INCIDENT COORDINATION GROUP PLAN

FAD PReP

Foreign Animal Disease Preparedness & Response Plan

United States Department of Agriculture

United States Department of Agriculture • Animal and Plant Health Inspection Service • Veterinary Services

DRAFT JUNE 2014

EXECUTIVE SUMMARY

A foreign animal disease (FAD) outbreak, such as foot-and-mouth disease, highly pathogenic avian influenza, or classical swine fever would present a formidable challenge to Surveillance, Preparedness, and Response Services (SPRS) and the National Preparedness and Incident Coordination (NPIC) Center. Any response must be flexible and scalable.

The *Incident Coordination Group Plan (Manual 3-0)* provides a framework for incident management. Specifically, the plan does the following:

- Identifies the organizational structure of the Incident Coordination Group (ICG) and its capabilities for incident response and coordination.
- Identifies the roles and responsibilities of ICG and SPRS personnel in incident management and continuity of operations.
- Defines the procedures and protocols for executing the Animal and Plant Health Inspection Service (APHIS) Emergency Operations Center (AEOC) operations and maintaining continuity of operations.
- Defines procedures for requesting additional personnel resources, both government and contractor, to augment the SPRS staff for incident management and response and continuity of operations.
- Defines the process for requesting and distributing funds to support the incident response from inception to conclusion.

The plan is a dynamic document. For example, further changes and additions may include the following:

- Expanding procedures for AEOC operations.
- Continuing to define the relationships between the AEOC and other involved operations centers, agencies, and groups.
- Improving incident reporting and communications tools.
- Further defining surge support requirements, particularly those needed during a 24/7 incident.

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Preface

The *Incident Coordination Group Plan* provides a framework for incident management for responding to an animal health emergency in the United States.

This *Incident Coordination Group Plan* is under ongoing review. This document was last updated **June 2014**. Please send questions or comments to:

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Chapter 1
Introduction

This *Incident Coordination Group Plan* (FAD PReP Manual 3-0) contains guidance on responding to an animal health incident with an Incident Coordination Group (ICG). The plan defines an animal health event, outlines the incident response levels as defined in the Animal and Plant Health Inspection Service (APHIS) *Emergency Mobilization Guide*, describes procedures and protocols for incident management, defines areas of responsibility, and establishes response procedures.

The plan incorporates the principles and concepts of the National Incident Management System and National Response Framework to furnish a standard approach to effective management of an animal health incident. Preparing for, and responding to, the broad spectrum of foreign animal diseases (FADs), such as foot-and-mouth disease and highly pathogenic avian influenza, poses a formidable challenge for Veterinary Services (VS), Surveillance, Preparedness, and Response Services (SPRS), National Preparedness and Incident Coordination (NPIC). An animal health incident may start small and grow in scale and complexity over time. At first notice of an incident, the ICG begins to align the resources necessary to quickly and effectively control, contain, and eradicate the disease to protect animal health, animal agriculture, the economy, public health, and the environment.

PURPOSE

In the event of an animal health incident, NPIC needs a plan to guide its actions during the response. This plan addresses how NPIC prepares and responds to an FAD outbreak. Specifically, it describes the following:

- Processes for incident management during FAD outbreaks;
- Procedures and protocols for executing APHIS Emergency Operations Center (AEOC) operations and maintaining continuity of operations;
- Coordination process for Levels I, II, and III events;
- Organizational structure of the APHIS ICG and its capabilities for incident response and coordination;
- Roles and responsibilities of the ICG and NPIC personnel for incident management and continuity of operations;

- Provisions for delegation of authority for an incident;
- Relationship of SPRS and NPIC with other VS and APHIS units, Districts, and Federal agencies involved in the response and the interaction among these organizations;
- Process for requesting and distributing funds to support the incident response; and
- Procedures for requesting additional personnel resources, both government and contractor, to augment the ICG and NPIC staffs for incident response and continuity of operations.

This plan applies to personnel involved in responding to an animal health incident regardless of size, duration, intensity, or complexity. It complements other APHIS and U.S. Department of Agriculture (USDA) emergency management plans.

MAINTENANCE OF PLAN

This plan is a dynamic document, which will evolve as procedures, processes, roles, responsibilities, and missions change. It is adaptable, reducing or expanding according to the incident.

Modification and Review

NPIC has overall responsibility for maintaining and updating the plan. NPIC coordinates all modifications and amendments to this plan and its procedures 1) upon conclusion of an animal health incident, 2) in response to lessons learned from a workshop or exercise, and 3) as procedures and processes change or improve.

INVESTIGATION PERIOD FOR POTENTIAL FAD INCIDENTS

The investigation of an FAD or emerging disease incident (described in VS Guidance Document 12001, formerly VS Memo 580.4) can trigger the activation of an ICG. The FAD or emerging disease incident investigation period is defined as the time from when the investigation is initiated until the time an FAD or emerging disease is ruled out or confirmed by FAD field investigation, official National Veterinary Services Laboratories diagnostic testing results, or by official VS case definitions. The objectives of an FAD or emerging disease incident investigation are to 1) provide a veterinary medical assessment and presumptive and definitive diagnostic testing results, and 2) ensure that the appropriate veterinary medical countermeasures, regulatory actions, and communications are recommended and implemented during the investigation period. In the event of an

FAD or emerging disease incident investigation involving wildlife, VS will work in close collaboration, communication, and coordination with stakeholders that have primary jurisdictional authority and subject matter expertise.

VS Guidance 12001 describes the procedures for investigating a potential FAD and is available at http://www.aphis.usda.gov/fadprep or http://inside.aphis.usda.gov/vs/em/fadprep.shtml for APHIS employees.

Chapter 2
Incident Management

The Homeland Security Presidential Directive-5, Management of Domestic Incidents, directed the development and administration of the National Incident Management System (NIMS). NIMS, in conjunction with the National Response Framework, provides the template for managing incidents and provides the structure and mechanisms for National-level policy on incident management.

> The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.[1]

A basic premise of NIMS is that all incidents begin and end locally. NIMS does not take command away from State and local authorities. NIMS simply provides the framework to enhance the ability of responders, including the private sector and NGOs, to work together more effectively. The Federal government supports State and local authorities when their resources are overwhelmed or anticipated to be overwhelmed.

The Incident Command System (ICS) is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communication within a common organizational structure. APHIS has adopted NIMS and ICS organizational structures and processes to manage animal health incidents. Additional information on NIMS can be found at: http://www.fema.gov/emergency/nims/. Additional information on ICS can be found at: http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm.

APHIS policy and procedures for APHIS Emergency Responder positions and APHIS Specialized Emergency Responder positions are described in the *APHIS Emergency Response Qualification Process* and *APHIS Emergency Responder Position Catalog*.[2] APHIS employees can find these documents at: http://inside.aphis.usda.gov/emergency_info/organization/resp_cat.shtml.

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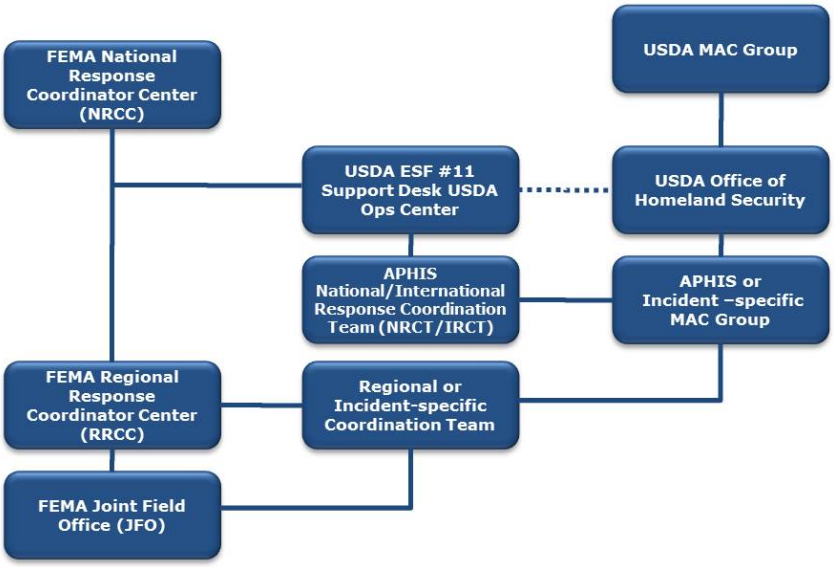
[1] About the National Incident Management System, http://www.fema.gov/about-national-incident-management-system.

[2] Information on USDA policies and procedures can be found in Departmental Manual #1800-001. Incident Preparedness, Response, and Recovery. November 2011; and Departmental Regulation #1800-001. Incident Preparedness, Response, and Recovery. November 2011.

MULTIAGENCY COORDINATION

Multiagency coordination (MAC) is a process that allows all levels of government and disciplines to work together more efficiently and effectively. MAC occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. The *APHIS Emergency Mobilization Guide* defines APHIS coordination for major agricultural disasters and agro-terrorism responses (see Figure 2-1). In the event of an animal emergency, an APHIS MAC Group will be formed if the incident response needs more support. Fundamentally, the APHIS MAC Group will provide support, coordination, and assistance with policy-level decisions to the ICS structure managing an incident.

Figure 2-1. Coordination Structures: U.S. Department of Agriculture and Department of Homeland Security/Federal Emergency Management Agency[3]

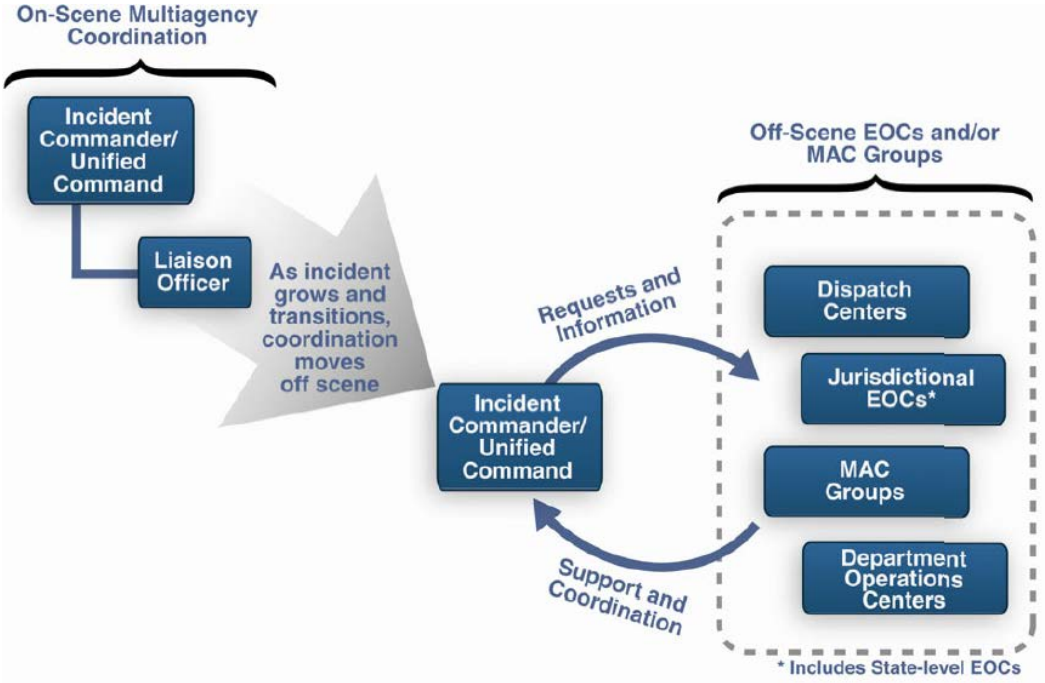


Note: ESF=Emergency Support Function.

Figure 2-2 illustrates an overview of a MAC system according to NIMS. The figure shows the transition over the course of an incident. The incident begins with an on-scene single Incident Command (IC); as the incident expands in size or complexity developing into a Unified Command, the incident may require off-scene coordination and support, which is when MAC Groups are activated.

[3] Described in USDA APHIS, 2014, *Emergency Mobilization Guide*.

Figure 2-2. Multiagency Coordination System[4]



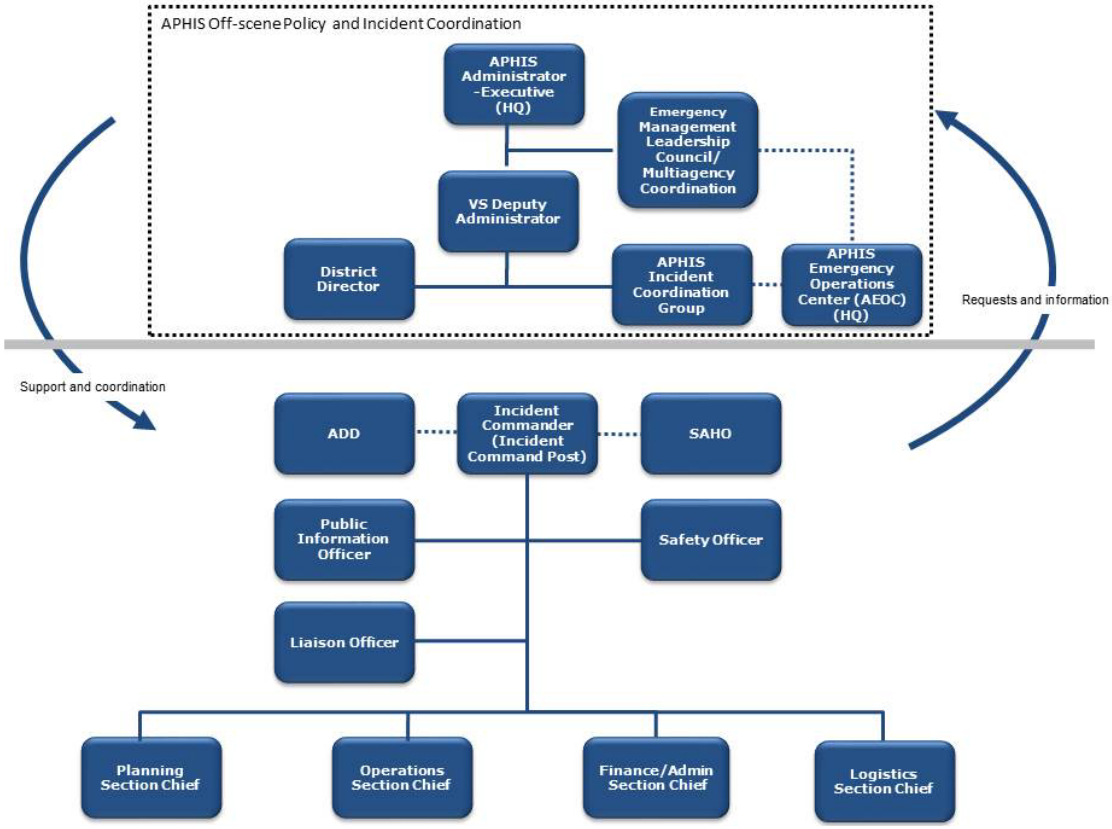
Note: EOC = Emergency Operations Center.

APHIS INCIDENT MANAGEMENT STRUCTURE

Figure 2-3 displays the APHIS FAD incident management organizational structure, starting with the APHIS Administrator.

[4] Federal Emergency Management Agency (FEMA), 2008. *National Incident Management System.* http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf.

Figure 2-3. APHIS Multiagency Coordination Structures and APHIS Emergency Operations Center: Relationship to Incident Management Team (Assuming a Single Incident)



Note: SAHO = State Animal Health Official, ADD = Assistant District Director.

The APHIS Administrator is the primary Federal executive responsible for implementing APHIS policy during an FAD outbreak. The APHIS Administrator will delegate many of the actual MAC functions to the VS Deputy Administrator (Chief Veterinary Officer of the United States) and the APHIS Emergency Management Leadership Council (EMLC).

The VS Deputy Administrator and the EMLC will establish an APHIS Incident Coordination Group (ICG) to oversee the staff functions associated with the incident at the APHIS headquarters level. The APHIS ICG will work closely with the personnel in charge of establishing operations for the incident response at the Area Command (AC) or Incident Command Post (ICP) in the field and coordinate with the APHIS MAC Group.

APHIS Multiagency Coordination Group

In the event of a significant FAD emergency, the EMLC typically serves as the APHIS MAC Group, unless it transfers responsibility for a specific incident. The EMLC is co-chaired by Plant Protection and Quarantine's Associate Director,

Emergency and Domestic Programs and VS' Associate Deputy Administrator, Surveillance, Preparedness, and Response Services (SPRS). The EMLC is comprised of the following headquarters and regional members:

- Plant Protection and Quarantine,
- VS,
- Animal Care,
- Wildlife Services,
- International Services,
- Biotechnology Regulatory Services,
- Marketing and Regulatory Programs Business Services,
- Legislative and Public Affairs,
- Policy and Program Development,
- Investigative Enforcement Services,
- Emergency Management and Safety and Security Division, and
- APHIS Chief Information Officer.

The APHIS MAC Group may include additional members if the response requires them and may be activated if one or more of the following conditions take place:

- complex incidents that overwhelm local and regional assets;
- overlapping USDA agency jurisdictions;
- an incident that crosses international borders; or
- the existence of or potential for a high level of National political and media interest.

The APHIS MAC Group provides a forum to discuss actions that need to be taken to ensure that an adequate number of resources are available to meet anticipated needs. The APHIS MAC Group strategically coordinates the incident response, but does not typically direct the APHIS ICG.

The APHIS MAC Group offers guidance on the most efficient way to allocate resources during an animal health event. Specific responsibilities vary from disease to disease, but the general functions of the APHIS MAC Group include

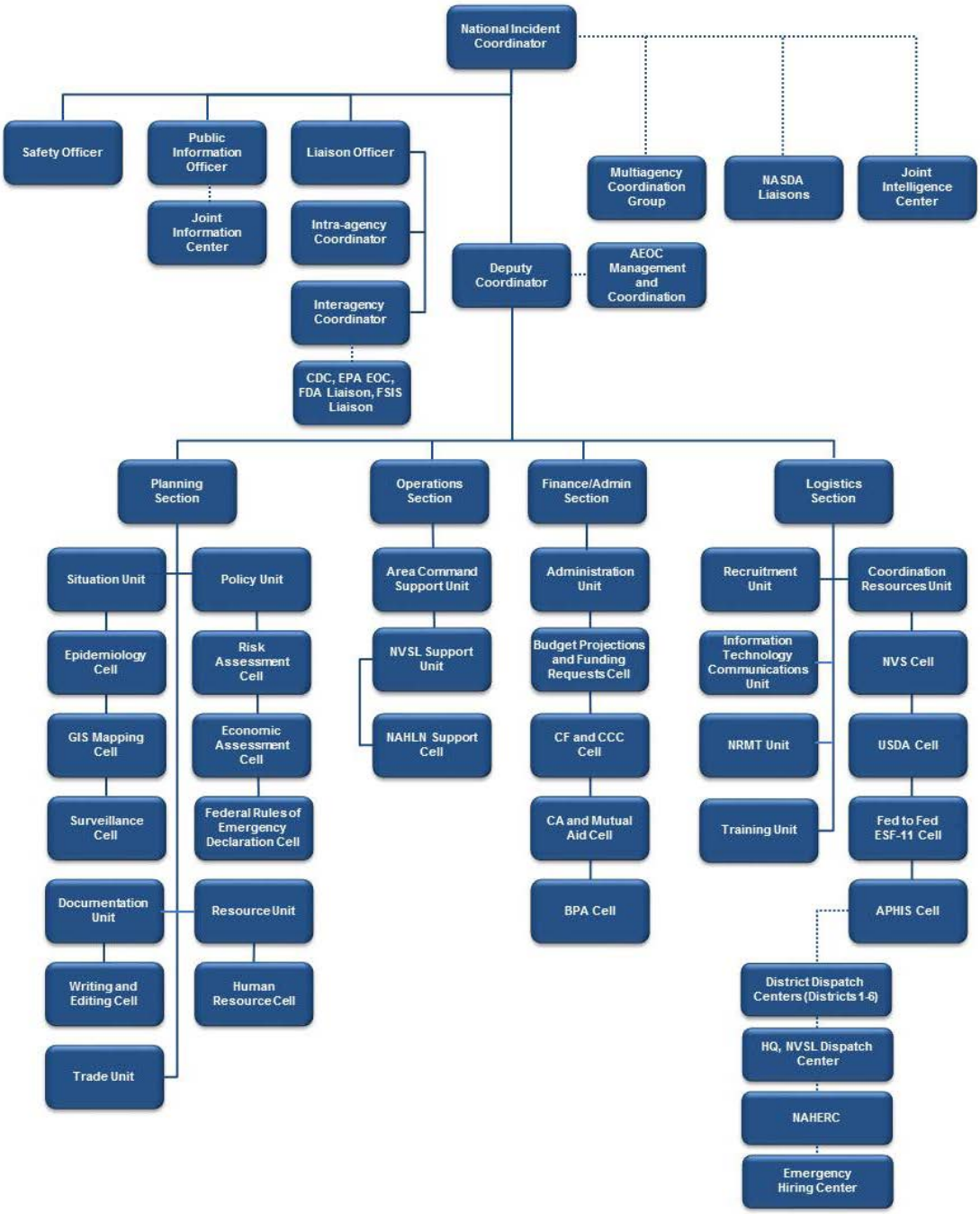
- incident prioritization,
- resource allocation and acquisition, and
- identification and resolution of issues common to all parties.

APHIS INCIDENT COORDINATION GROUP

The APHIS ICG is responsible for supporting an IC and AC in acquiring resources, formulating policy options, and assisting in developing and implementing response and recovery strategies for FAD outbreaks. For additional information and details, see the *Incident Coordination Group Plan*. Figure 2-4 illustrates an example organizational chart for an APHIS ICG. The group has the following responsibilities:

- providing guidelines to ensure responder and public health and safety;
- supporting IC(s) and AC(s);
- assisting in development of response policy as needed;
- coordinating effective communication;
- coordinating resources;
- assisting in establishing epidemiological priorities;
- assisting in developing incident objectives and approving response strategies for emergency vaccination as needed;
- assisting in integrating response organizations into the ICS;
- assisting in developing protocols as needed;
- providing information to the Joint Information Center for use in media and stakeholder briefings;
- providing budget requests and projections as needed; and
- assessing response progress, response strategies, and providing economic analyses as needed.

Figure 2-4. Example APHIS Incident Coordination Group—Organizational Structure (for Foreign Animal Disease Outbreak)



Note: CDC = Centers for Disease Control and Prevention, EPA = Environmental Protection Agency, EOC = Emergency Operations Center, FDA = Food and Drug Administration, FSIS = Food Safety and Inspection Service, AEOC = APHIS Emergency Operations Center, NASDA = National Association of State Departments of Agriculture, GIS = geographic information system, NVSL = National Veterinary Services Laboratories, NAHLN = National Animal Health Laboratory Network, CF = Contingency Fund, CCC = Commodity Credit Corporation, CA = Cooperative Agreement, BPA = Blanket Purchase Agreement, ESF = Emergency Support Function, NVS = National Veterinary Stockpile, NRMT = National Response Management Team, NAHERC = National Animal Health Emergency Response Corps.

APHIS Organization for a Single Incident

The ICP is a physical location that administers the on-scene IC and the other main incident management functions. An Emergency Operations Center (EOC) is a physical location that is located separately from the on-scene ICP and supports the on-scene response by providing external coordination and securing of additional resources. A MAC Group does not have any direct IC involvement and will often be located some distance from the incident site(s). EOC/MAC Groups do not command the on-scene level of the incident, but rather support the ICP's command and management efforts.

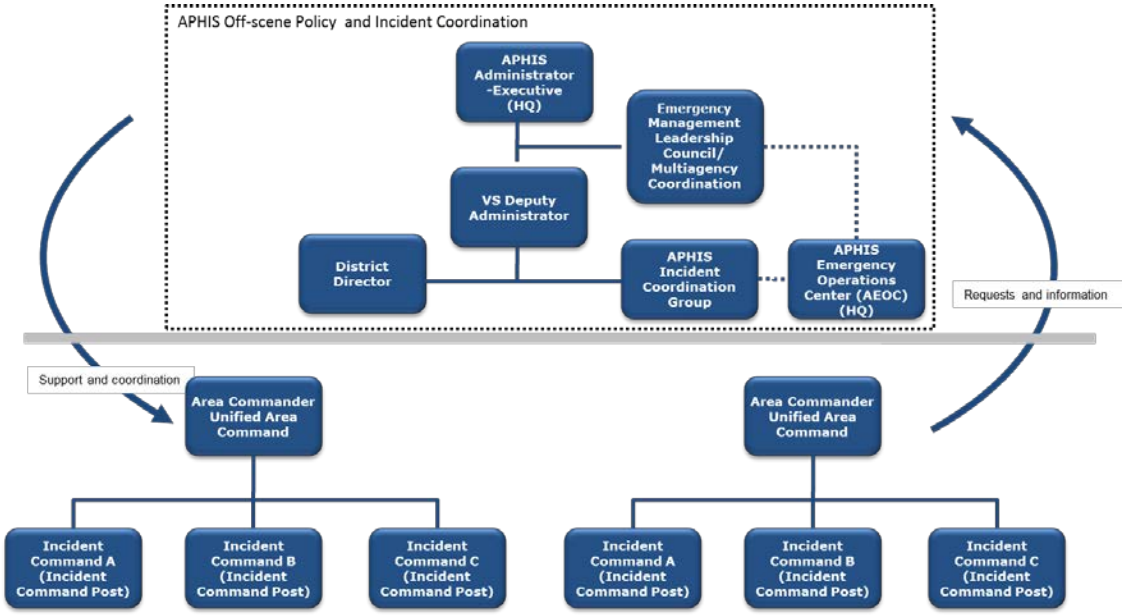
At the start of any FAD outbreak, the State Animal Health Official (SAHO), or designee, and Assistant District Director (ADD) or designee, will initially serve as the co-Incident Commanders for the Unified Command. The ADD and SAHO may be relieved by an Incident Management Team (IMT) if there is a delegation of authority to the IMT. Figure 2-3 is an example of an APHIS organization chart for a single incident.

APHIS Organization for Multiple Incidents

When more than one incident is occurring at the same time, more than one IC may be established. An AC may also be established. An AC is an organization that oversees the management of multiple incidents handled individually by separate IC organizations or to oversee the management of a very large or evolving incident engaging multiple IMTs. An AC should not be confused with the functions performed by MAC, as an AC oversees management coordination of the incident(s), while a MAC element (such as a communications/dispatch center, EOC, or MAC Group) coordinates support.

In terms of MAC Group structures, if the emergency response becomes too large for an APHIS MAC Group to handle efficiently—for example, a large multistate incident with numerous response activities—cooperation from other agencies or committees will be implemented. MAC Groups will coordinate additional resources and make decisions regarding the prioritization of incidents and the sharing and use of critical resources, but are not a part of the on-scene IC. Figure 2-5 is an example of the command structure when multiple incidents are involved.

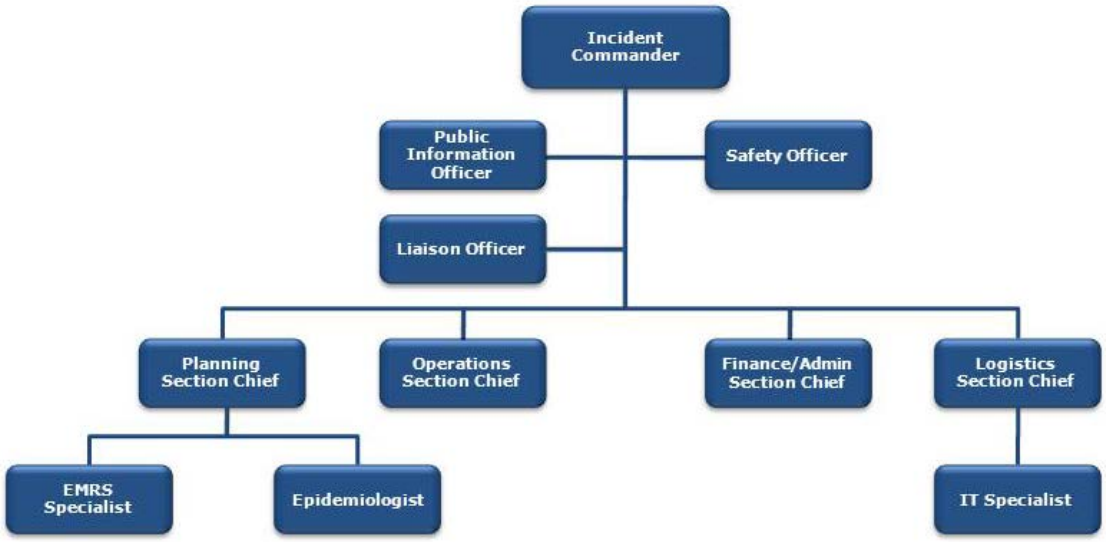
Figure 2-5. APHIS Multiagency Coordination Structures and APHIS Emergency Operations Center: Relationship to Multiple Incident Management Team Structures (Assuming Multiple Incidents and a Unified Area Command)



APHIS Incident Management Teams

Upon detection and confirmation of an FAD incident, the SAHO or ADD establishes an ICP with an IMT, headed by an Incident Commander. Figure 2-6 depicts the organization of the APHIS VS IMT for managing an incident.

Figure 2-6. Current APHIS VS Incident Management Team—Short Team Configuration



The IMT includes an Incident Commander and staff for various types of communication, safety, and liaison purposes. This staff and the heads of the Incident Commander's line organization sections are considered the Incident Commander's general staff. The IMT also includes four line organizations to perform all of the efforts required to identify, contain, eradicate, recover, and return the situation to normal business practices. These line organizations include sections for operations, planning, logistics, and finance and administration. Within each of these sections is the capability to accomplish all of the tasks necessary to ensure a successful outcome to an FAD incident.

For single-incident outbreaks where the potential for spread is low, a short team configuration as depicted in Table 2-1 will suffice.

Table 2-1. List of Short Team Configuration Positions

APHIS VS IMT Short Team	APHIS Emergency Responder Position Catalog
Incident Commander	A800 Incident Commander
Deputy Incident Commander	A800 Incident Commander
Operations Section Chief	A810 Operations Section Chief
Deputy Operations Section	A810 Operations Section Chief
Planning Section Chief	A820 Planning Section Chief
Deputy Planning Section	A820 Planning Section Chief
Logistics Section Chief	A830 Logistics Section Chief
Deputy Logistics Section	A830 Logistics Section Chief
Finance Section Chief	A840 Finance Section Chief
Deputy Finance Section	A840 Finance Section Chief
Safety Officer	A805 Safety Officer (or A001)
Assistant Safety Officer	A805 Safety Officer
Public Information Officer	A803 Public Information Officer
Liaison Officer	A807 Liaison Officer
Assistant Liaison Officer	A807 Liaison Officer
Information Technology (IT) Specialist	A122 IT Specialist
Assistant IT Specialist	A122 IT Specialist
EMRS Specialist	A813 Group Supervisor (or Specialist)
Assistant EMRS Specialist	A813 Group Supervisor (or Specialist)
Epidemiologist	A813 Group Supervisor (or Specialist)
Assistant Epidemiologist	A813 Group Supervisor (or Specialist)

Note: EMRS = Emergency Management Response System.

When an outbreak occurs that is complex or large scale, a long team configuration, as listed in Table 2-2, will be established. The long team consists of additional team members beyond those in the initial short team configuration. Figure 2-7 shows an example long team configuration; however, the exact

makeup of the long teams will depend on the type of disease and magnitude of spread.

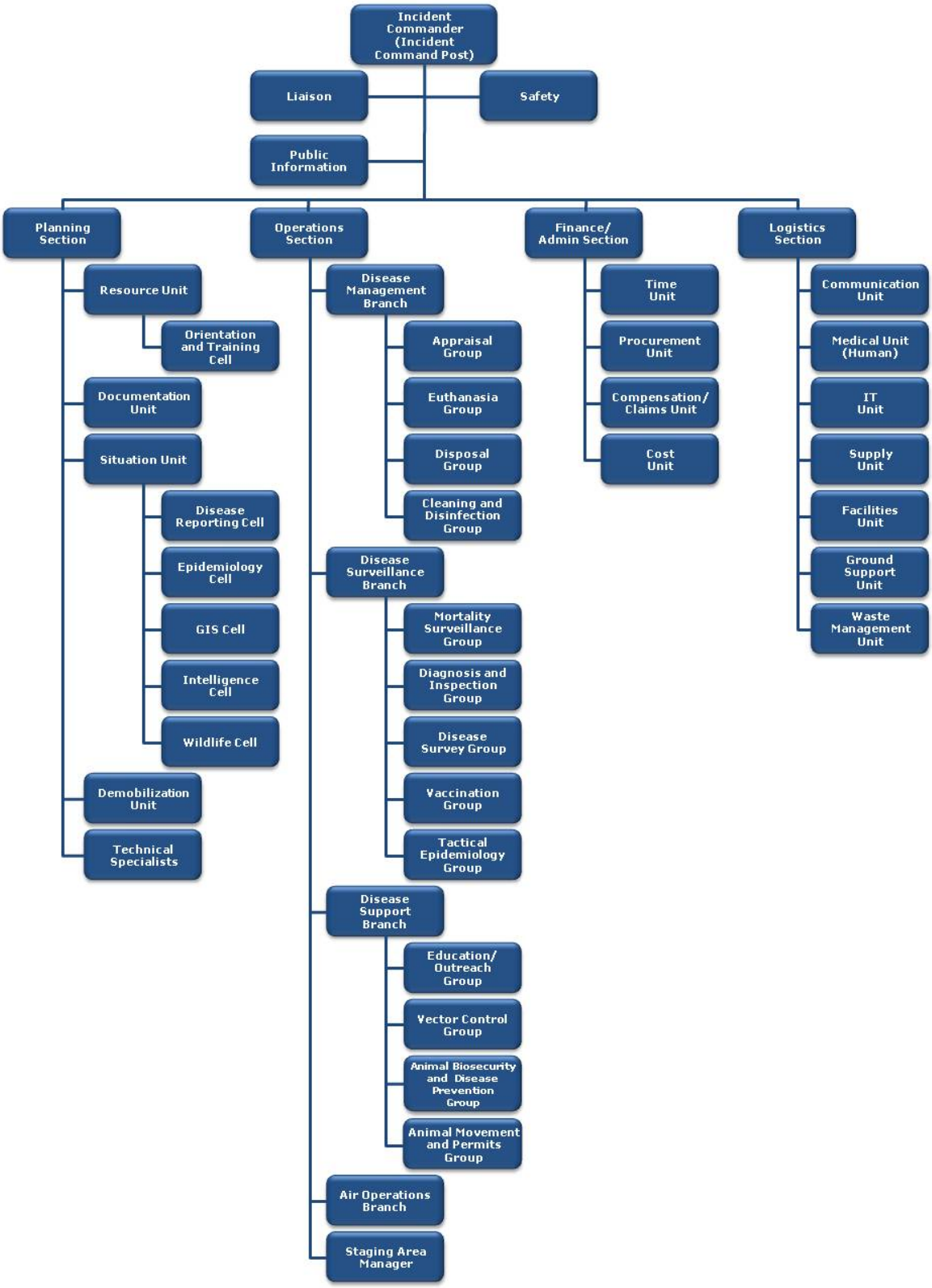
Table 2-2. Typical Positions—Long Team Configuration

APHIS VS Long IMT Configuration	APHIS Emergency Responder Position Catalog
Deputy Operations Section Chief	A810 Operations Section Chief
Deputy Planning Section Chief	A820 Planning Section Chief
Deputy Logistics Section Chief	A830 Logistics Section Chief
Deputy Finance Section Chief	A840 Finance Section Chief
Disease Management Branch Director ◆ Appraisal Group Supervisor ◆ Euthanasia Group Supervisor ◆ Disposal Group Supervisor ◆ Cleaning and Disinfection Group Supervisor	A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor
Disease Surveillance Branch Director ◆ Mortality Surveillance Group Supervisor ◆ Diagnosis and Inspection Group Supervisor ◆ Disease Survey Group Supervisor ◆ Vaccination Group Supervisor ◆ Tactical Epidemiology Group Supervisor	A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor
Disease Support Branch Director ◆ Education/Outreach Group Supervisor ◆ Vector Control Group Supervisor ◆ Biosecurity and Disease Prevention Group Supervisor ◆ Movement and Permits Group Supervisor	A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor
Air Operations Branch	—
Staging Area Manager (Operations)	—
Resources Unit Leader ◆ Orientation and Training Group Supervisor	A821 Resources Unit Leader A813 Group Supervisor
Documentation Unit Leader	A823 Documentation Unit Leader
Situation Unit Leader ◆ Disease Reporting Cell Supervisor ◆ Epidemiology Cell Supervisor ◆ Geographic Information System (GIS) Cell Supervisor ◆ Intelligence Cell Supervisor ◆ Wildlife Cell Supervisor	A813 Group Supervisor (or A822) A813 Group Supervisor A813 Group Supervisor A813 Group Supervisor (or A825) A813 Group Supervisor A813 Group Supervisor (or A045)

Table 2-2. Typical Positions—Long Team Configuration

APHIS VS Long IMT Configuration	APHIS Emergency Responder Position Catalog
Demobilization Unit Leader	A824 Demobilization Unit Leader
◆ Communications Unit Leader ◆ Medical Unit Leader ◆ Information Technology Specialist ◆ Supply Unit Leader ◆ Facilities Unit Leader ◆ Ground Support Unit Leader ◆ Waste Management Unit Leader	A831 Communications Unit Leader A815 Team Leader (or A001 or A057) A122 IT Specialist A833 Supply Unit Leader A834 Facilities Unit Leader A832 Ground Support Unit Leader A003 Environmental Protection Specialist
◆ Time Unit Leader ◆ Procurement Unit Leader ◆ Compensation/Claims Unit Leader ◆ Cost Unit Leader	A842 Time Unit Leader A841 Procurement Unit Leader A844 Compensation/Claims Unit Leader A843 Cost Unit Leader

Figure 2-7. Example APHIS VS Incident Management Team—Long Team Configuration



RESPONSE RESOURCES

The IMT, ICG, and APHIS MAC Group can use a number of systems to aid in staffing and resourcing during an event such as the Emergency Qualification System (EQS) and the Resource Ordering and Status System (ROSS), which are discussed below. The *APHIS Emergency Mobilization Guide* and the *Incident Coordination Group Plan* are two planning documents that are used as response resources.

APHIS Emergency Mobilization Guide

The *APHIS Emergency Mobilization Guide* provides information and policy for mobilizing APHIS personnel for emergency events. The *APHIS Emergency Mobilization Guide* is available here.

Incident Coordination Group Plan

The *Incident Coordination Group Plan* provides details on how the VS program unit will provide incident coordination support during FAD outbreaks.

APHIS Emergency Qualification System

The APHIS EQS is used to store the skills and qualifications of emergency response personnel and other data imported from the National Finance Center and AgLearn and to feed certification data to ROSS. It is customizable to APHIS program needs and can house training documents. Training documentation flow into EQS from AgLearn for APHIS employees. If the National Animal Health Emergency Response Corps (NAHERC) volunteers do not have access to AgLearn, their training documentation can be manually entered or imported through an Excel spreadsheet.

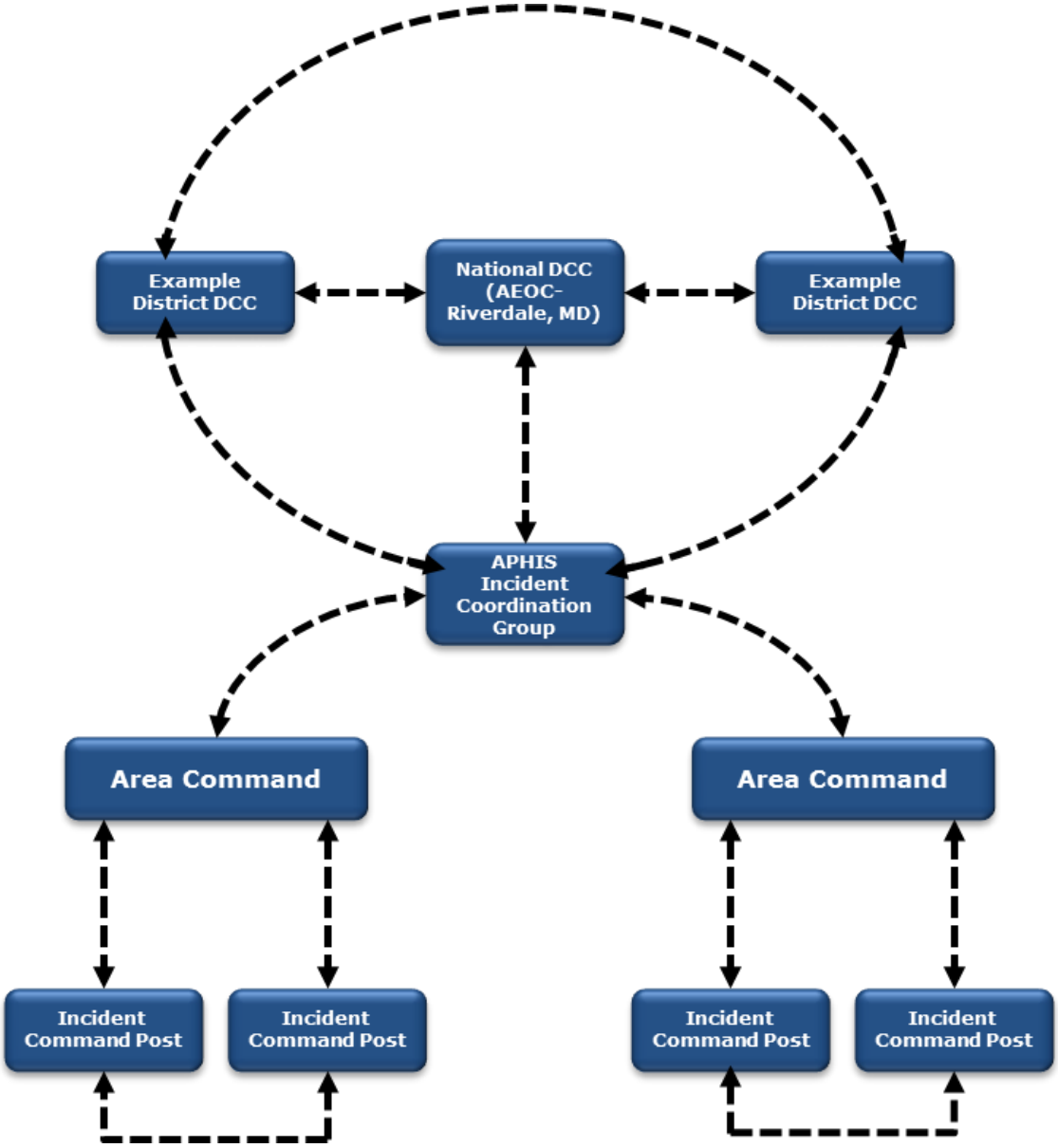
APHIS Resource Ordering and Status System

The APHIS ROSS allows APHIS to identify, track, and mobilize the resources needed to support emergency response. It provides a database of qualified emergency response personnel. The database can be searched according to personnel training levels and subject of expertise, such as procurement, epidemiology, or public information. Being able to quickly identify and dispatch appropriate personnel and supplies is a key component of emergency response, and ROSS facilitates that process. ROSS initiatives include the following:

- developing the *APHIS Emergency Responder Position Catalog*
- integrating ROSS into APHIS emergency management practices
- training and sustaining an APHIS dispatch community.

Figure 2-8 illustrates the relationships among the APHIS ICG, Dispatch Coordination Centers, ACs, and ICPs.

Figure 2-8. Resource Ordering Coordination[5]



Note: AEOC = APHIS Emergency Operations Center, DCC = Dispatch Coordinating Center.

[5] Described in USDA APHIS, 2014. *Emergency Mobilization Guide*.

Chapter 3
Types of Incidents

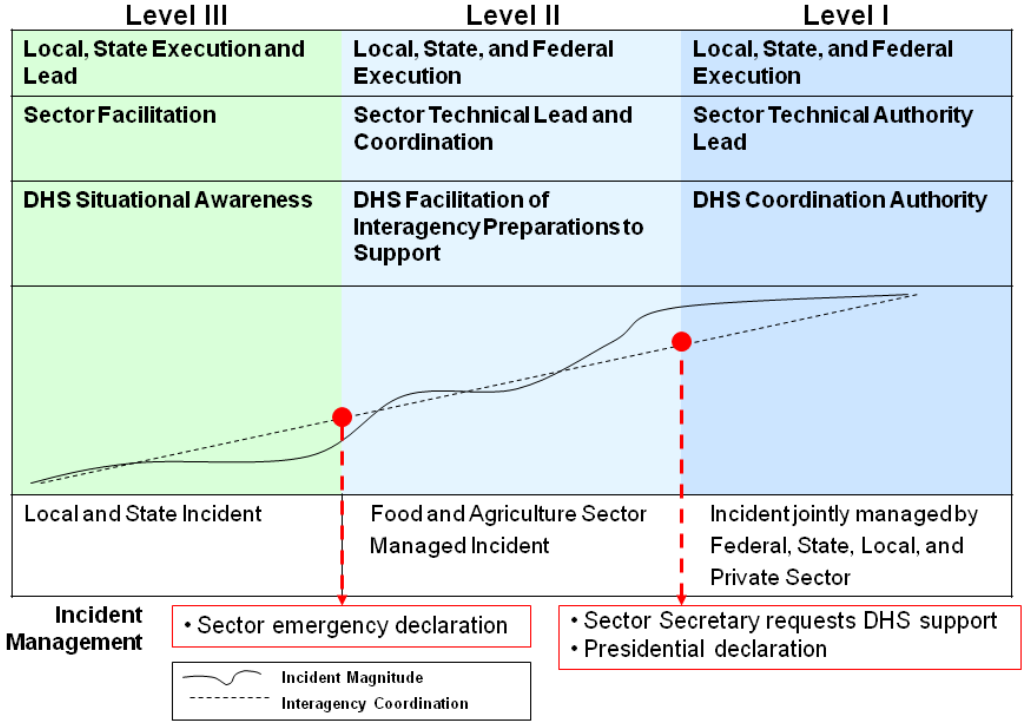
APHIS uses a three-level system of emergency response. The levels range from Level III, which is the lowest significance level, to Level I, which is an event of national significance. These levels are used both within APHIS and externally to communicate the resource requirements for an event or incident. In Figure 3-2, sector refers to the agriculture sector and USDA. Additional information can be found in the *APHIS Emergency Mobilization Guide*.

Figure 3-1. Evolving Emergency Landscape

Traditional Incident Landscape	Evolving Incident Landscape
Versed in specific disasters in singular Agency/Department focal area such as program diseases	Versed in all-hazards, including CBRNE
Efforts focused on accidental/naturally occurring incidents	Expanded efforts to include international and catastrophic incidents
Skilled in localized incidents (contained outbreaks)	Skill in wide-spread incident (lacking discrete incident site and multiple incident sites)
Able to respond with single-agency capabilities	Events of magnitude that overwhelm individual agencies and demand large-scale interagency coordination
Limited media coverage of events	Aggressive incident media coverage requiring a joint information approach
Reactive surging of capabilities	Proactive interagency coordination of capabilities
Response Oriented	Prevention & Preparedness—Mitigation & Recovery Oriented

Note: CBRNE = Chemical, Biological, Radiological, Nuclear, and High Explosive.

Figure 3-2. Incident Management Levels



A designated APHIS program unit leads the response to emergencies that fall under the established APHIS authorities. This designation is based on the program unit's mission responsibility and nature of the incident. VS serves as the lead program unit for animal health incidents.[1]

In some instances, Animal Care, Biotechnology Regulatory Services (BRS), or Wildlife Services may serve as the lead program unit for incidents under their mission areas. International Services serves as the lead unit for some international agriculture incidents, coordinating closely with VS, Plant Protection and Quarantine, and BRS along with the stakeholders and foreign counterpart agencies of each.

The designated APHIS lead program unit is responsible for developing and implementing a response and recovery strategy for agriculture health incidents and determining appropriate resource requirements.

LEVEL III

Level III is a response to an event or incident the scope and severity of which the lead program unit is evaluating or that requires a limited response. In either case, enough resources (Federal, State, or local personnel) are available in the area or

[1] Described in USDA APHIS, 2014, *Emergency Mobilization Guide.*

State to staff the evaluation or initial response. The lead program unit reports all Level III responses to the Emergency Management Leadership Council (EMLC) to alert other APHIS units that a larger response may be needed.

Box 3-1. Incident Management Level III

Level III Incident Examples

- Equine piroplasmosis outbreak
- Screwworm detection in imported pet dog

LEVEL II

Level II is a response to an event or incident that requires resources beyond an area or State's resource capacity but within the lead program unit's ability to provide resources to support the response. Requests for additional resources outside the lead program unit are not necessary for a Level II response. However, volunteers will be considered for assignment from outside the unit if they wish to be considered for assignment, have supervisory approval, and are qualified for the position requested.

Box 3-2. Incident Mangement Level II

Level II Incident Examples

- HPAI outbreak in domestic poultry
- FMD outbreak on a single premises

LEVEL I

Level I is a response that requires resources or expertise beyond the lead program unit's capacity to respond. In many cases, these emergencies will be of national significance. If the lead program unit lacks the qualified resources to meet the response needs, it will make a request through the EMLC to the APHIS Administrator to declare total mobilization. Upon approval, the lead program unit will be authorized to request resources, APHIS-wide, through established dispatch channels. If qualified volunteers are insufficient, direct assignments will be made.

Box 3-3. Incident Management Level I

Level I Incident Examples

- Multifocal, multistate FMD outbreak
- Biological attack on livestock—aerosol anthrax

Chapter 4
APHIS Emergency Operations Center

The APHIS Emergency Operations Center (AEOC) is the agency's national hub for incident management. During an incident, the AEOC maintains situational awareness and communications with other Federal departments and agencies as well as regional, State, Tribal, and local offices across the country. The AEOC facilitates the information exchange and coordination of resources in the event of an incident.

LOCATION

Marketing and Regulatory Programs Business Services manages the AEOC, which is located on the fifth floor of the APHIS headquarters building in Riverdale, MD. The main AEOC phone number is 301-436-3110; e-mail is APHIS.Emergency.Operations.Center@aphis.usda.gov.

The AEOC's address is as follows:

USDA-APHIS-AEOC
4700 River Road, Suite 5D-06, Unit 114
Riverdale, MD 20737

ACTIVATION

The Associate Deputy Administrator or National Incident Coordinator has the authority to activate the AEOC. The Emergency Qualifications System (EQS), which feeds into the Resource Ordering and Status System (ROSS), may be leveraged to fill positions as needed. The first day, the general staff and command staff accompanies the National Incident Coordinator to the AEOC. As the incident unfolds, the National Incident Coordinator adds more staff members as needed.

The organizational structure expands and collapses as the size, scope, and complexity of the incident dictate. Staff members follow the standard procedures and call-down lists to notify department and agency points of contact.

RESPONSIBILITIES

The AEOC coordinates with other Federal Emergency Operations Centers (EOCs), such as the USDA EOC and the National Operations Center, to ensure continuity and consistency of information and resources. In the event of suspected

terrorist activity, it establishes and maintains real-time communications with the Homeland Security Operations Center.

CAPABILITIES

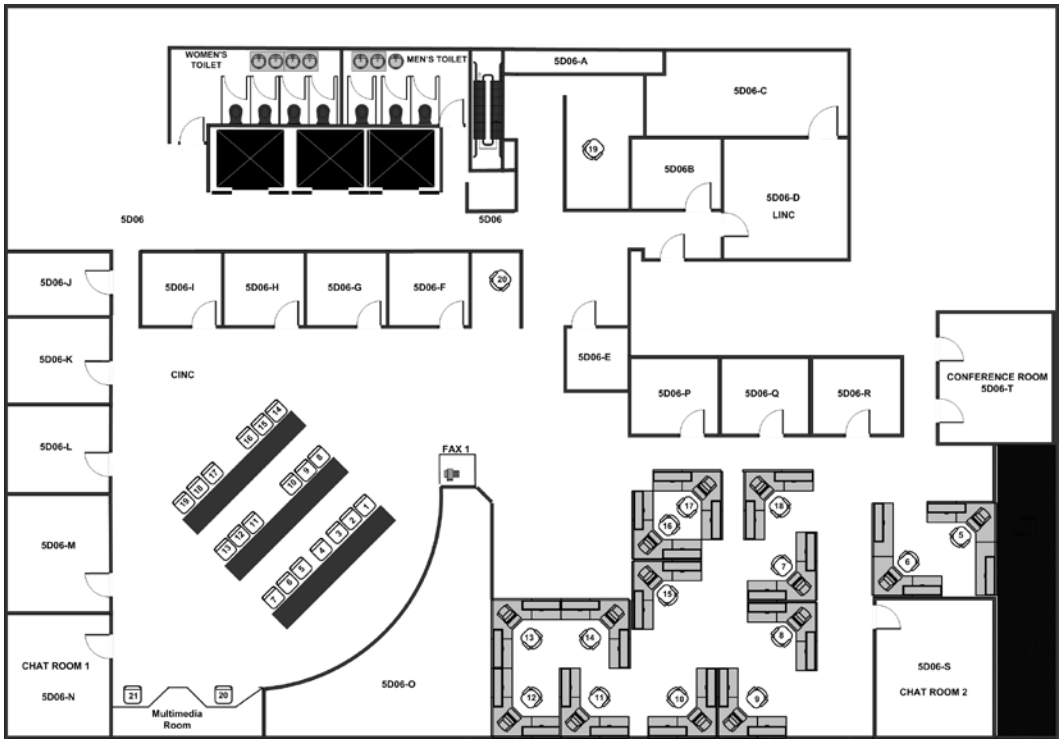
The AEOC has the capability to be used around the clock if needed. The AEOC provides the following capabilities:

- Communication connectivity
- Video and teleconferencing
- Meeting space
- Workstations (desktop and laptop computers)
- Telephones and fax machines (secure and nonsecure)
- Printers and copiers
- Equipment for monitoring the media.

PHYSICAL LAYOUT

Figure 4-1 shows the physical layout of the AEOC.

Figure 4-1. AEOC Physical Layout



Appendix A lists staff member locations in this example AEOC layout.

ADMINISTRATIVE ACTIVITIES

Getting Connected

Before moving to the AEOC, a request should be made to the APHIS Technical Assistance Center (ATAC) so an ATAC technician can load network printers onto laptops and be available for other connectivity issues.

If needed, the Ergonomics Program can perform an ergonomic workstation evaluation. Please call 301-436-3165 for further assistance.

Scheduling Conference Rooms

ICG members must contact the AEOC receptionist at 301-436-3110 to schedule a conference room. When scheduling, include the following:

- Name of the meeting
- Number of participants
- Special equipment needed

- IT support required
- Point of contact and contact information for the meeting
- Date, time, and duration of the meeting.

Shift Changes

During incidents where shift changes are necessary, personnel assigned to the AEOC should arrive 30 minutes before their scheduled shift. The departing shift leader briefs incoming shift personnel on events that have transpired during the shift and reports outstanding actions that require monitoring or resolution. Personnel should complete the daily activity log at the end of each shift.

Deactivation

The National Incident Coordinator announces the decision to deactivate the AEOC at the daily status meeting and by e-mail. The notification includes the date and time of deactivation. Each section chief informs staff members of the deactivation plan.

Before leaving the AEOC, staff members do the following:

- Contact ATAC at least 24 hours in advance for assistance in
  - removing AEOC-specific software and network access to printers, and
  - resetting the voice-mail password, if it has been changed.
- Complete the clearance checklist provided by the AEOC.

Chapter 5
Coordination for Level III Events

Small-scale events are frequently coordinated internally through the National Preparedness and Incident Coordination staff without an APHIS declaration of a Level II or Level I event. Once an incident has been initiated, an Incident Coordinator will be identified. The Incident Coordinator will perform or delegate the following duties as needed:

- Incident analysis:
  - Provide VS leadership with critical issues reports, information reports, and decision memorandums.
- Incident coordination
  - Schedule conference calls as needed or required including representatives from the following groups:
    - State Animal Health Officials
    - Tribal officials
    - VS District office representatives
    - Commodity staff representatives
    - National Veterinary Services Laboratories staff
    - National Animal Health Laboratory Network representatives
    - Legislative and Public Affairs (LPA).
  - Ensure incident information is provided to National Import Export Services within 24 hours, as necessary, for reporting to the World Organization for Animal Health (OIE) and other international trade considerations and communications.
  - Ensure situation and spot reports are disseminated at intervals established for the incident. Conduct conference calls with industry groups and other agencies as needed. Support LPA or USDA Office of Communications with information as requested.

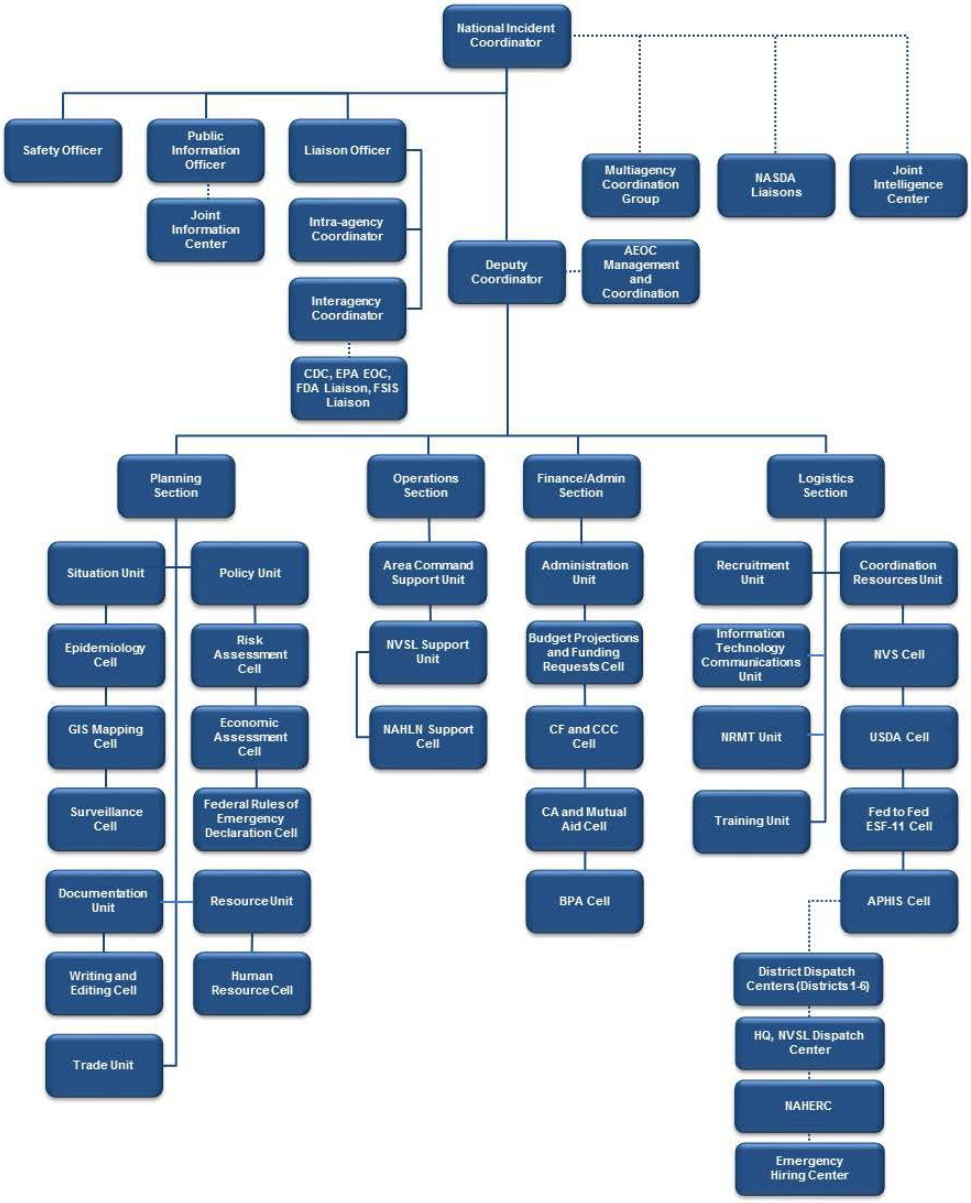
- Planning support
  - Assign situation unit support from SPRS to assist VS Districts in establishing epidemiological priorities and producing epidemiological reports.
  - Assign policy unit support to assist districts with risk assessment, intervention option assessments, and economic assessments.
  - Coordinate geographic information system services as needed, when requested from VS Districts.
- Operations support
  - Assign operation support as needed. Assist VS Districts with operating procedures, operational strategies, information management, diagnostic procedures, and other operational issues as needed.
- Logistics support
  - Assign logistics support as needed to assist VS Districts with logistics issues. Engage National Veterinary Stockpile for logistics response and support when appropriate.
- Finance and administration support
  - Coordinate financial support as needed, including coordination with other VS and APHIS business units for contingency fund requests, broad purchasing agreements, fee for service agreements, indemnity requests, budget estimates, and status of funds reports.

Chapter 6
Coordination for Level I and II Events

AUTHORITIES, ROLES, AND RESPONSIBILITIES

When an incident increases in size, severity, and complexity, select SPRS personnel may relocate to the APHIS Emergency Operations Center (AEOC) or deploy to other locations. Staff members who deploy will work collectively with staff members at the AEOC to ensure continuity of operations for critical functions. Staff members assigned to the AEOC are part of the Incident Coordination Group (ICG) for support and coordination of the incident. Figure 6-1 shows an example organization chart for the ICG. Appendix B contains additional, extended charts of the examples shown in this chapter.

Figure 6-1. Example Level I Organization Chart for and ICG



National Incident Coordinator

The National Incident Coordinator position, filled by the Associate Deputy Administrator (ADA) or designee, has the following characteristics:

- Mission: Manages the coordination of the incident.
- Reports to ADA (if designee fills position) or VS Deputy Administrator (DA) if ADA fills position.

- Coordinates with Multiagency Coordination (MAC) Group, District Offices, Joint Information Center (JIC), and ICG staff.
- Responsibilities:
  - Manages the response.
  - Designates a qualified leader for each section.
  - Communicates resource constraints and policy issues to the MAC Group.
  - Facilitates the transition from response to recovery.

Deputy Incident Coordinator

The Deputy Incident Coordinator Position, filled as determined by the National Incident Coordinator, has the following characteristics:

- Mission: Supports the National Incident Coordinator in managing the coordination of the incident.
- Reports to the National Incident Coordinator.
- Coordinates with MAC Group, District Offices, JIC, and ICG staff as directed by the National Incident Coordinator.
- Responsibilities:
  - Acts for the National Incident Coordinator during his or her absence or as scheduled, depending on the magnitude of the incident.
  - Assists the Incident Commander in managing and monitoring the daily activities and actions.
  - Executes tasks as assigned by the Incident Commander.
  - Coordinates meetings, conference calls, and reviews daily situational reports (SITREPs) and ensures their prompt dissemination.

Command Staff

Public Information Officer

The Public Information Officer position, filled by Legislative and Public Affairs, has the following characteristics:

- Mission: Communicates accurate and timely information internally and externally.
- Reports to the National Incident Coordinator.
- Coordinates with the National Incident Coordinator, JIC, media, and other public information officers.
- Responsibilities:
  - Activates appropriate sections of the APHIS communications plan.
  - Approves internal and external releases.
  - Prepares all external inquiries from the media.
  - Manages all information and notification.
  - Schedules news conferences.

LIAISON OFFICER

The liaison officer position, or designee, has the following characteristics:

- Mission: Coordinates response activities and needs with relevant organizations.
- Reports to the National Incident Coordinator.
- Coordinates with industry groups and Federal agencies.
- Responsibilities:
  - Serves as ICG primary point of contact.
  - Responds to all external and internal inquiries.
  - Communicates and coordinates response efforts with other departments and agencies.

General Staff

PLANNING SECTION

The planning section, filled by the National Preparedness and Incident Coordination Director or designee, has the following characteristics:

- Mission: Collects, evaluates, uses, and disseminates incident-related information as it pertains to the status of resources, contingency planning, and future planning.
- Reports to the National Incident Coordinator.
- Coordinates with section chiefs and District Offices.
- Responsibilities:
  - Collects, evaluates, and disseminates information about the incident.
  - Collects, processes, and reports information for the incident action report, after-action reviews, and after-action reports.
  - Manages staff assignments, schedules, and daily activity logs.
  - Collects, analyzes, and disseminates situational information and intelligence relating to the incident.
  - Prepares, maintains, and distributes SITREPs and other incident related reports.

LOGISTICS SECTION

The logistics section, filled by APHIS, has the following characteristics:

- Mission: Organizes, directs, and coordinates operations associated with equipment, vaccines, and other resources.
- Reports to the National Incident Coordinator.
- Coordinates with District Offices and National Veterinary Stockpile.
- Responsibilities:
  - Manages and monitors logistics activities during the incident.
  - Provides guidance and assistance on matters pertaining to the purchase, distribution, and recovery of assets.
  - Resolves logistics problems and identifies logistics shortfalls and limiting factors that affect the support of the incident.
  - Allocates resources and personnel according to established priorities.
  - Coordinates the distribution and redistribution of assets.

FINANCE/ADMINISTRATION SECTION

The finance/administration section, filled by the Management Support Staff Director or designee, has the following characteristics:

- Mission: Organizes, directs, and coordinates finance-related functions.
- Reports to the National Incident Coordinator.
- Coordinates with VS DA and Marketing and Regulatory Program Business Services.
- Responsibilities:
  - Performs accounting, procurement, time recording, and cost analysis.
  - Monitors incident-related costs.
  - Provides advice on financial and procurement tasks.

Appendix C contains checklists for command and general staff members, describing the procedures they execute during the activation, operational, and demobilization phases of an animal health event. Appendix G includes a funding request narrative, and Appendix H gives an example of a cooperative agreement between APHIS and a State agency.

DAILY ACTIVITIES

The ICG takes some actions every day during an incident, including conference calls, meetings, and daily activity logs. By 5:00 pm Eastern Time, all units submit a list of significant activities to the Situation Unit. The Situation Unit compiles the lists, which the National Incident Coordinator and section chiefs discuss at the following morning's daily briefing.

Meetings

The National Incident Coordinator, command staff, and general staff meet at the start of each day to discuss status updates, action items, and resource requirements. Each section chief has daily mid-morning meetings with section members.

Conference Calls

At the onset of the incident, the National Incident Coordinator identifies the persons and groups with whom to coordinate daily and sets up daily conference calls. These persons and groups could change as the incident progresses. Proposed conference calls and times are as follows:

- MAC/Senior conference call
  - Time: 8:00 am Eastern Time.
  - Purpose: Discuss issues and provide situational update of FAD event.
  - Participants: National Incident Coordinator, MAC, and command and general staff.
- Epidemiology conference call
  - Time: 3:00 pm Eastern Time.
  - Purpose: Discuss and trace disease movement.
  - Participants: Epidemiology unit, Assistant District Directors, and Districts.
- Technical conference call
  - Time: 4:00 pm Eastern Time.
  - Purpose: Discuss recommendations on technical approach to eradicating the disease.
  - Participants: Subject matter experts and Area Command.
- Policy conference call
  - Time: 5:00 pm Eastern Time.
  - Purpose: Discuss policy issues or changes that need to be made.
  - Participants: National Incident Coordinator and VS DA's Office.

INFORMATION MANAGEMENT

Section chiefs create folder structures for all incident-related documents using web-enabled software such as SharePoint. Documents can include the following:

- Incident history
- SITREPs
- Incident manual
- Financial reports
- Daily activity log

- Maps
- Personnel lists and contact numbers
- Shift assignments
- Press releases and other media related documents
- Animal disease information, such as questions and answers (Q&As).

CONTINUITY OF OPERATIONS

During an animal health event, SPRS staff members may deploy in support of the incident. Employees who deploy receive a delegation of authority (Appendix D) and suspend their normal duties during the incident.

In the event that SPRS cannot accomplish its core mission functions because of the lack of personnel, it will seek additional support. SPRS has to complete several core functions continually. The continuity of operations plan details those functions.

To support continued operations, SPRS may require additional support personnel. NPIC decides the knowledge, skills, and abilities personnel need to fill these positions.

SPRS uses a number of vehicles to obtain this support, which includes requesting personnel from other departments and obtaining contractor support. The contractor surge support section in Appendix E contains more information related to augmenting staffing levels.

Chapter 7
Information Management and Incident Reporting

Daily Activity Logs

Each member or section of the Incident Coordination Group (ICG) completes a daily activity log (Appendix I). ICG members and section chiefs document significant events or actions, assign responsibility, and track the event until satisfactory closure. At the end of the duty day or shift, members and section chiefs

- bring forward all open events and actions not completed to the next day's or shift's daily activity log, and
- provide a copy of their daily activity log to the Planning Section.

The Planning Section serves as the clearinghouse for all significant events and actions. If the incident does not call for a Planning Section, the National Incident Coordinator assigns a staff member this responsibility. The Planning Section or staff member files and maintains all copies of the daily activity logs. When the incident concludes, members or sections use the daily activity sheets for the after-action review session and development of the after-action report (AAR).

SITREP

Situational reports (SITREPs, Appendix J) document and communicate the details of an incident internally and externally. SITREPs briefly summarize the actions and conditions of an incident. The Planning Section, or staff member designated by the National Incident Coordinator, is responsible for producing and distributing SITREPs and updates. Depending on the severity and complexity of the incident, the Planning Section or staff member may prepare SITREPs up to four times daily, at the discretion of the National Incident Coordinator. The National Incident Coordinator also reviews and approves SITREPs before distribution.

Question & Answer

A question and answer (Q&A) contains questions and answers common to the incident. The National Incident Coordinator uses the Q&A to disseminate information internally and externally to agencies involved in incident management and response. Appendix K contains a sample Q&A document.

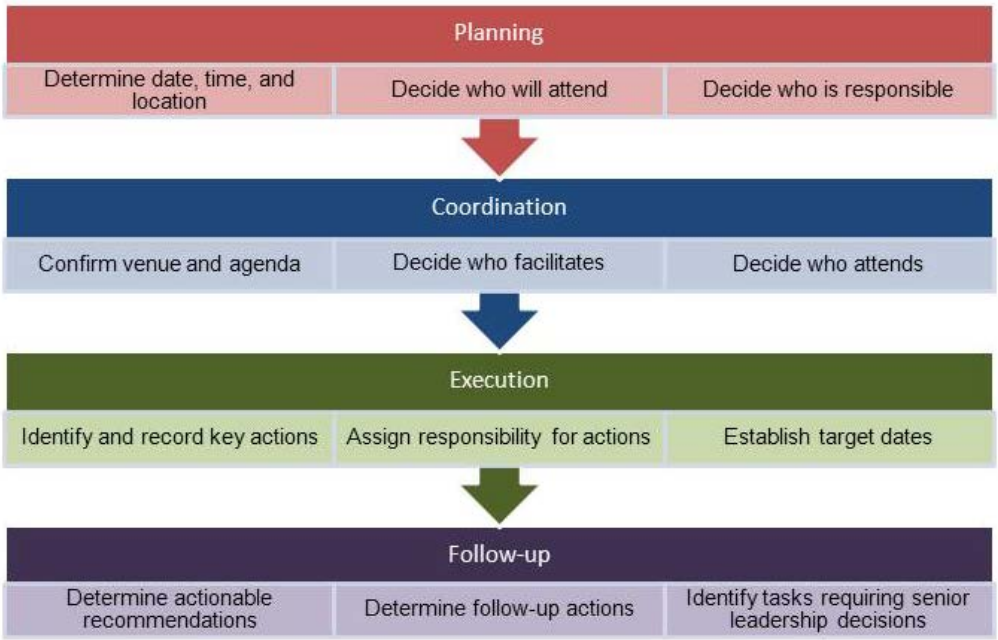
POST-INCIDENT REPORTING

After an incident has concluded, NPIC needs to document the lessons learned. Two traditional methods used include after-action reviews, commonly referred to as "hot washes," and AARs. These methods are an integral part of emergency management, providing insight on what went well, what failed, and what needed improvement. They also provide a mechanism for leadership and staff to provide valuable feedback, critical insight, and actionable recommendations to improve response during future incidents.

After-Action Reviews

After-action reviews, or hot washes, are interactive discussions normally occurring immediately after an incident in an open forum. The process involves four interrelated steps: planning, coordination, execution, and follow-up. Figure 7-1 shows the after-action review process.

Figure 7-1. After-Action Review Process



After-action reviews provide a venue for incident participants to openly and honestly discuss the issues and problems encountered during the incident. The goal is to encourage candid dialogue and elicit frank responses from all participants. The objective is not to assign blame, but to identify what worked well and areas for improvement. The keys to a successful after-action review are

- selecting a good facilitator and a location sufficient to accommodate key leadership and staff members;

- describing the overall objective (what was planned);
- documenting what actually happened;
- discussing the key issues, both successes and failures, and what needs improvement; and
- summarizing the key points of the session, including what the organization can do better the next time.

The Department of Homeland Security (DHS) uses hot washes as the precursor to the AAR for exercises. Appendix L shows a standard template for conducting after-action reviews.

After-Action Reports

AARs are similar to after-action reviews in that they are used to document the important lessons learned from the incident. In some cases they are used interchangeably, but generally the AAR is a more comprehensive, deliberate process. While the after-action review involves immediate staff participation immediately after an incident, the AAR process may take as long as 2 to 4 weeks to allow the staff and incident participants sufficient time for documenting lessons learned and suggesting tangible and actionable recommendations.

An AAR has four main purposes:

- Identify the main issues, such as the strengths and weaknesses, in the current incident management response plans.
- Make key findings and recommendations to improve them.
- Capture key lessons learned.
- Provide for an action improvement plan which identifies responsible parties and deadlines for each recommendation and corrective action identified.

As with after-action reviews, NPIC uses AARs for assessing the effectiveness and success of its emergency management response activities. Appendix M shows a standard template for conducting AARs.

Appendix A
Example Animal and Plant Health Inspection Service Emergency Operations Center Layout

Table A-1 shows an example APHIS Operations Center (AEOC) layout during an incident, with a table including the location, position, phone extension, organization, e-mail address, and cell phone number of the assigned personnel. The positions listed in the table correspond to the AEOC diagram in Chapter 4 (Figure 4-1).

Table A-1. Example AEOC Layout

Location	Position	Phone[a]	Name	Organization	E-mail	Cell
5D06-A						
5D06-B						
5D06-C						
5D06-D						
5D06-E						
5D06-F	Planning Section Chief	3157				
5D06-G	AEOC Coordinator	3165				
5D06-H	Logistics Section Chief					
5D06-I	AV Room					
5D06-J	Break Room					
5D06-K	COOP Manager	3154				
5D06-L	Deputy Interagency Coordinator Incident Coordinator	3127				
5D06-M	National Incident Coordinator	3152				
5D06-N						
5D06-O						
5D06-P	Liaison Officer					
5D06-Q	Public Information Officer					
5D06-R	Finance Section Chief					
5D06-S						
5D06-T						
1	FEMA	3121				
2	DHS	3122				
3		3123				
4		3124				
5		3125				
6		3126				

Table A-1. Example AEOC Layout

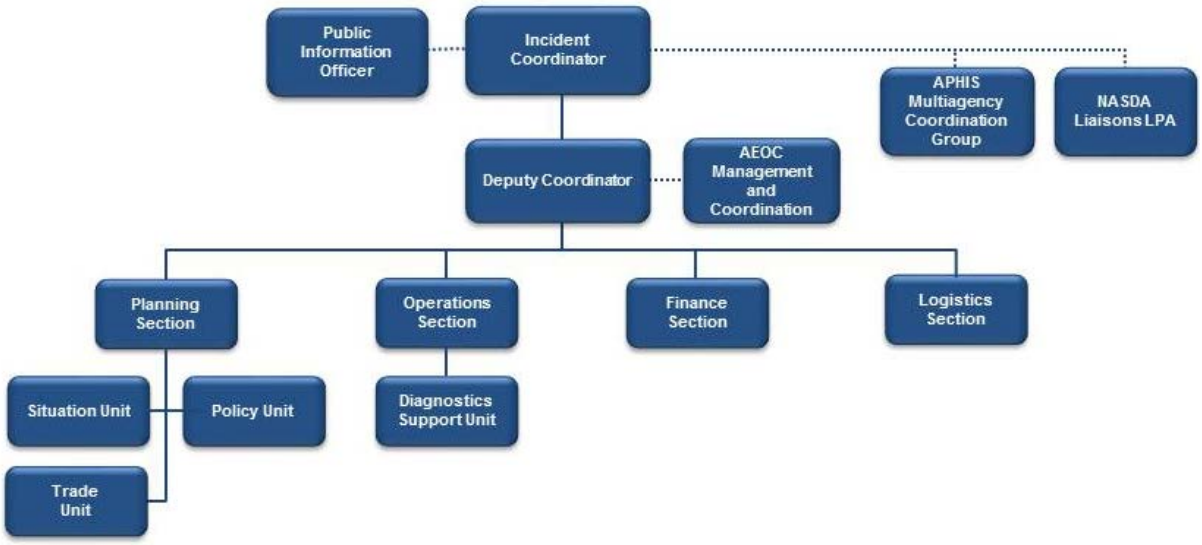
Location	Position	Phone[a]	Name	Organization	E-mail	Cell
7	EPA	3127				
8	Logistics	3128				
9	CDC	3129				
10	FDA	3130				
11	FSIS	3131				
12		3132				
13	VS	3133				
14		3134				
15	EPI	3135				
16		3136				
17		3137				
18		3138				
19		3139				
20	Situation					
21	Documentation	3141				

[a] The phone numbers are as follows: 301-436-[extension number listed].

Appendix B
Sample Organization Charts

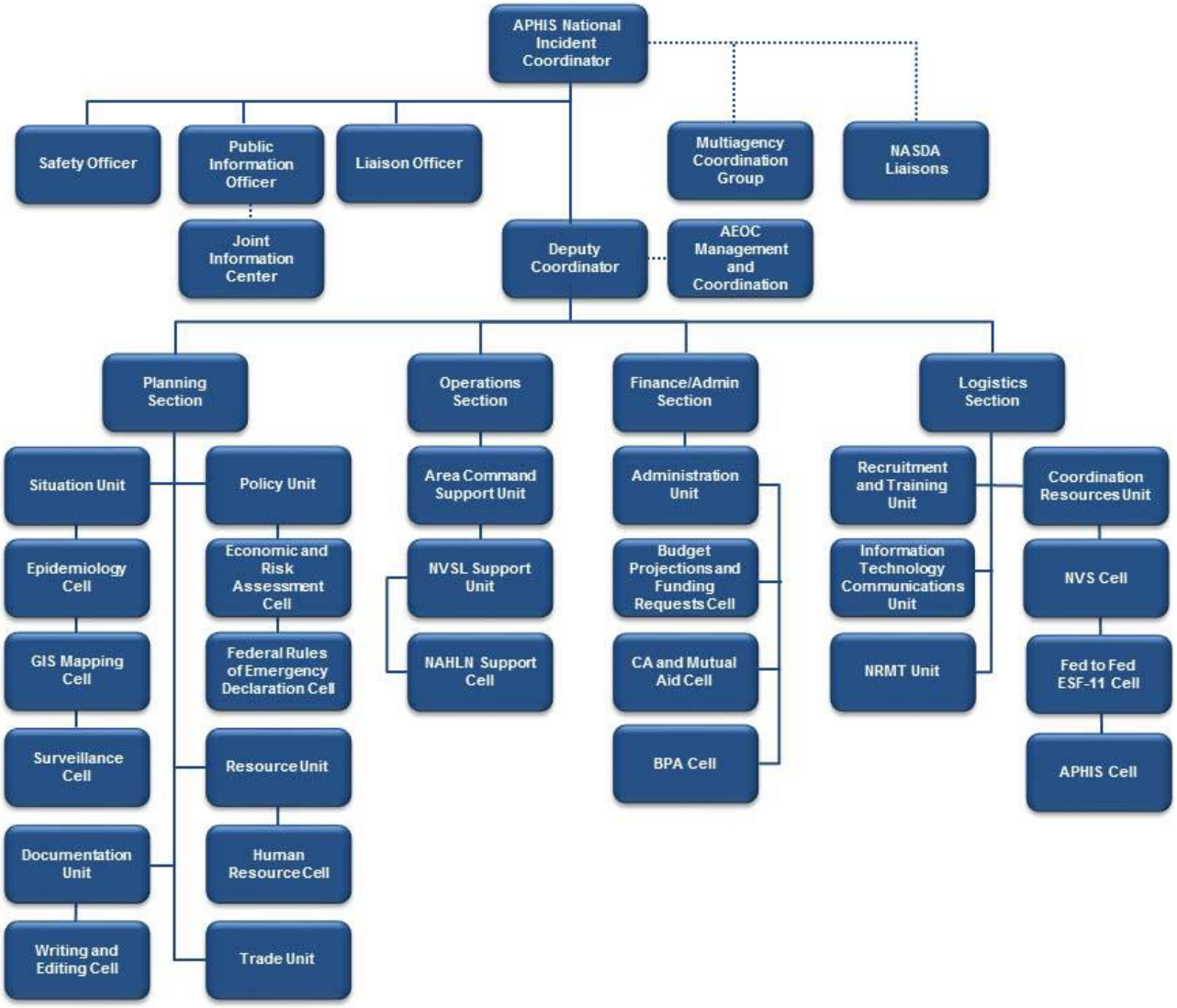
This appendix shows three sample organization charts. Figure B-1 can be used in a Level III event. Figure B-2 gives an example for a Level II event and Figure B-3 can be used for a Level I event.

Figure B-1. Sample Level III Organization Chart for an ICG



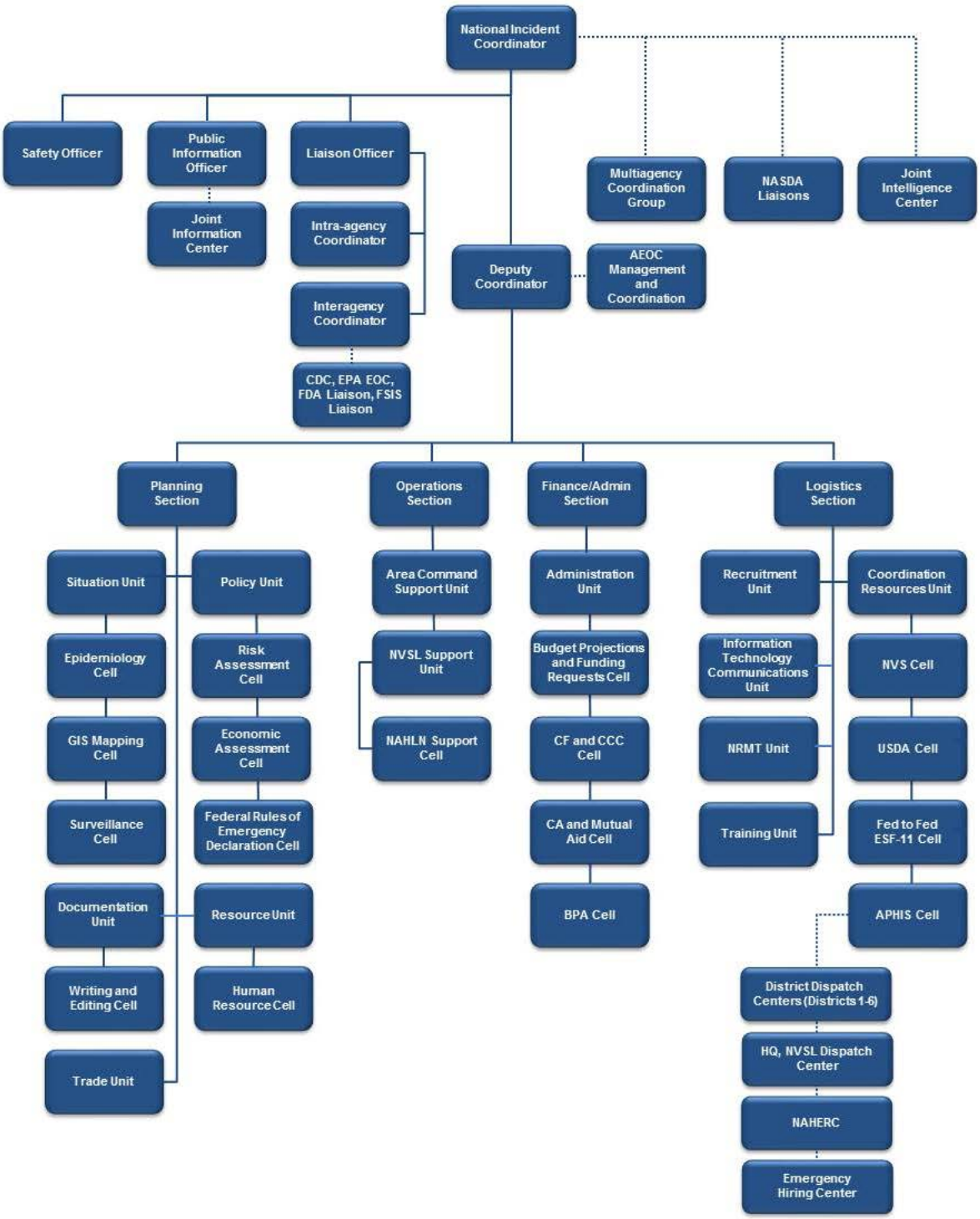
Note: NASDA= National Association of State Departments of Agriculture, LPA= Legislative and Public Affairs, AEOC= APHIS Emergency Operations Center.

Figure B-2. Sample Level II Organization Chart for an ICG



Note: AEOC=APHIS Emergency Operations Center, BPA=Budget Planning and Analysis, CA=cooperative agreement, GIS=geographic information systems NAHLN=National Animal Health Laboratory Network, NASDA=National Association of State Departments of Health, NRMT=National Response Management Team, NVS=National Veterinary Stockpile, NVSL=National Veterinary Services Laboratories, ESF=Emergency Support Function.

Figure B-3. Sample Level I Organization Chart for an ICG



Note: AEOC=APHIS Emergency Operations Center, BPA=Budget Planning and Analysis, CA=cooperative agreement, CCC=Commodity Credit Corporation, CDC=Centers for Disease Control and Prevention, CF=Contingency Fund, EOC=Emergency Operations Center, EPA=Environmental Protection Agency, ESF=Emergency Support Function, FDA=Food and Drug Administration, FSIS=Food Safety Inspection Service, HQ=headquarters, NAHERC=National Animal Health Emergency Response Corps. NAHLN=National Animal Health Laboratory Network, NRMT=National Response Management Team, NVS=National Veterinary Stockpile, NVSL=National Veterinary Services Laboratories.

Appendix C
Example Incident Coordination Checklists

This appendix contains example checklists for key positions on the command and general staffs. These checklists describe broad primary responsibilities, to whom the staff member reports, and key actions the staff member executes during the activation, operational, and demobilization phases of the incident.

Table C-1. National Incident Coordinator Checklist

National Incident Coordinator		
Primary Responsibilities	Manages the incident	
	Designates a qualified leader for each section	
	Communicates resource constraints and policy issues to the MAC group	
	Facilitates the transition from response to recovery	
Reports to:	ADA	
Procedures		Status (not started, in progress, or complete)
Activation Phase		
	Determine appropriate level of activation on the basis of the situation	
	Mobilize appropriate personnel for the initial activation of the AEOC	
	Ensure an access procedure is established for the AEOC	
	Determine the command and general staff sections needed. Direct use of the Employee Qualification System (EQS) to assign section chiefs and staff sections as needed	
	Ensure that an ICG organization and staffing chart is completed and disseminated to the MAC Group, and other USDA APHIS departments and programs, and command and general staff members as appropriate	
	Ensure that telecommunications and information systems in the AEOC are established and functioning	
	Establish an AEOC schedule and timeline	
	Establish initial objectives for the ICG	
	Confer with the command and general staffs to determine the representation needed from USDA, APHIS, VS, the private sector, and other emergency response agencies	
Operational Phase		
	Implement an integrated national-level response to an outbreak of an FAD or other incident, including a highly contagious animal disease, emerging disease incident, or zoonotic disease	
	Assist in coordinating the release of international trade bans on U.S. exports with VS National Import Export Services	
	Brief high-level officials and the media on concerns regarding incident activities	
	Regularly communicate the needs and impacts of the incident to ensure up-to-date, effective FAD operations	
	Provide strategic guidance to facilitate interagency conflict resolution and enable timely Federal assistance to State, local, and tribal authorities	
	Request assistance from the EMLC, as required	
	Convene the initial and daily command and general staff meetings	

Table C-1. National Incident Coordinator Checklist

National Incident Coordinator		
	Provide overall direction and strategic management of the incident, including setting overall objectives	
	Supervise and monitor command and general staff activities to ensure that all appropriate actions are completed in a timely fashion	
	In conjunction with the public information officer, coordinate news conferences and review media releases for final approval	
	In conjunction with the command and general staffs, do the following: -Establish priorities for the incident response -Establish critical resources needed to support the incident response -Establish priority use for critical resources -Continually evaluate the overall incident response	
	Periodically brief the command and general staffs	
	Approve requests for critical resources	
	Provide situation or status reports to stakeholders as required	
	Advise and coordinate with other emergency response organizations, government agencies, and animal groups during an FAD response	
Demobilization Phase		
	Inform command and general staff, USDA, APHIS, VS, Federal emergency response agencies, and other appropriate organizations and operation centers of planned AEOC deactivation time	
	Authorize deactivation of the command and general staffs when they are no longer required; deactivate the AEOC when incident response concludes	
	Ensure that all required forms or reports are completed before deactivation	
	Ensure that any actions open after deactivation are completed	
	Conduct after-action review	
	Approve final AAR	
	Coordinate recovery operations	
	Ensure that long-term surveillance of the affected area(s) is carried out to confirm it remains disease-free	

Table C-2. Deputy Incident Coordinator Checklist

Deputy Incident Coordinator	
Primary Responsibilities	Acts for National Incident Coordinator during his or her absence or as scheduled, depending on the magnitude of the incident Assists the National Incident Coordinator in managing and monitoring the daily activities and actions
	Executes tasks as assigned by the National Incident Coordinator
	Coordinates meetings and conference calls, reviews daily situational reports, and ensures their prompt dissemination
	Ensures control of incoming and outgoing incident related correspondence
Reports to:	National Incident Coordinator

	Procedures	Status (not started, in progress, or complete)
	Activation Phase	
	Ensure AEOC is properly set up and ready for operations; coordinate the setup of the AEOC with the planning section chief	
	Maintain and provide accountability status of personnel identified for mobilization of the AEOC	
	Coordinate and attend command and general staff briefings and conference calls	
	Operational Phase	
	Assist the National Incident Coordinator in managing AEOC operations	
	Perform specific tasks assigned by the National Incident Coordinator	
	Ensure the responsibilities of the command and general staffs are executed	
	Assist the National Incident Coordinator in implementing an integrated national-level response to an outbreak of an FAD or other incident	
	Assist in coordinating the release of international trade bans on U.S. exports with the VS National Import Export Services	
	Assists National Incident Coordinator in addressing media concerns on incident activities	
	Assist the National Incident Coordinator in monitoring and responding to the press, public, private sector, and affected parties about concerns and problems during the FAD response	
	Monitor command and general staff activities to ensure that all appropriate actions are completed in a timely fashion	
	Assist National Incident Coordinator in establishing objectives for the response	
	Ensure all command and general staff members and other key representatives attend	
	Schedule periodic briefings with the command and general staffs to discuss and track status of response objectives	
	Check the staffing status report and request additional staff members to support the incident, if necessary	

Table C-2. Deputy Incident Coordinator Checklist

Deputy Incident Coordinator		
	Coordinate critical personnel resources and funding	
	Track incident priorities and requests for critical resources	
	Assist National Incident Coordinator in dissemination of situation reports to internal (USDA, APHIS, and VS) and external agencies (Federal, State, tribal, and local) and stakeholders	
	Ensure effective coordination with other emergency response organizations, government agencies, and animal groups during the FAD response	
Demobilization Phase		
	Assist National Incident Coordinator in ensuring completion of open actions after deactivation	
	Assist the National Incident Coordinator in ensuring that all required forms and reports are completed before deactivation	
	Assist in coordinating and conducting after-action review (hot wash)	
	Authorize deactivation of the command and general staffs when they are no longer required; deactivate the AEOC when the incident response concludes	
	Coordinate the planned AEOC deactivation time with USDA, APHIS, VS, federal emergency response agencies, and other appropriate organizations	
	Coordinate the development of the after-action report and provide input	
	Monitor recovery operations	

Table C-3. Public Information Officer Checklist

Public Information Officer		
Primary Responsibilities	Activate appropriate sections of the APHIS communications plan	
	Approve internal and external media releases	
	Prepare all external responses to stakeholders	
	Manage information pertaining to media and public relations	
	Schedule news conferences and press releases	
Reports to:	National Incident Coordinator	
Procedures		Status (not started, in progress, or complete)
Activation Phase		
	Activate the section (scalable to the incident) to support incident requirements and designate unit leaders for each unit	
	Ensure that the section is set up properly and that appropriate personnel, equipment, and supplies are in place	
	Check availability of communications equipment for the section (phones, computers, and faxes)	
	List key issues to be addressed by the section; in consultation with the section staff, identify objectives to be accomplished during the initial operational period	
Operational Phase		
	Meet with section personnel to discuss outstanding issues and provide direction and assignments for the shift or day	
	Participate in planning meetings, providing current resource status, including limitations and capability of resources	
	Complete the daily activity log sheet; at the end of the shift or day, and provide a copy to the planning section chief	
	Determine the need for a joint information center (JIC)	
	Establish a JIC, providing necessary space and materials	
	Prepare media statements	
	Prepare for and attend the daily National Incident Coordinator meetings and conference calls	
	Determine staffing levels for the incident (considering the need to have multiple shifts)	
	Maintain copies of all logs, reports, messages, and other documents	
	Manage media requests	
	Obtain policy guidance from the National Incident Coordinator with regard to media releases	
	Contact and coordinate with local jurisdictions to coordinate public information activities	

Note: ATAC=APHIS Technical Assistance Center

Table C-3. Public Information Officer Checklist

Public Information Officer		
	Keep the National Incident Coordinator advised of all unusual requests for information and of all major critical or unfavorable media comments; recommend procedures or measures to improve media relations	
	Coordinate with the command and general staffs and identify a method for obtaining and verifying significant incident information as it is developed	
	Develop and publish a media-briefing schedule, including location, format, and preparation and distribution of handout materials	
	Implement and maintain an overall information release program	
	Maintain up-to-date status boards and other references at the JIC; provide adequate staff members to answer questions from members of the media, public, and other stakeholders	
	Arrange for tours and other interviews or briefings that may be required; obtain the National Incident Coordinator's approval prior to media tours of the AEOC	
	Issue timely and consistent advisories and instructions for life safety, health, and assistance for the public	
	Ensure a rumor control function is established to correct false or erroneous information	
	Monitor broadcast media and develop follow-up news releases for rumor control and other false information	
	Ensure that announcements, emergency information, and materials are translated and prepared for special populations (such as non-English speaking and hearing impaired)	
	Ensure that file copies are maintained of all information released	
	Provide copies of all information releases to the National Incident Coordinator	
	Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are assigned	
	Prepare news releases and advise media representatives of points of contact for follow-up stories	
Demobilization Phase		
	Inform section personnel of deactivation of the AEOC; release section individuals no longer required in the AEOC when authorized by the National Incident Coordinator	
	Ensure proper cleanup of the assigned area in the AEOC	
	Secure all incident-related documentation	
	Ensure that any open actions are completed after deactivation	
	Ensure that all required forms or reports are completed before deactivation	
	Participate in the after-action review (hot wash)	
	Provide input to the after-action report	

Table C-4. Liaison Officer Checklist

Liaison Officer	
Primary Responsibilities	Serve as National Coordination Group primary point of contact
	Respond to all external and internal inquiries
	Communicate and coordinate response efforts with other departments and agencies
	Oversee all liaison activities, including coordinating outside agency representatives assigned to the AEOC and handling requests from other AEOCs for agency representatives
Reports to:	National Incident Coordinator

	Procedures	Status (not started, in progress, or complete)
	Activation Phase	
	Activate the section (scalable to the incident) to support incident requirements and designate unit leaders for each unit	
	Submit a work order request to ATAC identifying personnel, their computers, and expected reporting dates to the AEOC	
	Ensure that the designated area is set up properly and that appropriate personnel, equipment, and supplies are in place	
	On the basis of the situation, activate units in the section as needed	
	List key issues to be addressed by the section; in consultation with the section staff, identify objectives to be accomplished during the initial operational period	
	Meet with leadership, command and general staffs and identify immediate resource needs	
	Operational Phase	
	Meet with section personnel to discuss outstanding issues and provide direction and assignments for the shift day	
	Participate in planning meetings, providing current resource status, including limitations and capability of resources	
	Complete a daily activity log sheet; at the end of the shift or day, provide a copy to the planning section chief	
	Establish intra- and inter-agency contacts	
	Develop and maintain a list of intra- and inter-agency representatives	
	Prepare for and attend daily National Incident Coordinator meetings and conference calls	
	Determine staffing levels for the incident (considering the need to have multiple shifts)	
	Specify roles and responsibilities for staff coordinating with Federal agencies and departments	
	Maintain copies of all logs, reports, messages, and other documents	

Table C-4. Liaison Officer Checklist

Liaison Officer		
	Conduct shift change briefings, ensuring that in-progress activities are identified and follow-up requirements are assigned	
	Maintain copies of all logs, reports, messages, and other documents used and received	
	Ensure on-site interagency representatives -have signed into the AEOC, -understand their assigned functions, -know their work locations, and -understand the AEOC organization and floor plan	
	Determine whether additional interagency representation is required from -other agencies, -private sector, -professional organizations, or -academia	
	Keep agencies supporting the event aware of incident status	
	Request that interagency representatives maintain communications with their agencies and obtain situation reports regularly	
	With the approval of the National Incident Coordinator, provide agency representatives from the ICG to other EOCs as required and requested	
	Maintain a roster of agency representatives located at the AEOC and other EOCs, including their assignments in the AEOC	
	Advise agencies of available resources, actions needed to get resources, and any limitations and capability of resources	
	Conduct shift change briefings, ensuring that in-progress activities are identified and follow-up requirements are assigned	
Deactivation Phase		
	Inform section personnel of deactivation of the AEOC; release section individuals no longer required in the AEOC when authorized by the National Incident Coordinator	
	Ensure proper cleanup of the assigned area in the AEOC	
	Secure all incident-related documentation	
	Ensure that any open actions are completed after deactivation	
	Ensure that all required forms or reports are completed before deactivation	
	Participate in the after-action review (hot wash)	
	Provide input to the after-action report	

Table C-5. Planning Section Checklist

Planning Section Chief	
Primary Responsibilities	Collect, evaluate, and disseminate information about the incident
	Collect, process, and document information for the incident action report, after-action reviews, and after-action reports
	Manage staff assignments, schedules, and daily activity logs
	Collect, analyze, and disseminate situational information and intelligence relating to the incident
	Prepare, maintain, and distribute SITREPs and other incident-related reports
Reports to:	National Incident Coordinator

	Procedures/actions	Status (not started, in progress, or complete)
	Activation Phase	
	Activate the planning section positions (scalable to the incident) to support incident requirements	
	Ensure that the section is set up properly and that appropriate personnel, equipment, and supplies are in place	
	Advise the National Incident Coordinator of any significant changes in incident status	
	Obtain phone lists for intra- and inter-agency coordination	
	Maintain a daily activity log sheet	
	Obtain a contact list for USDA, DHS, CDC, and other EOCs from the Liaison Officer	
	List key issues to be addressed by the planning section; in consultation with each section, identify objectives to be accomplished during the initial operational period	
	Submit a work order request to ATAC identifying personnel, their computers, and expected reporting dates to the AEOC	
	Check availability of communications for the section (phones, computers, and faxes)	
	Operational Phase	
	Meet with section personnel to discuss outstanding issues and provide direction and assignments for the shift or day	
	Conduct planning meetings, provide current resource status, including the limitations and capability of assisting agency resources	
	Read the latest situation or status report	
	Prepare for and attend daily National Incident Coordinator meetings and conference calls	
	Determine staffing levels for the incident (considering the need to have multiple shifts)	
	Maintain copies of all logs, reports, messages, and other documents	
	Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known	

Table C-5. Planning Section Checklist

Planning Section Chief		
	Ensure all section units are maintaining current information for the SITREP	
	Collect and processes SITREP incident information	
	Determine the economic effects of a disease outbreak on industry, States, and the nation	
	Establish contact with USDA, DHS, CDC and other EOCs; forward updated SITREPs and information	
	Ensure that SITREPs are produced for the National Incident Coordinator and distributed to the command and general staffs and to appropriate intra- and inter-agency organizations	
	Ensure that all status boards and other displays are kept current and that posted information is neat and legible	
	Provide status reports and displays to the public information officer	
	Periodically brief the section staff to address issues and problems	
	Advise the command and general staffs of any significant changes provided by local incident SITREPs	
	Ensure all staff members maintain operational security	
	Ensure that fiscal and administrative requirements are coordinated through the finance section	
	Conduct shift change briefings, ensuring that in-progress activities are identified and follow-up requirements are assigned	
Demobilization Phase		
	Inform section personnel of deactivation of the AEOC; release section individuals no longer required in the AEOC when authorized by the National Incident Coordinator	
	Ensure proper cleanup of the assigned area in the AEOC	
	Secure all incident-related documentation	
	Ensure that any open actions are completed after deactivation	
	Ensure that all required forms or reports are completed before deactivation	
	Disseminate the after-action report format to command and general staffs and other incident participants; collect after-action reports and consolidate them into a single report	
	Provide input to the after-action report	
	Coordinate and organize hot wash session for the command and general staffs	
	Facilitate the hot wash session and provide a report to the National Incident Coordinator	

Table C-6. Logistics Section Checklist

Logistics Section Chief	
Primary Responsibilities	Manage and monitor logistics activities during the incident
	Provide guidance and assistance on matters pertaining to the purchase, distribution, and recovery of assets
	Resolve logistics problems and identify logistics shortfalls and limiting factors that affect the support of the incident
	Allocate resources and personnel according to established priorities
	Coordinate the distribution and redistribution of assets
Reports to:	National Incident Coordinator

	Procedures/actions	Status (not started, in progress, or complete)
	Activation Phase	
	Activate the section positions (scalable to the incident) to support incident requirements	
	Ensure the section is set up properly and that appropriate personnel, equipment, and supplies are in place	
	On the basis of the situation, activate units in the section as needed and designate unit leaders for each unit	
	Begin a daily activity log sheet; at the end of the shift or day, provide a copy to the planning section chief	
	List key issues to be addressed by the section; in consultation with the section staff, identifies objectives to be accomplished during the initial operational period	
	Check availability of communications for the section (phones, computers, and faxes)	
	Submit a work order request to ATAC identifying personnel, their computers, and expected reporting dates to the AEOC	
	Meet with leadership, command and general staffs and identify immediate resource needs	
	Operational Phase	
	Ensure the section has adequate coverage and relief	
	Ensure section logs and other necessary files are maintained	
	Maintain a daily activity log sheet and provide a copy to the planning section at the end of the workday or shift	
	Periodically brief the section staff to address issues and problems	
	Participate in planning meetings, providing current resource status, including the limitations and capability of resources	
	Prepare for and attend daily National Incident Coordinator meetings and conference calls	
	Complete a daily activity log sheet; at the end of the shift or day, provide a copy to the planning section chief	
	Ensure incoming shift personnel are briefed at the conclusion of a shift	

Table C-6. Logistics Section Checklist

Logistics Section Chief		
	Ensure all staff members maintain operational security	
	Ensure that fiscal and administrative requirements are coordinated through the finance section	
	Ensure all service and support needs are identified and addressed	
	Ensure telecommunications equipment and IT systems are operational	
	Support incident objectives by deploying material from the NVS	
	Manage all incident logistics	
	Provide logistical input to the planning section	
	Brief the logistics staff as needed	
	During extended hours or shift operations, coordinate access to the facility with security	
	During extended hours or shift operations, coordinate availability of food service for AEOC personnel	
	Request additional resources as needed	
	Meet with section personnel to discuss outstanding issues and provide direction and assignments for the shift or day	
	Determine staffing levels for an incident requiring shifts	
	Maintain copies of all logs, reports, messages, and other documents	
Demobilization Phase		
	Inform section personnel of deactivation of the AEOC; release section individuals no longer required in the AEOC when authorized by the National Incident Coordinator	
	Ensure the proper cleanup of the assigned area in the AEOC	
	Secures all incident-related logistics documentation	
	Coordinate with the finance/administration section the termination of all logistics support contracts initiated during the incident	
	Participate in the hot wash session and provide written input to the after-action report	
	Ensure that any open actions are completed after deactivation	
	Ensure that all required forms and reports are completed before deactivation	
	Direct and coordinate the recovery of assets	
	Provide a list of recoverable assets	

Table C-7. Finance Section Checklist

Finance Section Chief		
Primary Responsibilities	Perform accounting, procurement, time recording, and cost analysis	
	Monitor incident-related costs	
	Advise on financial and procurement tasks	
	Handles all financial, administrative, and cost analysis aspects of the incident and supervises members of the finance/administration section	
Reports to:	National Incident Coordinator	
Procedures/actions		Status (not started, in progress, or complete)
Activation Phase		
	Activate the section positions (scalable to the incident) to support incident requirements	
	Ensure the section is set up properly and that appropriate personnel, equipment, and supplies are in place	
	On the basis of the situation, activate units in the section as needed and designate unit leaders for each unit	
	List key issues to be addressed by the section; in consultation with the section staff, identify objectives to be accomplished during the initial operational period	
	Check availability of communications for the section (phones, computers, and faxes)	
	Submit a work order request to ATAC identifying personnel, their computers, and expected reporting dates to the AEOC	
	Meet with leadership, and command and general staffs to identify immediate resource needs	
	Ensure coordination with the command and general staffs for gathering response cost estimates and other related information.	
	Meet with the logistics section chief and review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to the logistics section	
Operational Phase		
	Ensure that the finance/administration position logs and other necessary files are maintained	
	Complete a daily activity log sheet; at the end of the shift or day, provide a copy to the planning section chief	
	Participate in planning meetings, providing current resource status, including the limitations and capability of resources	
	Ensure that the section is supporting the command and general staffs consistent with established priorities	
	Provide financial and cost analysis information as requested	
	Continuously keep the command and general staffs abreast of the current fiscal situation and other related matters	

Table C-7. Finance Section Checklist

Finance Section Chief		
	Ensure the all financial records are maintained properly throughout the event	
	Process purchase orders and establish contracts	
	Provide financial input to demobilization planning	
	Ensure that the finance/administration section provides administrative support to the command and general staffs as required	
	Brief section personnel on all incident-related financial matters needing attention or follow-up	
	Meet with section personnel to discuss outstanding issues and provide direction and assignments for the shift or day	
	Prepare for and attend daily National Incident Coordinator meetings and conference calls	
	Determine staffing levels for an incident requiring shifts	
	Maintain copies of all logs, reports, messages, and other documents	
Demobilization Phase		
	Inform section personnel of deactivation of the AEOC; release section individuals no longer required in the AEOC when authorized by the National Incident Coordinator	
	Ensure proper cleanup of the assigned area in the AEOC	
	Secure all incident-related documentation	
	Ensure that any open actions are completed after deactivation	
	Ensure that all required forms or reports are completed before deactivation	
	Participate in the after-action review (hot wash)	
	Provide input to the after-action report	

Table C-8. Safety Officer Checklist

Safety Officer		
Primary Responsibilities	Monitors and assesses hazardous and unsafe situations	
	Develops measures for ensuring personnel safety	
Reports to:	National Incident Coordinator	
Procedures/actions		Status (not started, in progress, or complete)
Activation Phase		
	Activate the section positions (scalable to the incident) to support incident requirements	
	Ensure the section is set up properly and that appropriate personnel, equipment, and supplies are in place	
	On the basis of the situation, activate units in the section as needed and designate unit leaders for each unit	
	Complete daily activity log sheet; at conclusion of shift or end of day, provides copy to planning section chief	
	Make a list of key issues to be addressed by the section; in consultation with the section staff, identify objectives to be accomplished during the initial operational period	
	Check availability of communications for the section (phones, computers, and faxes)	
	Meet with leadership, command and general staff to identify immediate resource needs	
Operational Phase		
	Identify potentially unsafe acts and hazardous situations associated with the incident	
	Develop safety procedures the staff will follow during incident operations.	
	Coordinate with the finance/administration, operations support, planning, and logistics section chiefs regarding operational safety and emergency responder health and safety issues	
	Participate in planning meetings, providing current resource status, including limitations and capability of resources	
	Meet with section personnel to discuss outstanding issues and provide direction and assignments for the shift or day	
	Prepare for and attend daily National Incident Coordinator meetings and conference calls	
	Determine staffing levels for the incident (considering the need to have multiple shifts)	
	Maintain copies of all logs, reports, messages, and other documents	
	Complete a daily activity log sheet. At the end of the shift or day, provide a copy to the planning section chief	

Table C-8. Safety Officer Checklist

Safety Officer		
Demobilization Phase		
	Inform section personnel of deactivation of the AEOC; release section individuals no longer required in the AEOC when authorized by the National Incident Coordinator	
	Ensure proper cleanup of the assigned area in the AEOC	
	Secure all incident-related documentation	
	Ensure that any open actions are completed after deactivation	
	Ensure that all required forms or reports are completed before deactivation	
	Participate in the after-action review (hot wash)	
	Provide input to the after-action report	

Table C-9. Operations Section Chief Checklist

Operations Section Chief	
Primary Responsibilities	Help formulate, interpret, and implement strategy established by the National Incident Coordinator
	Determine status of current personnel assignments
	Identify location of resources, and personnel assignments
	Ensure coordination of the section with other command and general staff
Reports to:	National Incident Coordinator

	Procedures/actions	Status (not started, in progress, or complete)
	Activation Phase	
	Activate the section positions (scalable to the incident) to support incident requirements	
	Ensure the section is set up properly and that appropriate personnel, equipment, and supplies are in place	
	On the basis of the situation, activate units in the section as needed and designate unit leaders for each unit	
	List key issues to be addressed by the section; in consultation with the section staff, identify objectives to be accomplished during the initial operational period	
	Check availability of communications for the section (phones, computers, and faxes)	
	Submit a work order request to ATAC identifying personnel, their computers, and expected reporting dates to the AEOC	
	Meet with leadership, and command and general staffs to identify immediate resource needs	
	Operational Phase	
	Participate in planning meetings, providing current resource status, including limitations and capability of resources	
	Meet with section personnel to discuss outstanding issues and provide direction and assignments for the shift or day	
	Prepare for and attend daily National Incident Coordinator meetings and conference calls	
	Determine staffing levels for an incident (considering the need to have multiple shifts)	
	Maintain copies of all logs, reports, messages, and other documents	
	Complete a daily activity log sheet. At the end of the shift or day, provide a copy to the planning section chief	
	Demobilization Phase	
	Inform section personnel of deactivation of the AEOC; release section individuals no longer required in the AEOC when authorized by the National Incident Coordinator	
	Ensure proper cleanup of the assigned area in the AEOC	
	Secure all incident-related documentation	

Table C-9. Operations Section Chief Checklist

Operations Section Chief		
	Ensure that any open actions are completed after deactivation	
	Ensure that all required forms or reports are completed before deactivation	
	Participate in the after-action review (hot wash)	
	Provide input to after-action report	

Appendix D
Sample Delegation of Authority

This appendix contains a sample delegation of authority.

Delegations of Authority

[*Date*]

Subject: Delegation of Authority

To: National Incident Coordinator, [*name of disease*] Outbreak

The following is your delegation to act for me in combating [*disease*]. Specifically, you should do the following:

- Assess the magnitude and complexity of new incidents and secure appropriate incident management resources.
- Define incident objectives.
- Delegate authority to the general and command staff.
- Assess attainment of objectives, providing counsel and advice from the time of the team's arrival to its completion of assignments.
- Evaluate and appraise performance at the end of assignments.

You should be guided by the following principles in your work:

- Provide employee and public health and safety.
- Bring the full resources of the Animal and Plant Health Inspection Service (APHIS) to bear on this effort.
- Place a high priority on surveillance to detect and contain the spread of [*disease*].
- Obligate funds in a fiscally responsible manner, with sensitivity to cost containment and adequate accounting for expenditures.
- Strengthen and maintain intergovernmental relationships.
- Provide timely and accurate information to this and other offices so that responses can be prepared to information requests from the Secretary of Agriculture, Congress, the American people, and the international community.
- In my absence, contact [*person to contact*]. Thank you.

[*Name*]
Associate Deputy Administrator

Appendix E
Contractor Surge Support

In the event of a large-scale FAD outbreak, NPIC is likely to require additional staffing to augment current levels. NPIC has limited staff resources to support both a large response to an animal disease outbreak and sustain continuity of operations, so contractor support may be necessary to accomplish both missions. The level of support needed will depend on the size and scope of the incident.

This appendix describes the procedures for NPIC to request contractor surge support during an incident using an existing contract, or by initiating a new contract.

EXISTING CONTRACT SUPPORT

During normal operations, there may be an incumbent contractor providing program management, on-site, and reach-back support to NPIC. If there is, when an outbreak occurs, the following actions occur:

- NPIC determines whether the support required for the incident is part of the existing contract as an optional task.
- If surge support is part of the contract, NPIC contacts the incumbent contractor's project manager (PM) and provides the number of personnel and skill sets required.
- The PM determines whether on-site or reach-back personnel resources are sufficient to meet NPIC support demands.
- The PM coordinates within his organization to obtain personnel with the skills needed by NPIC. If none are available, the PM initiates a request for subcontract support through his contracting office.
- NPIC coordinates work spaces, computer access, and facility security access for the additional contractors.
- If surge support is not included in the contract, NPIC may contact the APHIS contracting office to initiate contract modification, if contract modification is an option. NPIC gives the APHIS contracting office a statement of work (SOW) delineating the services and support required.
- If a contract modification is granted, the APHIS contracting office modifies the existing contract.

- NPIC determines the extent of support needed—number of personnel and skill sets—scalable to the incident response and coordinates with the incumbent contractor's PM.

NEW CONTRACT SUPPORT

When there is no incumbent contractor, NPIC needs to establish a contract, such as an Indefinite Delivery Indefinite Quantity contract, for surge support during an incident. NPIC drafts an SOW, prepared in advanced of an incident, and submits it to APHIS contracting.

If the incident is a declared outbreak, Federal Acquisition Regulation (FAR) Part 18, Emergency Acquisitions, is used to obtain contract services without open and full competition. (FAR Part 18 allows for flexibility in streamlining the standard acquisition process during a declared emergency.)

EXERCISES

VS should build into its exercise planning process the need to have contractor surge support during an incident. Exercises should focus on developing different scenarios for requesting contract surge support under new and existing contracts.

Appendix F
Sample Memorandum of Understanding

Appendix F contains a sample memorandum of understanding (MOU) between APHIS and the National Assembly of State Animal Health Officials (NASAHO). This MOU references VS Memo 580.4, which has been replaced by VS Guidance Document 12001.

MEMORANDUM OF UNDERSTANDING
BETWEEN
NATIONAL ASSEMBLY OF STATE ANIMAL HEALTH OFFICIALS
AND THE
UNITED STATES DEPARTMENT OF AGRICULTURE
ANIMAL AND PLANT HEALTH INSPECTION SERVICE
VETERINARY SERVICES

ARTICLE 1 - PARTIES

The parties to this Memorandum of Understanding (MOU) are Veterinary Services (VS), a program within the U.S. Department of Agriculture's Animal and Plant Health Inspection Service (APHIS) and the National Assembly of State Animal Health Officials (National Assembly). The National Assembly represents State Animal Health Officials (SAHO) but has no regulatory or legally binding authority. Therefore this document is considered to be a consensus document only with the National Assembly serving as the general signatory on behalf of SAHOs.

ARTICLE 2 - PURPOSE

The purpose of this MOU is to provide a detailed explanation of actions that will be taken by VS personnel and National Assembly members to effectively and clearly communicate in the event of an investigation or initial laboratory finding of a potential high consequence livestock disease. For the purposes of this MOU, a high consequence livestock disease is defined as any disease outbreak that spreads rapidly, involves multiple States, results in high morbidity or mortality, could affect public health, is novel, and/or could have significant trade implications. Diseases that are considered domestic or endemic to the United States do not apply. This MOU is not intended to replace VS Memo 580.4 (Procedures for the Investigation of Potential Foreign Animal Disease/Emerging Disease Incidents). Rather, this MOU complements VS Memo 580.4 by ensuring that communication between VS and the National Assembly occurs in a consistent, reliable manner. It is also important to clarify that this MOU is limited to communications between VS personnel and National Assembly members. APHIS already has an emergency communications plan in place to address external communication with the public, media and industry stakeholders in the event of a high consequence livestock disease investigation or incident.

ARTICLE 3 – STATEMENT OF MUTUAL BENEFIT

This MOU defines communication actions for VS personnel and National Assembly members in the event of an investigation or initial laboratory finding of a potential high consequence livestock disease. The office of the VS Deputy Administrator will automatically activate this protocol in the event of such an incident. National Assembly leadership may also request

activation of this protocol for other incidents that they feel require regular and timely communication. Adherence to this MOU will result in consistent and coordinated communication between VS and the National Assembly.

ARTICLE 4 - VS RESPONSIBILITIES

1. The Area-Veterinarian-in-Charge (AVIC) or their designee will immediately notify their Regional Office and State SAHO when they first become aware of a potential incident in their State.

2. When notified of a potential incident, VS will convene a conference call with relevant VS personnel and any affected SAHOs. In most cases, VS' National Center for Animal Health Emergency Management will be responsible for initiating conference calls, but in some cases this responsibility may fall to the Regional Offices. For the purposes of this MOU, we will generally reference VS. Affected SAHOs include those with potentially infected animals in their States and those with trace outs from the incident. Conference call information will be emailed by VS to AVICs, the relevant Regional Office(s) and SAHOs in affected States simultaneously with the word "Important" listed in the subject line. VS will make every effort to include all known affected States. SAHOs and AVICs from additional affected States will be included in calls, emails, etc. as soon as VS becomes aware of their involvement.

3. Unless SAHOs and VS personnel mutually and specifically agree to do otherwise, VS will hold at least one conference call each day with relevant VS personnel and affected SAHOs throughout the length of the initial incident. Ideally, this call will take place at the same time each day. Additional calls will be scheduled as needed by VS or upon request by SAHOs.

4. At least once each day during the initial investigation, VS will distribute a brief situation report that summarizes the status of the incident and will email the report to all affected SAHOs, AVICs and the relevant Regional Office(s).

5. VS personnel and National Assembly members will use the Emergency Management Response System (EMRS) to communicate trace information related to the incident. However, the AVIC responsible for entering the information into EMRS will provide notification of the first trace out to an affected State by calling and emailing the SAHO. The AVIC will courtesy copy the SAHO in their own State as well as the AVIC in the newly affected State on the email message. Thereafter EMRS will serve as the official notification system. Note: If multiple States are involved, a SAHO will receive multiple phone calls and emails if they have initial trace outs coming to them from more than one State.

6. If it is determined that the animals/animal involved in the incident were transported through an otherwise unaffected State(s) just prior to showing clinical signs, VS will provide courtesy notification of the investigation/incident to the appropriate SAHO(s) and AVIC(s). If multiple States are involved, VS will hold a conference call with these States to share available information. If appropriate, and depending on the circumstances of the situation, the SAHO(s)

and AVIC(s) may also be included in future daily conference calls with affected States and receive daily situation reports.

7. VS' National Veterinary Services Laboratories (NVSL) personnel will provide initial test results whether positive or negative to the AVIC in an affected State by phone and email. The email will be sent by return receipt and include a cc' to the Regional Director as well as other designated recipients in the AVIC's office to ensure the results are received immediately. The AVIC or their designee will then immediately notify their SAHO by phone and confirm personal notification was successful to their Regional Office. Please note that VS leadership at headquarters may be notified prior to AVICs and SAHOs. Only those results that have previously been provided to the relevant SAHO, AVIC and Regional Office will be reported or discussed on the daily conference calls that involve all affected SAHOs. Future notifications of test results will be provided electronically to the AVIC, relevant Regional Office and SAHO simultaneously using tailored email lists developed for each State.

8. If the test results from NVSL are negative, meaning that a high consequence livestock disease is not present in the United States, then VS will share this information on the daily conference call with all affected States (after responsibilities under No. 7 have been met) and issue a final situation report. VS and the affected SAHOs will stand down emergency operations and return to business as usual.

9. If the initial NVSL test results are positive, suspect or inconclusive (i.e., not negative), then the daily conference calls with affected SAHOs and daily situation reports will continue throughout the length of the incident. Call schedules and the frequency of situation reports may be adjusted as necessary in consultation with affected SAHOs.

10. In adherence with the National Association of State Departments of Agriculture/Communication Officers of State Departments of Agriculture/APHIS Emergency Communications Plan, if a public announcement is made about the disease incident, all States will be notified via conference call at least one hour prior to public notification. Please note that the timing of this call may be impacted by political decisions outside of APHIS' control.

11. Should an Agency press release be issued, APHIS' Legislative and Public Affairs Office will work with their communications counterparts in the affected States in advance of its release to ensure a consistent, coordinated message.

12. Once information about the disease incident is shared with the public, VS will hold at least weekly conference calls that will be open to all SAHOs to provide updates on the status of the incident. Ideally, these calls will be held at the same time(s) each week and lead jointly by VS and National Assembly leadership. Call information will be emailed by VS to all AVICs, the Regional Offices and SAHOs simultaneously. In addition, SAHOs will be briefed by conference call prior to any USDA/APHIS press conferences about the incident. Press releases and other publicly released materials about the incident will be emailed to all AVICs, the Regional Offices and SAHOs simultaneously as soon as they are posted to the APHIS Web site.

13. At least twice weekly VS will produce a national situation report that will be emailed to all SAHOs, the Regional Offices and AVICs simultaneously. The frequency of these reports may be adjusted as necessary in consultation with the National Assembly's leadership.

14. This communication protocol will remain in effect until VS and the National Assembly's leadership jointly agree that there is no longer a need for conference calls and situation reports.

ARTICLE 5 – NATIONAL ASSEMBLY RESPONSIBILITIES

1. The SAHO or their designee will immediately notify their AVIC when they first become aware of a potential incident in their State even if it is after normal business hours or on a weekend. If the AVIC is unreachable then the Regional Office should be contacted. In the event that neither the AVIC nor the Regional Office is reachable, the SAHO should call VS' foreign animal disease emergency hotline at 1-800-940-6524.

2. In the event of an investigation, or an initial laboratory finding of a potential high consequence livestock disease that impacts multiple States, affected SAHOs are responsible for the notification of adjacent, unaffected States. VS will not share information with SAHOs in unaffected States until just prior to a public announcement regarding the incident. This is in keeping with responsibility No. 10 under Article 4 of this MOU. Please note that it is VS' responsibility to notify neighboring countries of a disease outbreak. SAHOs should consult with VS to determine what information is being provided to border countries.

3. Affected SAHOs will notify their State wildlife health officials if the incident has the potential to impact wildlife species and their State public health officials if the incident has the potential to impact public health. VS will do the same for its Federal counterparts.

4. To ensure a consistent message and to minimize trade restrictions, affected SAHOs and their Communication Officers should consult with VS and APHIS' Legislative and Public Affairs Office before issuing a press release.

ARTICLE 6 – CONFIDENTIALITY

Unless instructed otherwise, information provided during conference calls and in situation reports should be considered confidential and for official use only until public notification is made. Official use allows for the sharing of information with other Government agencies and the affected industry. Should an exception to this article be necessary, it will be discussed by VS and the affected SAHOs. APHIS' Legislative and Public Affairs (LPA) staff will provide information to the media, the public and external stakeholders. LPA will work with communication officers from affected States to ensure coordination of consistent messages.

ARTICLE 7 - AMENDMENTS

This MOU may be amended at any time by mutual agreement of all parties in writing.

ARTICLE 8 - EFFECTIVE DATE AND DURATION

This MOU will be in effect upon date of final signature and will continue unless amended. VS and National Assembly leadership will jointly review this MOU every five years.

UNITED STATES DEPARTMENT OF AGRICULTURE
ANIMAL AND PLANT HEALTH INSPECTION SERVICE
VETERINARY SERVICES

Oct 11, 2009

Dr. John Clifford, Deputy Administrator Date

NATIONAL ASSEMBLY OF STATE ANIMAL HEALTH OFFICIALS

OCT 11, 2009

Dr. Guy Hohenhaus, President Date

Appendix G
Funding Request Narrative

This appendix contains an example of the funding request narrative that accompanies the Major Object Class (MOC). It describes the incident, background information, and APHIS's recommendations. The Budget Planning and Analysis staff writes the narrative and submits it through the APHIS Administrator's office to the Under Secretary of USDA for review and approval.

DECISION MEMORANDUM FOR THE ACTING DEPUTY UNDER SECRETARY

THROUGH: W. Scott Steele
Director
Office of the Budget and Program Analysis

FROM: Kevin Shea
Acting Administrator

SUBJECT: Release of Contingency Funds for Contagious Equine Metritis

ISSUE

The U.S. Department of Agriculture's Animal and Plant Health Inspection Service (APHIS) requests the release of contingency funds totaling $1,194,939 to cover costs associated with the control and eradication of an introduction of contagious equine metritis (CEM).

BACKGROUND

CEM is a transmissible venereal disease that affects horses and other equines, and is considered a foreign animal disease in the United States. The disease is naturally transmitted by breeding. In addition, the bacterium that causes CEM can be readily transmitted indirectly through artificial insemination or by contaminated fomites, such as instruments or equipment used at equine breeding facilities. Undetected carrier mares and stallions are the source of infection for acute outbreaks of the disease.

The disease does not become evident in the mare until 10 to 14 days post breeding. An inflammatory reaction starts within 24 hours after infection and reaches maximum intensity within 10 days to two weeks. Up to 40 percent of affected mares may have mucopurulent vaginal discharge, lower conception rates, and occasionally, abortion. Mares can be chronic carriers of CEM while stallions typically show no clinical signs. CEM is diagnosed through culture and isolation of the organism, which can be technically difficult. Mortality due to CEM has not been observed. Cleaning of external genitalia and topical treatment with antibiotics is effective in eliminating infection from stallions and mares; however, mares must first clear the CEM bacteria from the uterus, a process that may take several months or might never occur.

APHIS has worked closely with the equine industry to prevent CEM from entering the United States. The industry has concerns regarding the potential impact on equine reproduction, primarily due to conception failures, and on the international trade of horses should CEM become established in the United States. The last

reported CEM outbreak in the United States was in 2006, when it was found in three Lipizzaner stallions imported into Wisconsin from Eastern Europe. No other cases were traced to these animals, and potential exposure of other animals was low. Prior to the 2006 outbreak, the last U.S. cases reported were in 1979.

DECISION MEMORANDUM FOR THE ACTING DEPUTY UNDER SECRETARY

DISCUSSION

As of January 23, 2009, CEM has been confirmed in eleven stallions—four in the Kentucky, three in Indiana, three in Wisconsin, and one in Texas. On December 15, 2008, the National Veterinary Services Laboratories confirmed the first culture-positive CEM in a 16-year-old American Quarter Horse stallion currently residing in Woodford County, Kentucky. The horse is a clinically healthy stallion that was identified as CEM positive during routine testing prior to export of semen. This is the first time this horse was tested for CEM. The horse was born and raised in the United States, with no foreign travel history. The stallion is not thought to have been used for natural service of mares. There is no indication that any of the confirmed positive horses are related to the FY 2006 outbreak in Wisconsin.

The affected animals are under quarantine, and an epidemiological investigation is underway, including trace-outs to horses exposed via semen. Initial traces from the eleven positive stallions include 43 States and Canada.

CEM can have a devastating impact on equine reproduction, especially since the mares can only be bred during certain seasons. Due to the current epidemiologic evidence, this outbreak has the potential to affect the export of horses, semen and embryos. The estimated potential value of this export market is $415 million annually.

SUMMARY

The containment and eradication of CEM will require the tracing and quarantine of suspect animals and any semen collected from the suspect stallions. While culture sample collection can be completed by an accredited veterinarian, APHIS requires that a Federal or State veterinarian be present to oversee the activity, or that the Federal or State veterinarian complete this activity. This requirement is to provide assurance that the sample collection is performed correctly and to provide U.S. trading partners assurance that all activities are completed correctly, that appropriate biosecurity measures are taken, and premise quarantines are in place and monitored. APHIS will use the contingency funding to support oversight of sample collection and treatment of infected horses, as well as the cost of diagnostic testing.

APHIS requests $836,456 for diagnostics, and $358,483 for overtime and travel for employees. These costs are estimated for testing 60 exposed stallions and assuming there will be 20 positive stallions, 720 trace mares, and 40 test mares. Additionally, the States and industry are expected to cover costs for private veterinarians' sample collection and for the treatment of infected animals, an estimated cost of $2.85 million. With the combined funding (Federal and State), APHIS, affected States, and horse owners will be able to eradicate CEM from all animals that are currently identified. However, APHIS is continuing the epidemiologic investigation, which may identify additional infected horses and create a need to request additional funding or reassess the response.

DECISION MEMORANDUM FOR THE ACTING DEPUTY UNDER SECRETARY

The present contingency fund balance stands at $2,033,808, which includes $427,089 available under the current Continuing Resolution with approximately $1,606,719 in carryover or prior year recoveries from 2008.

RECOMMENDATION:

APHIS recommends releasing funds as described above.

DECISION:

Option 1: Deny the Request _____

Option 2: Approve the Request _____

Option 3: Approve Part of the Request _____

Discuss with me _____

Date

Enclosure

Funding Requested by Major Object Class (MOC)

MAJOR OBJECT CLASS BREAKOUT

MOC	DESCRIPTION					AMOUNT
1100	**Personnel Compensation—Overtime**					**$156,483**
	Qty	Description	Grade	Unit Cost ($)	Total ($)	
	28	Field Veterinary Medical Officers—Assume 12 weeks of 12 hours overtime per week/per person @ $36.99/hr	12	444 OT/wk	149,184	
	3	Micro bacterial technicians—Assume 66 OT hrs per technician @ 36.86/hr	12	2,433 OT	7,299	
2100	**Travel Costs**					**$202,000**
	Qty	Description		Unit Cost ($)	Total ($)	
	808	Overnight trips for epidemiological investigation		250	202,000	
2200	**Transportation of Things**					**$78,100**
	Qty	Description		Unit Cost ($)	Total ($)	
	1,360	Shipping costs for samples to lab		50	68,000	
	100	Collection kits		10	1,000	
	1,300	Test kits		7	9,100	
2500	**Other Services**					**$390,100**
	Qty	Description		Unit Cost ($)	Total ($)	
	4,150	Diagnostic lab costs		94	390,100	
2600	**Supplies and Materials**					**$368,256**
	Qty	Description		Unit Cost ($)	Total ($)	
	808	Fuel/supplies assume $35 fuel+ $10 safety gear/oversight trip @ avg. 8 trips per horse. 20 infected stallions, 60 exposed stallions, 160 test mares, 568 exposed mares requiring travel		45	290,880	
		National Veterinary Services Laboratories (NVSL)—Test media[a]			15,068	
		NVSL—Cultures[a]			22,649	
	3	NVSL—FA test slides per 144/set		133.06	399	
	5,025	NVSL—PCR test		3.04	15,276	
	50	NVSL—16s sequencing		30.00	1,500	
	1,000	NVSL—CEM sample kits		8.00	8,000	
	1,688	CF Test		4.29	7,242	
	1,688	Reagents		3.28	5,537	
	1,688	Lab supplies		1.01	1,705	
		GRAND TOTAL				**$1,194,939**

[a]Lab costs have multiple components.

Note: All calculations based on 20 CEM positive stallions, leading to 38 trace mares, and 2 test mares per stallion.

Appendix H
Sample Cooperative Agreement

Appendix H contains a sample cooperative agreement between APHIS and the Virginia Department of Agricultural and Consumer Services for surveillance activities for a low pathogenicity avian influenza outbreak in West Virginia.

United States
Department of
Agriculture

Animal and Plant
Health Inspection
Service

Veterinary Services

Eastern Region

920 Main Campus Dr.
Suite 200
Raleigh, NC 27606

(919) 855-7250
FAX (919) 855-7295

May 16, 2007

Joseph P. Garvin
Project Manager
PO Box 1163
Richmond, VA 23218

Reference: Transmittal of Cooperative Agreement No.: 07-9651-0770CA
Cooperator: Virginia Department of Agriculture & Consumer Services
Program: LPAI (H5N2 in West Virginia)
Federal Award Amount: $97,245.00 Cooperator's Share: $0.00
Performance Period: April 1, 2007 thru June 30, 2007
Accomplishment Reports Due: Quarterly

Dear Dr. Garvin:

Enclosed is your fully executed copy of the Notice of Cooperative Agreement Award No. 07-9651-0770CA for the LPAI (H5N2 in West Virginia) program. Expenditures are authorized for the performance period noted above. Dr. Terry Taylor is appointed as the USDA APHIS VS Authorized Departmental Officer's Designated Representative (ADODR) for this agreement. You may contact Dr. Taylor at the following address:

Terry L. Taylor, AVIC
USDA APHIS VS
Federal Building
400 North 8th Street, Room 726
Richmond, VA 23240
[redacted]

Please refer any questions or concerns you may have regarding this Agreement to Dr. Taylor.

In the event the ADODR contact for this agreement changes, another ADODR shall be appointed and you will be notified by letter.

Sincerely,

Jack A. Shere
Director

Enclosures

cc: T. Taylor, AVIC, Richmond, VA

07-9651-0770CA

NOTICE OF **COOPERATIVE AGREEM**ENT AWARD
BETWEEN THE
VIRGINIA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES(COOPERATOR)
AND THE
UNITED STATES DEPARTMENT OF AGRICULTURE
ANIMAL AND PLANT HEALTH INSPECTION SERVICE (APHIS)
VETERINARY SERVICES

ARTICLE 1 - PURPOSE

The purpose of this **Agreement** is to provide Federal financial assistance to conduct enhance surveillance activities that will provide specific information to the Cooperator, APHIS, and other interested parties as a result of the Low Path Avian Influenza H5N2 in West Virginia.

ARTICLE 2 - AUTHORITIES

Under the Farm Security and Rural Investment Act of 2002, PL 107-171, Subtitle E, Animal Health Protection, Section 10401-10418, the Secretary of Agriculture, in order to protect the agriculture, environment, economy, and health and welfare of the people of the United States by preventing, detecting, controlling, and eradicating diseases and pests of animals, is authorized to cooperate with foreign countries, States, and other jurisdictions, or other persons, to prevent and eliminate burdens on interstate commerce and foreign commerce, and to regulate effectively interstate commerce and foreign commerce.

ARTICLE 3 – MUTUAL UNDERSTANDINGS AND RESPONSIBILITIES

The cooperating parties agree to/that:

a. A mutually satisfactory annual **Work plan** and **Financial Plan** developed by the **Cooperator** and APHIS are incorporated into this **Agreement** by reference.

b. The provisions of this **Agreement** will not replace functions that are being conducted by the **Cooperator** but will supplement those activities and increase program benefits to all parties.

c. The employee(s) responsible for this work will be under the general program direction of the **Cooperator and APHIS**. Supervision of personnel will be provided by their employing organization, and they will be subject to their employing organizations rules and regulations.

ARTICLE 4 – **COOPERATOR** RESPONSIBILITIES

The **Cooperator** agrees to/that:

a. Designate in writing to APHIS the **Cooperator's** authorized representative who shall be responsible for collaboratively administering the activities conducted under this **Agreement.**

b. Furnish personnel, as required, to accomplish the activities outlined in the **Work Plan and Financial Plan.**

c. Submit to APHIS' authorized representative **quarterly** accomplishment reports on program activities outlined in the **Work Plan and Financial Plan**. The reports will be used by APHIS to verify compliance with provisions of this **Agreement**. These reports are due **no later than 30 days** after the end of each quarter except the final report which is due **no later than 90 days** after the **Agreement** expires or terminates. Any requests for an extension of time to submit the report must be made in writing to APHIS' authorized representative before expiration of the initial 30 or 90 day period allowed for submitting the report. Extensions of time to submit reports are subject to the discretion of APHIS' authorized representative and, if allowed, shall be provided by the authorized representative in writing.

The due dates for the accomplishment reports are:

Performance Period	Report Due
April 1 – June 30	31 July
Final Report	28 September

d. Submit to APHIS' authorized representative a properly certified **quarterly** Financial Status Report, SF-269, **no later than 30 days** after the end of each quarter and a final SF-269 **no later than 90 days** after the **Agreement** expires or terminates. Any requests for an extension of time to submit the SF-269 must be made in writing to APHIS' authorized representative before expiration of the initial 30 or 90 day period allowed for submitting the report. Extensions of time to submit the SF-269 are subject to the discretion of APHIS' authorized representative and, if allowed, shall be provided by the authorized representative in writing.

The due dates for the Financial reports are:

Performance Period	Report Due
April 1 – June 30	31 July
Final Report	28 September

e. Treat any program income derived under this **Agreement** using the Deduction Alternative in accordance with the provisions of 7 CFR 3016.25(g)(1) which provides for a decrease in the financial contributions of each cooperating party to this project.

f. Submit to APHIS a properly certified Request for Advance or Reimbursement, SF270, when requesting payment for expenditures. A payment request may be submitted quarterly or more frequently; however, advance of funds will be made by APHIS in increments as indicated under 11.j of the SF270 to cover monthly disbursement needs.

g. Obtain a Dun and Bradstreet (D&B) Data Universal Numbering System (DUNS) number by calling D&B at (800) 333-0505 (most expeditious) or visiting their website at http://www.dnb.com/us. This requirement does not apply to individuals applying for assistance, unless it supports a business or non-profit organization they operate. Upon obtaining the DUNS number, the **Cooperator** further agrees to register in the Central Contractor Registry (CCR) by visiting their website at http://www.ccr.gov (most expeditious) or calling 888-227-2423. The **Cooperator** also agrees to update the CCR information as necessary and to **renew the registration annually prior to its expiration date**. This registration will provide a means to receive electronic funds transfers of all payments

requested on the SF-270. **Cooperators** without accounts at financial institutions can request waivers due to hardship because of physical or geographical barrier.

h. Electronic payments status information can be obtained by accessing the United States Treasury's Financial Management Service Payment Advice Internet Delivery (PAID) system, available at no-cost. Banking information is not available, and data is kept on-line for 60 days. To register, access the PAID web site at http://fms.treas.gov/paid. One of three payment options are available: (1) web access only, (2) web access and e-mail notification of when a payment has been made, and (3) web access and e-mail delivery of remittance information. **Cooperators** should contact their central finance office to determine whether registration has been accomplished for their entire agency or institution.

APHIS may withhold payments called for in Article 5.b under the conditions outlined in 7 CFR 3016.21(g)

i. Comply with 7 CFR 3017, Subpart C to ensure that any sub recipients that carry out the provisions of this **Agreement** are not debarred or suspended. Subrecipients are required to disclose if they, or any of their principals, are presently excluded or disqualified.

j. Comply with and enforce the requirements for a drug-free workplace as mandated in 7 CFR 3021, "Governmentwide Requirements for Drug-Free Workplace".

k. When connected to the USDA, APHIS network, comply with the security guidelines as outlined in the USDA Cyber Security Manual Series 3500; including USDA Departmental Manual (DM) 3515, "Privacy Requirements", and USDA DM 3525, "USDA Internet Use and E-Mail Security". The **Cooperator** will not download any material (i.e., pictures, movies, or music files) bearing a copyright nor access any material defined as inappropriate in these regulations and directives. The **Cooperator** agrees that any of its personnel that are given access to APHIS information systems will take any APHIS required security and privacy training.

l. Work with the APHIS to ensure compliance with National Institute of Standards and Technology (NIST) system requirements and APHIS' Certification and Accreditation (C&A) standards. Specifically, the **Cooperator** will comply with NIST SP 800 – 37, "Guide for the Security Certification and Accreditation of Federal Information Systems"; NIST SP 800 – 53, "Recommended Security Controls for Federal Information Systems"; APHIS C&A Manual including APHIS C&A Templates; and any other relevant NIST and APHIS guides. Refer to the NIST website at http://csrc.nist.gov/publications/nistpubs/index.html to obtain copies of the NIST C&A publications.

m. When transmit frequency determining devices (transmitters) are owned by the Federal Government, the Federal Government will have responsibility for frequency support (frequency authorizations for fixed locations). If **Cooperator**-owned devices are provided, it will be the **Cooperator's** responsibility to obtain frequency support by application to the Federal Communications Commission for use of government frequencies, or to obtain non government frequencies. All radio equipment will be maintained to original factory technical specifications. Mobile radio equipment removed from service will be kept at a central location with notification made to the designated Federal official. Notification of any changes, relocation, or removal of base stations or repeater stations in the system will be made to the APHIS Radio Communications Manager at Lakewood, Colorado, who will be available for technical guidance and, if needed, make periodic trips to monitor the system.

n. Maintain an inventory control system of property purchased by the **Cooperator** in whole or in part with Federal funds as well as Federally-owned equipment on loan to the **Cooperator,** if any, as required in the Section entitled "Equipment" of 7 CFR 3016.32.

o. When the Federal share of total project costs as reflected in the **Financial Plan** is over $100,000 and a cumulative transfer among direct cost categories is in excess of ten percent of the current approved total budget, the **Cooperator** will request written prior approval for the budget revision. The **Cooperator** will submit a revised SF-424A, Budget Information, and detailed **Financial Plan** under a cover letter to the APHIS awarding official containing a narrative justification for the proposed revision.

p. Comply with the requirements for coordination, development, and use of geospatial data as mandated in OMB Circular A-16, "Coordination of Geographic Information and Related Spatial Data Activities".

ARTICLE 5 – APHIS RESPONSIBILITIES

APHIS agrees to/that:

a. Designate in writing to the **Cooperator** APHIS' authorized representative who shall be responsible for collaboratively administering the activities conducted under this **Agreement**.

b. Provide funds on an advance or reimbursable basis as payment of allowable, agreed-to costs incurred by the **Cooperator** in carrying out the terms of this **Agreement** in accordance with the **Work Plan and Financial Plan.**

c. Make advance payments, if requested by the **Cooperator**, monthly and upon receipt of a properly certified Request for Advance or Reimbursement, SF270.

d. Provide personnel and other resources to carry out its responsibilities as outlined in the **Work Plan and Financial Plan**.

e. Provide special training to carry out assignments, as mutually deemed necessary.

ARTICLE 6 – AVAILABILITY OF FUNDING

This **Agreement** is contingent upon the passage by Congress of an appropriation from which expenditures may be legally met and shall not obligate APHIS upon failure of Congress to so appropriate. This **Agreement** also may be reduced or terminated if Congress only provides APHIS funds for a finite period under a Continuing Resolution.

ARTICLE 7 – UNEMPLOYMENT COMPENSATION

Actual costs incurred for unemployment insurance or equitable contributions made to a self -insured unemployment fund are allowable. APHIS does not allow payment of costs incurred for unemployment claims.

ARTICLE 8 – CONGRESSIONAL RESTRICTION

Under 41 USC 22, no member of or delegate to Congress shall be admitted to any share or part of this **Agreement** or to any benefit to arise therefrom.

ARTICLE 9 – APPLICABLE REGULATIONS

As a condition of this award, the **Cooperator** agrees to comply and require subrecipients to comply with the requirements contained in the United States Department of Agriculture's "Uniform Federal Assistance Regulations" , 7 CFR 3015; "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments", 7 CFR 3016; and/or "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations", 7 CFR 3019; in addition to "Governmentwide Debarment and Suspension (Non-Procurement)", 7 CFR 3017; "Governmentwide Requirements for Drug-Free Workplace", 7 CFR 3021; "New Restrictions on Lobbying", 7 CFR 3018; and Office of Management and Budget regulations governing "Controlling Paperwork Burdens on the Public", 5 CFR 1320.

ARTICLE 10 – TITLE TO EQUIPMENT

APHIS reserves the right to transfer title to any equipment purchased partially or fully by the **Cooperator** under this **Agreement** with Federal funds within 120 days after this **Agreement** expires or terminates.

ARTICLE 11 – PATENTS AND INVENTIONS

The **Cooperator** has the explicit duty of notifying APHIS' authorized representative, in writing, prior to the time of application for any patent or invention which is paid for in any manner or any percentage of funds provided by APHIS. This duty is not limited to the period during the **Agreement**, but may arise at any time during or subsequent to the **Agreement**. APHIS reserves to itself a royalty-free, nonexclusive, and irrevocable right to use and authorize others to use the product or invention produced under this **Agreement** for Government purposes. APHIS also retains the ability to force utilization of the patented invention by designating licenses in any field of use where the patentee has failed to act with reasonable diligence.

Any royalties or equivalent income earned during the effective period of this **Agreement** on patents or inventions derived under this **Agreement** shall be considered program income and treated under the provisions of 7 CFR 3016.25(g)(1).

ARTICLE 12 – COPYRIGHTS

APHIS reserves a royalty-free, nonexclusive, and irrevocable license to exercise, and to authorize others to exercise, the rights for Federal government purposes to copyrighted materials developed under this **Agreement**. Subject to this license, the owner is free to exercise, preserve, or transfer all its rights. The **Cooperator** shall ensure that no agreement is entered into for transferring the rights which would conflict with the nonexclusive license of APHIS.

Any royalties or equivalent income earned during the effective period of this **Agreement** on copyrighted material derived under this **Agreement** shall be considered program income and treated under the provisions of 7 CFR 3016.25(g)(1).

ARTICLE 13 – PUBLICATIONS AND AUDIOVISUALS

The final draft of any funded publication or audiovisual must be submitted by the **Cooperator** to APHIS' authorized representative prior to final printing, editing or release of the product so that APHIS can make a determination as to whether APHIS' participation in the project will be acknowledged. APHIS, furthermore, may require that the **Cooperator** modify or purge any acknowledgment of its support for activities conducted under this **Agreement** as a result of its review of a final draft. If APHIS has not responded within 30 days of receipt of the draft, the **Cooperator** will be free to proceed with publication without an acknowledgment. In the event that APHIS elects not to acknowledge the product, the **Cooperator** agrees not to attribute sponsorship by APHIS by any means including, but not limited to, publications, interviews, new releases, etc.

When an acknowledgment is desired by APHIS, unless otherwise instructed by APHIS, the statement shall read: "This material was made possible, in part, by a **Cooperative Agreement** from the United States Department of Agriculture's Animal and Plant Health Inspection Service (APHIS). It may not necessarily express APHIS' views."

Additionally, any other acknowledgment, including use of the APHIS Logo, by the **Cooperator** of APHIS support shall have the express written permission of APHIS signatory to this Agreement, which shall be requested through the APHIS representative designated under this **Agreement**.

ARTICLE 14 – BUY AMERICAN ACT

In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds made available under the Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act for the current Federal fiscal year, it is the sense of the Congress that entities receiving the assistance should, in expending the assistance, purchase only American-made equipment and products.

ARTICLE 15 – FUNDING PERIOD OBLIGATIONS AND EXTENSIONS

The funding period is the period during which this **Agreement** is in effect. Any funds not obligated by the **Cooperator** during the funding period will revert to APHIS upon the expiration or termination of this funding period. Under 7 CFR 3019.25, this **Agreement** is subject to a one-time extension of up to 12 months to complete this project. The **Cooperator** must submit a written request including an SF-424, Application for Federal Assistance, to extend the duration to be received by APHIS **at least 10 days prior to the expiration of the funding period**. The SF-424 must be accompanied by a justification explaining the reason for program delays, the program impact without the extension, and the anticipated completion date. During the extension period, financial and progress reports will continue with the same frequency as provided in the original funding period. As stated in 7 CFR 3019.25 requests for extension purely to obligate funds will be denied by APHIS. All extensions must be approved, in writing, by APHIS prior to the expiration of the original funding period.

ARTICLE 16 – NON-DISCRIMINATION CLAUSE

No person in the United States shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination in programs or activities funded in whole or in part by the United States Department of Agriculture based on race, color, national origin, age, disability, and, where applicable, sex, religion or political beliefs.

ARTICLE 17 – FUNDING/EFFECTIVE PERIOD, REVISIONS, AND TERMINATION

The Federal award for this **Agreement** is in the amount of **$97,245.00** and the **Cooperator's** share is **$0.00** for a total project cost of **$97,245.00**. Cost overruns will be the responsibility of the **Cooperator**, unless additional funding is secured from APHIS prior to the expiration of the funding period. This **Agreement** shall become effective **April 1, 2007**, and shall continue through **June 30, 2007**, subject to continuation in writing by mutual agreement of the parties. Further, this **Agreement** may be amended at any time during the effective period by mutual agreement of the parties in writing. It may be terminated following provisions of 7 CFR 3016 .

VIRGINIA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

Donald G. Blankenship 4/30/07

Donald G. Blankenship, Deputy Commissioner — Date

UNITED STATES DEPARTMENT OF AGRICULTURE
ANIMAL AND PLANT HEALTH INSPECTION SERVICE
VETERINARY SERVICES

5-16-07

Regional Director — Date

Budget Object Class:	2551
Accounting Code:	7119651486
Amount:	$97,245.00

Addendum to Cooperative Agreement - Article 4(a)

DESIGNATION OF THE RECIPIENT (STATE) ORGANIZATION
AUTHORIZED REPRESENTATIVE

Designated below is the authorized representative who shall be responsible for collaboratively administering the activities conducted under this Agreement.

Name: Joseph P. Garvin

Title: Program Manager, Office of Laboratory Services

Address: Virginia Department of Agriculture & Consumer Services
Division of Animal & Food Industry Services
P.O. Box 1163
Richmond, VA 23218

Telephone: [redacted]

Designated below is the individual responsible for certifying the Financial Status Report, Standard Form 269 and the Request for Advance or Reimbursement, Standard Form 270.

Name: Craig Halbleib

Title: Budget Director

Address: Virginia Department of Agriculture & Consumer Services
P.O. Box 1163
Richmond, VA 23218

Telephone: [redacted]

Donald G. Blankenship 4/30/07
Donald G. Blankenship Date
Deputy Commissioner

APPLICATION FOR FEDERAL ASSISTANCE

Version 9/03

2. DATE SUBMITTED	Applicant Identifier	
3. DATE RECEIVED BY STATE	State Application Identifier	
4. DATE RECEIVED BY FEDERAL AGENCY	Federal Identifier 07-9651-770	

1. TYPE OF SUBMISSION:

Application	Pre-application
☐ Construction	☐ Construction
☒ Non-Construction	☐ Non-Construction

5. APPLICANT INFORMATION

Legal Name: VA Department of Agriculture & Consumer Services	**Organizational Unit:** Department: Virginia Department of Agriculture & Consumer Services
Organizational DUNS: 963969303	Division: Animal and Food Industry Services
Address: Street: P. O. Box 1163	**Name and telephone number of person to be contacted on matters involving this application (give area code)** Prefix: Dr. First Name: Joseph
City: Richmond	Middle Name:
County:	Last Name: Garvin
State: VA Zip Code: 23218	Suffix:
Country: USA	Email: joseph.garvin@vdacs.virginia.gov
6. EMPLOYER IDENTIFICATION NUMBER *(EIN)*: |5| |4| - |6| |0| |0| 1| |7| |0| |7|	Phone Number (give area code) [redacted] Fax Number (give area code) 804/371-2380
8. TYPE OF APPLICATION: ☒ New ☐ Continuation ☐ Revision If Revision, enter appropriate letter(s) in box(es) (See back of form for description of letters.) ☐ ☐ Other (specify)	**7. TYPE OF APPLICANT:** (See back of form for Application Types) State Other (specify)
	9. NAME OF FEDERAL AGENCY: USDA/APHIS/VS
10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: |1| |0| - |0| |2| |5| TITLE (Name of Program): Plant and Animal Disease and Pest Control	**11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:** Enhanced Surveillance as a Result of LPAI H5N2 in West Virginia
12. AREAS AFFECTED BY PROJECT *(Cities, Counties, States, etc.)*: State of Virginia 51-760-6700	
13. PROPOSED PROJECT	**14. CONGRESSIONAL DISTRICTS OF:**
Start Date: April 1, 2007 Ending Date: June 30, 2007	a. Applicant: Statewide b. Project: Statewide

15. ESTIMATED FUNDING:

a. Federal	$ 97,245	.00
b. Applicant	$	.00
c. State	$	.00
d. Local	$	.00
e. Other	$	.00
f. Program Income	$	.00
g. TOTAL	$ 97,245	.00

16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?

a. Yes. |_|	THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON DATE:
b. No. |_|	PROGRAM IS NOT COVERED BY E. O. 12372
|X|	OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW

17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?

\|_\| Yes If "Yes" attach an explanation. \|X\| No

18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT. THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES.

a. Authorized Representative

Prefix: Mr.	First Name: Donald	Middle Name: G.
Last Name: Blankenship		Suffix: III
b. Title: Deputy Commissioner		c. Telephone Number (give area code): 804/786-3501
Email: don.blankenship@vdacs.virginia.gov		Fax Number (give area code): 804/371-2945
d. Signature of Authorized Representative: Donald G. Blankenship		e. Date Signed 4/24/07

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Standard Form 424 (Rev 9-03)
Prescribed by OMB Circular A-102

MAY 01 2007

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Plant and Animal Disease and Pest Control	10.025			$97,245.00		$97,245.00
2.						
3.						
4.						
5. TOTALS				$97,245.00		$97,245.00

SECTION B - BUDGET CATEGORIES

6. OBJECT CLASS CATEGORIES	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	Federal	State	(3)	(4)	
a. Personnel					
b. Fringe Benefits					
c. Travel	$2,798.00				$2,798.00
d. Equipment					
e. Supplies					
f. Contractual					
g. Construction					
h. Other	$94,447.00				$94,447.00
I. Total Direct Charges (sum of 6a - 6h)	$97,245.00				$97,245.00
j. Indirect Charges					
k. TOTALS (sum of 6i and 6j)	$97,245.00				$97,245.00
7. Program Income					

SECTION C – NON-FEDERAL RESOURCES

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.				0
9.				0
10.				0
11.				0
12. TOTAL (sum of lines 8 and 11)				0

SECTION D – FORECASTED CASH NEEDS

	(Total for 1st Year)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	$97,245.00		$97,245.00		
14. Non-Federal					
15. TOTAL (sum of lines 13 and 14)	$97,245.00		$97,245.00		

SECTION E – BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (Years)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16.				
17				
18.				
19.				
20. TOTALS (sum of lines 16 - 19)				

SECTION F – OTHER BUDGET INFORMATION
(Attach additional sheets if Necessary)

21. Direct Charges:	22.

23. Remarks:

ASSURANCES NON-CONSTRUCTION PROGRAMS

Note: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance, and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of the project costs) to ensure proper planning, management and completion of the project described in this application.

2. Will give the awarding agency, the Comptroller General of the United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.

3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.

5. Will comply with the Intergovernmental Personnel lAct of 1970 (42 U.S.C. '' 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).

6. Will comply with all Federal statues relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. ' 795), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. '' 6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination of the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) '' 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. ' 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (I) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.

8. Will comply with the provision of the Hatch Act (5 U.S.C. '' 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. '' 276a-7), the Copeland Act (40 U.S.C. '' 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. '' 327-333), regarding labor standards for federally assisted construction subagreements.

AUTHORIZED FOR LOCAL REPRODUCTION

10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is $10,000 or more.

11. Will comply with environmental standards which may be prescribed to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuance to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplain in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S. C. '' 1451 et seq.); (f) conformity of Federal actions to State (Clear Air) Implementation Plans under Section 176(c) of the Clear Air Act of 1955, as amended (42 U.S.C. ' 7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).

12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. '' 1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.

13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. 469a-1 et seq.)

14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.

15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.

16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. '' 4801 et seq.) which prohibits the use of lead based paint in construction or rehabilitation of residence structures.

17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act of 1984.

18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing this program.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL Donald H. Blankenship	TITLE Deputy Commissioner of Agriculture
APPLICANT ORGANIZATION Virginia Department of Agriculture and Consumer Services	DATE SUBMITTED 4/24/07

FISCAL YEAR 2007
WORKPLAN
ENHANCED SURVEILLANCE AS A RESULT OF LPAI H5N2 IN WEST VIRGINIA

Introduction
In accordance with Cooperative Agreement Award No. 07-xxxx-xxxx-CA between the Commonwealth of Virginia (the Cooperator) and the United States Department of Agriculture (USDA), Animal and Plant Health Inspection Service (APHIS), Veterinary Services (VS), this Work Plan outlines the objectives, activities and budget for the Enhanced Avian Influenza Monitoring Program in commercial table-egg layers, meat-type chickens and turkeys, their respective breeding flocks, NPIP subpart E participants, and non-NPIP backyard flocks. VS will provide funding in support of the Cooperative Agreements and this Work Plan for the period April 1, 2007 through June 30, 2007.

Objectives
To work with commercial table-egg producers, meat-type chicken and turkey producers and processors and their parent hatching egg production flocks; primary egg- and meat-type chicken, turkey breeders, and non-NPIP backyard flocks to conduct:

1. Active surveillance as described in Prevention and Rapid Response for Avian Influenza (H5 and H7) in Virginia.
2. Diagnostic surveillance as described in Prevention and Rapid Response for Avian Influenza (H5 and H7) in Virginia.
3. Depopulation and disposal activities for all LPAI H5/H7 positive premises.

Need for Assistance:
To complete the objectives of the H5/H7 Enhanced Surveillance program:
Routine Activities-

1. Supplies and labor for conducting the agar gel immunodiffusion test (AGID), ELISA or other official tests for avian influenza at authorized laboratories of the NPIP.
2. Submission and transportation of samples to National Veterinary Services Laboratories (NVSL).
3. Laboratory costs for conducting avian influenza clinical diagnostic surveillance; i.e., examining all submitted cases of unexplained respiratory disease, egg production drop, and mortality for avian influenza by an approved serological test, virus isolation and identification, an approved viral RNA and antigen detection test.

The USDA/APHIS/VS will provide funding with this Cooperative Agreement for these activities which are above and beyond the routine LPAI surveillance that is supported with the CY07 NPIP LPAI Cooperative Agreement.

RESULTS OR BENEFITS EXPECTED

The purpose of this agreement is to enhance H5/H7 LPAI surveillance cooperatively in the state in response to the recent LPAI H5N2 detected in West Virginia. Surveillance and control of H5/H7 LPAI is essential to maintain free international trade for the

commercial poultry industry for both live poultry and poultry products and to eliminate production losses due to infection.

Approach

A. Field Activities

a. Definitions:

Table-egg layer. A domesticated chicken grown for the primary purpose of producing eggs for human consumption.

- Table-egg laying premises with fewer than 75,000 birds are exempt from the special provisions of Subpart B of this part.

Table-egg layer flock- all of the birds in one barn or house.
Table-egg layer premises- all of the flocks under common ownership on one premises.
Meat-type chicken. A domesticated chicken grown for the primary purpose of producing meat, including but not limited to broilers, roasters, fryers, and cornish.
Commercial meat-type flock. All of the poultry on one farm. However, at the discretion of the Official State Agency, any group of poultry which is segregated from another group in a manner sufficient to prevent the transmission of H5/H7 LPAI and has been so segregated for a period of at least 21 days may be considered as a separate flock.
Meat-type chicken slaughter plant. A federally inspected meat-type chicken slaughter plant.

- Meat-type chicken slaughter plants that slaughter fewer than 200,000 meat-type chickens in an operating week are exempt from the special provisions of this Subpart C.

Shift. The working period of a group of employees who are on duty at the same time.
Meat-type turkey. A domesticated turkey grown for the primary purpose of producing meat.
Meat-type turkey slaughter plant. A federally inspected meat-type turkey slaughter plant.

- Meat-type turkey slaughter plants that slaughter fewer than 2 million meat-type turkeys in a 12-month period are exempt from the special provisions of this Subpart D.

Subpart E Participants

Exhibition poultry. Domesticated fowl which are bred for the combined purposes of meat or egg production and competitive showing.
Game birds. Domesticated fowl such as pheasants, partridge, quail, grouse and guineas, but not doves and pigeons.
Waterfowl. Domesticated fowl that normally swim, such as ducks and geese.

The work plan calls for the following surveillance options:
For 4/1/07 through 4/28/07:
Enhanced Surveillance of all Shenandoah Valley Complex commercial poultry flocks as described in Appendix 4 of the Prevention and Rapid Response for Avian

Influenza (H5 and H7) in Virginia, and Appendix 11 of the West Virginia Avian Influenza Prevention and Response Protocol

Meat-Type Chicken Slaughter Plants Active Surveillance-

-AGID test on serum within 14 days prior to movement, 20 birds per house.

-Antigen test within 72 hours prior to movement to slaughter, 10 birds per house.

Meat-Type Turkey Slaughter Plants Active Surveillance-

-AGID test on serum at 10 or 12 weeks of age, 20 birds per house.

-Antigen test within 72 hours prior to movement to slaughter, 10 birds per house.

Egg- and Meat-Type Chicken, Turkey and subpart E breeding flocks-

-Replacement birds: AGID on serum once a month, beginning at 10 weeks of age

-Producing flocks: AGID on serum or eggs every 2 weeks

-10 birds per house also tested 72 hours prior to movement with an antigen test

Backyard flocks (non-NPIP)-

-For suspect or contact flocks: Antigen test for all birds in a flock where possible. When not possible, samples taken from at least 10 birds per flock.

For Period 4/28/07 through 6/30/07:

Scaled Down Surveillance of WV Flocks and VA Flocks with epidemiologic links to infected WV flock (see Appendix 13 of West Virginia's Initial State Response and Containment Plan). Total of approximately 65 WV flocks and 9 VA flocks, comprised of approximately 170 poultry houses.

Meat-Type Chicken Slaughter Plants Active Surveillance-

-AGID test on serum at slaughter, 10 birds per farm per shift.

-Antigen test at slaughter, 10 birds per farm per shift.

Meat-Type Turkey Slaughter Plants Active Surveillance-

-AGID test pre-slaughter, 10 birds per house.

-Antigen test pre-slaughter 10 birds per house.

Egg- and Meat-Type Chicken, Turkey and subpart E breeding flocks-

-Replacement birds: AGID on serum once a month, beginning at 10 weeks of age

-Producing flocks: AGID on serum or eggs every 4-6 weeks

-Antigen test 72 hours prior to movement, 20 birds per house

B. Laboratory

Slaughter plant sample collection, handling, and transportation to a NPIP authorized laboratory

Blood samples for official tests shall be drawn by an Authorized Agent or State Inspector. Guidance for sample collection at the slaughter plant can be found in 9 CFR 146.13.

All testing is to be performed at the Virginia Department of Agriculture and Consumer Services' (VDACS) Harrisonburg Regional Animal Health Laboratory

(RAHL), an NPIP authorized laboratory and a contract member laboratory of the National Animal Health Laboratory Network.

This work plan also allows for travel expenses associated with VDACS employees from the other regional animal health laboratories to assist at the Harrisonburg RAHL with this enhanced and scaled down surveillance testing. Travel costs are based on the Commonwealth of Virginia personal vehicle rate of $0.246/mile, the standard lodging rate of $60/night and the $39 meals and incidental expenses rate for the Harrisonburg, VA area. Total reimbursement costs for VDACS employee travel costs is estimated to be $2,798.00.

Official NPIP Avian Influenza Tests

Subject to official rulemaking, the NPIP official tests for avian influenza are two antibody tests (i) the agar gel immunodiffusion (AGID) test, (ii) the enzyme-linked immunosorbent assay (ELISA), and two agent detection tests (i) The Real Time Reverse Transcriptase/Polymerase Chain Reaction (RRT-PCR) assay and (ii) USDA licensed type A Influenza Antigen Capture Immunoassay (ACIA).

1) Standard test procedures for the AGID test for avian influenza are set forth in 9 CFR § 147.9.
2) The AGID test must be conducted on all ELISA-positive samples. Any samples that are found to be positive by AGID must be further tested and subtyped by Federal Reference Laboratories using the hemagglutination inhibition test. Final judgment may be based upon further sampling or culture results.
3) Antigen detection and RRT-PCR are recognized as official tests for avian influenza (adopted proposed change 2006 Biennial Conference, pending rulemaking). Additional requirements for approval by State veterinarian maybe required for certain tests of this type.
4) The tests must be conducted using antigens or test kits approved by the Service. Test kits must be licensed by the Service and approved by the Official State Agency and tests must be performed in accordance with the recommendations of the producer or manufacturer.
5) The official determination of a flock as positive for the H5 or H7 subtypes of LPAI may be made only by the NVSL.

<u>H5/H7 LPAI virus infection (infected)</u>. Poultry will be considered to be infected with H5/H7 LPAI for the purposes of this part if:
(1) H5/H7 LPAI virus has been isolated and identified as such from poultry; or
(2) Viral antigen or viral RNA specific to the H5 or H7 subtype of AI virus has been detected in poultry; or
(3) Antibodies to the H5 or H7 subtype of the AI virus that are not a consequence of vaccination have been detected in poultry. If vaccine is used, methods should be used to distinguish vaccinated birds from birds that are both vaccinated and infected. In the case of isolated serological positive results, H5/H7 LPAI infection may be ruled out on the basis of a thorough epidemiological investigation that does not demonstrate further evidence of H5/H7 LPAI infection.

For the expected enhanced surveillance period (4/1/07 through 4/28/07):

Based on 3018 samples for meat-type chicken slaughter plants by AGID, 477 by RRT-PCR and 100 by Ag Capture ELISA, 3288 samples from meat-type turkey slaughter plants by AGID, 421 by RRT-PCR, and 131 by Ag Capture ELISA, 11,376 samples from meat-type chicken breeding flocks by AGID, 382 by RRT-PCR, and 96 by Ag Capture ELISA, 1580 samples from turkey breeding flocks by AGID, 23 by RRT-PCR and 7 by Ag Capture ELISA, and 80 samples from non-NPIP backyard flocks by AGID, 12 by RRT-PCR and 6 by Ag Capture ELISA. Thus we expect to run a total of 19,342 AGID tests, 1315 RRT-PCR tests and 340 Ag Capture ELISA tests for this enhanced surveillance program.

Based on the cost for reagents and other supplies RRT-PCR in our laboratory is estimated to be $35.00/test. Thus the cost of all RRT-PCR for this enhanced surveillance will be $46,025. Based on the cost for reagents and other supplies, AGID in our laboratory is estimated to be $1.10/test. Thus the cost of all AGID for this enhanced surveillance will be $21,276. Based on the cost for reagents and other supplies, Ag Capture ELISA in our laboratory is estimated to be $14.00/test. Thus the cost of all Ag Capture ELISA in this enhanced surveillance will be $4,760.

For the expected scaled down surveillance period (4/29/07 to 6/30/07):

Based on 0 samples for meat-type chicken slaughter plants by AGID, 0 by RRT-PCR and 0 by Ag Capture ELISA, 9180 samples from meat-type turkey slaughter plants by AGID, and 306 by RRT-PCR, 1020 samples from meat-type chicken breeding flocks by AGID, and 34 by RRT-PCR, 0 samples from turkey breeding flocks by AGID, 0 by RRT-PCR and 0 by Ag Capture ELISA, and 0 samples from non-NPIP backyard flocks by AGID, 9 by RRT-PCR and 0 by Ag Capture ELISA. Thus we expect to run a total of 10,200 AGID tests, and 340 RRT-PCR for this scaled down surveillance program.

Based on the cost for reagents and other supplies RRT-PCR in our laboratory is estimated to be $35.00/test. Thus the cost of all RRT-PCR for this scaled down surveillance will be $11,900. Based on the cost for reagents and other supplies, AGID in our laboratory is estimated to be $1.10/test. Thus the cost of all AGID for this scaled down surveillance will be $11,220.

C. Reporting

The Cooperator agrees to submit to USDA/APHIS/VS (through their Area Veterinarian in Charge) quarterly accomplishment reports on program activities outlined in the Work Plan and Financial Plan. These reports will be used by APHIS to verify compliance with provisions of this Agreement. These reports are due no later than 30 days after the end of each Federal fiscal quarter except the final report which is due no later than 90 days after the Agreement expires or terminates. The report should include information on the number of participating table-egg layer flocks, meat-type chicken and turkey slaughter plants, egg- and meat-type chicken breeding flocks, turkey breeding flocks, subpart E breeding flocks and non-NPIP backyard flocks and the number of

samples collected and tested. The report should also include a detailed summary of all depopulation and disposal activities.

Resources Requested
$97,245.00 total funds requested. See detailed financial plan for a breakdown of expenses.

Joseph P. Garvin, DVM
Program Manager, Office of Laboratory Services

4/24/07
Date

Donald G. Blankenship
Deputy Commissioner

4/24/07
Date

Detailed Financial Plan
Enhanced Surveillance
(Cost Code XXX; Federal ID XX-XXXX-XXXXCA)
April 1, 2007 through June 30, 2007

Grant Worksheet

Position	# staff	hrs/mth	hrly rate	#months	amount	Total per Category
Personnel						
			Total Personnel		0.00	0.00
Fringe Benefits, state rate					0.00	0.00

	#	Description	rate		
Travel				0.00	
	10.00	Meals and Incidental Expenses	39.00	390.00	
	10.00	Hotel Lodging	60.00	600.00	
	8.00	Travel from Richmond OLS Office 260 mi	64.00	512.00	
	8.00	Travel from Warrenton RAHL 190 miles R	47.00	376.00	
	6.00	Travel from Wytheville RAHL 356 miles R	88.00	528.00	
	8.00	Travel from Lynchburg RAHL 200 miles R	49.00	392.00	
				0.00	
		Total Travel		2,798.00	2,798.00
	#	Description	rate		
Equipment					
	#	Description	rate		
Supplies					
		Total Supplies		0.00	0.00
	#	Description	rate		
Contractual					
		Total Contractual		0.00	0.00
	#	Description	rate		
Other		**AGID Testing**			
	1,580.00	Turkey Breeder Flock Samples	1.10	1,738.00	
	12,396.00	Chicken Breeder Flock Samples	1.10	13,636.00	
	3,018.00	Pre-Slaughter Broiler Samples	1.10	3,320.00	
	12,468.00	Pre-Slaughter Meat Turkey Samples	1.10	13,715.00	
	80.00	Backyard Bird Samples	1.10	88.00	
		RRT-PCR Testing			
	23.00	Turkey Breeder Flock Samples	35.00	805.00	
	416.00	Chicken Breeder Flock Samples	35.00	14,560.00	
	447.00	Pre-Slaughter Broiler Samples	35.00	15,645.00	
	727.00	Pre-Slaughter Meat Turkey Samples	35.00	25,445.00	
	21.00	Backyard Bird Samples	35.00	735.00	
		Ag Capture ELISA Testing			
	7.00	Turkey Breeder Flock Samples	14.00	98.00	
	96.00	Chicken Breeder Flock Samples	14.00	1,344.00	
	100.00	Pre-Slaughter Broiler Samples	14.00	1,400.00	
	131.00	Pre-Slaughter Meat Turkey Samples	14.00	1,834.00	
	6.00	Backyard Bird Samples	14.00	84.00	
		Total Direct		94,447.00	94,447.00
	%				
Indirect	26.08%				
		TOTALS			**97,245.00**

Donald G. Blankenship
Deputy Commissioner

4/24/07
Date

KEY PEOPLE LIST

Please show street address as well as Post Office Box Number where applicable.

AGENCY DIRECTOR

(Individual who is authorized to sign the assistance agreement application and award acceptance).

Name: [redacted]
Title: Deputy Commissioner
Address: Virginia Department of Agriculture and Consumer Services
PO Box 1163
Richmond, VA 23218
Telephone: [redacted]

PROGRAM DIRECTOR

(Technical program director; generally the same individual as the "contact person" in block #5 of the application).

Name: [redacted]
Title: Project Manager
Address: Virginia Department of Agriculture and Consumer Services
PO Box 1163
Richmond, VA 23218
Telephone: [redacted]

GRANTS ADMINISTRATOR

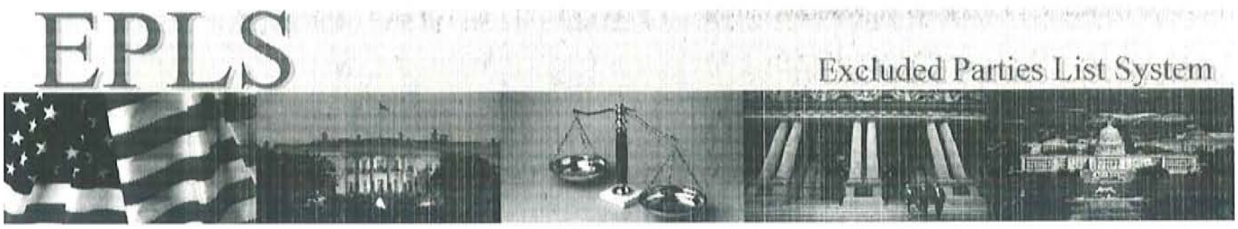
(This is the person who is responsible for (1) maintaining the accounting/financial management system supporting grant expenditures; (2) preparing financial reports; and (3) maintaining the Letter of Credit. If any of these responsibilities are located in another office, please so indicate by showing below the name(s), title(s) organization name(s), address and telephone.)

Name: [redacted]
Title: Grants Administrator
Address: Virginia Department of Agriculture and Consumer Services
PO Box 1163
Richmond, VA 23218
Telephone: [redacted]

BUDGET DIRECTOR

This is the person who is responsible for signing the Financial Status Report, SF 269 and the Advance or Reimbursement forms, SF 270.

Name [redacted]
Title Budget Director
Adddress Virginia Department of Agriculture and Consumer Services
PO Box 1163
Richmond, VA 23218
Telephone [redacted]



Search - Current Exclusions

> Advanced Search
> Multiple Names
> Exact Name and SSN/TIN
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View Cause and Treatment Code Descriptions

> Reciprocal Codes
> Procurement Codes
> Nonprocurement Codes

Agency & Acronym Information

> Agency Contacts
> Agency Descriptions
> State/Country Code Descriptions

OFFICIAL GOVERNMENT USE ONLY

> Debar Maintenance
> Administration
> Upload Login

EPLS Search Results

Search Results for Parties Excluded by

Exact Name : virginia department of agriculture & consumer services
SSN/TIN

Save to MyEPLS

Your search returned no results.

Back New Search

Resources

> Search Help
> Public User's Manual
> FAQ
> Acronyms
> Privacy Act Provisions
> News

Reports

> Advanced Reports

Archive Search - Past Exclusions

> Advanced Archive Search
> Multiple Names

Contact Information

> Email: support@epls.gov
eplscomments@epls.gov

> Phone: 1-866-GSA-EPLS
1-866-472-3757

Appendix I
Daily Activity Log

Table I-1 shows a sample daily activity log.

Table I-1. Daily Activity Log

Incident Name: _____ Section or Individual Name: _____ Date: _____

Time	Action item	Action taken	Date closed

Appendix J
Sample SITREP

Figure J-1 shows a sample situational report (SITREP) developed using the APHIS SITREP as a guide. This sample contains many of the same components needed, with some nuances, to maintain consistency in reporting incident details. Figure J-2 shows a sample epidemiology report.

Figure J-1. Sample SITREP Format

Incident Name: [*Title of incident*]
Executive Update
[*Month/day/year*]

Officials with the [*name of state department of agriculture*] and the Animal and Plant Health Inspection Service are conducting an eradication campaign for [*incident disease name*]. The disease was confirmed on [*month/day/year*] and is restricted to [*name of area*]. Clinical signs include [*briefly summarize signs*]. Investigations are ongoing, and all figures are provided pending final validation.

Situation Report Number: [*Sequential number of the report beginning with 01*].

Situation Summary: [*Brief summary of the details of the incident, including situation, operational, and trade issue updates*].

- **Situation Update**
  - Number of premises positive: [*Number and trend, such as "no change from [date] report"*]
  - Number of premises quarantined: [*Number][Describe trend, such as "up X from [date] report"*]
  - Number of premises depopulated: [*Number][Describe trend, such as "up X from [date]report"*]
  - Animals depopulated to date: [*Number*]
  - Premises waiting to be depopulated: [*Number*]
  - Counties with positive premises: [*Number*]

- **Operational Update**

  Current disease control and eradication activities are as follows [*briefly describe activities; examples of possible items appear below*]:

  - The [*name of disease*] disease situation is contained and is considered a single outbreak cluster within a [*xx*]-mile radius in [*name* of *county*] and along [*name of border or other geopolitical designation*].

  - State and Federal animal health officials are conducting door-to-door surveys to identify livestock in the affected areas and are following up on all epidemiologic associations.

  - Door-to-door surveillance, along with interviews, has established that there have been no links to [*geographic designation, such as "western"*] states and no exposure to livestock in other states.

  - The [*name of state agriculture department*] has closed all livestock exhibits at fairs and expositions within [*name of state*].

  - The [*name of state agriculture department*] and X are conducting depopulation, cleaning and disinfection, and carcass disposal activities. Affected and exposed livestock are being euthanized and [*brief description of method of disposal*].

  - Local commercial [*herds or flocks*] are being monitored closely and will be allowed to move intrastate only under [*name of state department of agriculture*].

  - All epidemiological findings indicate that [*name of disease*] has not spread to any other areas outside the principal cluster of premises.

- **Trade Issues**

  Trade issues include the following:

  - [*Name of country*] has placed a ban on [*name of commodity*] from [*name of place, such as "the state of X"*].

  - [*Name of country*] has placed a ban on [*name of commodity*] from [*name of place*] for [*period, such as "up to 12 months"*]. Details are as follows:

    - A ban, retroactive to [*date*] has been placed on an area within a [*x*]-kilometer radius of the outbreak premises.

- [*Name of commodity*] is banned for [*X*] months; on [*date, including year*] it will again be eligible for export to [*name of country*].
- [*Names of commodities*] are banned for [*X*] months.

➢ Effective [*date, including year*], the [*name of entity, such as "the European Union"*] has placed a ban on the entire United States for the following commodities: [*commodities*].

➢ _____ is continuing to work with foreign countries to address their questions and concerns regarding the [*name of disease*] situation in [*name of state*].

Key Issues: [*Description of the issues of most importance and that require resolution or monitoring*].

Public Affairs: [*Summary of the key public affairs issues*].

AEOC Personnel:

Number of Federal personnel:

Number of state personnel:

Number of industry personnel:

Number of Commodity Credit Corporation personnel:

Other:

Total:

Next SITREP Due At: [*Date and time next report is published*].

Prepared by: [*Name of individual or section who prepared report*].

Figure J-2. Sample Epidemiology SITREP Format

November 15, 2013

United States Department of Agriculture

Animal and Plant Health Inspection Service

Veterinary Services

Surveillance, Preparedness and Response Services

National Preparedness and Incident Coordination Center

4700 River Road
Riverdale, MD 20737
Unit 41

(301) 851-3595
(301) 734-7817 fax

TO: State Animal Health Officials, VS Assistant District Directors

FROM: APHIS Incident Coordination Group

SUBJECT: Livestock Disease Outbreak Epidemiological Report; Includes Data Reported Through 9:00 p.m. EST, November 14, 2013

A. Current Situation Status Report

Commercial Premises	State A		
	Premises Affected *	Swine on Premises	Cattle on Premises
Total #	422	10,537	32,011
# Depopulated	383	9,923	31,371
# In Process	39	614	640
% Depopulated	90.8%	94.2%	98.0%

Non-Commercial Premises	State A		State B	
	Premises Affected *	Livestock on Premises	Premises Affected *	Livestock on Premises
Total #	89		14	
# Depopulated	84	1,861	14	301
% Depopulated	94.4%		100%	

Counties Currently Affected, by State:

- State A — County A1, County A3, County A4, County A5, County A7
- State B — County B2

New Counties: None

Critical Information: Since yesterday, diagnostic results have confirmed one new infected commercial premises in County A4, State A.

* Affected premises include both Infected Premises and Contact Premises.

B. Detailed Report

Officials with the State A Department of Agriculture, the State B Department of Agriculture, and the United States Department of Agriculture (USDA) are conducting a campaign to control and eradicate a livestock disease outbreak from State A and State B. The disease was confirmed on September 3, 2013. The latest figures follow.

	State A	State B	Total	
Total # of Livestock Depopulated:	43,155	301	43,456	
Total # of Premises Quarantined:	662	23	685	
Total # of Premises Released:	104	7	111	
Total # of Premises Affected:	511	14	525	(increase of 1)
• # of Infected Premises:	279	3	282	
# of Non-Commercial Herds:	58	3	61	
# of Commercial Herds:	221	0	221	
• # of Contact Premises:	232	11	243	
# of Non-Commercial Herds:	31	11	42	
# of Commercial Herds:	201	0	201	
Total # of Premises Depopulated:	467	14	481	
Total # of Premises to be Depopulated:	44	0	44	(increase of 1)

Commercial Premises Affected, by County:
County A1 - 41 IPs, 32 CPs
County A3 - 76 IPs, 72 CPs
County A4 - 104 IPs, 97 CPs

C. Counties Affected By State

(Reflects total # of Infected Premises and Contact Premises in each county)

State A:		State B:	
County A1	96	County B2	14
County A3	201		
County A4	208		
County A5	2		
County A7	4		

D. Additional Notes

- Epidemiological investigations are ongoing. Entities that sell livestock continue to be monitored in affected areas. If a herd tests positive, officials will quarantine the premises immediately and order the destruction of the herd as soon as it is logistically possible.

- Currently, a net total of 685 premises have been quarantined in State A and State B.

Appendix K
Sample Q&A

This appendix exhibits two question and answer (Q&A) fact sheets on FMD (Figure K-1) and equine herpesvirus type 1 (EHV-1) (Figure K-2).

Figure K-1. FMD Q&A Fact Sheet

APHIS **Factsheet**

Veterinary Services July 2013

Foot-and-Mouth Disease

Foot-and-mouth disease (FMD) is a severe, highly contagious viral disease. The FMD virus causes illness in cows, pigs, sheep, goats, deer, and other animals with divided hooves. It does not affect horses, dogs, or cats. FMD is not a public health or food safety threat. It is also not related to hand, foot and mouth disease, a common childhood illness caused by a different virus.

FMD is a worldwide concern, as it can spread quickly and cause significant economic losses. While many countries across the globe are dealing with FMD in their livestock populations, the United States eradicated the disease here in 1929. In carrying out our safeguarding mission, the U.S. Department of Agriculture's (USDA) Animal and Plant Health Inspection Service (APHIS) works to ensure the continued health of our Nation's livestock. These efforts include preventing FMD from reentering the country.

What Is FMD?

Animals with FMD typically have a fever and blisters on the tongue and lips, in and around the mouth, on the mammary glands, and around the hooves. These blisters, called vesicles, pop and turn into red areas called erosions. Pain and discomfort from the vesicles and erosions lead to other symptoms such as depression, anorexia, excessive salivation, lameness, and reluctance to move or stand. Most affected animals will not die from FMD, but the disease leaves them weakened and unable to produce meat and milk the way they did before.

FMD causes production losses and hardships for farmers and ranchers. It also has serious impacts on livestock trade—a single detection of FMD will likely stop international trade completely for a period of time. Since the disease can spread widely and rapidly and has grave economic consequences, FMD is one of the animal diseases livestock owners dread most.

What Causes FMD?

FMD is caused by a virus. After an animal is infected with the virus, the first signs of illness usually appear within 2 to 14 days.

The virus survives in living tissue and in the breath, saliva, urine, and other excretions of infected animals. It can also survive in contaminated materials and the environment for several months under the right conditions. Time, extreme temperatures, and pH changes will inactivate (i.e., kill) the virus.

There are 7 known types and more than 60 subtypes of the FMD virus. Immunity to one type does not protect an animal against other types or subtypes.

How Does FMD Spread?

FMD can spread when infected animals bring the virus into physical contact with susceptible animals (i.e., divided hoof animals). An outbreak can also occur when susceptible animals:

- Are held in contaminated facilities;
- Are moved in contaminated vehicles;
- Are fed raw or improperly cooked garbage containing infected meat or animal products;
- Have contact with people wearing contaminated clothes or shoes or using contaminated equipment;
- Are exposed to contaminated materials such as hay, feed, hides, or biologic products;
- Drink contaminated water; or
- Are inseminated by semen from an infected animal.

Signs of Illness

The best known signs of the disease include vesicles, which are similar to blisters, that quickly pop and cause erosions in the mouth or on the feet, resulting in excessive salivation or lameness. Because they pop quickly, these blisters are not always easy to see.

These signs may appear in affected animals during an FMD outbreak:

- Great increase in body temperature for 2 to 3 days
- Vesicles that rupture and discharge clear or cloudy fluid, leaving raw, eroded areas surrounded by ragged fragments of loose tissue
- Sticky, foamy, stringy saliva
- Eating less because of painful tongue and mouth blisters
- Lameness with reluctance to move
- Abortions
- Low milk production in dairy cows
- Heart disease and death, especially in newborn animals

It will take many months for animals to regain weight lost during illness. Animals that recover seldom produce the same amount of milk as before, and conception rates may be lower.

Confusion With Other Diseases

Diseases involving blisters show similar signs. As a result, FMD may be confused with other vesicular but less harmful diseases, including vesicular stomatitis, bluetongue, bovine viral diarrhea, foot rot in cattle, and swine vesicular disease. The only way to tell if the vesicles are caused by the FMD virus is through laboratory testing. If you observe mouth or feet blisters or other typical disease signs in your animals, please report them immediately so that the appropriate testing can occur.

Where FMD Occurs

While the disease is widespread around the world, North America, Central America, Australia, New Zealand, Chile, and many countries in Europe do not have FMD. Various types of FMD virus have been identified in Africa, South America, Asia, and some parts of Europe.

Prevention and Control

FMD is one of the most difficult animal diseases to control. Because the disease occurs in many parts of the world, there is always a chance of its introduction into the United States. Consequently, many animals and animal byproducts from areas known to be affected with FMD are subject to import restrictions or are prohibited entry into this country.

Livestock animals, including those in the United States, are highly susceptible to FMD viruses. If an FMD outbreak occurs here, the disease could spread rapidly to all regions of the country through routine livestock movements—unless we detect it early and eradicate it immediately. The economic impact of unchecked FMD spread could reach billions of dollars in the first year.

Vaccines for FMD are available, but must be matched to the specific type and subtype of virus causing the outbreak. In the event of an outbreak, animal health officials will carefully consider use of vaccination. If it becomes apparent at any point that a "stamping-out" strategy will not effectively eliminate the disease, we will immediately consider alternate strategies, including vaccination. It could then be used to help slow the spread of the FMD outbreak or to protect specific animals, depending on the situation.

How You Can Help

There are many ways you can support our efforts against FMD:

- Watch for excessive salivation, lameness, and other signs of FMD in your herd.
- Immediately report any unusual or suspicious signs of disease to your veterinarian, State or Federal animal disease control officials, or your county agricultural agent.
- When traveling outside the United States, make sure that you do not bring back prohibited animal products or other at-risk materials.

If FMD appears in your animals, your report will set in motion an aggressive State and Federal eradication program to protect our Nation's livestock herd.

Your participation is vital. Both the early recognition of disease signs and the prompt notification of veterinary officials are essential to a successful eradication program. Your warning could prevent FMD from becoming established in the United States, or if it does spread, reduce the time and money needed to wipe it out.

Additional Information

For more information about FMD, contact:

Veterinary Services
APHIS, USDA
4700 River Road, Unit 41
Riverdale, MD 20737-1231
Phone: (301) 851-3595

Current information on animal diseases and disease outbreaks is also available on our Web site at www.aphis.usda.gov.

USDA is an equal opportunity provider and employer.

Figure K-2. Equine Herpesvirus Q&A Fact Sheet

Questions and Answers
Veterinary Services
April 2007

Questions and Answers: Equine Herpesvirus

Q. What is equine herpesvirus type 1?

A. Equine herpesvirus type 1 (EHV-1) causes a disease of horses called equine rhinopneumonitis. It is found in horses worldwide but does not affect humans. EHV-1 usually causes respiratory symptoms with fever, but it can also cause abortion, nervous system (neurologic) disease, or death.

Q. Are there different types of EHV-1?

A. EHV-1 has several different strains, and new strains can develop from natural mutations. These strains or mutations are thought to cause outbreaks of the disease. The neurologic form of the disease can cause a wide variety of symptoms, including incoordination, weakness or paralysis of the hind limbs and tail, incontinence, and loss of skin sensation. The horse may lie down and not be able to get up. The paralysis can be progressive and in some cases, the animal may die.

Q. How is EHV-1 spread?

A. The virus can spread via contact with an infected animal, through the air, via contaminated equipment, or via a handler's clothing and hands. An infected animal can be latently infected and sporadically shed the virus, or show only mild clinical signs.

Q. Why is there a concern about EHV-1?

A. The neurologic form of disease caused by EHV-1 is emerging worldwide with outbreaks having a higher frequency than has been reported previously. Recent outbreaks may be related to a mutation of the EHV-1 virus that allows it to multiply more efficiently. More horses are dying from this form than would normally be expected, and the disease also demonstrates the ability to affect horses of all breeds, ages, and vaccination status. This new form therefore has the potential to cause high losses in the U.S. horse population.

Q. What is the Federal role in addressing EHV-1 outbreaks?

A. EHV-1 is found throughout the United States and outbreaks are usually handled by the States involved. In some instances, however, shipments of horses may be divided and shipped to multiple States.

During such outbreaks when animals have crossed State lines, the U.S. Department of Agriculture's Animal and Plant Health Inspection Service (APHIS) steps in to assist with tracing animals. APHIS has worked closely with States and affected owners to help trace the movement of animals from their entry into the United States to their current or last location.

Q. Has APHIS played a role in tracing any recent outbreaks of EHV-1 in the United States?

A. An outbreak of neurologic disease caused by EHV-1 occurred in late 2006 and involved a group of 15 horses shipped from Germany. After arriving in the United States, the horses were shipped to eight States. Five of the horses went to Florida; this resulted in 13 horses total identified as infected, with neurologic signs in 7 cases and 6 associated deaths. Ten Florida premises were quarantined.

One of the horses that arrived from Germany was shipped to California and died shortly after arrival from neurologic disease typical of EHV-1 infection. All horses exposed to this animal were identified.

The remaining nine horses from Germany were shipped to six other States. They were quarantined and observed for signs of EHV-1 infection. No signs were seen.

The Florida outbreak was confirmed as due to EHV-1 when laboratories found neuropathogenic strains of EHV-1 in submitted samples. These findings, together with the observation of clinical signs consistent with the neurologic form of equine rhinopneumonitis, contributed to the diagnosis.

Q. What about EHV-1 outbreaks in other parts of the world?

A. Other countries have also seen an increase in the number and severity of reported neurologic EHV-1 outbreaks. In 2005, significant outbreaks occurred in Canada, Ireland, South Africa, Switzerland, the United Kingdom, and the United States.

Q. What should horse owners do to protect their animals from EHV-1?

A. Veterinarians and horse owners should continue to quarantine suspect and diagnosed cases. Using strict biosecurity measures in day-to-day procedures, even when disease is not suspected, is very important in preventing the introduction and spread of infectious diseases. Information on equine biosecurity practices can be found in APHIS' "*Keeping Your Horses Healthy*" brochure, available at **http://www.aphis.usda.gov/publications/animal_health/2011/bro_keep_horses_healthy.pdf**.

Q. Are there EHV-1 vaccine products available?

A. There are currently 35 vaccine products licensed by APHIS' Center for Veterinary Biologics (CVB) that contain EHV. These products are labeled as "Equine Rhinopneumonitis" vaccines. Some contain only EHV, and some have EHV in combination with other vaccines. These products all underwent extensive safety testing before they were licensed. All of them were shown to be effective in a manner that backs up the claim stated on the label. For example, the label may state, "as an aid in the control of respiratory disease due to EHV-1" or "as an aid in the prevention of abortion associated with EHV-1" or "aids in the reduction of shedding." Currently, no licensed product has a label claim for the neurologic form of disease caused by EHV-1.

Q. Have any horses gotten the neurologic form of EHV-1 after being vaccinated for the disease?

A. To date, CVB has not received a report of an adverse reaction involving the appearance of neurologic symptoms following vaccination with a licensed EHV vaccine. The recent outbreaks of neurological EHV appear to be related to a new strain of EHV-1. However, APHIS remains vigilant and ready to respond if such an event is reported. Reporting adverse events is encouraged. Such events may be reported by telephone at 800-752-6255; online, using the adverse event electronic report form available at the CVB Web site (http://www.aphis.usda.gov/vs/cvb); or by fax or mail, using the Web site form and the provided CVB fax number or address.

Q. Should owners get their horses vaccinated?

A. To date, not much is known for certain about how EHV-1 causes neurologic disease. As additional information becomes available, educational outreach to practitioners and horse owners will be extremely important. Decisions about the use of EHV vaccine in individual horses should be made based on your local situation in consultation with your veterinarian. APHIS will continue to work with interested groups such as the United States Animal Health Association, industry organizations, and national and State groups in making further recommendations and plans related to EHV-1.

Appendix L
After-Action Review Template

This appendix contains a sample after-action review template.

After-Action Review
[Animal Disease Outbreak]
[Date]

USDA

EXECUTIVE SUMMARY

Highlights of the following topics:

- Overview of the animal disease outbreak
- What went well and what did not go well
- Improvements needed
- Unexpected results
- Recommendations.

CHAPTER 1. ANIMAL DISEASE OUTBREAK OVERVIEW

- Details of the outbreak or incident, including the declaration date, conclusion date, and geographic area affected
- A chronology of the main events that occurred during the outbreak
- Details of the major actions taken to contain or eradicate the disease
- Details of actions taken to return to normal operations or follow-on support upon conclusion of the outbreak.

CHAPTER 2. DISCUSSION OF KEY ISSUES

- What went well and why
- What did not go well and why unnecessary
- Improvements needed.

CHAPTER 3. ISSUES AND RECOMMENDATIONS

- A record of the discussion and recommendations from the “hot wash” review session.

Chapter 4. Unexpected Results

- A list of unexpected consequences of the disease outbreak.

Chapter 5. Conclusions

- Lessons learned and a summary of recommendations
- Plan for turning recommendations into a refinement of procedures, processes, plans, and training.

Appendices

- Agencies and participants
- Maps of the outbreak or incident
- Selected outbreak or incident standard reports, such as a daily activity log.

Appendix M
After-Action Report Template

This appendix contains a sample after-action report (AAR) template.

After-Action Report
[Animal Disease Outbreak]
[Date]

EXECUTIVE SUMMARY

Highlights from the AAR in 1–2 pages, including brief descriptions of the following:

- Overview of the animal disease outbreak or incident
- Key findings
- Key recommendations
- Action plan for implementing recommendations.

CHAPTER 1. ANIMAL DISEASE OUTBREAK OVERVIEW

- Details of the outbreak or incident, including the declaration date, conclusion date, and geographic area affected
- A chronology of the main events that occurred during the outbreak
- Details of the major actions taken to contain or eradicate the disease
- Details of actions taken to return to normal operations or follow-on support upon conclusion of the outbreak.

CHAPTER 2. AFTER-ACTION REVIEW ("HOT WASH") REPORT

- Results of the after-action review, which provides a framework for documenting the lessons learned
- A list of successes, failures, and needed improvements.

CHAPTER 3. LESSONS LEARNED

Significant findings and recommendations, numbered sequentially and following this format:

- Findings
- Discussion
- Recommendation.

CHAPTER 4. CONCLUSIONS

- Summary of lessons learned and recommendations
- How the recommendations will lead to refined procedures, processes, plans, and training.

CHAPTER 5. ACTION IMPROVEMENT PLAN

This plan is based on issues identified in the "Lessons Learned", and it includes:

- Recommendations
- Required action
- Responsible party or parties
- Target completion date.

APPENDICES

- Agencies and participants
- Maps of the areas affected
- Selected outbreak or incident standard reports, such as a daily activity log.

Appendix N
Abbreviations

AAR	after-action report
AC	Area Command
ADA	Associate Deputy Administrator
ADD	Assistant District Director
AEOC	APHIS Emergency Operations Center
APHIS	Animal and Plant Health Inspection Service
ATAC	APHIS Technical Assistance Center
BPA	Budget Planning and Analysis
BRS	Biotechnology Regulatory Services
CBRNE	chemical, biological, radiological, nuclear, and high explosive
CA	cooperative agreement
CCC	Commodity Credit Corporation
CEM	contagious equine metritis
CDC	Centers for Disease Control and Prevention
CF	contingency fund
DCC	Dispatch Coordination Centers
DHS	Department of Homeland Security
DA	Deputy Administrator
EHV-1	equine herpesvirus type 1
EMLC	Emergency Management Leadership Council
EMRS	Emergency Management Response System
EOC	emergency operations center
EPA	Environmental Protection Agency
EQS	Emergency Qualification System
ESF	Emergency Support Function
FAD	foreign animal disease
FAD PReP	Foreign Animal Disease Preparedness and Response Plan
FAR	Federal Acquisition Regulation

FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FMD	foot-and-mouth disease
FSIS	Food Safety Inspection Service
GIS	geographic information systems
IC	Incident Command
ICG	Incident Coordination Group
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IT	information technology
JIC	Joint Information Center
LPA	Legislative and Public Affairs
MAC	multiagency coordination
MOC	Major Object Class
MOU	memorandum of understanding
NAHERC	National Animal Health Emergency Response Corps
NAHLN	National Animal Health Laboratory Network
NASAHO	National Assembly of State Animal Health Officials
NASDA	National Association of State Departments of Agriculture
NGO	non-governmental organization
NIMS	National Incident Management System
NPIC	National Preparedness and Incident Coordination National
NRMT	Response Management Team
NVS	National Veterinary Stockpile
NVSL	National Veterinary Services Laboratories
OIE	World Organization for Animal Health
PM	project manager
Q&A	questions and answers
SOW	statement of work
ROSS	Resource Ordering and Status System
SAHO	State Animal Health Official

SITREP	situational report
SPRS	Surveillance, Preparedness, and Response Services
TDD	telecommunications device for the deaf
USDA	U.S. Department of Agriculture
VS	Veterinary Services