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1.1. Mission, Purpose, and Design

The mission of the USDA APHIS is to protect the health and value of American agriculture and natural resources. To meet this charge, APHIS works with other Federal agencies, States, territories, tribal nations, and other stakeholders to provide leadership in the health and care of animals and plants.

The purpose of the APHIS Emergency Mobilization Guide is to facilitate the cost-effective and timely coordination of resources needed to successfully respond to a range of agricultural and all-hazards emergencies. The guide identifies standard resource mobilization procedures for APHIS.

1.2. APHIS Emergency Preparedness and Response

As part of its mission to protect American agriculture, APHIS and its program cooperators have developed a proven capacity to effectively respond to a wide variety of threats to animals and plants and agricultural trade. In recent years, APHIS has been assigned additional responsibilities to prepare for and respond to all-hazards incidents.

For additional information about APHIS’ mission and program responsibilities, refer to the Web site: http://www.aphis.usda.gov

1.3. Authorities

APHIS: Congress has provided USDA with the legal authorities and resources needed to carry out its roles and responsibilities. Pursuant to the delegations of authority made by the Under Secretary for Marketing and Regulatory Programs to the APHIS Administrator, APHIS is provided legal authorities under the following laws:

- Animal Health Protection Act (AHPA) (P.L. 107-171, Title X, Subtitle E; 7 U.S.C. 8301 et seq.),
- Animal Welfare Act (AWA) (P.L. 89-544; 7 U.S.C. 2131 et seq.),
- Plant Protection Act (PPA) (P.L. 106-224; 7 U.S.C. 7701 et seq.), and


1.4. References

Additional resources related to the mobilization process include the following:
EAP: Employees needing assistance in resolving personal problems that may adversely impact their work performance, conduct, health, and well-being are encouraged to contact EAP services. The Web site is: http://www.aphis.usda.gov/mrpbs/hr/benefits/employee_tools.shtml

ICS Forms: All printable ICS forms can be obtained at the following Web site: http://www.fema.gov/nims


1.5. Scope of Operations

APHIS response actions depend on the nature and scope of the incident (note: incidents include emergencies and planned events).

<table>
<thead>
<tr>
<th>Incident</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outbreaks of Pests or Diseases Threatening Agricultural Production and Trade</td>
<td>APHIS’ traditional role has been to provide Federal leadership and resources to manage outbreaks of pests or diseases threatening agricultural production and trade. These outbreaks range from single incidents in one State (peach fruit fly), to multiple incidents occurring in one APHIS region (Exotic Newcastle Disease), to other countries’ outbreaks that directly threaten the United States (Mediterranean fruit fly in Mexico and hog cholera in the Dominican Republic and Haiti).</td>
</tr>
<tr>
<td>Other Agricultural Health Situations</td>
<td>APHIS’ protection responsibilities include agriculture-related commerce and trade. For example, incidents involving the unintentional release of regulated genetically modified seed into trade channels could threaten agricultural exports from the United States.</td>
</tr>
<tr>
<td>Threats to Natural Resources</td>
<td>APHIS’ mission has expanded to include protecting natural resources from disease or pest outbreaks. Examples include responding to chronic wasting disease in deer and elk and introductions of the Asian long horned beetle and emerald ash borer in hardwood trees.</td>
</tr>
<tr>
<td>Threats to Public Health</td>
<td>Some of the agricultural and natural resources health threats are also human health threats (zoonotic diseases). Important examples include West Nile virus in birds and HPAI H5N1 in wild birds and poultry.</td>
</tr>
<tr>
<td>Incident</td>
<td>Scope</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Animal Welfare Emergencies</td>
<td>Under the AWA, APHIS AC is authorized to confiscate and relocate or euthanize regulated animals if they are deemed to be suffering and the licensee or registrant has not provided relief for the animal(s). Depending on their scope, confiscations within regulated facilities may require deployment of AC specialists, members of the AC PRT, or other personnel.</td>
</tr>
<tr>
<td>Agricultural Terrorism</td>
<td>Although APHIS is expected to respond to routine agricultural and natural resources health threats and zoonotic disease outbreaks, the NRF and HSPD-10 added new responsibilities related to agricultural terrorism and other major agricultural health disasters that threaten the entire U.S. economy. One bioterrorism scenario is the intentional introduction of foot-and-mouth disease to livestock in multiple locations around the country.</td>
</tr>
<tr>
<td>All-Hazards Incidents</td>
<td>APHIS is also expected to play a role in a wide variety of emergency incidents that are designated as all-hazards. These incidents may or may not be related to outbreaks of pests and diseases threatening agricultural production and trade. When DHS/FEMA activates ESF #11, APHIS will participate in coordination activities and may participate in response activities including, but not limited to, providing nutrition assistance, responding to animal and plant diseases and pests, ensuring the safety and security of the commercial food supply, protecting NCH resources, and providing for the safety and well-being of household pets.</td>
</tr>
</tbody>
</table>
1.6. **Emergency Response Types**

The APHIS lead program unit will use a three-tiered system of emergency response types to communicate within APHIS the resource requirements for an emergency or incident.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level III</strong></td>
<td>A response to an emergency or incident that is under evaluation by the lead program unit to determine the scope and severity of the situation or is a response that requires limited resources. In either case, enough resources (Federal, State, local-hire personnel) are generally available within the area/State to staff the evaluation or initial response. The lead program unit will report all Level III responses to the EMLC to alert other APHIS units that a larger response may be needed.</td>
</tr>
<tr>
<td><strong>Level II</strong></td>
<td>A response to an emergency or incident that requires resources beyond an area’s/State’s resource capacity, but is within the lead program unit’s resource base. An ICP is established and additional resources are requested through the APHIS programs. If qualified volunteers are insufficient to meet the response needs, the lead program unit may require mandatory assignments from within the unit, except for those who have an approved exemption (see Section 3.3, Exemptions). Requests for additional resources from outside the lead program unit are not necessary for a Level II response. However, volunteers from outside the lead program unit will be considered for assignment if they (1) wish to be considered for assignment, (2) have supervisory approval, and (3) have the necessary qualifications for the position requested.</td>
</tr>
<tr>
<td><strong>Level I</strong></td>
<td>A response to an incident that requires resources and/or expertise beyond the lead program unit’s capacity. In many cases, Level I emergencies will be of national significance. If qualified resources within the lead program unit are insufficient to meet the response needs, the unit will make a request through the EMLC to the APHIS Administrator to declare total mobility. Upon approval, the lead program unit will be authorized to request resources, APHIS-wide, through established dispatch channels. If qualified volunteers are insufficient, mandatory assignments will be necessary.</td>
</tr>
</tbody>
</table>
2.1. APHIS

APHIS employs more than 8,500 personnel organized in 6 program units, 4 support units, and the Office of the Administrator to effectively and efficiently manage resources and carry out the Agency’s authorities and responsibilities. Program units include AC, BRS, IS, PPQ, VS, and WS. Support units include LPA, MRPBS, OCRDI, and PPD.

APHIS has the following permanent structures in place to coordinate the delivery of resources external to APHIS and other support to emergency incident sites.

2.2. EMLC

To ensure emergency preparedness and oversight for emergency response, the APHIS Administrator established the EMLC, which is made up of national- and regional-level policy managers. EMLC responsibilities include the following:

- Determining when total mobility is needed to respond to an incident and requesting approval from the APHIS Administrator;
- Setting assignment priorities and resources for all APHIS units during emergencies;
- Mobilizing the MAC Support staff to coordinate the response to emergencies as necessary (regional EMLC members may also appoint a Regional Coordination Team at the APHIS regional office);
- Serving as APHIS’ MAC Group for an incident, unless the EMLC transfers this responsibility to a MAC Group for a specific incident;
- Notifying MRPBS, EMSSD of emergency situations and the possible need for assistance and guidance;
- Working closely with MRPBS, EMSSD to ensure adequate support for NRF ESF #11 (Agriculture and Natural Resources) activations; and
- Working closely with the APHIS lead program unit at headquarters and in the two regional offices to coordinate an appropriate response.

NOTE: Regional EMLC members coordinate approval to utilize APHIS’ regional EOCs through MRPBS and keep the EMLC Co-Chairs and EMSSD Director informed of regional developments.
2.3. MRPBS

MRPBS provides a variety of administrative and support services for emergency operations including, but not limited to, the following:

- Resolving national administrative policy issues that arise during the emergency;
- Assigning incident accounting codes and providing them to the national or regional DCCs; and
- Providing onsite administrative staff to support the incident, when necessary.

2.4. EMSSD

MRPBS’ EMSSD provides support for APHIS emergency planning and preparedness, security issues and concerns, and the safeguarding of APHIS workplaces, safety, and employee wellness, including but not limited to the following:

- Developing APHIS-wide emergency management policy and guidance, working with the programs to evaluate emergency response procedures, and in collaboration with the programs, recommending changes;
- Serving as the APHIS liaison to the Department for emergency and homeland security issues and the point of contact for all informational requests;
- On a national level, coordinating USDA’s interagency response for ESF #11, Agriculture and Natural Resources;
- Coordinating and overseeing APHIS’ all-hazards emergency preparedness and response activities, with assistance and support from the program areas;
- Preparing situational reports for all APHIS personnel, facilities, and programmatic operations during and after natural disasters and emergencies, and assisting APHIS in emergency planning and exercising;
- Overseeing the management of the APHIS EOCs, EQS, and ROSS; and
- Supporting APHIS’ efforts to make the workplace a safer and more secure environment by administering programs related to biosecurity, ergonomics, environmental protection, continuity of operations, employee identification, medical monitoring, drug testing, workers’ compensation, workplace violence prevention, physical security, and information security.

EMSSD EPB provides APHIS with mission-critical emergency preparedness and response systems, facilities, and services, including:

- Managing EQS and ROSS;
- Managing the national DCC;
- Leading the coordination of APHIS’ Homeland Security Exercise Evaluation Program, including emergency responder training and exercise activities; and
• Providing leadership in implementing COOP and mission assurance plans.

EMSSD EMHSB coordinates and oversees APHIS’ homeland security activities, including its participation in the Homeland Security Exercise and Evaluation Program and preparedness for, and response to, ESF #11 activations at the NRCC.

When activated, the AEOC is the national hub for APHIS coordination, communications, and information dissemination pertaining to the activation, and serves as the Administrator’s primary point of coordination.

EMHSB is a multidiscipline staff working to bring “over-all” APHIS coordination to Emergency Management and Homeland Security initiatives undertaken by Agency program components. EMHSB interfaces with OHSEC as APHIS’ lead representative for emergency management and homeland security related matters. EMHSB also provides coordination and support to the EMLC’s efforts to prepare for emergencies. This Branch carries out the following tasks:

• Oversee the management of the APHIS EOCs;
• Provide support to the EMLC’s efforts to prepare for emergencies and support the allocation of available resources during times of emergency;
• Provide support to the EMLC for intra-agency cooperation and decision-making to address emergency management issues;
• Provide support to the EMLC for policy development and setting Agency priorities in emergency management;
• Carry out internal and, with the close support of APHIS Legislative and Public Affairs, appropriate intergovernmental and external communications outreach regarding Agency emergency management and homeland security activities; and
• Maintain the Emergency Preparedness and Response Web pages.
2.5. **ESF #11: Agriculture and Natural Resources**

ESFs may be activated for all-hazards incidents requiring national coordination. These incidents may or may not be related to outbreaks of pests and diseases threatening agricultural production and trade. All-hazards/ESF #11 planning, preparation, and response activities are coordinated through the collective efforts of the APHIS national ESF #11 coordinator, the two APHIS ESF #11 headquarters liaison officers, the two APHIS ESF #11 regional emergency program managers, and the 10 APHIS ESF #11 coordinators serving in the 10 DHS/FEMA regions.

The APHIS national ESF #11 Coordinator serves as the overall USDA ESF #11 Coordinator, and in this capacity also coordinates ESF #11 readiness and response activities with the national points of contact for USDA’s FNS and FSIS, and the U.S. DOI, as well as other entities as appropriate.

2.6. **APHIS Lead Program Unit**

An APHIS program unit is designated to lead the response to emergencies that occur under established APHIS authorities. The designated APHIS lead program unit is responsible for developing and implementing a response and recovery strategy for agricultural health incidents and determining appropriate resource requirements.

The following table summarizes the program unit’s mission responsibility and the nature of the incident.

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC</td>
<td>APHIS AC has a lead role in ensuring an integrated response that provides for the safety and well-being of household pets. AC accomplishes this through multi-agency coordination of whole community resources and, when mission assigned, by providing technical assistance and support to meet incident needs. AC also provides assistance to its regulated facilities (including zoos/exhibitors, research laboratories, commercial breeders, and animal transporters) during emergencies. AC accomplishes this via deployment of its Program Response Team and other employees with subject-matter and species-specific expertise. Refer to the following Web site: <a href="http://www.aphis.usda.gov/emergency_response/pet.shtml">http://www.aphis.usda.gov/emergency_response/pet.shtml</a></td>
</tr>
<tr>
<td>BRS</td>
<td>BRS has the lead for emergencies related to agricultural biotechnology. Because BRS does not have a large field force and programmatic mechanisms for establishing and enforcing Federal quarantines, it may rely on PPQ or VS for local incident management. Refer to the following Web site: <a href="http://www.aphis.usda.gov/biotechnology/index.shtml">http://www.aphis.usda.gov/biotechnology/index.shtml</a></td>
</tr>
<tr>
<td>Program</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>IS</td>
<td>IS has a lead role when the threat is a pest or disease outbreak in another country. IS works closely with PPQ or VS and their stakeholder industries, as well as foreign counterpart agencies. An example of IS as the lead in an international emergency occurred during the 2004 outbreak of Mediterranean fruit fly in Tijuana, Mexico, which could have quickly spread to southern California. Refer to the following Web site: <a href="http://www.aphis.usda.gov/international_safeguarding">http://www.aphis.usda.gov/international_safeguarding</a></td>
</tr>
<tr>
<td>PPQ</td>
<td>PPQ is the APHIS lead when the emergency involves an outbreak of a plant pest or disease. PPQ also works closely with IS during plant pest or disease emergency incidents that occur in areas outside of the United States. Refer to the following Web site: <a href="http://www.aphis.usda.gov/plant_health">http://www.aphis.usda.gov/plant_health</a></td>
</tr>
<tr>
<td>VS</td>
<td>VS is usually the APHIS lead when the emergency is a foreign animal disease outbreak. In addition, VS and WS are the principal APHIS leads when a disease in wildlife threatens domestic animals. VS also works closely with IS in animal pest or disease emergency incidents that occur in areas outside of the United States. VS area offices carry out the VS mission at the State level across the United States. Refer to the following Web site: <a href="http://www.aphis.usda.gov/animal_health">http://www.aphis.usda.gov/animal_health</a></td>
</tr>
<tr>
<td>WS</td>
<td>For threats from wildlife (natural) resources, WS and VS could both have a lead role in incident management, depending on the situation. WS is the lead program unit for the National Rabies Management Program carried out by many States. WS would provide a supporting role to USCG and USF&amp;WS when contaminates (e.g., oil spill) threaten wildlife. In addition, WS could support VS as the principal APHIS lead when a disease in wildlife threatens domestic animals. Refer to the following Web site: <a href="http://www.aphis.usda.gov/wildlife_damage">http://www.aphis.usda.gov/wildlife_damage</a></td>
</tr>
</tbody>
</table>
2.7. Incident Command

In keeping with NIMS operating principles, APHIS’ response to emergencies would be to support the State’s responders’ needs, or those of other Federal agencies. When Federal assistance is requested, the lead program unit will work cooperatively with their jurisdictional counterparts to develop and implement an IAP, with the appropriate incident command structure to manage the emergency. Many governmental units, as well as industry partners, may be working cooperatively within this structure.

APHIS uses ICS to adapt to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries.

Upon evaluation of an incident and at the request of the State, the lead program unit may provide an IC to manage the incident. If established, the IC or the UC will be issued a delegation of authority outlining their responsibilities for the incident. The IC or UC is responsible for all aspects of the response as defined in the delegation of authority. This includes developing incident objectives and managing all incident operations. These responsibilities remain with the IC until they are assigned to another individual.

When multiple incidents or a very complex incident occurs, the lead program unit will determine if an Area Command is needed. An Area Command organization’s overall responsibilities are to provide strategic management of incidents. The Area Command will establish strategic objectives; maintain a reporting relationship with the lead program unit and DCCs; establish overall response priorities; allocate critical resources based on incident needs; ensure that incidents are properly managed; ensure that on-scene incident objectives are met; minimize conflicts with supporting and cooperating agencies, stakeholders, and the public; coordinate acquisition and demobilization of critical or specialized resources; develop an Area Command Operating Guide; minimize political influences that could adversely affect the on-scene Incident Commanders; and provide the support necessary to meet their responsibilities.

More information regarding ICS can be found on the NIMS Web site: http://www.fema.gov/emergency/nims/.
2.8. DCCs

APHIS may establish three DCCs to mobilize and demobilize resources. Except when requested due to the scale of response, dispatchers operate virtually from their normal duty station on behalf of their respective DCC. Located in the AEOC and regional EOCs, these three DCCs are the:

- National DCC;
- Western region DCC in Fort Collins, CO; and
- Eastern region DCC in Raleigh, NC.

Resource Mobilization: DCCs

The next chapter provides additional information on the role of the DCCs.
3.1. Total Mobility

APHIS is an emergency response agency. The scope and severity of an incident will determine APHIS’ level of response and resource requirements. Incidents may require full participation and coordination among many different Federal, State, local, and tribal agencies, including APHIS, and may or may not be related to an agricultural or natural resources health issue.

If the incident requires a large-scale response and/or specialized resources, the EMLC, through consultation with the lead program unit, may recommend to the APHIS Administrator that total mobility be declared. Under these circumstances, all Agency employees may be asked or mandatorily assigned to participate in rotating TDY assignments, regardless of program/support unit affiliation or geographic location.

This may require irregular working hours, including overtime, and may include duties other than those specified in an employee’s official position description. Some emergency program support assignments might be performed at the employee’s current duty station. In other cases, employees may be asked or mandated to mobilize to a TDY station. In addition, it may be necessary for employees to participate in multiple rotations to an assignment.

3.2. Employee Availability

Participation in emergency response operations offers opportunities for employees to gain valuable experience from within and outside of their areas of expertise. APHIS is part of NIMS and uses ICS training programs to prepare employees to follow emergency response procedures and protocols. APHIS provides training opportunities that include on-the-job training, shadow assignments, online training, and classroom-based training to meet the minimum qualification standards as established in the APHIS Emergency Responder Qualification Process to perform work at an emergency. In some cases, emergency work will have little or no similarity to work an employee performs at his or her home station. Because emergency work provides opportunities to expand knowledge and gain experience for career enhancement, employees are encouraged to volunteer for these assignments.

To extend the emergency response opportunity to all employees, APHIS’ first line of resource availability is through the use of qualified volunteers. This is the most desired method of availability, because volunteers are motivated and committed to meeting the objectives of the emergency response. Most emergencies in APHIS are handled through the use of qualified volunteers.

If the volunteer list becomes depleted, mandatory assignments to an incident may be necessary. Through the declaration of total mobility, all APHIS employees are considered available for a mandatory assignment unless they obtain an approved exemption (see Section 3.3, Exemptions).
APHIS dispatchers will use the ROSS and its associated standard operating procedures to track the status of resources for all incidents. Employee availability status will be managed in accordance with APHIS policy established by the EMLC as outlined in a decision memorandum, signed December 4, 2007, visit Web site: http://inside.aphis.usda.gov/emergency_info/organization/emlc.shtml


3.3. Exemptions

Despite the importance of mandatory assignments to an emergency incident, APHIS personnel, under certain circumstances, may be excused from an assignment. Reasons for being excused from mandatory mobilization include serious medical condition/illness, serious personal obligations/hardships, or other work that is determined to be of a higher priority. Reasonable consideration will be given to any employee seeking to be excused from a detail assignment. All exemption requests must be approved by the employee’s deputy administrator or designated official. Exemption requests will be reviewed in consultation with the servicing employee relations specialist. The employee will be notified of approval or disapproval of the request. If the exemption is not approved, the employee is expected to fulfill the original deployment assignment. Employees, whose salaries and benefits are covered in cooperative funds, are exempt from mobilizations beyond the scope of their respective programs, unless arrangements are completed to reimburse salaries.

PPQ employees have special provisions that are covered under collective bargaining agreements. Additional exemption information, guidance, and forms for PPQ bargaining unit employees can be found at the following Web site:

http://inside.aphis.usda.gov/mrpbs/labor_relations.shtml as well as in the following attachments:

• National Association of Agriculture Employees MOU (see attachment 1), and
• National Association of Plant Protection and Quarantine Office Support Employees MOU (see attachment 2).

3.4. EQS

Personnel qualification records are managed in the APHIS EQS. The EQS is an information management system that tracks training and certifications for APHIS employees. Complete information about APHIS mobilization and related certifications and procedures, etc., can be found at the following Web site:

http://inside.aphis.usda.gov/emergency_info

PPD-8, the National Preparedness Goal, and the five National Frameworks establish a comprehensive, national approach to all-hazards domestic incident management across a spectrum of activities including prevention, preparedness, mitigation, response, and recovery. NIMS establishes emergency response positions that are common across
emergency response organizations, including APHIS. Common positions include ICS and administrative positions. In this regard, APHIS has adopted these established positions as part of its EQS to meet the requirements of PPD-8 and NIMS.

Any organization or agency providing resources to fill national interagency requests for animal and plant health or all-hazards incidents of moderate or higher complexity will be expected to meet the minimum national requirements.

In addition to these common positions, APHIS has established a series of technical positions that are specific to APHIS in addressing animal and plant health and/or all-hazards incidents. These position titles are contained in the APHIS Emergency Responder Position Catalog. Each position in the catalog has specific minimum qualifications defined and representative tasks that personnel may be required to perform. Personnel must meet the minimum qualifications and demonstrate ability to perform required tasks in order to be certified as qualified for the position. These position and qualification requirements have been identified by each program and support unit and can be found in the APHIS Emergency Responder Qualification Process. [http://inside.aphis.usda.gov/emergency_info/organization/resp_cat.shtml](http://inside.aphis.usda.gov/emergency_info/organization/resp_cat.shtml)

3.5. Length of Assignment and Extensions

The scope and severity of the incident and the health and safety of employees are two primary factors in determining the length of assignment. The Incident Command and General Staff, along with the lead program unit, will make this determination on a case-by-case basis. As a general policy, the standard length of an emergency assignment is 21 calendar days (excluding travel), with an extension of up to 7 additional days for a total of 28 calendar days. In some cases, a minimum 28-day assignment will be required. Extensions beyond 28 days must be approved through the Incident Command and General Staff, the lead program unit, and the employee’s home station supervisor.

3.6. Work Schedule and Rest Policy

The Incident Command and General Staff will establish daily work schedules for all employees at the incident. This includes all necessary shifts, approved overtime, and weekend schedules. When preparing schedules, the Incident Command and General Staff are expected to keep the health and safety of employees as the highest priority and must manage work and rest periods, assignment duration, and length of shifts.

Every manager and supervisor has the critical responsibility to ensure employees are given the proper amount of time off for rest. This means being aware of employees who have long shifts or who may be exhibiting physical and mental signs of stress.

For employees assigned on a continuous basis for 21 calendar days, a minimum of 1 unpaid day off is mandatory midway through the TDY assignment. If an employee is assigned for 28 calendar days or more, a minimum of 2 unpaid days off must be taken each 28-calendar-day period.
Incident supervisors have the discretionary authority to require an individual to take more unpaid days off, if needed, or to order work to be done on the individual's scheduled day off if workload warrants it.

These are minimum guidelines that can be adjusted with the approval of the Incident Command and General Staff.

3.7. Return Assignment

Major incidents may require one or multiple return assignments or rotations. Return assignments are usually for specialized resources and skills that are in short supply.

As a general policy, an employee can expect to return to his or her home duty station for at least the same length of time he or she was on the emergency assignment. For example, if the employee was on detail for 21 calendar days, he or she can expect to return home for a minimum of 21 calendar days before the next rotation. As with all emergency response operations, this is a general policy that is subject to change based on the severity and scope of the emergency.

3.8. Follow-Up Evaluations

The coordinating lead program unit will conduct an AAR with all programs involved to evaluate incident response activities and document lessons learned as well as recommendations for improvement.

3.9. Cooperative Programs

Many APHIS programs are cooperative programs that are funded through a combination of Federal, State, and private funding mechanisms. Most State and private entities prohibit the use of their funds for purposes not stated in the cooperative agreement. Employees whose positions fall under this scenario should remain unavailable in ROSS until alternative funding arrangements can be made.

In addition, APHIS has entered into various cooperative agreements and memorandums of understanding with Federal, State, and private entities that outline requirements for the deployment of external resources in advance of an incident. See Chapter 6—Cooperation for more information regarding these arrangements.
Chapter 4—Mobilization and Demobilization Procedures

4.1. Resource Mobilization and Demobilization: Responsibilities

**EMLC:** The EMLC is responsible for the following:

- Ensuring programs follow the APHIS Emergency Mobilization Guide during any incident response;
- Ensuring that all APHIS units appropriately implement the total mobility policy during an emergency response; and
- Supporting compliance with safety policies in APHIS’ Safety and Health Manual by all APHIS responders working at an emergency site.


**Lead Program Unit:** The APHIS lead program unit and the IC(s) in the field are responsible for the following:

- Using locally available resources to fill as many positions as possible at the incident before requesting resources from the DCCs;
- Providing a qualified IMT, as needed;
- Following resource mobilization policies set by the EMLC or designated MAC Group;
- Relaying all necessary information to the host dispatcher;
- Keeping the host DCC informed of all local APHIS personnel working on the incident with up-to-date mobilization and demobilization information; and
- Ensuring that safety policies in APHIS’ Safety and Health Manual are followed by all APHIS responders.

**MRPBS, EMSSD:** This Division is responsible for the following:

- Ensuring that dispatchers have updated lists of personnel medically cleared and fit-tested for equipment to safely respond to the emergency;
- Ensuring that APHIS has adequate numbers of trained dispatchers and dispatch supervisors to work in the national and regional DCCs;
- Maintaining an agreement with the NWCG to request ROSS trainers and dispatchers to help the APHIS dispatchers use ROSS during an incident; and
- Ensuring that the dispatchers at each DCC receive accounting codes to ensure proper payment for all personnel and supplies deployed to an incident.
All APHIS program and support units are responsible for:

- Ensuring that supervisors adhere to the total mobility policy and follow standard procedures set forth in this Guide; and
- Keeping State, federally recognized tribes, and international cooperators apprised of response activities as appropriate.

Three MRPBS Incident Support Teams have been established to provide support to APHIS emergency operations and may be requested through proper dispatch channels. The teams consist of a minimum of one staff member from the following divisions within MRPBS: FMD, ASD, HRD, ITD, and EMSSD. MRPBS team support should be requested through the DCCs/ROSS dispatchers.

**Program Emergency Response Staffs:** VS, PPQ, and AC are staffed with permanent, full-time employees – EPCs – at the national and regional levels who carry out emergency response coordination activities, including the following:

- Developing national emergency response strategy and policy;
- Coordinating development of emergency funding requests, in coordination with APHIS PPD;
- Serving as technical lead on ad hoc RCTs;
- Conducting information sharing with industry stakeholders and cooperators; and
- Managing DCCs in the regional offices, in coordination with EMSSD’s Emergency Preparedness Branch, which oversees the national DCC.

ESF #11 Coordinators at each of the 10 FEMA regions serve as liaison to FEMA, and to STTC in the FEMA regions, regarding planning and response coordination.

### 4.2. Resource Ordering Channels

The DCCs work closely with the lead program unit(s) and the Incident Command to process resource requests and to track resources assigned to incidents.

The DCCs use the automated ROSS and its standard operating procedures to track the status of resources at all incidents and to dispatch resources when needed for larger incidents. For more information about ROSS procedures, visit the Web site: [http://inside.aphis.usda.gov/emergency_info/organization/ross.shtml](http://inside.aphis.usda.gov/emergency_info/organization/ross.shtml)
Eastern and western DCCs have full-time dispatchers to manage the dispatch function for their respective regions. The national DCC has one full-time ROSS program manager who also manages the dispatch function for national resources. Additional APHIS dispatchers may be called in to assist any of the three DCCs when workload exceeds capacity.

### National DCC

The national DCC is a virtual center, having dispatch responsibility for personnel working as single resources in the Office of the Administrator; the APHIS headquarters offices of AC, BRS, IS, LPA, MRPBS, PPD, PPQ, VS, and WS; and the national laboratories and centers, including the Center for Plant Health Science and Technology, the Center for Veterinary Biologics, the Centers for Epidemiology and Animal Health, the National Veterinary Services Laboratories, and the Center for Animal Welfare.

### Regional DCC

The eastern region DCC is located in Raleigh, NC, and services the eastern region offices of AC, MRPBS, PPQ, VS, and WS located in Raleigh and the associated offices located in the eastern region States.

The western region DCC is located in Fort Collins, CO, and services the western region offices of AC, MRPBS, PPQ, VS, and WS located in Fort Collins and the associated offices located in the western region States.

### 4.3. Resource Ordering Procedures

The lead program unit coordinates APHIS incident response at the national and/or regional levels, depending on the requests from the State and on the scope of the incident. The regional director or POC will work with State and Federal program managers at field locations to establish APHIS ICPs, if applicable, and fill incident needs from local sources when possible. Local human resources include local temporary hires, State personnel, and local APHIS employees. When incident needs cannot be met locally, requests for additional resources will be sent to the eastern or western regional DCC depending on whether the incident is in the eastern or western region.

### Single Region Dispatch Coordination

The lead program unit POC, either regional or national, or dispatcher identifies qualified personnel for specific positions/locations and relays the information back to the dispatcher. The POC informs the identified employee that he or she is being dispatched and shares the nature and location of the assignment. The POC also provides the employee with the contact information for the dispatcher. The dispatched resource is responsible for making his or her own travel arrangements, and for contacting the dispatcher to inform the dispatcher of those travel plans. The dispatcher fills the resource order, documents approval, sends a copy of the resource order to the employee, and informs the Logistics Unit or incident contact.
If the POC determines there are no personnel available, the dispatcher will coordinate with the POC and Logistics Unit or incident contact to determine if there is a comparable ASER position and skill set that could be used or if the request should be sent to other APHIS programs within the region. If it is determined that the request should be forwarded, then the POC or dispatcher will send the request to other APHIS program POCs.

### Multiple Region Dispatch Coordination

If resources are not available within a region, the dispatcher will coordinate with the lead program unit POC and the Logistics Unit to determine if the request should be placed with the alternate regional DCC. The lead program unit POC will contact personnel at the alternate region to discuss sending the resource request to their DCC. If the alternate region DCC can fill the request, they will fill the pending request, inform the host DCC that the request was filled, and send the employee the resource order. The host dispatcher will inform the Logistics Unit or incident contact that the request has been filled and share the resource’s travel plans.

If resources are not available at either regional DCC, the host regional DCC will coordinate with the lead program unit POC and the Logistics Unit or incident contact to determine how to proceed.

### Expanded Dispatch

If workload expands beyond the capacity of any DCC, additional personnel from various APHIS units may be added on a temporary basis to create an expanded dispatch team. The decision to expand and deploy the dispatch team will be made by the lead program unit and the regional DCC.

### 4.4. APHIS Resource Ordering Coordination

When established, Area Command requires direct communications among lead program units and DCCs in order to maintain unity of command and coordinate with agency policy officials.
4.5. **ROSS**

The table below summarizes ROSS procedures.

<table>
<thead>
<tr>
<th>Function</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Setting Up an Incident</strong></td>
<td>Each incident will have its own unique incident name and number in ROSS. An incident naming convention has been established to ensure that incidents are identified in a consistent way.</td>
</tr>
<tr>
<td></td>
<td>Animal and plant health incident names will be structured to include a three-letter acronym identifying the disease or pest and an optional town or area name, followed by a two-letter State identifier and a four-digit calendar year.</td>
</tr>
<tr>
<td></td>
<td>For example, for panicle rice mite in Texas in 2007, the naming convention would be PRM TX 2007. For Exotic Newcastle Disease in California in 2003, the naming would be END CA 2003.</td>
</tr>
<tr>
<td></td>
<td>ESF #11 incident names will be structured to include an ESF #11 reference, followed by the incident name, FEMA region number, two-letter State identifier, and four-digit calendar year. For Hurricane Gustav, which occurred in FEMA Region VI in the State of Louisiana in 2008, the naming would be ESF11 Hurricane Gustav F6 LA 2008.</td>
</tr>
<tr>
<td></td>
<td>A unique incident number is generated in ROSS by using an abbreviation for the lead program unit (called incident host in ROSS) with a sequential number. Example: CA-AVAO-000001</td>
</tr>
<tr>
<td>**Maintaining Employee</td>
<td>Dispatchers at the three DCCs maintain employee availability status in ROSS. Dispatchers work closely with the program and support units to do so.</td>
</tr>
<tr>
<td>Availability Status**</td>
<td></td>
</tr>
</tbody>
</table>
4.6. Selection

Resource requirements to respond are determined by the APHIS Incident Command and General Staff or on a mission assignment request. This includes determining the type of resources/expertise needed and the total number of personnel for each resource type. The process is as follows:

- Upon initial mobilization, the POC should forward a list of all responders currently on the incident to dispatchers for inclusion into ROSS.

- The Logistics Unit at the ICP, if established or the incident POC forwards resource requests for eastern region-originating incidents to the eastern region and resource requests for western region-originating incidents to the western region.

- The dispatcher for the contacted DCC contacts the lead program unit POC and relays the request. Using EQS, the POC identifies qualified personnel for specific positions/locations and relays the information back to the dispatcher. The POC (in conjunction with the incident management) determines what qualifications and resources are needed for the incident. The POC or dispatcher (depending on program) will request resources through program channels (i.e., AVIC, SPHD, State Directors, etc.) including the need for volunteers who meet the established qualifications. Resource requests can be made informally through verbal means or more formally using a Resource Request Form developed by the dispatchers. EQS can be queried in advance of the request/announcement to identify a list of qualified personnel. After responses are received within the established timeframe, the POC or dispatcher will select personnel based on qualification, etc., and relay the information through established channels back to the incident. (NOTE: This process can vary with each program unit in accordance to their established internal communication policies.)

- The POC or supervisor informs the identified employee that he or she is being dispatched and shares the nature and location of the assignment. The POC also provides the employee with the contact information for the dispatcher.

- The employee is responsible for making his or her own travel arrangements and for contacting the dispatcher to inform the dispatcher of his or her itinerary for travel.

- The dispatcher fills the resource order, documents approval, sends a copy of the resource order to the employee, and informs the Logistics Unit or incident contact.

The table below presents potential situations and alternative procedures.
<table>
<thead>
<tr>
<th>If . . .</th>
<th>Then . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td>The POC determines there are no personnel available</td>
<td>The POC will inform the dispatcher, after which the dispatcher will coordinate with the POC and Logistics Unit or incident contact to determine if there is a comparable ASER position and skill set that could be used or if the request should be sent to other APHIS programs within the region. If it is determined that the request should be forwarded, then the dispatcher will send the request to other APHIS programs’ POCs.</td>
</tr>
<tr>
<td>Resources are not available within the region</td>
<td>The dispatcher will coordinate with the lead program unit POC and the Logistics Unit or incident contact to determine if the request should be placed with the alternate regional DCC. The lead program unit POC will contact regional personnel to discuss sending the resource order to that region's DCC. If the alternate regional DCC can fill the request, its dispatcher will obtain travel information from the employee, fill the pending request, document conversations, inform the host dispatcher that the request was filled, and send the employee his or her resource order. The host dispatcher will inform the Logistics Unit or incident contact that the request has been filled and share the resource’s travel plans.</td>
</tr>
<tr>
<td>Resources are not available at either regional DCC</td>
<td>The dispatcher will coordinate with the lead program unit POC and the Logistics Unit or incident contact to determine how to proceed.</td>
</tr>
<tr>
<td>The resource request is for a national resource</td>
<td>The request will be sent to the national DCC. The national DCC will follow the same protocols as an alternate regional DCC when filling a request.</td>
</tr>
</tbody>
</table>

The host DCC will coordinate resources for the incident. All information related to resource requests, resource mobilization, or resource demobilization must flow through the host DCC.

To ensure other APHIS priorities are addressed, other factors such as mission priorities, cost, and impact on home-work unit will also be taken into consideration when making final selections.
4.7. Priorities

When competition for resources occurs between incidents in one APHIS geographic region, the APHIS lead program unit’s regional office, in coordination with regional EMLC members, will establish priorities for the incidents and report them to the EMLC.

When competition for resources occurs among APHIS regional DCCs, the EMLC or its designated APHIS MAC Group will establish national priorities and develop resource deployment plans.

In setting national and regional priorities and developing resource deployment plans, several criteria will be considered, including the following:

- Maintaining the ability to respond to additional potential incidents involving agricultural bioterrorism, invasive species, diseases of wildlife and livestock, support to APHIS-regulated facilities, and conflicts between humans and wildlife;
- Limiting costs without compromising safety;
- Maintaining mission-critical task capability for ongoing APHIS program operations; and
- Supporting NRF/FEMA ESF #11 MA tasking.

Deployment plans will specify the priority for dispatching resources to respond to an emergency based on the aforementioned criteria and the scope and severity of the incident as determined by the EMLC through consultation with affected program and support units.

4.8. Mobilization and Demobilization Coordination

When a resource request is filled, the lead program unit and employee’s home unit will coordinate the necessary travel itinerary with the employee. Travel arrangements will be forwarded to the DCC for entry into ROSS. The dispatcher will fill the resource order, document conversations, and send the employee his or her resource order. The host DCC will notify the Logistics Unit or the incident contact of the person selected and his or her expected arrival date at the incident.

The Logistics Unit or incident contact will notify the host DCC when resources have completed their assignments and are being released from the incident. The Incident Commander will be responsible for ensuring that the employee fills out an ICS-221 form and that all travel information is relayed to the dispatcher. The dispatcher will update ROSS to indicate that the employee has been released from the assignment.
4.9. Mobilization of IMTs

IMTs include an Incident Commander and the appropriate Command and General Staff personnel needed to manage an incident. IMTs have management responsibilities for establishing ICPs and for determining the need for additional support, both administrative and technical as defined in the delegation of authority.

The process for mobilizing IMTs is as follows:

<table>
<thead>
<tr>
<th>Type of Team</th>
<th>Mobilization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VS IMT</strong></td>
<td>VS IMTs are mobilized when the AVIC of the affected State(s) contacts the ARD for emergency management. The Incident Complexity Analysis Team, VS Management Team, ARD, and regional DCC will discuss and agree on the number of IMT members to be mobilized for the incident. IMTs will be dispatched and tracked through ROSS.</td>
</tr>
</tbody>
</table>
## Type of Team | Mobilization
--- | ---
**PPQ IMT** | PPQ IMTs are mobilized when the SPHD contacts the Regional Director or the ARD.

The IC, Emergency Program Coordinator, ARD, and SPHD will discuss and agree on the number of IMT members to be mobilized for the incident. IMTs will be dispatched and tracked through ROSS.

**STEP 1:** The SPHD and State Plant Regulatory Official (SPRO) jointly determine that local resources are insufficient to manage an incident and decide to request a PPQ NIMT.
**STEP 2:** The SPHD contacts the PPQ Regional Office, submits an Incident Request Form, and requests the on-call PPQ NIMT through his/her ARD.
**STEP 3:** The ARD approves or denies the request.
**STEP 4:** The ARD notifies the REPC.
**STEP 5:** The REPC notifies Dispatch and the IC of the on-call PPQ NIMT.
**STEP 6:** The REPC emails the DoA Letter template and In-briefing Packet (startup forms) along with the link to these documents on the PPQ NIMT Share Point site to the requesting SPHD. (The REPC will work with the SPHD and SPRO to complete the documents if needed.)
**STEP 7:** The SPHD and SPRO set the goals and expectations in the DoA Letter. The DoA Letter will also indicate who the IC is to regularly report to and the lines of communication.
**STEP 8:** The DoA Letter and In-briefing Packet (comes from the SPHD and possibly the SPRO in the State if amenable) is provided to the IC prior to transition. The DoA is required for an NIMT to work in that State. The DoA Letter specifically indicates what functions the SPHD and SPRO expect the IC/PPQ NIMT to perform.
**STEP 9:** A draft callout plan will be generated by the IC. The IC will notify, and if needed have a conference call with, the SPHD and SPRO to ensure the appropriate resources are being deployed to address the goals and objectives in the DoA Letter.
### Type of Team | Mobilization
--- | ---
**AC PRT** | AC PRTs are mobilized to support AC program emergencies including large-scale confiscations and other actions associated with AWA-regulated facilities. PRTs or individual PRT members may also be mobilized to support all-hazards incidents, as warranted.

Deployment of an AC PRT will be determined by AC management and coordinated through the AC emergency program managers and the regional DCC, in accordance with AC policy guidance.

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#### 4.10. Mobilization of Support or Response Teams

Employees who are members of an IST or an IRT prepare to mobilize in a timeline determined by their team’s leadership.

Employees may be dispatched either as a team or as a single resource depending on the identified need. Employees will be dispatched through ROSS following established guidelines (see Single Region Dispatch Coordination in Section 4.3 above).

**Incident Support Teams**

Employees who make up the MRPBS ISTs respond to Incident Command’s overhead (human resource) requests for administrative support. Although MRPBS has chosen to organize employees into three rotational teams, employees may be mobilized individually when the incident requests any one of the following established ASER positions through ROSS:

- Administrative Services Advisor,
- Employee Services Advisor,
- Financial Services Advisor,
- Human Resources Services Advisor, or
- Information Technology Services Advisor.

The national DCC will receive and review the overhead request and will work directly with MRPBS managers to fill it.

There are three (Red/Blue/Green) ISTs for MRPBS. The current list of employees and rotational assignments is maintained at the following Web site:

Incident Response Teams (IRTs)

Employees from non-lead programs with technical field-level expertise (WS; AC; and MRPBS, IES) can be members of an IRT. Employees identified as members of IRTs have technical skills and abilities and respond as directed. Employees may be dispatched in accordance with established guidelines either as a team or as a single resource depending on the identified need (see Single Region Dispatch Coordination in Section 4.3 above).

WS SERS biologists are mobilized by the WS national POC. The persons assigned to the duty can be reached through the SERS Hotline: 970-266-6363 or 877-303-6363. The POC will develop the IRT as appropriate. The IRT may contain SERS biologists and WS non-SERS personnel. Once the IRT(s) have been developed, the dispatcher is notified of the names of the SERS biologists to be dispatched. The dispatcher will designate in ROSS the names of the SERS biologists being dispatched, thus enabling the dispatcher to track the mobilized IRT members.

SERS has a cadre of wildlife biologists who are prepared to be mobilized within 24-48 hours of notification. Selections for requested IRTs will depend on required resources. The size and composition of the IRT is dependent on the specifics of the request (i.e., sharpshooter, I&E certified, alpha-chloralose certified, etc.) and the number of people needed. WS IRTs are developed to match the request and can be provided as a single resource if needed.

When requesting a SERS biologist, it is important that the resource request identify any specific skills and/or equipment in the special needs section of the request. Employees will be dispatched and tracked through ROSS following established guidelines (see Single Region Dispatch Coordination in Section 4.3 above).

More information about SERS can be found at the following Web site: http://www.aphis.usda.gov/wildlife_damage/nwdp/ER.shtml

4.11. Demobilization

Upon completion of the assignment, employees must go through the checkout process with the Incident Planning Section or, if not established, their incident contact before departing. Checkout includes returning all assigned equipment (cell phones, radios, GPS units, computers, etc.), supplies, and vehicle if assigned.

Checkout may include completion of an ICS-225, Incident Personnel Performance Rating form, by the employee’s incident supervisor and an ICS-221, Demobilization Checkout form. The ICS-225 will be used to document performance and conduct during the employee’s TDY assignment. The original will be kept for incident files. One copy will be given to the employee and another copy will be sent to the employee’s home station supervisor. Demobilization and travel information will be relayed to the host dispatcher before the employee leaves the incident.
5.1. Resource Mobilization From Other Agencies and Jurisdictions

APHIS may need to draw on personnel from other agencies and jurisdictions during a statutory emergency – such as a foreign animal disease. APHIS could rely on Interagency Agreements and Memorandums or Agreements for procuring resources from other Federal agencies. APHIS could request support from the Department. Requests for support are routed from the APHIS Administrator to the Secretary through the Under Secretary, Marketing and Regulatory Programs. The Department may convene a USDA MAC Group coordinated by OHSEC to request support from within the Department. If the Department is unable to fill requests, the Secretary may request support from other Federal departments and agencies through the Secretary, DHS.

PPD-8, the National Preparedness Goal, and the National Preparedness System (the five Frameworks: Prevention, Protection, Mitigation, Response, and Recovery, and Interagency Operational Plans) together are the doctrine that guides APHIS response during all-hazards incidents. In the past, APHIS personnel have supported responses to major hurricanes, floods, and other all-hazards incidents that have affected animals, agricultural commodities, APHIS-regulated facilities, and USDA’s infrastructure.

5.2. ESF #11 Activation

To coordinate assistance for all-hazards incidents, FEMA activates ESF #11.

Three USDA agencies—APHIS, FSIS, and FNS—and DOI have primary or lead roles to implement ESF #11 operations. The USDA OHSEC has delegated to APHIS the coordination role for ESF #11 activities for all three USDA agencies and DOI. The EMSSD Director will keep the EMLC apprised of ESF #11 activities.

If FEMA activates ESF #11 at the NRCC, the national ESF #11 coordinator (EMSSD, EMHSB) will activate one of the four pre-trained rotational ESF #11 multiagency (APHIS, FSIS, FNS, and DOI) teams to send a desk officer to work at the NRCC ESF #11 desk.

Depending on the nature of the incident, the EMLC may decide to activate the AEOC and to establish an all-hazards RCT to coordinate the APHIS response.

When FEMA activates ESF #11 at the regional level, the ESF #11 Coordinator at the regional level coordinates APHIS’ involvement at FEMA RRCCs and keeps the REPM, the National ESF #11 Coordinator, and the regional partner agencies informed of ongoing developments. The National ESF #11 Coordinator keeps the national EMLC membership informed of ongoing developments.

National and regional coordination responsibilities have been documented in the ESF #11 standard operating procedures and APHIS COOP and mission assurance plans.
5.3. **Other Requests for Information or Program Support**

APHIS will often receive requests for information or support for other USDA all-hazards and homeland security activities. The EMSSD Director’s Office will be APHIS’ POC for receiving, disseminating, and responding to these requests.

The EMLC will ensure that each APHIS program and support unit designates one person (and an alternate) to serve as liaison for responding to requests. The EMSSD Director’s Office will forward the requests to the designated program liaisons and copy the alternates, EMLC co-chairs and chief of staff, and designated MRPBS official(s). The program liaisons have complete authority to provide information to the EMSSD Director’s Office and to work with that office to prepare the APHIS response. The liaisons must incorporate input from all parts of their units.

5.4. **Coordination With Other Federal Agencies**

For APHIS statutory responses involving agricultural health, terrorism, or animal welfare, APHIS will need to rapidly adjust its command and management systems to meet the changing needs in the field. It is possible that DHS and its FEMA would play a coordination role with the APHIS lead program unit and the involved States. For agricultural terrorism incidents, the FBI would also have a significant role.

For nonagricultural health (all-hazards) emergencies requiring a coordinated Federal response, it is unlikely that APHIS program units will play a lead role in the command structure. This is typically a FEMA responsibility. However, depending on the situation, APHIS would likely be asked to provide resources and services.
Chapter 6—Cooperation

6.1. Agreements

Agreements are used within APHIS to establish collaborative partnerships between organizations.

The most common types of agreements used by APHIS are grants, cooperative agreements, interagency agreements, and memorandums of understanding. Additional information about agreements used by APHIS is available through APHIS’ Agreements Service Center Web site: http://www.aphis.usda.gov/mrpbs/fmd/agreements_faq.shtml

Access to copies of agreements is limited, but may be requested by contacting either the MRPBS Agreements Team or an MRPBS FMD Red/Blue/Green team member.

In addition, agreements can be found in the MRPBS Emergency Response Manual, the PPQ Emergency Response Manual, or the Agricultural Health and Homeland Security Emergency Response Integration Plan.
## Appendix 1: Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AAR</td>
<td>After-Action Review</td>
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<tr>
<td>AC</td>
<td>Animal Care</td>
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<tr>
<td>AEOC</td>
<td>APHIS Emergency Operations Center</td>
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<tr>
<td>AHPA</td>
<td>Animal Health Protection Act</td>
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<tr>
<td>APHIS</td>
<td>Animal and Plant Health Inspection Service</td>
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<tr>
<td>ARD</td>
<td>Assistant Regional Director</td>
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<tr>
<td>ASD</td>
<td>Administrative Services Division</td>
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<tr>
<td>ASER</td>
<td>APHIS Specialized Emergency Responder</td>
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<tr>
<td>AVIC</td>
<td>Area Veterinarian-in-Charge</td>
</tr>
<tr>
<td>AWA</td>
<td>Animal Welfare Act</td>
</tr>
<tr>
<td>BRS</td>
<td>Biotechnology Regulatory Services</td>
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<tr>
<td>COOP</td>
<td>Continuity of Operations</td>
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<tr>
<td>DCC</td>
<td>Dispatch Coordination Center</td>
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<tr>
<td>DHS</td>
<td>United States Department of Homeland Security</td>
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<tr>
<td>DoA</td>
<td>Delegation of Authority</td>
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<tr>
<td>DOI</td>
<td>United States Department of the Interior</td>
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<tr>
<td>DR</td>
<td>Departmental Regulation</td>
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<tr>
<td>EAP</td>
<td>Employee Assistance Program</td>
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<tr>
<td>EMLC</td>
<td>Emergency Management Leadership Council</td>
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<tr>
<td>EMSSD</td>
<td>Emergency Management, Safety, and Security Division</td>
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<tr>
<td>EMHSB</td>
<td>Emergency Management and Homeland Security Branch</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
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<tr>
<td>EPC</td>
<td>Emergency Program Coordinator</td>
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<tr>
<td>EQS</td>
<td>Emergency Qualifications System</td>
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<tr>
<td>ESF</td>
<td>Emergency Support Function</td>
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<tr>
<td>FBI</td>
<td>Federal Bureau of Investigation</td>
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<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<tr>
<td>FMD</td>
<td>Financial Management Division</td>
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<tr>
<td>FNS</td>
<td>Food and Nutrition Service</td>
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<tr>
<td>FSIS</td>
<td>Food Safety and Inspection Service</td>
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<tr>
<td>GPS</td>
<td>Global Positioning System</td>
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<tr>
<td>HPAI</td>
<td>Highly Pathogenic Avian Influenza</td>
</tr>
</tbody>
</table>
HRD    Human Resources Division
HSPD   Homeland Security Presidential Directive
I&E    Immobilization and Euthanasia
IAP    Incident Action Plan
IC     Incident Commander
ICP    Incident Command Post
ICS    Incident Command System
IES    Investigative and Enforcement Services
IMT    Incident Management Team
IRT    Incident Response Team
IS     International Services
IST    Incident Support Team
ITD    Information Technology Division
JFO    Joint Field Office
JIC    Joint Information Center
LPA    Legislative and Public Affairs
MA     Mission Assignment
MAC    Multiagency Coordination (as in MAC Group)
MRPBS  Marketing and Regulatory Programs Business Services
NCH    Natural and Cultural Resources and Historic Properties
NIMS   National Incident Management System
NIMT   National Incident Management Team
NRCC   National Response Coordination Center
NRF    National Response Framework
NWCG   National Wildfire Coordinating Group
OCRDI  Office of Civil Rights, Diversity, and Inclusion
OHSEC  Office of Homeland Security and Emergency Coordination
PHSBPRA Public Health Security and Bioterrorism Preparedness and Response Act
POC    Point of Contact
PPA    Plant Protection Act
PPD    Policy and Program Development
PPQ    Plant Protection and Quarantine
PRT    Program Response Team
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCT</td>
<td>Response Coordination Team</td>
</tr>
<tr>
<td>REPC</td>
<td>Regional Emergency Program Coordinator</td>
</tr>
<tr>
<td>REPM</td>
<td>Regional Emergency Program Manager</td>
</tr>
<tr>
<td>ROSS</td>
<td>Resource Ordering and Status System</td>
</tr>
<tr>
<td>RRCC</td>
<td>Regional Response Coordination Center</td>
</tr>
<tr>
<td>SERS</td>
<td>Surveillance and Emergency Response System</td>
</tr>
<tr>
<td>SPHD</td>
<td>State Plant Health Director</td>
</tr>
<tr>
<td>SPRO</td>
<td>State Plant Regulatory Official</td>
</tr>
<tr>
<td>STTC</td>
<td>States, Territories, Tribes, and Commonwealths</td>
</tr>
<tr>
<td>TDY</td>
<td>Temporary Duty</td>
</tr>
<tr>
<td>UC</td>
<td>Unified Command</td>
</tr>
<tr>
<td>USCG</td>
<td>United States Coast Guard</td>
</tr>
<tr>
<td>USDA</td>
<td>United States Department of Agriculture</td>
</tr>
<tr>
<td>USF&amp;WS</td>
<td>United States Fish &amp; Wildlife Service</td>
</tr>
<tr>
<td>VS</td>
<td>Veterinary Services</td>
</tr>
<tr>
<td>WS</td>
<td>Wildlife Services</td>
</tr>
</tbody>
</table>
Appendix 2: APHIS Organizational Directory

**Headquarters**
USDA Center at Riverside
4700 River Rd.
Riverdale, MD 20737
Phone: 301-851-2710
Fax Number: 301-734-4603

Facilities Manager
**Eastern Regional Office**
920 Main Campus Dr., Ste. 200
Raleigh, NC 27606-5202
Phone: 919-855-7007
Fax Number: 919-855-7030

Facilities Manager
**Western Regional Office**
2150 Centre Ave., Bldg. B
Fort Collins, CO 80526
Phone: 970-494-7171
Fax Number: 970-494-7174

Facilities Manager
**Minneapolis Business Site**
100 N. 6th St.
Minneapolis, MN 55403
Phone: 612-336-3347
Fax Number: 612-336-3564

**APHIS Regional Dispatch Coordination Centers (DCCs)**

**Eastern DCC**
EOC
920 Main Campus Rd.
Raleigh, NC 27606
Phone Number: 919-855-7007
Fax Number: 919-855-7030

**Western DCC**
EOC
2150 Centre Dr., Bldg. B
Fort Collins, CO 80526
Phone Number: 970-494-7171
Fax Number: 970-494-7174

**APHIS Emergency Operations Center (AEOC)**
4700 River Rd., Unit 72
Riverdale, MD 20737
Phone Number: 301-436-3110
Fax Number: 301-734-4603
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## Appendix 3: Governmentwide Response and Support

<table>
<thead>
<tr>
<th>Department/Agency</th>
<th>Phone</th>
<th>24/7 Ops</th>
</tr>
</thead>
<tbody>
<tr>
<td>USDA Operations Center</td>
<td>202-720-5711</td>
<td>Yes</td>
</tr>
<tr>
<td>APHIS – Headquarters (Riverdale, MD)</td>
<td>301-436-3110</td>
<td>Cold Site*</td>
</tr>
<tr>
<td>APHIS – Eastern Region (Raleigh, NC)</td>
<td>919-855-7007</td>
<td>Cold Site*</td>
</tr>
<tr>
<td></td>
<td>919-855-7000 (alternate)</td>
<td></td>
</tr>
<tr>
<td>APHIS – Western Region (Fort Collins, CO)</td>
<td>970-494-7171</td>
<td>Cold Site*</td>
</tr>
<tr>
<td>FEMA – Federal Operations Center</td>
<td>800-634-7084</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>540-665-6100</td>
<td></td>
</tr>
<tr>
<td></td>
<td>703-771-6100</td>
<td></td>
</tr>
<tr>
<td>DHS Operations Center</td>
<td>202-282-8300</td>
<td>Yes</td>
</tr>
<tr>
<td>DOI Operations Center</td>
<td>202-208-4108</td>
<td>Yes</td>
</tr>
</tbody>
</table>

* A Cold Site is not normally staffed 24/7, but has the capacity, if needed.