 24 patients
- State College Hospital - 27 patients
- Penn State Hospital - 23 patients
- Jefferson Hospital - 18 patients
- University of Pennsylvania - 22 patients
- Lankenau Hospital - 27 patients
- Virtua Health – 18 patients
- Kennedy – 17 patients
- Cooper – 16 patients

Day 17

Monday, July 23rd 6:00 AM

In a report on the unfolding events regarding murder and domestic terrorism suspect Krim Brandywine, a local newspaper reports that for five straight days and evenings beginning on July 1 Brandywine mixed the poisoning agent at the start of the conveyor line as well as the end of the grading belt in the Lycopersicon plant in Philadelphia, PA. Unconfirmed reports suggest that although no evidence has been found that ties

FOR OFFICIAL USE ONLY

Brandywine to the poisoning agent, internal and secret surveillance tapes provided to the authorities by Lycopersicon show Brandywine placing something in the conveyor line and the grading belt during scheduled employee breaks at the plant. When questioned by law enforcement officials prior to his arrest regarding what he placed at the start of the conveyor line and the grading belt, Brandywine refused to answer and asked to have his lawyer present for any further questioning.

Module 3: Recovery

Day 18	Tuesday July 24 th Noon
--------	------------------------------------

No new cases have been reported.

The following hospitals report:

- Harrisburg Hospital - 27 patients
- Carlisle Hospital -16 patients
- Hershey Medical Center - 14 patients
- York Hospital - 42 patients
- Williamsport Hospital - 25 patients
- State College Hospital - 27 patients
- Penn State Hospital - 24 patients
- Jefferson Hospital - 19 patients
- University of Pennsylvania - 22 patients
- Lankenau Hospital - 27 patients
- Virtua Health – 21 patients
- Kennedy – 31 patients
- Cooper – 26 patients

Day 19	Wednesday, July 25 th 6:00 PM
--------	--

This is Sean Primetime, your On the Spot Investigative Reporter. My most recent investigation has discovered that consumers throughout the northeast are calling food manufacturing companies and local health and law enforcement authorities with complaints and symptoms purportedly associated with numerous food products. Furthermore, there are some who believe that the Aryan Nation, allegedly Krim Brandywine's supporting organization, has plans to attack the U.S consumer and the

FOR OFFICIAL USE ONLY

Pennsylvania incident was just a small test for a much larger and massive attack on the nation's food supply. Further playing on our fears is the Department of Homeland Security's almost daily assertion that our ports are, in fact, safe despite myriads of evidence to the contrary. All of this leads this humble reporter to once again ask the question –are we safe yet? Absolutely NOT!!! This is Sean Primetime, your On the Spot Investigative Reporter.

Day 20

Thursday, July 26th

No new cases are reported. Many of the hospitalized are returning home.

Part 4: Analysis of Mission Outcomes

This section of the AAR provides an analysis of how well the participating agencies/ jurisdictions addressed the mission outcomes. Mission outcomes are those broad outcomes or functions that the public expects from its public officials and agencies. As defined in ODP's Homeland Security Exercise and Evaluation Program – Volume II: Exercise Evaluation and Improvement, the mission outcomes include: prevention/deterrence, emergency assessment, emergency management, hazard mitigation, public protection, victim care, investigation/ apprehension, recovery/remediation. The exercise goals and objectives will define the mission outcomes that are addressed by the exercise and that should be analyzed in this section of the AAR.

This section of the report provides an analysis of how well the participating jurisdictions as a whole (e.g., across disciplines and across jurisdictions) achieved the expected mission outcomes in responding to the simulated terrorist event. The focus is on outcomes, rather than processes. The mission outcomes are those things that the public expects from its public officials and agencies when faced with a terrorist threat or attack. Results for each mission outcome are summarized below by outcome area. A detailed analysis of the activities and processes that contributed to results related to the mission outcomes are found in Part 5.

Emergency Management

The primary mission-level outcome of the exercise was to test the ability of Federal, State, and Local government agencies and the members of private sector to work together during an incident involving the deliberate contamination of produce (i.e., tomato). To achieve the first mission outcome of the exercise, goals and objectives were set to assess the emergency management capabilities of all agencies involved. The first goal of the Tabletop Exercise (TTX) was to test the response and communication capabilities of all primary agencies and sector elements as related to a food contamination event based upon current policies and procedures. Objectives were developed to meet the first goal. These objectives were to:

1. test, exercise, and evaluate inter-agency communications,
2. test, exercise, and evaluate joint agriculture/public health/hospital/first responders/private sector collaborations, and
3. test, exercise, and evaluate media relations

All participating agencies were able to execute specific response plans to address the threat within an effective span of time using appropriate resources. State and local government agencies, manufacturers, and private sector companies sought additional information from state and local government once initial information regarding the threat was made available. Food retailers and private sector companies were able to examine and evaluate their short term and long-term approaches to response based upon their

current plans. The TTX incident allowed players to evaluate their current plans to address the issues and problems inherent in inter-agency communications.

All primary agencies and private agencies had their own internal protocols in terms of providing initial public notification. It was evident through the TTX that there was communication between food retailers, and governmental agencies to coordinate the dissemination of multiple public information messages. State and local agencies can provide the resources to develop a Joint Information Center (JIC) in the event of an emergency. The JIC can serve as the primary source of public information messages. The JIC can also correct possible misinformation or errors in public awareness announcements.

Incident/hazard mitigation and Criminal Investigation

The second mission-level outcome of the exercise was to test the ability of Federal, State, and Local government agencies and the members of the private sector to control, collect, and contain an incident at its source and to mitigate the magnitude of its impact; this outcome also includes all response task conducted at the incident scene.

To assess the second-mission level outcome of incident/hazard mitigation and criminal investigation, the following objectives were set:

1. test, exercise, and evaluate unified command operations
2. test, exercise, and evaluate food supply/biological threats identification and mitigation
3. test, exercise, and evaluate crime scene awareness and evidence preservation
4. test, exercise, and evaluate forensic epidemiology investigation
5. test, exercise, and evaluate law enforcement/public health interviews/investigations
6. test, exercise, and evaluate multi-agency interaction in legal proceedings

The food retailers and private sector companies had protocols to voluntarily cease operations and are fully aware of the economic impact ceasing operations. Again, the TTX illustrated the fact that the food retailers need to be informed by government agencies, such as the FBI/USDA/PDA/DOH, when products need to be kept for use as evidence in a criminal investigation. Coordination or interface with government agencies needs to be clearly identified by the food retailers, wholesalers, and distributors in their internal plans to deal with an emergency arising from a terrorist threat.

Part 5: Analysis of Critical Task Performance

This section of the report reviews performance of the individual tasks, as defined in the evaluation guides. Each task that was identified by the exercise planning team as a critical task to be performed to respond to the simulated attack defined by the scenario should be discussed in this section. Those tasks that were performed as expected require only a short write up that describes how the task was performed and generally would not be followed by recommendations. For tasks that were not performed as expected, the write-up should describe what happened or did not happen and the root causes for the variance from the plan or established procedures or agreements. Recommendations for improvement should be presented for these tasks. This section should indicate if the variance from expected performance resulted in an improved response, which may result in a recommendation that plans or procedures be changed. Innovative approaches that were used during the response should be highlighted and described. To facilitate tracking of recommendations and improvements, acronyms should be spelled out in each recommendation. Note: At some point in the future, when the performance criteria have been validated and enhanced, jurisdictions will be asked to rate the performance of each task and to provide an overall performance rating for the exercise.

Task: III-14: Provide Emergency Public Information to The Media and The Public

The Joint Information Center (JIC) composed of PIOs from various food retailers, wholesalers, distributors, and government agencies need to prepare a series of press releases to convey information to the public. Each release needs to be coordinated with an Executive Management Team or the Emergency Operations Center (EOC). The press releases need to be distributed over an Emergency Management System (EMS). However, it should be noted that not all counties use the Emergency Management System to obtain information. In a real emergency, fax machines, cell phones, or radios should be used to ensure all counties receive relevant information in a timely manner.

Furthermore, information gathered by the JIC needs to be routinely shared with the Emergency Operations Center (EOC). The EOC staff needs to receive critical incident information such as public reaction to the emergency and public complaint calls to the food retailers, wholesalers, and distributors.

Recommendations and Improvements

Rec. 1 **The Emergency Management Agency should establish procedures or protocols to ensure that news releases reach all affected representative sections of the food retailers, food wholesalers, food distributors, government agencies including county agencies, regardless of their Emergency Management System capabilities.**

Action 1 The director of PEMA needs to convene a working group with representatives from selected sections of food retailers, food wholesalers, food distributors, federal, state, and local government agencies to provide all parties with access to the EMS.

Rec. 2. The Emergency Management Agency should establish procedures to distribute collected information and up to date news to the Executive Management Team and Emergency Operations Center staff.

Action 1 New procedures for the distribution of information to the EMT and EOC needs to be developed following the exercise distributed to relevant personnel.

Task: III-15: Establish and Maintain Rumor Control Operations

The Joint Information Center (JIC) needs to establish a Rumor Control Center. Rumor Control initially directed callers to other telephone numbers and Emergency Alert System (EAS) stations for additional information. Rumor Control needs to identify a series of rumor trends in the calls from the public including concerns over safety of food, a mayor's misleading public statement, school and business closings, and confusion over stay-at-home instructions. The Rumor Control Center needs to answer the calls with the latest available information and verbally shared trends and concerns with the (PIOs).

Recommendations and Improvements:

Rec. 1. The Emergency Management Agency should develop procedures for the Public Information Officers to place a high priority on developing a script (in coordination with the Emergency Operations Center (EOC) for Rumor Control staff to use in responding to public inquiries.

Part 6: Conclusions

The “Protect and Defend II” tabletop exercise (TTX) was designed to test and evaluate the ability of public and private agencies with responsibility for response, recovery, and mitigation endeavors during a natural or intentional interference of Pennsylvania’s food delivery system. The goal of this exercise was to bring together federal, state, local and members of the food industry (i.e., distribution, manufacturing, retail, and food service) to rehearse the actions, decisions, and procedures that need to take place to successfully react to an intentional food contamination event.

The “Protect and Defend II” tabletop exercise was held on July 25, 2007 at the Mandeville Teleorium, Saint Joseph's University, 5600 City Line Avenue, Philadelphia, PA, 19131. The exercise tested the ability of federal, state, local, and private agencies to monitor the integrity of the food delivery system. Furthermore, the produce contamination terrorism exercise brought together both primary public agencies (Federal, State and Local government, law enforcement, DA’s, Health Directors) and executives from private agencies.

The key strengths identified during this exercise were:

- All participants in the TTX agreed that life safety is the primary concern for all organizations and agencies involved.
- Familiarity involving the protocols and procedures employed by the private sector and government agencies was developed through group interaction during the TTX. Members of the private sector were given an overview protocols critical to crime scene awareness and evidence preservation and multi-agency interaction in legal proceedings.
- Members of the private sector were again immersed in the concept of the incident command system (ICS) based on the National Incident Management System (NIMS) and the National Response Plan (NRP).
- A free flow and exchange of ideas between representative sections of retailers, law enforcement, and regulatory agencies was evident during the TTX.
- Information about the Information Fusion Center was shared with the TTX participants.
- Participants in the TTX, particularly government agencies, were able to better understand components of the food supply chain by getting the opportunity to take an educational and informative tour of a produce packing plant.
- All exercise objectives were met.

Through the exercise, the public and private agencies were able to respond to a produce (i.e., tomato) contamination terrorism incident. Major recommendations were:

- Provide media training and media relations training to public and private organizations that have public information officers (PIOs). In addition, private organizations need to be trained on how to interface with a Joint Information Center before an incident occurs. Furthermore, public and private organizations need to be trained on Risk Communication.
- Conduct a follow-on exercise that would test the communication lines and protocols between regulatory agencies, law enforcement, and retailers.

FOR OFFICIAL USE ONLY

- The need to develop a standard operating procedure (SOP) to initiate communication between regulatory agencies, law enforcement, and retailers once a terrorist threat is confirmed based on the National Response Plan (NRP) was identified.
- Conduct a follow-on exercise that would test the ability of the private sector to safely, effectively, and efficiently interface with the public sector when the public sector employs the Incident Command System (ICS) or engages in unified command operations.

The suggested actions in this report should be viewed as recommendations only. In some cases, agencies may determine that the benefits of implementation are insufficient to outweigh the costs. In other cases, agencies may identify alternative solutions that are more effective or efficient. Each agency should review the recommendations and determine the most appropriate action and the time needed for implementation.

Improvement Matrix Plan

Tasks	Recommendations	Improvement Actions	Responsible Party/Agent	Completion Date
Task III-13: Activate and Operate JIC	<p>The Emergency Management Agency should establish procedures or protocols to ensure that news releases reach all affected food retailers and government agencies including county agencies, regardless of their Emergency Management System capabilities.</p> <p>The Emergency Management Agency should establish procedures to distribute collected information and up to date news to the Executive Management Team and Emergency Operations Center staff.</p>	Media training and media relations training will be addressed by a Risk Crisis Communication training seminar that will be conducted at Saint Joseph's University.		January 2008.
Task: III-15: Establish and Maintain Rumor Control Operations	The Emergency Management Agency should develop procedures for the Public Information Officers to place a high priority on developing a	These recommendations can be addressed by the Risk Crisis Communication training seminar that will be conducted at Saint Joseph's University.		January 2008

	script (in coordination with the Emergency Operations Center (EOC) for Rumor Control staff to use in responding to public inquiries.			
--	--	--	--	--