

# ROCKER BROS MEAT & PROVISION, INC. CRISIS MANAGEMENT RECALL PROGRAM & PROCEDURES

## **Purpose:**

To ensure that the any potential incident is effectively managed and that we continue to service our customers through the incident.

## **Crisis Types:**

This list is a few of crises and considerations that may occur at our facility. This is not an exhaustive list:

## **Crisis**

### **Considerations**

- Product Recall
  1. Adulterated Product
  2. Proper coordination and implementation is critical to minimize impact
- Product Tampering
  1. Disgruntled employee
- An Industrial Accident
  1. Possible OSHA involvement
  2. Possible EPA involvement
- Natural Disasters
  1. Plant shutdown may be required
  2. Alternate storage sites may be required
  3. Safety of employees should be insured
- Labor Dispute or Organizing.
  1. Adequate staffing is a major factor
  2. Product in-process is a major consideration
- Bomb Threat
  1. Need for urgency regarding in-house communication
  2. Contact of authorities through proper channels only
- Environmental Disasters.
  1. Possible OSHA involvement
  2. Possible EPA involvement
- Utility Failures
  1. Loss of product
  2. Minimize refrigeration loss
  3. Proper plant evacuation

## **Responsibility:**

It is the responsibility of the Crisis Management Team (CMT) to carry out the program.

## **Procedure:**

1. Gather facts about the potential situation. This could be done in a variety of ways. The informative could be received via phone from an outside party, from a member of the facility or a member of the press.

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2. Once information has been received about a potential situation, the information shall be shared with a member of the Crisis Management team immediately.
3. The CMT member shall convene the rest of the team immediately. The members will document and share any information about the emerging crisis. This information exchange will enable the CMT to identify the nature and scope of the crisis and consider the appropriate corporate response.
4. If the information is proven to be valid, the following assessments must be made by the CMT team:
  - a. Degree of risk to consumers
  - b. Likely exposure to civil liability
  - c. Level of media scrutiny
  - d. Extent to which government agencies need to be involved
  - e. Interference with normal business operations
  - f. Damage to public image
  - g. Potential damage to profit/market position.
5. The CMT may find that it needs additional expertise to help respond to the information that is being gathered. Other corporate officers who are not part of the CMT should be recruited immediately if they have additional pertinent expertise or information. The CMT may have retained outside consultants in specific areas as relevant information is received. For example, food safety consultants and security consultants are often used to advise the CMT. Throughout this process, the CMT should remain the company's primary conduit for fact gathering.
6. Daily communication shall take place amongst the CMT team.
7. The company must speak through one person during times of crisis. Many potentially benign situations can be exacerbated into crisis by simply issuing conflicting company statements. Such statements can lead to a perception that {-----} is covering up, that no one is in charge, or that the company is unprepared to maintain adequately the integrity of its product. These perceptions in turn can result in needless public hysteria, impediments to the company's corrective actions, and the spawning of demoralizing rumors within the company's labor pool. Such perceptions can also cause government agencies to interfere with, rather than supplement, the company's efforts. For these reasons, Jacqueline Haedo, Director of Quality Assurance & Food Safety and/or Morris Lazo, Plant manager, are designated spokesperson(s). The CMT fact gathering procedures must assure that the spokesperson(s) is kept current on valuable information. The spokesperson(s) must also remember to inform employees. This will squash rumors. It is also necessary not to have any other management comments from any person other than the spokesperson(s).

### **Key Government Contacts**

As soon as evidence of a crisis is uncovered, the CMT should meet and decide which government agencies should be notified and what they should be told. The liaison should contact the nearest office of:

1. Food & Drug Administration District Office
2. Occupational Safety and Health Administration (OSHA)
3. Environmental Protection Agency (EPA)
4. FBI, If appropriate
5. State and local law enforcement personnel, if appropriate.

USDA or FDA should be notified of any situation involving product misbranding, adulteration, or tampering regarding labels or products destined for food manufacturing facilities. The FBI should also be informed of any tampering incident or threat. That agency can also assist in fact gathering.

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As a matter of policy, the FBI will usually defer to investigations of USDA or FDA, unless a tampering incident also involves extortion demands. State and local health and law enforcement authorities should be notified in appropriate circumstances. Local authorities, however, may have inadequate capabilities and little public relations sophistication.

The company should expect that the USDA or FDA and FBI personnel assigned to the incident may be experienced in the fact gathering techniques which are most useful. The CMT should be encouraged to utilize this experience assuring that accurate and current information is transmitted to the proper government officials throughout the crisis.

### **Liaison with Government Agencies**

Not every corporate crisis will require that government, regulatory, or law enforcement agencies be notified of involved. Product tampering which threatens the public welfare and which itself is a crime, will require close contacts with responsible government authorities. Accordingly, the crisis management plan designates Jacqueline A. Haedo QA&FS Director, as the liaison with government agencies.

#### **Food Safety and Inspection Service (USDA) District Office**

**Alameda District Office**  
Address: 800 Buchanan St.  
Albany, CA 94710

Phone: (510)- 337- 5000  
Ext. 1 for DM or DDM  
FAX: (510) 337-5081  
Emergency 24-Hour: 1-866-729-9307

District Manager- Dr. Yudhbir Sharma, District Manager  
[Yudhbir.Sharma@fsis.usda.gov](mailto:Yudhbir.Sharma@fsis.usda.gov) phone: (510)- 769- 5712

#### **Food Safety and Inspection Service - Emergency Response Division**

Director - Jesse Majkowski  
Washington D.C.  
Phone: 202-501-7521

#### **Food Safety and Inspection Services- Front Line Supervisor**

Supervisor Nasante Barnes  
Phone: (323) 762-9691  
Email: [Nashante.Barnes@fsis.usda.gov](mailto:Nashante.Barnes@fsis.usda.gov)

#### **Occupational Safety and Health Administration (OSHA) Area and Regional Offices**

##### **Division of Occupational Safety and Health**

Address: 1515 Clay Street Suite 1901

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Oakland, CA 94612

Phone: (510) 286-7000

FAX: (510) 286-7037

**Ellen Widess, Chief**

**Chris Lee, Deputy Chief of Enforcement**

**Federal Bureau of Investigation (FBI) Field Office**

California Field Office

**FBI Los Angeles**

Address: Suite 1700, FOB

11000 Wilshire Boulevard

Los Angeles, CA 90024-3672

[losangeles.fbi.gov](http://losangeles.fbi.gov)

Phone: (310) 477-6565

**Environmental Protection Agency**

**US EPA Pacific Southwest, Region 9**

Mailing Address: 75 Hawthorne St.

San Francisco, CA 94105

**Southern California Field Office**

Address: 600 Wilshire Blvd., Suite 1460

Los Angeles, CA 90017

Phone: 213 244-1800

**Region 4 Atlanta Federal Center**

Mailing Address: 1001 I Street

P.O. Box 2815

Sacramento, CA

95812-2815

**Immigration and Naturalization Services (INS)**

Phone: 800-755-0777

Phone: Form Request 800-870-3676

# **ROCKER BROS MEAT & PROVISION, INC.**

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### **Liaison with Others**

In addition to notifying relevant government agencies about a tampering or similar crisis and keeping them informed of developments, it is frequently important that liaison be maintained with other offices that can be of assistance to us. In particular, the Food Marketing Institute, the national trade association of retail food chains, and AAMP can help us by providing information, resources, and quick channels of communication.

### **North America Meat Institute (NAMI)**

Contact for: Compliance issues and Regulatory Affairs

Person to Contact: Roya Galindo/Norm Robertson

Phone: Norm Robertson (24 Hour) (510) 763-1533 &

Roya Galindo (24 Hour) (909) 973-4590

Email: [rgalindo@meatami.com](mailto:rgalindo@meatami.com)

### **Crisis Management Team – Key Contacts**

Decision Making: Team Leaders - Owners – Sheldon Rocker (310) 962-2783

David Rocker (310) 733-7233

QA&FS Director–Jacqueline A Haedo (818) 339-2194 (Director/Execution of Plan & Procedures, Government Liaison)

Management – Plant Manager – Morris Lazo (323) 348-6881 (Plant, Production, Product, Informing Personal)

Legal/Executive – Stefanie Rocker (818) 458-9847 (Legal, Computers, Software, Communication)

Transportation Manager Eddie Carrillo (310) 413-8618 (Vehicles, Drivers, Transportation)

Office Manager/Human Resources – Shana Golper (602) 421-2451 (Employee assistance, information gathering employee related)